



Review of Leadership and Management Development Opportunities for the Personal Social Services

A First Class Service – PSS Training Strategy 2000-2003

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Northern Ireland Social Care Council

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A handwritten signature in black ink that reads "Brendan Johnston". The signature is fluid and cursive, with a long horizontal stroke at the end.

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CONTENTS

	Page
Executive Summary	1
<i>Section 1:</i> Introduction	5
<i>Section 2:</i> Context	7
<i>Section 3:</i> Overview of Management Training and Development	9
<i>Section 4:</i> New Initiatives	14
<i>Section 5:</i> The Social Care Training Continuum and Management Development	18
<i>Section 6:</i> Mapping the Issues	28
References	31
<i>Section 7:</i> Appendices	33

LIST OF TABLES AND DIAGRAMS

	Page
<i>Table 1:</i> Overview of Suggested Award Equivalencies	20
<i>Table 2:</i> Overview of Social Care Awards and Management Awards	21
<i>Table 3:</i> The Social Care Training Continuum, Management Programmes and Management Roles	23
<i>Table 4:</i> Management Standards and Job Roles	24
<i>Diagram 1:</i> Composite PQSW and AASW Registrations	26
<i>Diagram 2:</i> Composite PQSW and AASW Award Holders	26
<i>Diagram 3:</i> Comparative Analysis of Manager Registrations and Award Holders for PQSW and AASW	27

EXECUTIVE SUMMARY

Introduction

Improving the quality and accountability of personal social services are at the core of the government's modernization agenda. Delivery of this agenda is dependent on strong leadership and effective management.

TOPSS (NI) is concerned to ensure that there will be sufficient staff with appropriate skills to provide the leadership and management necessary to support staff to deliver modern high quality services.

In order to assess what needs to be in place to support leadership/management development for PSS staff it is important to establish what training is currently available.

This report maps out:

- the management training currently available for PSS staff;
- new and/or planned initiatives in management development;
- the social care training continuum and management development;
- key issues in respect of leadership and management development.

Management Training Opportunities

- There are a large number of opportunities and significant investment in leadership and management training for PSS staff.
- Many management development courses are contextualized for HPSS staff and are delivered as multidisciplinary programmes.
- Training arrangements to take the social care governance agenda forward are at an early stage of development.

New and/or Planned Initiatives

- There are a range of new and/or planned initiatives in management development.
- Several of these initiatives focus particularly on the needs of first line managers in PSS, suggesting perhaps a gap in appropriate provision at this level.
- Occupational standards and Awards are being developed for Registered Managers (Adult Care) and Registered Managers (Child Care) by the National Training Organisation for Personal Social Services (TOPSS).

Social Care Training Continuum and Management Development

- Qualifications at all levels in the social care training continuum are focused primarily on developing practitioner skills and competence. However supervisory and management competence requirements are included in NVQ Care Awards (Levels 3 and 4) and at post qualifying levels.
- Many social work posts involve management activity as well as practice. There is little provision for development of management skills at practitioner level.
- There are no accredited management development programmes at Post Qualifying level.
- 171 managers are registered for a Post Qualifying Award. Approximately two thirds of these managers are first line managers.
- 60% of registrations for the Advanced Award in Social Work are by managers. The majority of these are first line managers.
- The majority of managers registered for either Post Qualifying or Advanced Awards are in operational posts.
- Lack of alignment of management qualifications within the social care training continuum means there is no coherent or progressive career route from practitioner level into management within PSS.

Key Issues

There was considerable consistency in the views of those interviewed regarding the main issues.

- The change agenda in PSS requires effective leadership and management.
- There is no coherent or consistent approach to management development throughout the sector.
- Any management development strategy for PSS must be within the broader context of the HR Strategy for HPSS.
- Training and development of leaders and managers for the PSS needs to be contextualized for the needs of the sector. The need for more specific contextualization appears to be greater the closer the manager is to managing practice.
- There is no agreed definition of the core competences and qualities of the kinds of managers required by PSS at different levels.

