

Northern Ireland

Social

Care

Council

Managers' Induction Programme

Welcome

Welcome to your new managers' role. It is one in which you will be able to make a real difference to the lives of the people you work with.

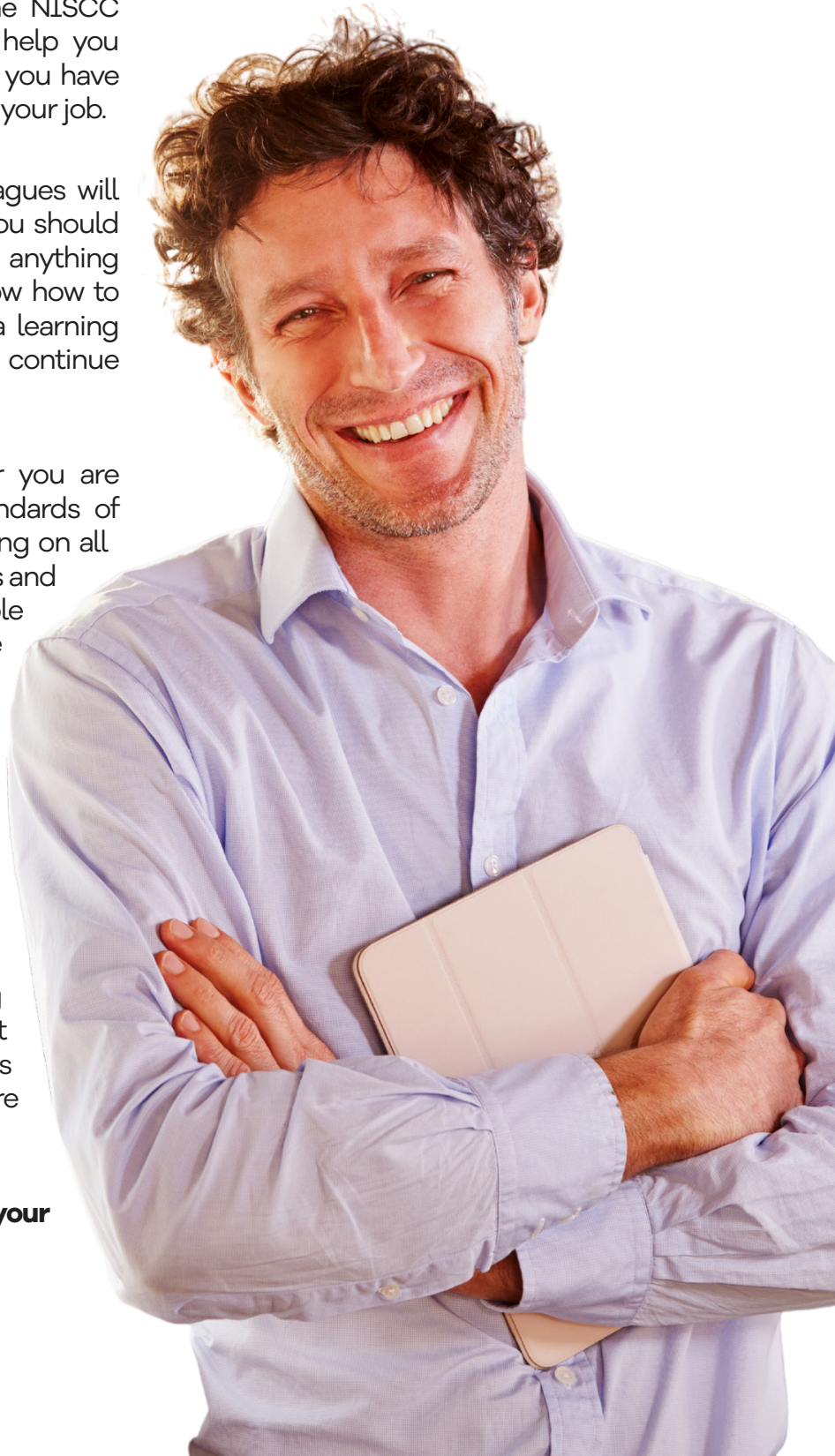
Any new role brings with it new things to learn. You are being asked to complete the NISCC Managers' Induction Programme to help you build your confidence and make sure you have the skills and knowledge to succeed in your job.

