Mapping of leadership and management standards for social care

Leadership & Management

Product 3

Product 3   Mapping of Leadership and Management Standards for Social Care

This map has been developed to underpin the Topss England Leadership and Management strategy and an integrated approach to learning and development. It can be used as basis for developing person management specifications (see product 2) and to decide which learning opportunities or qualifications are appropriate for leaders and managers. Organisations and individuals can select from:

• generic leadership and management standards developed by the Management Standards Centre and approved May 2004

• specialist standards, which have been developed for social care, social work and other relevant sectors

• partnership working standards from across a range of relevant sectors.

It is likely that first line and some middle managers may need more specialist and partnership standards, while some middle managers and senior managers may need more generic standards. This will depend on the job role and the size of the organisation. It may be useful to use this list in conjunction with the case study in product 2 of the Leadership and Management strategy, and with product 7.

The standards have been categorised using the functional titles for the national leadership and management standards (Management Standards Centre). The NHS Leadership Centre has mapped the NHS Leadership Qualities Framework and the NHS Knowledge and Skills Framework to the new management standards. These have been included in the map. This map has also drawn on the catalogue of units developed for a National Occupational Standards and Qualifications Framework for Delivering Support Services for Children, Young People and their Families.

It includes all the new leadership and management standards as well as the existing MCI units where they are included in current suites of standards such as the registered manager standards for adults. It is therefore attempting to be inclusive of the range of existing units, which could apply to managers in different settings. The map will need to be updated as appropriate new standards or competences are approved such as the draft unit on 'Manage Effective Supervision', (to be published after further consultation), the revised post-qualifying (PQ) framework for social workers and competences currently being developed by DfES.

The units have been coded using the categories in the catalogue of units mentioned above, as follows:

AGA:	=	Advice Guidance and Advocacy
CJ:	=	Community Justice
DANOS:	=	Drugs and Alcohol
H:	=	Housing
H+S:	=	Health and Safety
HSC:	=	Health and Social Care
L+D:	=	Learning and development
NU:	=	New Unit
REC:	=	Recruitment and Employment
SW:	=	Social Work
YJ:	=	Youth Justice
YW:	=	Youth Work

NB. HSC & DANOS unit numbers and titles shown are working titles which may be revised. DANOS units will be incorporated into the new HSC units available late 2004.

Also the following categories have been used:

NHSKSF:	=	NHS Knowledge and Skills Framework
NHSLQF:	=	NHS Leadership Qualities Framework
RMA:	=	Registered Manager Adults
RMRCC:	=	Registered Manager Residential Child Care
PQCC:	=	Post Qualifying Child Care
VSNTO:	=	Voluntary Sector NTO Functional Map of Managing Volunteers
CBLD:	=	Community Based Learning and Development (PAULO)

Functional area A: Managing self and personal skills

Generic Standards	Specialist Standards		Partnership Standards	
A1 Manage your own resources – to make sure you have the personal resources (knowledge, understanding, skills and time) to undertake your work role and review your performance against agreed objectives. It also covers identifying and undertaking activities to develop your knowledge, skills and understanding where gaps have been identified.	RMA RG6	Take responsibility for your business performance and the continuing development of self and others.	NHS KSF	**Dimension 2: Personal and People Development** – develop own knowledge and practice relating to an area of work and across professional and organizational boundaries (levels 4/5).
	AGA20	Evaluate and develop own contribution to the service.		
	HSC E1.1	Reflect upon and develop own practice using supervision and support systems.		
A2 Manage your own resources and professional development – to achieve your work objectives and career and personal goals. You need to understand your work role and how it fits into the overall vision and objectives of the organisation, whilst also understanding what is driving you in terms of your values, career and wider personal aspirations. Identifying and addressing gaps in your skills, knowledge and understanding is an essential part of this unit.	DANOS: AC2	Make use of supervision.		
	HSC C1.1	Contribute to the effectiveness of teams.		
	SW 14	Manage and be accountable for your own work.		
	RMRCC 12	Take responsibility for the continuing professional development of self and others.		
A3 Develop your personal networks – based on principles of reciprocity and confidentiality to support both your current and future work.				