- There is no consensus about the appropriate training and/or qualifications for PSS managers at different levels.
- Uptake of management development opportunities varies greatly both within and between organizations.
- Concern was expressed that inequities in access to and uptake of opportunities may perpetuate inconsistencies in the quality of service delivery.
- The majority of managers in PSS hold either a vocational or professional qualification. Only one third of PSS managers in Northern Ireland are reported to hold, or to be working towards, a management qualification.
- Little is known about the impact or benefits of different training programmes and there are a variety of views about how effective current arrangements are in developing the leadership capability and management capacity across the PSS sector.
- Succession planning for the future generation of PSS managers is not well developed.

The Way Forward

The findings from this review of leadership and management training for PSS staff highlights three key areas that need to be addressed to ensure there will be sufficient staff with appropriate skills to provide the leadership and management of PSS sector in the future:

- 1. *A Strategic Approach*** – the PSS sector needs a coherent and consistent strategy to developing the leadership and management capacity of its staff.
- 2. *Fit for Purpose*** – the appropriate training and qualifications for PSS managers need to be identified and agreed.
- 3. *Continuous Professional Development*** –the uptake of management and leadership development opportunities needs to be improved throughout the sector.

(1) INTRODUCTION

1.1 The Quality Agenda for Personal Social Services

1.1.1 Improving the quality and accountability of personal social services are at the core of the government's modernization agenda for Personal Social Services (PSS) with a particular emphasis on regulation and performance management. Delivery of this agenda is dependent on strong leadership and effective management to ensure improvements in the quality of care and in staff performance.

1.1.2 An Audit Commission joint review on the management of people delivering social services found that organizations that are performing best in service delivery are those who score highly on their management of staff. The findings from the review suggest there is significant room for improvement in the management practices of most social services agencies.

1.2 Management Training and the PSS Training Strategy

1.2.1 TOPSS (NI) is concerned to ensure that there will be sufficient staff with appropriate skills to provide the leadership and management necessary to support staff to deliver modern high quality services in the twenty first century. Developing leadership capability and management capacity are key priorities within the PSS Training Strategy: A First Class Service [TOPSS (NI) 2000].

1.2.2 In order to assess what needs to be put in place to support leadership/management development for PSS staff it is important to establish what training is currently available.

1.3 Terms of Reference

1.3.1 The overall aim of this work is:

To map management training, including performance measurement, social care governance and audit of practice.

1.3.2 This will include:

- A review of the range of management training opportunities available for PSS staff at all levels in the statutory and independent sectors.
- Identification of new and planned initiatives in management training provision for PSS staff.
- An examination of the social care training continuum in relation to leadership and management development.
- Identification of key issues in the provision of leadership and management development for PSS staff.

1.4 Methodology

1.4.1 The methodology involved:

- **Desk Research:** A range of information about leadership and management training opportunities was reviewed, including programme directories/prospectuses of major training providers.
- **Key Stakeholder Consultation:** Consultation with a range of personnel including PSS managers and training providers was carried out including:
 - face to face meetings;
 - telephone-based interviews;
 - questionnaires.
- **Reporting:** This report represents a summary of findings and a distillation of views and opinions. Some questions are posed at the end of the report. These are intended to promote discussion and should not preclude consideration of other issues contained within the report.

1.4.2 Data was collected over the period October 2000 – June 2001.

1.4.3 37 contacts were made with training providers. 33 personnel were involved in the key stakeholder consultation. (See **Appendix 1** for list of personnel and organizations)

(2) CONTEXT

2.1 Organisation Context

2.1.1 The PSS sector in Northern Ireland is a large business and can be broadly defined. It includes services provided by both the statutory and independent sectors to a wide range of service user groups. The independent sector includes voluntary and community-based organizations and private agencies. Personal social care services are also delivered through education and welfare services and criminal justice services. Agencies within the sector range from small organizations with loosely structured management frameworks to large organizations with highly developed and complex management structures.