Your senior manager and work colleagues will help you during your induction and you should use the opportunity to ask about anything you do not understand or do not know how to do. Induction is the first step along a learning and development pathway that will continue throughout your career.

As a registered social care manager you are required to work to the NISCC Standards of Conduct and Practice which are binding on all social care workers. Social care workers and managers are required to be 'accountable for the quality of your work and take responsibility for maintaining and improving your knowledge and skills'. (Standard 6 of the NISCC Standards of Conduct) and 'Develop yourself as a social care worker' (Standard 6 of the NISCC Standards of Practice).

This managers' induction programme outlines key areas of responsibility expected from managers when starting a new role. It outlines key areas that managers require to support colleagues and teams, to enhance the quality of care provided.

Good luck with the programme and your new role.



Manager Induction Programme

Module 1

Leadership and management

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Entrepreneurial skills and innovation



Module 1

Leadership and Management

Aim

Understand the difference between leadership and management and consider how each applies to adult social care settings and effective team performance.

Main Area:	Knowledge requirement:
1.1 Leadership and management in adult care setting	
1.1.2	Explain why managers in adult social care settings need both management and leadership skills
1.1.3	Explain why management and leadership styles may need to be adapted to manage different situations
1.2 Team leadership	
1.2.1	Describe the key features in effective team leadership and how this needs to be appropriate to your own role and setting
1.2.2	Describe how to promote a culture of learning and environment where staff are supported to learn from experience
1.2.3	Explain how people you support and their family and carers may be important members of the team and how they might be supported in this role
1.3 Team development	
1.3.1	Identify methods of establishing trust and accountability within a team to build effective relationships, including maintaining an individual personal style which engenders trust
1.3.2	Describe the importance of encouraging sharing of skills and knowledge between team members to ensure each individual is valued
1.3.3	Describe how you might develop a shared approach to problems solving for your organisation
1.3.4	Identify how you could evaluate and review the effectiveness of team performance and how to address challenges that may arise.
1.3.5	Describe strategies and tools you might adopt to reduce stress levels, to build resilience and to maintain the wellbeing of staff within the team, including the safety of lone workers

Module 2

Governance and Regulatory Processes

Aim

To embed the governance structure of the organisation in which you work. It aims to ensure you understand your role and responsibilities within that structure.

Main Area:	Knowledge requirement:
2.1 Key drivers, legislation and policies within the social care sector	
2.1.1	Outline key drivers, legislation and policy that underpin the delivery of social care and the impact on own organisation
2.1.2	Explain the impact of the Health and Personal Social Services (Quality Improvement & Regulation) NI Order 2003 associated guidance on the sector and in particular on your own organisation.
2.1.3	Explain the impact of 'person centre approach' on the social care sector
2.2. RQIA inspection process	
2.2.1	Explain reasons for inspection, the key drivers and legislation that are linked to it.
2.2.2	Identify which types of organisations are subject to registration and inspection by RQIA
2.2.3	Explain the fundamental standards of quality and safety
2.2.4	Explain how the 4 RQIA inspection domains may impact on your organisation
2.2.5	Explain the implication on the organisation of each grading that can be given at inspection
2.2.6	Explain how to prepare for inspection, what information is required and who needs to be involved.
2.3 Role of the nominated individual	
2.3.1	Identify who the nominated individual(s) is/are within your organisation.
2.3.2	Explain the role of the nominated individual for RQIA purposes and how this differs from that of the registered manager role
2.3.3	Explain how and when the 'fit and proper person' criteria apply
2.4. Range of regulation processes	
2.4.1	Identify the range of regulation processes pertinent to your organisation and how they impact on the organisation
2.4.2	Identify range of information required for each process
2.5 Governance and accountability	
2.5.1	Outline the governance mechanisms within your organisation
2.5.2	Identify your position of accountability within the governance structure and your key areas of responsibility
2.5.3	Explain how agreed ways of working such as protocols, policies and procedures relate to governance and accountability

Module 3

Communication

Aim

To embed communication as a key aspect of social care work. For all managers it is important that they act as role models in their organisations demonstrating a high level of personal communication skills. In addition this area is about managing communication systems and processes within the required relevant legislation, regulation and standards.