Functional area B: Providing direction

Generic Standards	Specialist Standards		Partnership Standards	
B1 Developing and implement operational plans for your area of responsibility – which will contribute to achieving the objectives set out in the strategic business plan.	NHS KSF	**Dimension 6: Equality, diversity and rights** Enable people to exercise their rights, and promote people's equality, diversity and rights (levels 3/4).	NHS LQF	**Setting direction: Political astuteness** – showing commitment and ability to understand diverse interest groups and power bases within organisations and the wider community, and the dynamic between them, so as to lead health services more effectively.
B2 Map the environment in which your business operates – have a clear and up-to-date picture of the environment and produce information which could be used for planning and operational purposes. The 'environment' includes the 'external' operating environment — for example, customers and their needs, market trends, new technologies and methods, legislation, and the activities of competitors and partners. It also includes the 'internal' operating environment — for example, resources available to and the culture of the organisation.	NHS LQF	**Setting direction: Intellectual flexibility** – the facility to embrace and cut through ambiguity and complexity and to be open to creativity in leading and developing services.	NHS KSF	**Dimension 19: Leadership** Lead work teams in the development of knowledge, ideas and work practices. This might include leading multi-agency teams and communities (levels 3/4).
	RMA:O3	Develop, maintain and evaluate systems and structures to promote the rights, responsibilities and diversity of people.		
B3 Develop a strategic business plan for your organisation – develop and reach agreement with colleagues and other stakeholders on a plan, which provides a clear sense of direction and long-term plans that will help them move in that direction. Strategy is all about developing that vision and producing flexible plans to make the vision a reality.	RMRCC: 1	Demonstrate a style of leadership that ensures an organisational culture of open and participatory management and practice.	NHS LQF	**Delivering the service: Effective and strategic influencing** – being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing health improvements.
B4 Put the strategic plan into action – transforming plans into action, 'selling' the strategy to others involved in putting it into practice, having agreed standards for measuring success, carefully monitoring the implementation and making adjustments along the way.	RMRCC: 2 HSC: D1.4	Manage the development and direction of the provision.	YJ:B102	Contribute to developing and maintaining cultures and strategies in which children and young people are respected and valued as individuals.

Functional area B: Providing direction

Generic Standards	Specialist Standards		Partnership Standards	
B5 Provide leadership for your team – to provide direction, motivate and support them to achieve both team and personal work objectives.	VSNTO: A1	Contribute to the development of your organisation's strategy.	DANOS: BB1	Promote your organisation and its services to stakeholders.
B6 Provide leadership in your area of responsibility – to provide direction, motivate and support people to achieve the vision and objectives for the area of your responsibility.	VSNTO: A3	Develop organisational structures and systems to support volunteering.	RMRCC: 9 PQCC:D	Contribute to the development of services, policies and practice which optimise life chances for all children and young people.
B7 Provide leadership for your organisation – to provide direction to people to enable, inspire, motivate and support them to achieve what the organisation has set out to do and apply different styles of leadership appropriate to different people and situations.	VSNTO: A4	Develop plans to meet your organisation's goals.	VSNTO: B3	Develop relationships with individuals and organisations that can support your volunteering strategy.
	YW:D2	Work in ways that promote equality of opportunity, participation and responsibility.		
B8 Ensure compliance with legal, regulatory, ethical and social requirements – obeying the law in key areas such as health and safety, employment, finance and corporate law, as well as professional and ethical frameworks.	SW:20	Manage complex ethical issues, dilemmas and conflicts.		
	HSC: E2.2	Support and challenge workers on specific aspects of their practice.		
B9 Developing the culture of your organisation - 'the way we do things around here' which fits with the overall mission and strategy. The culture of an organisation is based on assumptions and values, which influence the way people behave towards each other and customers, and how they relate to their work.	HSC: E2.1	Promote the values and principles underpinning best practice.		
	H&S: E	Promote a health and safety culture.		
	H&S: F	Investigate and evaluate incidents and complaints in the workplace.		
B11 Promote equality of opportunity and diversity in your area of responsibility – this is intended to go beyond compliance with equality legislation towards a situation where there is awareness and active commitment to the need to ensure equality of opportunity and the benefits of diversity.	YW: F4	Promote a culture to safeguard the welfare of young people.		
	SW:12	Assess and manage risks to individuals, families, carers, groups and communities.		
	YJ:B103	Evaluate risk of abuse, failure to protect and harm to self and others.		