2.2 Service Diversity

2.2.1 PSS organizations have a complex and diverse service to manage and deliver. Services are provided for children; families; people with learning disabilities, those with mental health problems; those with physical health problems and older people. Services can be provided in a variety of settings including residential homes, day centers, users' own homes, specialist settings and community-based facilities.

2.3 PSS and Change

2.3.1 The PSS sector has experienced and continues to experience substantial changes in the ways services are organized, managed and delivered. The pace and nature of the changes and increasing demands in the PSS requires new and different ways of working. Managers are universally recognized as key players in assisting staff and organizations plan for, adapt to and implement the required changes.

2.4 PSS Workforce

2.4.1 The PSS sector in Northern Ireland is estimated to employ a workforce of around 30,000. It is estimated that 20% of staff hold relevant qualifications for their work. Many organizations, particularly in the voluntary sector, call on the services of large numbers of volunteers.

2.5 Management Profile

2.5.1 It is difficult to categorize managers in a sector as diverse as PSS. However, three broad categories can be identified:

- **Senior Management** – *strategic leadership and vision.*
- **Middle Management** – *leadership and management of a service area/Programme of Care/project.*
- **First Line Management** – *management &/or supervision of individual(s) &/or team responsible for direct delivery of service.*

2.5.2 Within smaller organizations and those with flatter management structures, one manager's role may incorporate two or even all of the above three categories. Managers working in these circumstances are often expected to manage greater spans of responsibility than those working in structured hierarchical circumstances.

2.5.3 Organizational restructuring, the introduction of general management and an increase in multi and interdisciplinary team working means that staff managing PSS may come from a variety of professional backgrounds, including social work, nursing, professions allied to health, psychologists, administrators etc.

2.6 Recruitment & Retention

2.6.1 There is no apparent shortage of managers at present. However, analysis of national and local labour market trends could be indicative of a future problem.

- Status, pay and increasing pressures in public sector are affecting recruitment and retention of staff generally;
- Anticipated growth in personal social services will not be matched with a parallel growth in the labour supply. Competition for staff with other service industries is likely to continue to increase;
- Declining numbers applying for and entering the profession will eventually affect numbers of professionally qualified social workers eligible for management posts;
- There is evidence in England of social care/work managers moving to better paid management posts in health;
- Pay scales in some voluntary organizations in N. Ireland mean that management posts are not attracting social work qualified applicants;
- Pay differentials between different levels are not major incentives for staff to progress either into management from practice or up the management ladder especially for the increased level of responsibility expected;
- Flatter management structures mean fewer promotion opportunities. Strategies to retain experienced managers are generally not well developed within the PSS sector.

(3) OVERVIEW OF MANAGEMENT TRAINING AND DEVELOPMENT.

3.1 Management Training Opportunities

3.1.1 There are a multitude of management training opportunities available. The Educational Guidance Service for Adults report over 250 programmes on their database. Many of the programmes are short course programmes addressing discrete management functions; while others are accredited programmes leading to nationally recognized management qualifications.

3.1.2 The range of available programmes include:

- NVQ Management programmes
- General Management Training Courses
- Sector-contextualized programmes for HPSS
- Credit-rated programmes under the CCETSW post qualifying framework

3.1.3 Management programmes are delivered in a variety of ways, including fulltime and part-time formal taught programmes, open learning programmes, distance learning programmes and e-learning. The majority of programmes are delivered as multidisciplinary programmes. (See **Appendix 2** for sample of range of management training programmes.)

3.2 Programme Levels

3.2.1 Management programmes are available at different levels from introductory levels for those wishing to progress to a first line management level through to courses targeted specifically at supervisors, first line managers, middle managers and senior managers. Qualifications are awarded from a range of awarding bodies.

