

Here are some points that you need to consider. You should have included these in your reflective activity.

- You did the right thing by meeting with Ruth to develop a plan that includes an increase in support and supervision. You have recognised the impact of stress on Ruth and are taking steps to address this.
- You probably also recognize the broader impact of stress on organisational performance and retention. An effective, proactive approach to training and retaining staff is important for the maintenance and development of your service, and for the continuity of care for people.
- When Ruth first came to you, assuring her that things would get better was not the right thing to do. By not addressing her concerns sooner, the situation has worsened and Ruth has experienced stress both in the workplace and at home.
- You have now done the right thing, but in future you need to be aware that a key part of your role as a manager is to respond appropriately to workers who seek your assistance when they do not feel able or adequately prepared to carry out any aspects of their work.
- You should re-familiarise yourself with the expectations of managers in developing the social service workforce. These expectations include providing regular supervision, personal development plans and records of training.

When Ruth first approached you with concerns, the right thing to do would have been to meet Ruth to discuss the areas with which she was struggling and to develop a plan to support her training needs.