Functional area B: Providing direction

Generic Standards	Specialist Standards		Partnership Standards
B12 Promote equality of opportunity and diversity in your organisation – taking a lead in actively promoting quality of opportunity and diversity by ensuring policies and action plans exist and are communicated and implemented across the organisation. It also involves monitoring and reviewing progress to identify further actions and changes to practice.	HSC: B1.2	Assess and act upon risk of danger to individuals and others.	
	DANOS: BA1	Review and enhance your organisation's strategic position.	
	DANOS: BA2	Establish strategies to guide the work of your organisation.	
	H57	Consult on and agree objectives for the service.	
	CBLD: 12	Challenge policies, practice and failures in the system.	
	VSNTO: F11	Report to external agencies.	

Functional area C: Facilitating change				
Generic standards	**Specialist standards**		**Partnership standards**	
C1 Encourage innovation in your team – encouraging people to improve current services and ways of doing things by developing a climate where people feel able to think creatively about practice, systems and processes.	NHS KSF	**Dimension 4: Service Development** – develop and improve services, and develop strategies and policies for service improvement (levels 4/5).	NHS KSF	**Dimension 19: Leadership** Lead work teams in the development of knowledge, ideas and work practices. This might include leading multi-agency teams and communities (levels 3/4).
C2 Encourage innovation in your area of responsibility – to support the identification and practical implementation of ideas, primarily from people in your area of responsibility, for improving existing services and developing new services.	NHS LQF	**Setting direction: Drive for results** – a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for users.	HSC: C2.1	Develop joint working agreements and practices.
C3 Encourage innovation in your organisation – provide encouragement and support to identify and implement ideas from people within but also to look outside the organisation to develop new services and improve existing services.	NHS LQF	**Delivering the service: Leading change through people** – communicating the vision and rationale for change and modernisation, and engaging and facilitating others to work collaboratively to achieve real change.	SW:5	Interact with individuals, families, carers, groups and communities to achieve change and development and to improve life opportunities.
C4 Lead change – providing a lead within the overall organisation or part of an organisation for a specific change or a wider programme of change. Involves selling the vision in terms of what the change is intended to achieve and supporting those involved in the practicalities of making the vision a reality.	RMA: SNH4U1	Develop programmes, projects and plans.	H:57	Consult on and agree objectives for services.
C5 Plan change – developing a strategy to achieve the required change, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place.	RMA:A4	Contribute to improvements at work.		
C6 Implement change – implementing the strategy and associated plans for a specific change or programme of change; putting in place the necessary resources and supporting mechanisms, including monitoring and communications, to turn the 'vision' into a practical reality.	DANOS: BA3	Contribute to the development of organisational policy and practice.		
	L+D:9	Create a climate that promotes learning.		