Main Area:	Knowledge requirements:
3.1. Communicating effectively with others	
3.1.1	Explain the need to demonstrate empathy, taking into account the needs and feelings of others in your communication
3.1.2	Explain the importance of 'active listening' when relating to people who access care and support, carers, relatives, staff and other people with whom you work
3.1.3	Explain how different forms of communication can benefit the delivery of different types of information in different settings
3.1.4	Explain how communication can be made accessible for a range of different needs
3.1.5	Explain the importance of effective reporting and recording systems in supporting individuals to achieve positive outcomes
3.2 Systems for information management	
3.2.1	Describe the features and purpose of information management systems in your setting
3.2.2	Describe your role and the role of others in ensuring effective communication systems
3.2.3	Explain how to evaluate communication systems and how to identify alternative approaches that may need to be adopted.
3.2.4	Explain how information governance principles may support your organisation to keep information safe and secure
3.3. Information sharing	
3.3.1	Explain legal and ethical issues arising from the need to maintain confidentiality
3.3.2	Explain processes for gaining consent for sharing of personal information from people who access care and support in your organisation
3.3.3	Explain how effective information sharing protocols between organisations can support continuity of care for people who access care and support
3.3.4	Explain how failure to share information could have devastating impact for people who access care and support

Module 4

Relationships and Partnership Working

Aim

Developing relationships and partnership working is an essential role of the new manager. It is important to take time to understand individuals, organisational culture or communities with whom you are building relationships. It is the role of the manager to model effective networking and building relationships with people who receive support, their families and their carers. Coproduction with people who receive care and support is important to ensure that a person centred approach is embedded in service delivery. The area also highlights the role of carers who are important partners in designing and delivering person centred services.

Main Area:	Knowledge requirements:
4.1. Partnership working	
4.1.1	Identify the range of individuals, organisations and community groups that can contribute to achieving positive outcomes for the people you support
4.1.2	Define the benefits of networking in building effective partnerships and relationships, including local communities for your organisation / work setting
4.1.3	Identify the features of partnership working to deliver better outcomes for people you support
4.1.4	Identify how you might ensure the effectiveness of the partnerships in which you are involved
4.1.5	Define your role in managing external relationships in the context of partnership
4.2 Managing relationships	
4.2.1	Explain your role and responsibilities in managing internal and external relationships and how you might manage challenges within relationships
4.2.2	Explain the importance of sharing expertise and challenging views when working in collaboration with others
4.2.3	Explain how to support others to recognise the value of co-production, recognising the contribution and expertise of individuals, carers and families
4.2.4	Explain how to implement systems that engage individuals and those important to them for day to day practice, decision-making and review
4.3. Working with carers	
4.3.1	Explain the importance of continuing an ongoing dialogue with carers in meeting the requirements of people you support
4.3.2	Explain how you would support others to recognise the contribution that carers make to the well-being of individuals

Module 5

Person-Centred Practice For Positive Outcomes

Aim

To ensure positive outcomes by working in a person-centred way with dignity and respect. It is essential to maintain quality of life for the people we support. Individuals must be given opportunities to express their needs, desires, preferences and wishes to be afforded a service that is personal to them. As a manager you have the responsibility to lead and support others to provide outcomes-based and person-centred support. Ensuring positive outcomes benefit individuals and their carers quality of life. It also helps support a quality working environment for your staff.

Main Area:	Knowledge requirement:
5.1. Outcomes-based and person-centred practice	
5.1.2	Explain how outcomes-based and person-centred practices can result in positive changes and greater choice and control for individuals
5.1.3	Indicate how compliance with legislation and policy affects outcomes-based practice and person-centred practice in your setting
5.1.4	Explain how active participation contributes to well-being and the achievement of positive outcomes
5.2 Leading outcomes-based and person-centred practice	
5.2.1	Define your role in leading others to implement person-centred and outcomes-based practice in the context of relationships
5.2.2	Explain how to develop a culture to enable the organisation to support individuals to achieve outcomes
5.2.3	Explain the need to listen to the views of the people who use your service and to respond positively
5.2.4	Describe your role in leading the implementation and review of improvements to systems, processes and practice
5.3 Diversity, equality and inclusion	
5.3.1	Outline the impact of legislation and policy initiatives on the promotion of equality, diversity and inclusion in own area of responsibility
5.3.2	Define own role in promoting practice to champion diversity, equality and inclusion
5.3.3	Define own role in providing others with information about: the effects of discrimination the impact of inclusion the value of diversity
5.3.4	Explain how you would support others to challenge discrimination and exclusion