3.3 Management Development Opportunities for Senior Managers

3.3.1 A range of regional leadership/management development programmes is available for HPSS staff. Some of these programmes are targeted at specific professional groups such as finance directors, Professionals allied to Medicine. There is no regional programme targeted specifically at senior managers for PSS.

3.3.2 PSS managers can access those programmes targeted at multidisciplinary audiences: these include Women in Leadership; Ascendant 21c; The New Agenda: Shaping Your Service. Some senior managers have accessed international leadership programmes in the UK, Europe and USA.

3.4 Training Providers

3.4.1 Management training is delivered by a range of providers:

- **Internal providers** – training courses provided within the organization. These generally include PSS training teams and HR trainers.
- **Sectoral providers** – training provided by specialist organizations with a management development/training remit. There are four main providers offering management development training and consultancy services to the statutory sector in N.I. These are the Beeches Management Centre, Westcare Staff and Organisation Development Team, Homefirst Trust Training Services and Causeway Trust Training and Development Department. Sectoral providers in the voluntary sector include organizations such as NICVA, ACOVO, Unicorn Consultancy, VOF, ARC. Specialist management training providers such as the Management Education Scheme for Open Learning (MESOL) offer distance-learning programmes contextualized for the HPSS sector.
- **External providers** – provided by a wide range of bodies operating in the training, development and consultancy marketplace.
- **Higher Education providers** – colleges and universities including the Open University.

(See **Appendix 3** for a sample of range of training providers. **Appendix 4** outlines management training offered by a sample of sectoral providers)

3.5 Trainers

3.5.1 Internal and sectoral providers employ a range of staff to deliver management training. The majority of these staff have experience of the PSS sector coming from a variety of backgrounds including HR, Personnel, Administration, Finance, IT, Management. Some providers employ trainers with professional qualifications such as social work or nursing. Staff from relevant professional backgrounds are invited to contribute to management training where this is seen to be appropriate.

3.6 Other Management Development Activities

3.6.1 In addition to structured training programmes other management development activities include:

- Mentoring;
- Coaching;
- Action learning sets;
- Assessment centers;
- Shadowing;
- Secondments;
- Competence-based portfolio building;
- Structured experiential learning.

3.7 *Management Development and Occupational Standards*

- 3.7.1 A large number of national occupational management standards are available. These have been developed by Management Charter Initiative (MCI) and the National Training Organisation for Management, Enterprise and Commerce (METO). They form the basis of the majority of competence-based management qualifications. There are a number of awarding bodies that offer training and awards linked to these occupational standards in management. (See **Appendix 5** for overview of management standards, awarding bodies and management NVQ awards.)
- 3.7.2 There is no regionally agreed competency framework for managers in PSS. MCI/METO standards are however widely used as the basis of competency frameworks by organizations. Competency frameworks used by the Assessment Centres at the Beeches and Westcare are based on MCI standards – these are developed independently of each other. Work is also reported to be ongoing in several organisations throughout the PSS sector to map management competences against job roles using these standards.

3.8 *Performance Measurement, Audit of Practice, Social Governance*

- 3.8.1 Many organizations now have performance appraisal systems in place. Some of these are implemented with staff at all levels throughout the organization, while others are implemented at management levels only.
- 3.8.2 Multidisciplinary training in performance appraisal, audit skills and standard setting are available throughout the sector. These programmes are delivered by sectoral providers (i.e. the Beeches, Westcare Services, Homefirst Trust Training Services and Causeway Trust Training and Development Department) and internal providers. There are also examples of uni-disciplinary training for social work managers in supervision, staff appraisal and audit skills delivered by PSS trainers.
- 3.8.3 The majority of general management programmes offer training in Managing People; some explicitly state managing performance as a component part of this element of the training. Managing change and performance are topics covered in courses offering management skills for professionals. Performance management is included in the senior management programme 'The New Agenda: Shaping Your Service'. The Open University Business School offers a Diploma Programme in Managing Performance and Change. This course aims to equip managers with tools and techniques to implement performance improvements – it is not specifically targeted for managers from HPSS.