Functional area D: Working with people

Generic standards	Specialist standards		Partnership standards	
D1 Develop productive working relationships with colleagues in your own and other organisations that are effective in delivering the work of the organisation.	NHS KSF	**Dimension 1: Communication** – establish and maintain effective communication with various individuals and groups on complex potentially stressful topics in a range of situations (level 4).	NHS KSF	**Dimension 18: Partnership** – develops, sustains and evaluates partnership working with individuals, groups, communities and agencies; enables these to work effectively in partnership (levels 4/5).
D2 Developing productive working relationships with colleagues and stakeholders in order to ensure that both the interests of the organisation and the interests of stakeholders are addressed. Requires awareness of who the relevant stakeholders are and what influence they have in the organisation.	NHS KSF	**Dimension 20: Management of people** – allocates, coordinates, monitors and assesses the work of teams and individuals; delegates work to others; develops, implements and evaluates policies and strategies for recruiting, deploying, developing and retaining staff (levels 3-5).	NHS KSF	**Dimension 19: Leadership -** Lead work teams in the development of knowledge, ideas and work practices. This might include leading multi-agency teams and communities (levels 3/4).
D3 Recruit, select and keep colleagues to ensure the most suitable people are employed (directly or indirectly) by the organisation.	NHS KSF	**Dimension 2: Personal and People Development** – develops own and others' knowledge and practice in an area of work and across professional and organisational boundaries (level 4/5).	NHS LQF	**Delivering the service: Collaborative working** – being committed to working and engaging constructively with internal and external stakeholders.
D4 Plan the workforce – taking a lead in identifying the workforce requirements of your organisation and how these will be satisfied. Planning the number and type of people who work for the organisation; considering strategic plans to determine whether the workforce should be expanded, maintained, contracted, ensuring the appropriate mix of people to deliver organisational objectives.	NHS LQF	**Delivering the service: Empowering others** – striving to facilitate others' contributions and to share leadership, nurturing capability and long-term development of others.	RMA: SC15	Develop and sustain arrangements for joint working between workers and agencies.

Functional area D: Working with people				
Generic standards	**Specialist standards**		**Partnership standards**	
D5 Allocate and check work in your team – allocate work effectively and fairly amongst team members, check progress and quality to ensure level or standards or performance are being met.	NHS LQF	**Delivering the service: Holding to account** – the strength of resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service.	J:D301	Enable workers and agencies to work collaboratively.
	RMA: C13	Manage the performance of teams and individuals.	YJ:D302	Develop, sustain and evaluate collaborative approaches with others.
D6 Allocate and monitor the progress and quality of work in your area of responsibility – plan and allocate work to individuals or teams; monitor progress and quality to ensure standards of performance are being met; and review and update plans in the light of developments.	RMA: C10 RMRCC: 11	Develop teams and individuals to enhance performance.	SW:17	Work with multi-disciplinary and multi-organisational teams, networks and systems.
	RMA HSC: L4U9	Create, maintain and develop an effective environment.	YW:E3	Build and maintain partnership working.
	RMA: C8	Select personnel for activities.	HSC: C2.5	Support inter-disciplinary teams to develop and implement individual programmes of care.
	RMRCC: 10	Contribute to the selection, recruitment and retention of staff to develop a quality service.		
D7 Provide learning opportunities for colleagues to improve performance with emphasis on developing a learning culture within the organisation so that colleagues take responsibility for their own learning and are supported in this by the organisation.	RMRCC: 13	Assess candidates performance through observation.	SW:17	Work within multi-disciplinary and multi-organisational teams, networks and systems.
	RMRCC: 14	Assess candidates using a range of methods.		
	RMRCC: 15	Conduct internal quality assurance of the assessment process.		
	RMRCC: 16	Support competence achieved in the workplace.		
	YW: D2	Manage your work and create effective work relationships.		
	DANOS: AC3	Contribute to the development of the knowledge and practice of others.		
	L+D: 17	Evaluate and improve learning and development programmes.		
	L+D: 16	Monitor and review progress with learners.		
	VSNTO: D1	Plan, organise and manage the work of volunteers.		

