

“we help
employers
deliver quality
social care”

adult social care manager induction standards

web edition

introduction

The *Options for Excellence* review of the social care workforce, and the white paper, *Our Health, Our Care, Our Say*, stress the need for all social care agencies to ensure that their leaders and managers are competent and confident to meet their responsibility to provide the highest standards of care.

The Skills for Care leadership and management products provide essential tools for employers and individuals to use in providing this high quality leadership and management. *Providing Effective Supervision* has received much positive comment since it was launched in July 2007 as part of the latest phase of products and we are now very pleased to launch the *Adult Social Care Manager Induction Standards and Supporting Guidance*.

The social care management induction standards have been developed by Skills for Care to meet an identified gap in the overall range of products that support the national strategy for leadership and management development. They are part of the extended suite of products that support the leadership and management strategy.

the value base

The standards are based upon management practice which has person-centred planning at its heart, with people who use services firmly in control and identifying what is personally important for the achievement of preferred outcomes.

Managers must develop services which are person-centred, seamless and proactive. They should support independence, not dependence, and allow everyone to enjoy a good quality of life, including the ability to contribute fully to their communities. They should treat people with respect and dignity and support them in overcoming barriers to inclusion. Services should be tailored to the religious, cultural and ethnic needs of individuals. They should focus on positive outcomes and well-being, and work

proactively to include the most disadvantaged groups.

Managers should fulfil their responsibility to provide care and protection for those who are genuinely unable to express needs or wants or to exercise control. However, the right to self determination should be at the heart of a reformed social care system and should be constrained only by the realities of finite resources and necessary levels of protection, which should be responsible but not risk averse. This 'personalised' value base means that the Manager Induction Standards will help social care to meet the seven expected outcomes for people who use adult care services expressed in *Putting People First – a shared vision and commitment to the transformation of adult social care* (DH 2007), concerning independence, health, freedom from inappropriate social burdens, social and economic participation, quality of life and dignity and respect.

The standards also support the seven 'Common Core Principles to Support Self Care' that promote informed choices, effective communication and confidence, access to information, skills development, use of technology, support networks for care planning and evaluation, and supported risk management, for people caring for themselves. These core principles, published by Skills for Care and Skills for Health in 2008, are a working out of the social model of care.

who the standards are for

The standards are for **all** 'new' managers of adult social care—that's those new to management and those new in post who have previously managed other care services. They are also intended for aspiring or potential managers, to help support their development, although evidence of having met some of the standards will require actual management experience.

The standards are intended to be used in a very wide range of settings—to include people who manage their own services and micro employers as well as small, medium and large organisations across the public, private and voluntary sectors. The standards have been mapped to the core units of the National Occupational Standards for Leadership and Management for Care Services (LMC, first published 2008), referenced in the right hand column of the web edition of the standards. New managers should normally have demonstrated all the outcomes within six months of taking up a management role.

different editions of these standards

This is the free web download edition of the Manager Induction Standards. In addition to this edition, Skills for Care is publishing two books of the standards, which add extensive guidance on how to use the standards for effective induction of new managers. These two books are intended for:

- new managers themselves, and aspiring or potential new managers
- those who manage new managers, or are mentors to them.

These books, due to be published in late summer 2008, will be available as print editions only, priced at £17 each, and can be ordered from the Skills for Care bookshop website at www.skillsforcarepublications.org.uk

Adult Social Care Manager Induction Standards — web edition

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standard 1 understanding the importance of promoting social care principles and values

Standard 1 is about the key principles and values of social care, which underpin good leadership and management practice.