- 3.8.4 Training in performance measurement, audit of practice (for social care/work practice specifically) and social care governance are not currently featured as mainstream training programmes for first line and middle managers. However the Beeches Portfolio 2001 – 2002 offers consultancy services to assist organizations in the design of performance management systems/processes and in the training and support of appraisers and appraisees.
- 3.8.5 Sectoral providers did not report a great demand for specific training in social care governance generally at present but anticipated that this would change in the foreseeable future particularly with the publication of the DHSSPS consultation report Best Practice – Best Care. There was evidence of new arrangements being made in organizations to take forward the social care governance agenda, but these developments are mostly at an early stage.
- 3.8.6 There were also some examples of organizations/teams that have established and implemented systems of audit and performance management for social work practice in advance of the current policy directives. Training and preparation of staff and managers in these instances tended to be provided in response to identified need by internal or sectoral providers.

3.9 Uptake of Management Training

- 3.9.1 There is no single source of up-to-date data on either the uptake of management/leadership training or achievement of management qualifications by PSS staff. An analysis of data by TOPSS (England) (2001) revealed that management staff in PSS are more likely to have a vocational or professional qualification than a management qualification. This is borne out by the 1997 NISW study of the Northern Ireland Social Services Workforce where 87% of managers were reported to hold a social work qualification and only 30% (approximately) either holding or working towards a management qualification. Some respondents suggested that managers may be reluctant to undertake a competence-based management qualification because of the lack of infrastructures to support them (i.e. assessment).
- 3.9.2 Research from a variety of other studies, indicates that uptake of management and leadership training varies greatly between and within PSS organizations. A 1999 study into the training and development needs of staff working with people with a learning disability (ARC 1999) found:
- 11% of staff with managerial responsibilities have a management qualification;
 - less than 6% of managers are registered for a management qualification.

Those interviewed for this study and anecdotal evidence would suggest that these findings are accurate and the majority of managers do not hold a management qualification.

3.9.3 Those interviewed highlighted the following points in respect of uptake:

- The majority of managers do not access induction training routinely on taking up post and many are left to 'find their own feet' in the job.
- While many organizations have policies about management development, few stipulate a requirement for managers to undertake training or achieve a qualification.
- While there is evidence of some organizations adopting a strategic corporate approach to management development, a more laissez-faire approach is the norm in most organizations with uptake of management development opportunities dependent on individuals and their line managers.

3.9.4 It is beyond the remit of this study to analyse factors affecting the uptake of management training, however a range of variables influencing access to and uptake of training were identified including: funding; organizational infrastructures, organizational culture; quality of leadership; commitment and support of line manager; relevance and appropriateness of training; workloads; career aspirations; individual motivation.

(4) NEW INITIATIVES IN MANAGEMENT DEVELOPMENT FOR PSS STAFF

4.1 Training Needs of PSS Managers

4.1.1 Respondents identified three broad categories of training and development needs for PSS managers:

- Leadership of HPSS;
- General management in the PSS;
- First line management.

4.2 HPSS, Vision and Leadership

4.2.1 Keeping abreast of policy developments in HPSS requires managers who can:

- translate policy directives into viable strategic and operational plans that focus on the best way to deliver appropriate services that meet the needs of users;
- provide vision and leadership within organizations;
- create work environments that support staff to deliver and continuously improve services.

4.2.2 There was a view that the development of the professional leadership and management capacity of the PSS sector could be enhanced by the provision of a regional programme for PSS managers. Strong professional leadership was considered to be important in the context of the integrated structures in N.I. Current provision for PSS managers at a regional level is solely on a multidisciplinary basis.

4.3 General Management in the PSS

4.3.1 It was generally felt that training needs under the heading of General Management are well catered for, although the importance of contextualizing this training for the PSS sector was emphasized time and again. There was widespread belief that training needs in this category could and indeed should be undertaken as multidisciplinary training given the strong emphasis on working in collaboration and partnership across organizational and professional boundaries.

