

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

- Asking Ruth to keep you updated on when she is coming back is not the right thing to do. It does not address her repeated concerns. It will be difficult for Ruth to manage the stress she is experiencing if there is no plan to support her on her return.
- The right thing to do now would be to develop a plan following your organisation's policy on stress management. This plan should include an increase in support and supervision.
- By not addressing Ruth's concerns on each occasion she has approached you, the situation has worsened and Ruth has experienced stress both in the workplace and at home. This failure to act appropriately could call into question your suitability to be a social services manager.
- You need to recognise the impact of stress on organisational performance and retention. An effective 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 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.