

Case Study 4

Continuing Professional Development (CPD)

Tom has been employed as a residential child care manager for six months. He has just passed his probation and his manager has identified a number of learning needs from his probation review and has asked Tom to consider whether there are any others that he feels that he has.

Tom holds an NVQ Level 4 in Health and Social Care and a Level 4 NVQ in Management. Prior to taking up the post as manager, he had worked for three years as a residential child care worker, two years as a senior support worker and one year as an assistant manager.

Although Tom has been supervising staff for some years, since becoming a manager, he has needed to deal with some difficult performance issues, one of which will now be subject to disciplinary proceedings. Tom feels that he has some immediate additional learning needs in respect of this.

Tom is anxious about managing the process as he has not been involved in disciplinary proceedings before. After discussing this with his manager, Tom uses the CPD toolkit (<http://www.ccwales.org.uk/continuing-professional-development/>) and the National Occupational Standard (NOS) **SCDLMCE10 Manage the conduct and performance of workers in care services** to set out his learning needs for this area of work (Part A).

This NOS outlines the requirements needed when managing the conduct and performance of workers in care services. It includes initiating disciplinary processes and contributing to disciplinary proceedings.

They revisit this at Tom's next supervision to establish how successful they have been in meeting his learning and development needs for this area of work (Part B).

Part A - Planning your learning

In this section Tom has used the NOS **SCDLMCE10 Manage the conduct and performance of workers in care services** to outline for his manager and himself what the key areas are that he has to develop in terms of his current skills, knowledge and understanding. For clarity we have referenced the performance criteria and knowledge statements used to inform this exercise, please refer to the NOS for further information and detail.

What knowledge and skills do I need to develop?	What do I want/need to achieve – What difference will it make?	What methods could I use?	What support will I need?	What are my target dates?	How will I know that I have achieved the outcomes that I want/need?
<p>An understanding of the organisation's disciplinary processes (P13)</p> <p>What my role will be (P13-P28)</p>	<p>I need to make sure that I follow the right procedures so that I do not do anything that hinders the hearing and that I act in a fair and just way. I also want to minimise the negative impact this may have on the children and young people and staff in the house</p>	<p>Read the policy for conduct and disciplinaries again</p> <p>Meet with personnel to go through the policy and procedure and check out my role</p>	<p>Meeting with personnel</p>	<p>Within one week</p>	<p>Confidence in following procedures and a successful disciplinary hearing</p>

Part A - Planning your learning (continued)

What knowledge and skills do I need to develop?	What do I want/ need to achieve – What difference will it make?	What methods could I use?	What support will I need?	What are my target dates?	How will I know that I have achieved the outcomes that I want/need?
How to gather & record information for the disciplinary hearings (P15-20) & (K98-K99)		Request a mentor from one of the more experienced managers	A mentor	Within one week	
How to manage the impact on other staff and children in the home (P27-28)		Attend a change management course to develop my understanding of change management techniques & refer to the NOS on leading and managing change (SCD LMCA2 Lead and manage change within care services)	Access to a training course	Within four weeks	I will be able to use some of the techniques I have learned to support the children and young people and staff to cope with the impact of the disciplinary and the change that has resulted from that

Part B - Recording your learning

In this section Tom has recorded how and when he undertook the learning that he outlined in Part A and what further learning he feels that he requires in order to bring him up to the required level.

What did I do?	When did I do it?	What did I learn?	How have I put this into practice?	What difference has it made?	Do I need any further learning in this area?
Read conduct and disciplinary policy and procedure (K98-K104)	26/2	Importance of recording accurate and factual records (P15,16 &18)	Have double checked that all of my records meet the requirements	I feel more confident	
Met with Sally from personnel (K100)	27/2	The rights of people going through the disciplinary process (P12 & P14)	Informed xxxxx of their rights and the process that we will be following		
Met with Sam who has been allocated as my mentor	1/3	My role and the role of personnel It helped me to reflect on actions that I need to take before reaching the formal disciplinary stage (P1-11)			

Part B - Recording your learning (continued)

What did I do?	When did I do it?	What did I learn?	How have I put this into practice?	What difference has it made?	Do I need any further learning in this area?
<p>Attended change management course and looked at the LMCS NOS lead & manage change within care services</p> <p>(SCD LMCA2 Lead and manage change within care services)</p>	25/3	<p>The need for a clear vision and leadership skills that get 'buy in' from others (P1-P10)</p> <p>The importance of having an open culture where everyone can express how they are feeling (P11-P13)</p> <p>Different techniques that I can use to support the children and young people and staff through this (Whole NOS performance criteria & knowledge statements are relevant)</p>	<p>Revisited our 'vision' for the service at the team meeting and at a house meeting with the young people</p> <p>Discussed it individually with staff in supervisions to establish how they are feeling and how they can address any issues</p> <p>Placing an emphasis on things that are going well, good practice etc and making sure that the young people and staff are aware of these</p>	<p>Clarity about what we are aiming to achieve as a service</p> <p>Started me thinking about my leadership style and skills</p> <p>Less anxiety amongst the team</p>	<p>I would like to complete the QCF unit on managing change – this will help to consolidate my learning and contribute to my PRTL (Post Registration Training and Learning)</p>