Functional area E: Using resources

Generic standards	Specialist standards		Partnership standards	
E1 Manage a budget for a defined area of responsibility, which includes preparing, agreeing and monitoring a budget and taking action when there are unforeseen developments.	NHS KSF	**Dimension 21: management of financial/physical resources** – determine the effective use of physical and/or financial resources; secure such resources and establish strategies for their use (levels 4/5).	N1	Manage systems for information, knowledge and communications.
E2 Manage finance in your area of responsibility managing money to achieve goals and aims, drawing on internal or external financial expertise if necessary.	NHS KSF	**Dimension 3: Health, safety and security** – develop a working environment and culture that actively improves health, safety and security (level 4).	AGA:37	Negotiate and maintain service agreements.
E3 Obtain additional finance for the organisation – identifying and obtaining the finance needed to achieve strategic goals and objectives, drawing on the expertise of financial specialists as appropriate.	NHS KSF	**Dimension 13: production and communication of information and knowledge** – analyse, synthesise and present knowledge and information about complex subjects and concepts to influence key decisions (level 5).		
E4 Promote the use of technology within your organisation – make sure the organisation assesses the use of technology, gets the technology it needs, uses it in the best way possible and improving it as necessary. Technology might mean information or communications technology, equipment, machinery and so on. You are not expected to be a technology specialist but you would be expected to be able to work effectively with specialists.	RMA:B3	Manage the use of financial resources.		
	RMRCC:20	Determine the effective use of resources.		
	RMA: SC20	Contribute to the provision of effective physical, social and emotional environments for group care.		
	RMA: 2	Ensure individuals and groups are supported appropriately when experiencing significant life events.		
	RMRCC: 4	Manage and contribute to child care practice in group living.		

Functional area E: Using resources

Generic standards	Specialist standards		Partnership standards
E5 Ensure your own actions reduce risks to health and safety by identifying hazards and evaluating risks in the workplace and taking action to put things right.	RMRCC: 6	Develop and maintain an environment which safeguards and protects children and young people.	
	RMA:D4	Provide information to support decision making.	
E6 Ensure health and safety requirements are met in your area of responsibility by developing a culture that ensures safety considerations are firmly embedded in the planning and decision making processes within your remit.	RMA:D2	Facilitate meetings.	
	H:49	Contribute to the financial management of your organisation.	
	H:53	Identify and access funding.	
E7 Ensure an effective organisational approach to health and safety by leading the overall approach to contribute to the well-being and productivity of staff; decrease risks; improve the organisation's reputation and ensure legislative requirements are met.	H:54	Identify and select contractors to deliver projects.	
	SW:16	Manage, present and share records and reports.	
	SW:6	Prepare, produce, implement and evaluate plans with individuals, families, carers, groups and communities.	
	HSC:B3.1	Contribute to the prevention and management of abusive & aggressive behaviour.	
	SW:9	Address behaviour which represents a risk to individuals, families, carers, groups and individuals.	
	RMRCC:18	Develop and maintain healthy and safe working practices and environment.	
	VSNTO:F3	Obtain funds to realise your organisation's volunteering policies and plans.	
	VSNTO: F10	Manage information and knowledge.	

Functional area F: Achieving results				
Generic standards	**Specialist standards**		**Partnership standards**	
F1 Manage a project – taking responsibility for leading, planning, monitoring and controlling implementation of a project to ensure it meets its objectives and is completed to the satisfaction of the key stakeholders.	NHS KSF	**Dimension 5: Quality** – improve quality (level 4).	H32	Develop and maintain joint –working to meet individual customer needs.
F2 Manage a programme of complementary projects – leading and managing a specific programme of dissimilar projects, which are independent but interdependent upon each other. Taken together these projects will contribute to the achievement of a bigger strategic aim.	NHS KSF	**Dimension 4: service development** – develop and improve services; develop strategies and policies for service improvement (levels 4/5).	HSC: C2.5	Support inter-disciplinary teams to develop and implement individual programmes of care.
F3 Manage business processes to ensure the organisation delivers outputs that meet customer and/or stakeholder, organisational and legal requirements.	NHS LQS	**Setting direction: Drive for results** – a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for users.	YW:E3	Build and maintain partnership work.
F4 Develop and review a framework for marketing – taking informed basic business decisions to develop a framework which describes the organisation's customers and how it will market and promote its services.	RMA: 1	Manage a service which meets the best possible outcomes for the individual.	PQCC: C1	Work with children & young people's networks to achieve optimal outcomes.
F5 Resolve customer service problems by looking at options and resolving both reported and potential problems.	RMRCC: 5	Manage and engage in work with children and young people, individually and in groups to achieve optimal outcomes.	PQCC: C2	Liase and work with other professionals and agencies to achieve optimal outcomes.
F6 Monitor and solve customer service problems by sorting them out efficiently and effectively and changing systems to avoid repeated problems.	RMRCC: 19	Develop your plans for the business.	RMRCC: 7	Work with parents, families, carers and significant others to achieve optimal outcomes for children and young people.

