

Case Study 5

Performance Management of the Workforce

Paul has recently started as a deputy manager in an adults care home. He is meeting with his manager to discuss his training and development needs. After discussing what his key duties and responsibilities will be, both Paul and his manager feel that he needs to develop more skills and knowledge in relation to the performance management of the workforce.

Paul has some previous experience in this area, but in his new role he will be taking on more responsibilities and therefore needs to develop further skills and knowledge. In order to gain a better understanding of what is expected of him, Paul's manager has advised him to look at the relevant National Occupational Standards (NOS) as a source of guidance. Using NOS in this way, will help Paul develop his practice and an understanding of how he can use them to set benchmarks against which he can measure performance objectively and fairly. They have agreed that once Paul has looked at these they can agree a development plan using the Continuing Professional Development (CPD) toolkit (www.ccwales.org.uk/continuing-professional-development).

Within the suites of NOS there are a number of standards that could be used in relation to performance management, these include:

- **SCDHSC 0043 Take responsibility for the continuing professional development of yourself and others**
- **SCDLMC A1 Manage and develop yourself and your workforce within care services**
- **SCDLMC A5 Manage the allocation, progression and quality of work in care service provision**
- **SCDLMC E10 Manage the conduct and performance of workers in care services**

SCDHSC 0043 Take responsibility for the continuing professional development of yourself and others

This standard identifies the requirements for Paul when managing the continuing professional development of himself and others.

It covers 2 main areas:

- Establishing and evaluating the key knowledge, understanding and skills required to carry out his own job role and planning to meet his development needs.
- Identifying the skills and knowledge that is needed by others to carry out their job roles, supporting staff to identify their strengths and personal and professional needs and developing plans to meet these.

SCDLMC A1 Manage and develop yourself and your workforce within care services

This standard identifies the requirements for Paul in relation to developing both himself and others within the organisation to enhance service provision.

It covers 4 areas:

- Taking responsibility for his own continuing professional development by evaluating the knowledge and skills required to carry out the role, developing and implementing plans to meet his needs and seeking feedback on how learning activities have improved performance.
- Managing the development of others through workplace assessment and use of effective procedures and practices for supervision and performance review.
- Managing the continuing improvement in service provision by reviewing and improving systems and developing a culture that supports innovation, creativity and change.
- Evaluating and enhancing the skills, knowledge and practice of the workforce that support the quality and safety of service provision.

SCDLMC A5 Manage the allocation, progression and quality of work in care service provision

This standard provides Paul with the key requirements when managing and allocating work to staff and monitoring the progress and quality of that work.

It covers 3 areas:

- Identifying work areas and allocating work taking into account peoples roles and responsibilities, knowledge and skills.
- Managing the achievement of work by working in partnership to set performance indicators, targets and feedback.
- Evaluating the achievement of work against agreed performance indicators and using analysis of the measurement tools to make improvements and recommendations.

SCDLMC E10 Manage the conduct and performance of workers in care services

This standard identifies the requirements for Paul in terms of the management of staff conduct and performance and how to implement disciplinary procedures when performance falls below expected standards.

It covers 4 areas:

- Ensuring that the appropriate systems and procedures are in place for performance management and that staff are aware of the standards that are expected of them and understand the policies and procedures for dealing with issues.
- Following policies and procedures to initiate disciplinary processes and ensuring that appropriate records are kept in relation to misconduct or unsatisfactory performance.
- Gathering and presenting evidence for proceedings and ensuring that hearings are conducted according to the appropriate legislative, regulatory and organisational requirements.
- Managing the outcomes of processes ensuring that there are clearly recorded outcomes and actions and that implications for individuals, key people and others are managed and supported.