Main Area:	Knowledge requirement:
5.4 Continuous quality improvement within your organisation / work setting	
5.4.1	Explain the meaning of continuous improvement for your organisation and your own responsibility in this
5.4.2	Describe how you could capture evidence to demonstrate quality and how that can be used to apply further quality improvement
5.4.3	Outline how you could develop a culture of responsibility for quality assurance within your whole staff group
5.4.4	Explain how to measure the impact of changes made as identified in quality improvement processes
5.5. Developing a culture of continuous improvement	
5.5.1	Explain how a safe and trusting culture where views of all are valued might support continuous improvement
5.5.2	Explain the whistleblowing procedures in your organisation
5.5.3	Explain how you might support a whistleblower following a revelation they may have made
5.5.4	Explain how the organisation collects evidence of effectiveness of processes and protocols
5.5.5	Explain how accidents, incidents, errors and near misses are identified, reported and investigated within the organisation
5.5.6	Explain how information collected can be used to reflect, review and improve procedures to reduce occurrences of accidents, incidents, errors and 'near misses'

Module 6

Professional Development, Supervision & Performance Management

Aim

To develop professional development skills and knowledge including supervision and performance management processes within your organisation / setting. It is recognised that some managers do not carry this responsibility but it is still important for all managers to understand these processes. It is the role of the manager to develop a culture of learning in the organisation. As a manager you are required to support the development of individual workers to ensure team effectiveness and good leadership.

Main Area:	Knowledge requirement:
6.1 Professional development	
6.1.1	Outline your responsibility as a leader to support the overall development of the social care workforce through a range of methods, e.g. apprenticeships, internships, qualifications
6.1.2	Explain your responsibility for identifying and ensuring learning opportunities to meet development objectives and reflect personal learning style
6.1.3	Explain how to identify quality learning that is current and effective and will lead to positive change in the service
6.1.4	Outline potential challenges and constraints to professional development
6.1.5	Explain the importance of a professional development plan
6.1.6	Explain how to ensure a culture where new learning can be applied in the service, the importance of learning transfer and how the impact can be measured
6.1.7	Explain how to measure and evaluate the effectiveness of the selected learning opportunities to ensure they make a positive contribution to the services provided
6.2 Developing appropriate literacy numeracy and digital skills	
6.2.1	Explain the importance of literacy, numeracy and digital skills in the range of roles in social care
6.2.2	Explain how you might assist others to assess their level of literacy, numeracy and digital skills in relation to their work and how to access support for further development of these skills
6.3 Professional supervision	
6.3.1	Explain key principles of effective supervision
6.3.2	Describe the scope and practice of supervision in adult social care
6.3.3	Describe how to plan, revise and review objectives for supervision
6.3.4	Explain how you could adapt own approaches to supervisions in light of feedback from supervisee and others

Main Area:	Knowledge requirement:
6.3.5	Describe how equal participation can be managed within support and supervision
6.4 Performance management	
6.4.1	Define your organisation's formal and informal processes for managing performance
6.4.2	Describe your role in addressing conduct and performance issues
6.4.3	Explain the discipline and grievance procedures in your organisation and your role in that, if any
6.4.4	Describe how supervision can be used to inform performance management

Module 7

Resources

Aim

To understand the skills and knowledge required for effectively managing resources: these include estate, financial and people.

Main Area:	Knowledge requirement:
7.1 Resource management	
7.1.1	List a range of resources for which you have responsibility
7.1.2	Explain the importance of using sustainable resources and your role in promoting this in your setting
7.1.3	Describe how to order / acquire resources in known area of responsibility
7.1.4	Explain the importance of identifying priority areas for resource allocation in your own area of responsibility
7.2 Finance management	
7.2.1	Outline your own responsibility and accountability for financial management
7.2.2	Describe the finance management systems within your own work setting / organisation
7.2.3	Outline sources of funding that are used to construct the budget in your own area of responsibility
7.3 Human resource management	
7.3.1	Describe the relationship between the staff structure and service outcomes
7.3.2	Explain how to manage appropriate staffing in a fluid environment / situation
7.4 Value based recruitment and retention policies	
7.4.1	Describe the importance of effective value based recruitment in resource management
7.4.2	Describe the importance of ensuring employment practices are free from discrimination and harassment in your service
7.4.3	Identify induction requirements for the staff for whom you have responsibility
7.4.4	Describe the impact of effective professional development on recruitment and retention issues
7.5. Performance management of the service	
7.5.1	Explain how to capture and analyse data and information from a range of sources to understand performance of the service that you manage
7.5.2	Explain how the information collected might be used to reflect, review and improve services and resource management