Functional area F: Achieving results

Generic standards	Specialist standards		Partnership standards	
F7 Support customer service improvements – support the organisation in making changes and present them positively to customers. Also present your own ideas for improvement based on listening to customers.	RMA: A2	Manage activities to meet requirements.	RMRCC: 8	Undertake and/or co-ordinate work with networks, communities and agencies to achieve optimal outcomes for children and young people.
	RMA: BDA2	Develop your plans for your business.		
	RMA:F3	Manage continuous quality improvement.		
	RMA:F6	Monitor compliance with quality systems.		
F8 Work with others to improve customer services – communicate and agree how to positively work together to provide an effective service and monitor how joint performance has changed and improved services	RMRCC: 3	Manage a provision which actively promotes children and young people's life chances.	SW:6	Prepare, produce and evaluate plans with individuals, families, carers, groups, communities and professional colleagues.
	RMRCC:17	Promote and manage a quality provision.		
F9 Build your organisation's understanding of its market and customers, ensuring relevant and reliable information is constantly available and shared to aid decision making	DANOS:BC4	Ensure your organisation delivers quality services.	H52	Involve customers in the management of the organisation.
	DANOS:AG1	Plan and agree service responses which meet individuals' identified needs and circumstances.		
F10 Develop a customer focused organisation, providing the lead and support for the creation and maintenance of a customer focused organisational culture	YW:C3	Review progress and evaluate opportunities with young people.	H29	Develop and promote customer involvement in the community.
	DANOS:BA3	Contribute to the development of organisational performance.		
F11 Manage the achievement of customer satisfaction delivering the goal of customer satisfaction with the processes and services being delivered	H:48	Develop and maintain procedures for customer participation.	CBLD: 5	Involving children and young people in the management and delivery of care provision.
	CBLD: 9	Developing and supporting learning mentor networks.		
F12 Improve organisational performance – provide the lead for and manage improvements to the services and processes in your area of responsibility; includes sharing knowledge about how improvements can be or have been made across the organisation.	VSNTO: F2	Manage projects involving volunteers.	CSNTO: F1	Promote the organisation and its services to stakeholders.
	RMRCC: 3	Manage a provision which actively promotes children and young people's life chances.	RMA: SNH4U4	Promote the interests of client groups in the community.

Leadership & Management
– a strategy for the social care workforce

This publication is one of a comprehensive set of 'products' from Topss England's leadership and management project. They have been developed to enable managers across the sector to implement the recommendations in the main report.

The products are:

1. *What leaders and managers in social care do* – a statement on leadership and management in social care
2. The 'whole systems' model, including a 'person management specification'
3. Mapping of leadership and management standards
4. National signposting links
5. Continuing Professional Development
6. A unit of competence for conducting supervision (this product is not included here, as it will be further consulted upon before publication)
7. A guide to evaluation.

These products are commended to all managers and leaders in social care – both adults' and children's services – including service users who are employers under direct payments schemes. Together the products make for a very thorough piece of work that will reward well time spent working through them and applying them to particular settings.

The products are distributed in a pack with the main report, and are repeated on a CD-ROM in the pack so copies can be made as required. They can also be downloaded from www.topssengland.net   Further copies of the pack are available on request, as are stocks of product 1 (the statement) for organisations to distribute more widely.

Product 3