4.4 Management of Practice

- 4.4.1 Many respondents highlighted the pivotal role of the first line manager in delivering quality services, a view expressed by the Chief Inspector of Social Services (England) in 1998/99. First line managers are, or should be the leaders and custodians of good practice. This requires high level skills in decision-making and professional judgement in complex situations and in supervising staff. First line managers were also recognized to be the senior managers of the future.
- 4.4.2 Meeting the requirements of the social care governance and evidence-based practice agendas were identified as two major developments which will influence the first line manager's role in managing practice and in supervising and developing staff performance.
- 4.4.3 There were strong views expressed that training for those managers managing social work practice should be delivered on a unidisciplinary basis, particularly at first line manager level.
- 4.4.4 First line managers were also recognized to be the senior managers of the future. An investment in the development of people early in their management careers was viewed positively as an opportunity to shape the kind of managers and leaders needed for the future.

4.5 New Initiatives

- 4.5.1 Several new &/or planned initiatives for PSS staff were identified in the course of this study. These were either in response to perceived gaps within current provision or in response to identified needs resulting from policy developments. The following is a summary of some of the new initiatives in management training. Several of the initiatives focus on first line manager training suggesting perhaps a particular gap in appropriate provision at this level.

4.6 New Initiatives – Leadership of HPSS

- 4.6.1 **DHSSPS – HR Strategy:** A Human Resources Strategy Steering Group was established by DHSSPS in 1999 to make proposals for a Human Resources Strategy for HPSS. The working group has submitted its report to the Department and the Department has issued a consultation paper outlining a draft strategy for managing and developing people in HPSS. This paper has been widely circulated and comments sought from interested parties including employers and organizations representing staff interests in HPSS. The proposals in the draft strategy, if accepted and ratified by the sector and DHSSPS, will have significant training implications for managers and leaders working in the sector. Any decisions regarding the management and leadership development of HPSS staff will need to be made within this broader context.

- 4.6.2 **Ascendant 21c:** Ascendant 21c is a public sector leadership programme launched in September 2000. Its purpose is to put in place a cohort of leaders in the HPSSPS and wider public sector, who will lead change in the performance of their services which improve the quality of life and well-being of the people of Northern Ireland. The programme is targeted at corporate decision makers (Director or equivalent) working in the health, public and voluntary sectors. It is a regional programme delivered through the Beeches Management Development Centre.
- 4.6.3 **NICVA – Management Development Programme:** In recognition of the need for a management development strategy for the voluntary and community sector in Northern Ireland, NICVA, in consultation with the sector, is engaged in plans to develop a flexible yet strategic management development programme.
- 4.6.4 **Women in Management:** There is ongoing development of a range of management workshops and networks specifically for and requested by women. These include mentoring workshops, action learning opportunities and equality issues.
- 4.6.5 **ACOVO – Informal Networking:** In recognition of the ongoing development needs of senior managers, ACOVO co-ordinates a monthly informal meeting for its members to provide an opportunity for networking.

4.7 New Initiatives - General Management in the PSS

- 4.7.1 **Occupational Standards for PSS Management:** It is recognized that management standards (MCI/METO), while representing a benchmark of excellence across all employment sectors, need to be contextualised in order to match service standards in social care in relation to values, equal opportunities and managing diversity and regional variations.
- 4.7.2 TOPSS (England) is currently developing standards and awards for Registered Managers (Adult Care) and Registered Managers (Child Care). The standards for Registered Managers (Adult Care) have been approved and work is ongoing to develop a Level 4 Award based on these standards. It is anticipated that this award which will become available by the end of 2001 will be a requirement of all registered managers of adult care homes in England from 2005 onwards.
- 4.7.3 The production of occupational standards and awards for domiciliary care managers is identified as another priority area in line with progressing the sector's readiness for regulation of the the workforce and the matching of posts to qualifications.