Module 8

Safeguarding, Protection & Risk

Aim

This module develops awareness and understanding of your responsibility for safeguarding; of recognising symptoms and factors around abuse and your responses to abuse; your role and responsibility to lead and manage others to safeguard individuals who you support.

N.B.8.2 Safeguarding children: All people who work in social care have a responsibility to ensure the safety of any children and young people who may come into contact with their service even if the service is adult focussed. As a manager you need to understand your responsibility to support others to do this. All social care workers of any form have a 'duty of care' for children as well as the adults they may support, carers, relatives, friends, indeed anyone they come into contact with in their work.

Main Area:	Knowledge requirement:
8.1. Promoting safeguarding and protection	
8.1.1	Define your role in providing information to others, including people you support, carers, relatives, staff and other colleagues on: indicators of abuse measures that can be taken to avoid abuse taking place steps that need to be taken in the case of suspected or alleged abuse
8.1.2	Describe the importance of the balance between respecting confidentiality and ensuring protection and well-being
8.1.3	Identify how to promote service provision that supports people to assess risks and make informed choices
8.2. Responding to suspected or alleged abuse of children and young people whilst working with adults	
8.2.1	Explain why everyone has a responsibility to act on concerns about the abuse of a child or young person
8.2.2	Explain the actions to take if : there are concerns that a child or young person is being abused a child or young person alleges that they are being abused
8.3 Health and Safety	
8.3.1	Explain your role in policies and procedures relating to health and safety in the organisation
8.3.2	Explain how you might support others to comply with health and safety policies and procedures
8.3.3	Explain how you might develop systems to evaluate health and safety policies, procedures and practices

8.4. Use of restrictive practices	
8.4.1	Explain how to meet an individual's needs with dignity and respect in a way that minimises the risk of harm to the person being supported and the person implementing the intervention.
8.4.2	Explain definitions of restraint and when it should be used, including the issues of 'hidden restraint'
8.4.3	Identify potential situations where restraint might be used acknowledging that it should only be used only in proportion to the risk of harm and wherever possible should be a last resort. Knowledge requirement
8.5. Managing complaints within the workplace	
8.5.1	Identify the regulatory requirements, codes of practice and relevant guidance for managing concerns and complaints including the role of the safeguarding systems and processes.
8.5.2	Describe how to support individuals who might be reluctant to raise concerns and make complaints
8.5.3	Explain the system used within your organisation to ensure concerns and complaints are addressed effectively
8.5.4	Explain your role in supporting workers for whom you have responsibility to deal with concerns and complaints
8.6 Positive risk taking in the context of person centred and outcome based practice	
8.6.1	Define the values, principles and standards that need to be considered in developing a model risk-taking policy
8.6.2	Explain how to support others to balance individual's rights and choices with delivering duty of care
8.6.3	Explain how to create and lead a culture that manages risk effectively rather than becoming risk averse
8.6.4	Identify how to evaluate own practice in promoting a balanced approach to risk management
8.6.5	Explain how the effectiveness of policies and procedures for positive risk taking can be evaluated formally rather than anecdotally.
8.7 Mental capacity	
8.7.1	Explain what support you may need to assess mental capacity and ability to give consent
8.7.2	Explain the key factors of the Mental Health Order that would need to be addressed in your organisation
8.7.3	Explain the role of advocacy within Mental Health Services

Module 9

Manage Self

Aim

Understanding your own self-awareness by examining your values, principles and assumptions, while also learning from your experiences. As a manager you need to be self-aware and understand the impact you have on others.

