

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

- Speaking to the wider team about record keeping and organisational policy is helpful, but it does not address Ruth's specific concerns with managing her workload. While it is the best option at this stage further action is also needed.
- Your talk to the team should not only be followed up by increased audits, but by meetings with individual team members to identify and plan how to meet their professional development needs. They might need more information and guidance.
- It is clear that as a new member of staff, Ruth in particular needs guidance and for her initial concerns to be addressed fully. The right thing to do for Ruth now would be to meet formally with her to discuss the difficulties she is experiencing and to develop a plan to support her to manage her workload. By not responding appropriately sooner, you are not meeting the standards expected of a social services manager.
- When Ruth first approached you with concerns, advising her to speak to colleagues to find out how they manage their workloads was not the right thing to do. It is your role to support Ruth and to give her more detailed guidance.
- Through your audits of records you have identified that other members of the team need additional supervision and development. Regular audits and attention to procedures in record keeping is essential, but you need to recognize the importance of workforce development in ensuring good record keeping and high standards.
- You need to recognise the impact of inadequate workforce development 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.