4.8 New Initiatives – Management of Practice

- 4.8.1 **Effective Management of Social Work and Social Care:** This programme is a cross Trust initiative, supported by the EHSSB. The aim of the programme is to equip first line managers in social work and social care with the knowledge and skills to manage practice effectively. It is due to commence in September 2001. It is not an accredited programme, however it has been designed to facilitate candidates to submit a portfolio for PQ credits at Advanced Level in the Post Qualifying Framework.

- 4.8.2 **Best Practice Guidance for First Line Managers:** The National Institute of Social Work (NISW) have developed an electronic Best Practice Guide for First Line Managers. The Guide was commissioned by the Department of Health, acknowledging the importance of first line managers as managers of practice and the relative lack of attention given to their management development.

The Guide's content is based on extensive research carried out by NISW into managing practice over a number of years. It includes topics such as supervision and team leadership, team and service development, managing work, managing information and managing poor performance. The Guide can be accessed in the electronic social care library on the NISW website: www.nisw.org.uk

- 4.8.3 **Managing for Success:** This is a 10 day management course for first line managers working in the field of learning disability. It was developed as a result of the findings reported in the ARC NI Training Network report that highlighted the low level of managers in learning disability services who hold a recognized management qualification. A requirement of the programme is that candidates will register and submit a portfolio for assessment for a Management NVQ Award Level 4.
- 4.8.4 **Critical Practice in Health and Social Care (K302):** This is an Open University Course for those engaged in practice in health and social care settings, working directly with users of services or as first line managers of these staff. It is designed to enable staff to work more effectively with each other and within the changing context of service provision. The course focuses strongly on the movement for evidence-based practice and the way this relates to demands for effectiveness and value of money. It looks at issues of ethical practice and accountability in this climate of change. The course gives close attention to post-qualifying requirements in social work. The course was presented for the first time in 2000 and is expected to continue to run until at least 2007.
- 4.8.5 **Managing Care (K303):** Managing Care is a new Open University Course planned for 2003. It will be a third level 60 CATs points course (3rd year undergraduate). It is intended to meet the education and training needs of students working, or expecting to work, in managerial roles in a wide range of social and health care settings. The course will link the management role with the practice skills needed for the fulfillment of different care tasks. The course team are discussing ways of linking this course with the post qualifying framework and relevant occupational standards (currently identified as Social Care VQs Level 4 and MCI Standards Levels 4 & 5).

(5) THE SOCIAL CARE TRAINING CONTINUUM AND MANAGEMENT DEVELOPMENT

5.1 Overview of the Social Care Training Continuum

5.1.1 The social care training continuum includes qualifications and training for PSS staff at vocational, qualifying and post-qualifying levels. Qualification targets for the PSS sector (PSS Training Strategy 2000 – 2003) are all based on competence-based awards including NVQs in Care, the Diploma in Social Work and Post-qualifying and Advanced Awards in Social Work. (See **Appendix 6** for overview of the social care training continuum and list of qualifications).

5.1.2 A functional mapping report of the PSS sector identified that many social work posts now involve management activity as well as practitioner activity. There is little or no provision for development of management skills at practitioner level.

5.2 Management Training and the Social Care Continuum

5.2.1 Awards at all levels in the social care training continuum are focused primarily on developing practitioner skills and competence. However supervisory/ management competence requirements are accommodated within the framework at vocational and post qualifying levels.

5.2.2 NVQs in Care – Levels 3 & 4

NVQ Levels 3 & 4 Care Awards include a supervisory component and are targeted at senior residential and day care workers who have supervisory responsibility for non-professionally qualified staff.

5.2.3 The Post Qualifying Framework for Social Work

The Post Qualifying framework provides a structure for enhancing the professional skills and competence of qualified social workers. It consists of two awards: the post qualifying award (PQSW) and the advanced award (AASW).