Main Area:	Knowledge requirement:
9.1 Self-awareness	
9.1.1	Explain how own values, belief systems and experiences can affect working practices
9.1.2	Describe how own emotions can affect behaviour of self and impact on others
9.1.3	Identify how own actions and behaviours affect the behaviour of others
9.1.4	Identify sources to obtain feedback about own values, behaviours and actions
9.2 Managing own behaviour	
9.2.1	Identify how to ensure own actions reflect a high standard of personal integrity
9.2.2	Identify strategies for managing own emotions when interacting with others
9.2.3	Describe how to adapt own communication in response to feelings and communication of others
9.3 Management of own workload	
9.3.1	Describe strategies and tools that can be used to identify own priorities for work
9.3.2	Describe strategies and tools to reduce stress levels, to build own resilience and to support own wellbeing whilst meeting responsibilities of role
9.3.3	Identify when and how to delegate responsibilities to others
9.4 Own personal development	
9.4.1	Explain how to identify own areas for further development
9.4.2	Explain tools and strategies that might be adopted for own personal learning
9.4.3	Describe how digital technology can be used to enhance own efficiency
9.4.4	Explain how you will measure the impact of own learning undertaken
9.5 How to champion the vision of the organisation	
9.5.1	Explain the importance of a shared vision within your staff team and how to promote that
9.5.2	Explain how own words and actions, both formally and informally, can demonstrate personal passion for the vision of the organisation
9.5.3	Describe how to challenge views, actions, systems, routines that do not match the vision

Module 10

Decision Making

Aim

To understand your role in making decisions, consider the effects of those decisions and know how to communicate them confidently. It is important that decisions are evidence based. Using good information and analysis can support effective decision making. Decision making is crucial in all aspects of a manager's work to enable effective service delivery that meets standards and requirements.. This area supports an understanding of the process of decision making which can then be applied in all situations.

Main Area:	Knowledge requirement:
10.1 Purpose and process of decision making	
10.1.1	Identify situations where decision making may be required
10.1.2	Explain key stages in a decision-making process whether formal or informal
10.1.3	Explain how to research information to be used to inform and influence decision-making
10.1.4	Identify sources of information that can be used to inform and influence decision-making
10.2 Making decisions	
10.2.1	Explain the different meanings of 'data, 'information' and 'intelligence' and how each contributes to decision-making
10.2.2	Explain the purpose and benefits of gathering and respecting other people's contributions to the decision-making process, including those people who access support, their families and carers
10.2.3	Explain how to be proactive and engage with colleagues during the decision-making process
10.2.4	Explain how to review information provided in order to make a decision
10.2.5	Explain how to structure evidence, ideas and recommendations to maximise their effectiveness
10.3 Communication when making decisions	
10.3.1	Understand how to present rationale and conclusions to others using accurate and current information
10.3.2	Identify range of stakeholders to whom the decision may need to be communicated
10.3.3	Listen to other people's feedback and record for future evaluation
10.4. Reviewing decision making process	
10.4.1	Explain how to review the decision-making process and to assess contributions made to the decision-making process
10.4.2	Explain how to monitor the effects of decisions and identify learning points