Main areas	Outcomes	Links to LMC core NOS*
1.1 Principles and values	1.1.1 Know the key principles and values that relate to your work as a manager of social care services	B1.2
	1.1.2 Show how you promote and practise the key principles and values in your day-to-day work as a manager	B1.2
	1.1.3 Know the relevant legislation and regulations that relate to the principles and values of your work	B1.1
	1.1.4 Understand the need to maximise positive outcomes for people who use services	E1.1, E1.2
	1.1.5 Understand the importance of practising ethically, challenging inequality, ensuring inclusion, respecting and promoting diversity and effective anti-discriminatory practice	B1.2
	1.1.6 Show how you promote diversity and challenge discrimination in your day to day work as a manager	B1.2
1.2 The organisation's values and goals	1.2.1 Understand the values and goals of your organisation or of your management role	B1.1, B1.2
1.3 The multi-agency context	1.3.1 Understand how different organisational cultures and values may impact on partnership working	B1.2
	1.3.2 Know how to minimise or overcome obstacles to partnership working	
1.4 Confidentiality	1.4.1 Know the legal basis for your role as a manager in relation to confidentiality	B1.1
	1.4.2 Understand the importance of the balance between respecting confidentiality and ensuring protection and well-being	C1.2
1.5 Responsibility for the protection of individuals	1.5.1 Know the relevant legislation, policy and procedures	B1.1, B1.3, C1.1, C1.3
	1.5.2 Understand your role and that of others in safeguarding adults	B1.3

* Leadership & Management for Care Services national occupational standards.

standard 2 providing direction and facilitating change

Standard 2 is about understanding the role of the manager in providing direction and facilitating change within a social and environmental context which includes health and safety.

Main areas	Outcomes	Links to LMC core NOS
2.1 The manager's role	2.1.1 Understand your role, responsibilities and accountabilities as a manager	A1.1
	2.1.2 Understand your organisation's business, workforce and learning plans (as appropriate)	A1.2, A1.4
	2.1.3 Understand your responsibility to maximise positive outcomes for people who use services	E1.1, E1.2
	2.1.4 Show how you understand the changing nature of adult social care and the impact of current developments on your role as a manager	A1.3
	2.1.5 Show how you develop plans for your areas of responsibility	A1.1, B1.1, B1.2, B1.3
	2.1.6 Understand your role in implementing and reviewing plans for your areas of responsibility	
	2.1.7 Show how you manage policies and procedures	B1.1, B1.3, C1.1, C1.2, C1.3
	2.1.8 Know how to lead the engagement and participation of adults and families who use services	B1.1, B1.2, E1.1
	2.1.9 Understand the manager's role in leading and facilitating change	A1.1, A1.2, A1.3
2.2 Risk assessments	2.2.1 Understand how to manage risk	C1.2, C1.3
	2.2.2 Know the principles of risk management and, where appropriate, how to follow risk assessment procedures, including knowing who needs to be informed	C1.2, C1.3
2.3 Health and safety	2.3.1 Understand relevant legislation and regulations and their implications for your work	B1.1, C1.1
	2.3.2 Understand your organisation's health, safety and security policies, systems and procedures and the manager's role in promoting safe working practices (as appropriate)	B1.1, C1.1
	2.3.3 Know how to respond to fire and other emergencies	C1.1, C1.3
2.4 Social context	2.4.1 Understand the context in which your organisation operates	B1.2

standard 3 working with people

Standard 3 is about understanding the role of the manager in leading and developing team and individual performance: supervision, recruitment and induction of new staff, ensuring others' learning, and effective communication.

Main areas	Outcomes	Links to LMC core NOS
3.1 The manager's role in supervision	3.1.1 Understand your role in providing effective supervision (as appropriate)	A1.2
	3.1.2 Understand your role in developing productive working relationships	A1.2, E1.1
3.2 Leading teams	3.2.1 Understand your leadership role in a team (as appropriate)	A1.3, A1.4, B1.1, B1.2, B1.3
3.3 Continuing professional development of others	3.3.1 Understand your responsibility for identifying and ensuring the learning of others (as appropriate)	A1.2, A1.4
	3.3.2 Understand recruitment and induction requirements	B1.1, B1.3, E1.3
	3.3.3 Understand the importance of continuing professional development (CPD) in staff retention and workforce development	A1.1, A1.2, A1.4
3.4 Effective communication	3.4.1 Show how you communicate effectively with groups and individuals	E1.1, E1.3
	3.4.2 Understand how information and communications technologies (ICT) can help with communication and can effectively share information	E1.2

standard 4 using resources

Standard 4 is about the manager's responsibility for using a range of resources: finance, contracts, buildings and technology.

