

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

- While arranging supervision is a positive step, starting a performance review of Ruth's work is not the right thing to do. Ruth has approached you twice with concerns about her ability to manage her workload and she should be given support.
- The right thing to do now would be to meet with Ruth to discuss the difficulties she is experiencing and to develop a plan to support her to manage her workload.
- By not addressing Ruth's concerns when she approached you, the situation has worsened and Ruth has experienced stress both in the workplace and at home. She has also been unable to prioritise her work effectively. Your failure to act appropriately could call into question your suitability to be a social services manager.
- You need to recognise the impact of stress and inadequate training opportunities 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.