Module 11

Entrepreneurial Skills & Innovation

Aim

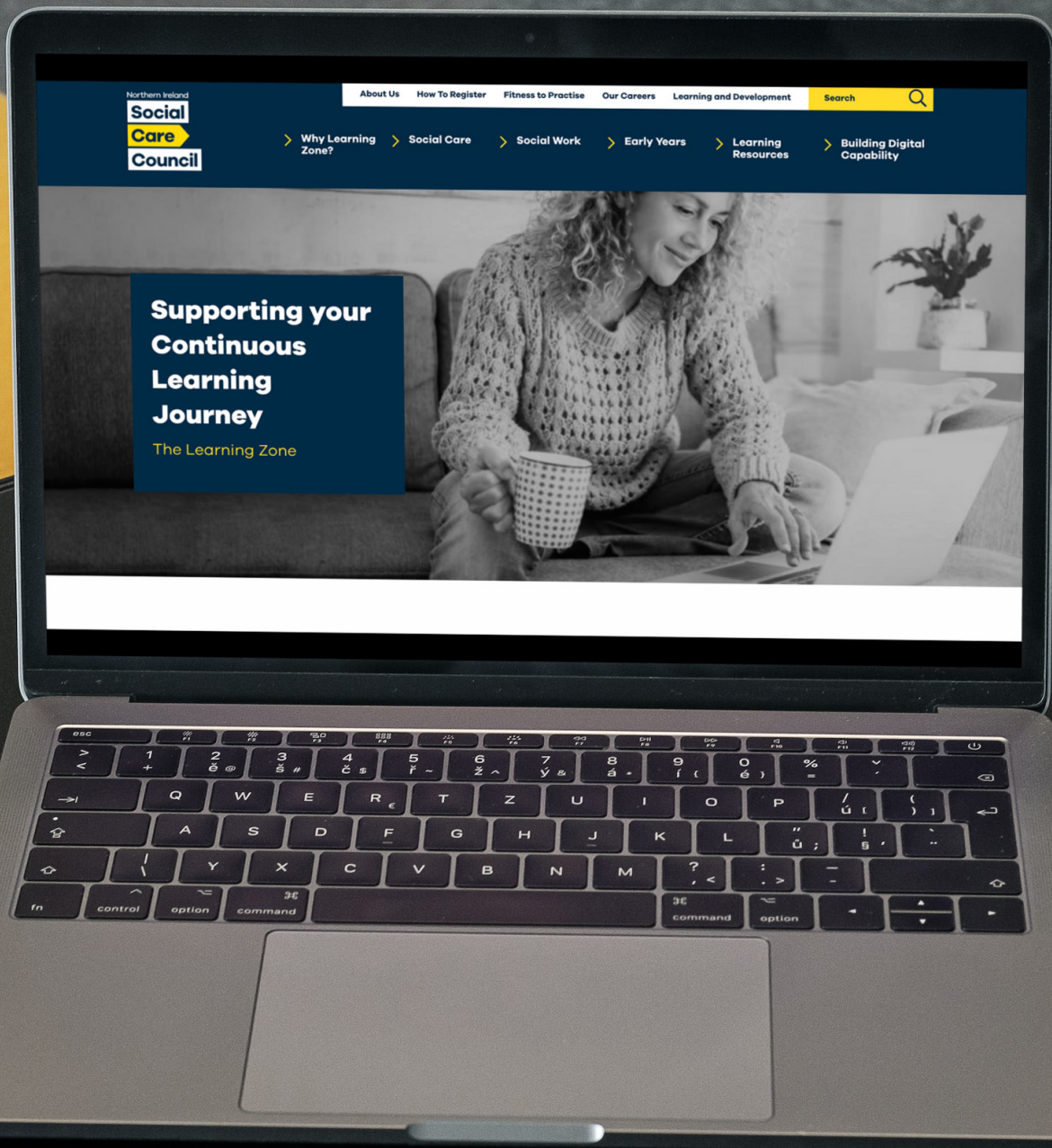
Developing an understanding of entrepreneurial skills and innovation is important in order to modernise services and develop new ways of working that improve how services are delivered and ensure sustainability of the organisation.

Main Area:	Knowledge requirement:
11.1 Wider market of social care provision	
11.1.1	Describe the relationship between the current needs and service provision within your setting
11.1.2	Describe how to use data and information to work with others to identify innovative ways of growth in your setting to meet the wider needs
11.1.3	Identify ways of sustaining any growth and development in your service provision
11.2. Entrepreneurial aspects	
11.2.1	Explain how to set up processes that will help you to spot new trends in social care and to evaluate how these might be incorporated into your service.
11.2.2	Explain how your current networks can support development of the business
11.2.3	Explain how to create an entrepreneurial culture in your organisation
11.2.4	Describe how to develop a sustainable plan for business development, service improvement or redesign
11.3 Importance of vision	
11.3.1	Explain how a vision for the organisation is crucial in driving quality and in sustaining service delivery
11.3.2	Explain how engagement with key influencers, including people who access care and support and their relatives can shape vision development and effectiveness
11.4 Change management	
11.4.1	Identify the changing nature of adult social care and the impact of current developments on your role as a manager
11.4.2	Describe the importance of working with others in the effectiveness of managing change processes
11.4.3	Explain how to evaluate and review the impact of changes that have been introduced

Identified Learning & Development Areas from Induction

Identified learning/ development needs	Plan to address training needs	Achievement Timescale

Visit the Social Care Council Learning Zone



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