Main areas	Outcomes	Links to LMC core NOS
4.1 Finance and budgets	4.1.1 Understand your areas of financial accountability and control (as appropriate)	E1.2, E1.3
	4.1.2 Understand your responsibility for budgets (as appropriate)	B1.1, E1.3
4.2 Contracts	4.2.1 Understand your responsibility for supply contracts (as appropriate)	E1.3
	4.2.2 Understand your responsibility for commissioning (as appropriate)	
4.3 Technology	4.3.1 Understand how technology can assist in the various elements of your work	A1.3, E1.2
	4.3.2 Show how you use technology effectively in your day-to-day work	A1.3, E1.2
4.4 Buildings and other resources	4.4.1 Understand your responsibility for maintaining buildings and other resources (as appropriate)	B1.1, B1.3, C1.1

standard 5 achieving outcomes

Standard 5 is about delivering a quality service that is customer-focused and the manager's responsibilities for performance management processes, partnership working, information sharing, record keeping and change management.

Main areas	Outcomes	Links to LMC core NOS
5.1 Performance management	5.1.1 Understand your organisation's arrangements for managing performance (as appropriate)	A1.2, A1.3
5.2 Change management	5.2.1 Show how you plan and work for improved outcomes for people who use services	A1.3
	5.2.2 Show how you involve workers and people who use services in service innovation	B1.2, E1.1
5.3 Partnership working	5.3.1 Understand the roles of the partner organisations and the implications for your role	A1.1
5.4 Information responsibilities	5.4.1 Understand the information others may need from you	E1.1, E1.2
	5.4.2 Understand the types of information your team and individual workers may need	E1.1, E1.2
	5.4.3 Understand the information people who use services may need	E1.1
	5.4.4 Understand the data requirements of the National Minimum Data Set for Social Care and your role (if any) in providing such data	E1.1, E1.2
	5.4.5 Understand feedback and complaints procedures	B1.3, E1.1, E1.3
5.5 Effective recording keeping	5.5.1 Know the importance of managing record keeping	E1.3
	5.5.2 Show how you meet the required record keeping responsibilities	E1.3

standard 6 managing self and personal skills

Standard 6 is about managers taking responsibility for their own continuing professional development and the leadership and management skills needed to develop competence in the role.

Main areas	Outcomes	Links to LMC core NOS
6.1 Continuing professional development	6.1.1 Understand the importance of continuing professional development	A1.1, A1.2, A1.4
	6.1.2 Understand your own learning needs and how they can be met	A1.1
	6.1.3 Show how your day-to-day work has been influenced by feedback from your manager, colleagues, people who use services, and carers (as appropriate)	B1.2, E1.1
	6.1.4 Show how you work with your manager or mentor to agree and follow a personal development plan	A1.1
	6.1.5 Understand the methods you can use to improve your work	A1.1, A1.3
6.2 Personal networks	6.2.1 Know the range of people and organisations that can support your work	

Blank copies of this certificate can be downloaded at www.skillsforcare.org.uk

Adult Social Care Manager Induction Standards Certificate of Successful Completion

Name	
Management Role	
<p>I certify that the above named has successfully met all the outcomes in the Adult Social Care Manager Induction Standards. In particular I confirm that:</p> <ul style="list-style-type: none"> ■ An induction plan was agreed and has been followed through to completion. ■ Except as below, I have directly assessed the individual's knowledge, skills and understanding and am satisfied that they meet or exceed that required in the standards. ■ I have also reviewed any written evidence provided, witnessed or signed off by others and am satisfied with its authenticity and adequacy. ■ A continuing personal development plan has been agreed as part of the induction process and there is a written commitment to implement this. ■ Other role-specific induction requirements not covered by the standards have been addressed. 	
Date induction process commenced	
Date Induction Standards completed	
Types of learning included in induction programme	
Signed	
Signatory's name	
Date	
Relationship to inductee	
Organisation/Role (as appropriate)	
Contact address	