

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

- You have now done 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 now recognise 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. You need to look at your organisation's policies to act more effectively in future.
- Not addressing Ruth's concerns on previous occasions caused the situation to worsen and Ruth has experienced stress both in the workplace and at home. This failure to act appropriately sooner could call into question your suitability to be a social services manager.
- 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.