The PQSW is made up of six general and two core requirements and is focused primarily on developing practitioner skills in managing risk and working in complex situations. The final requirement of Part 2 of the PQSW requires candidates to demonstrate competence in enabling others. The emphasis shifts from direct practice to a broader developmental role which can be demonstrated through management and supervisory processes as well as through consultation, practice teaching and training.

The AASW is relevant to social workers with 5 year's post qualifying experience or who hold a full PQSW. It recognizes the achievements of social workers who can demonstrate leadership and expertise in their area of work. The AASW is made up of eight general and two core requirements and work towards the award is assessed in one of four areas: social work practice, management; research and education and training, or a combination of two or more of these areas.

The Advanced level requirements emphasize management processes, such as leadership, management of change, evaluation of services, planning, strategic networking and developing others. Advanced level candidates, whether practitioners or managers, are expected to demonstrate competence in the application of relevant management processes in their chosen area.

5.3 Mapping Management Roles and Management Training and Qualifications against the Social Care Continuum

5.3.1 **Table 1** overleaf sets out an overview of suggested Award Equivalencies which is a useful guide to consider how different qualifications may relate across the qualification system at different levels.

TABLE 1

OVERVIEW OF SUGGESTED AWARD EQUIVALENCIES

NVQ LEVEL	SOCIAL CARE TRAINING CONTINUUM	BTEC QUALIFICATIONS	HIGHER EDUCATION QUALIFICATIONS FRAMEWORK
1	Access qualifications to the sector	N/R	N/R
2	VOCATIONAL (NVQs in Care)	First Certificate & Diploma	N/R
3	VOCATIONAL (NVQs in Care)	National Certificate & Diploma	N/R
4	VOCATIONAL (NVQs in Care) QUALIFYING (DIP SW)	Higher National Certificates & Diploma	HE 1 (Certificate level) HE 2 (Intermediate level)
5	POST – QUALIFYING AWARDS ADVANCED AWARDS	N/R	HE 3 (Honours Level) HE 4 (Masters Level)
N/R		N/R	HE 5 (Doctoral Level)

(Based on UK Credit Equivalence Project)

* Equivalences at NVQ Levels 4 & 5 with Social Care Training Continuum & Higher Education Qualifications Framework are still under discussion.

5.3.2 **Table 2** overleaf illustrates how qualifications in the social care training continuum relate to Management Awards at different levels.

TABLE 2

OVERVIEW OF SOCIAL CARE AWARDS AND MANAGEMENT AWARDS

NVQ LEVEL	SOCIAL CARE AWARDS	MANAGEMENT AWARDS
1	Access qualifications to the sector	No relevant qualification
2	<div data-bbox="491 607 842 678" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">NVQs in Care Level 2</div>	<div data-bbox="962 607 1378 678" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">Introductory Programmes</div>
3	<div data-bbox="480 857 994 952" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">NVQs in Care Level 3 (Includes a supervisory component)</div>	<div data-bbox="959 757 1406 826" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">NVQ in Management Level 3</div> <div data-bbox="1051 846 1390 952" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">National Certificates and Diplomas</div>
4	<div data-bbox="659 1115 1204 1209" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">NVQs in Care Level 4 (Includes a supervisory component)</div> <div data-bbox="501 1283 887 1352" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">Diploma in Social Work</div>	<div data-bbox="962 1014 1412 1084" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">NVQ in Management Level 4</div> <div data-bbox="967 1245 1393 1352" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">Higher National Certificates and Diplomas</div>
5	<div data-bbox="520 1435 987 1529" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">Post Qualifying Awards (including enabling others)</div> <div data-bbox="619 1765 1163 1859" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">Advanced Level Awards (including a management pathway)</div>	<div data-bbox="951 1563 1386 1742" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">Postgraduate Certificate in Management Postgraduate Diploma in Management</div> <div data-bbox="959 1888 1375 1957" style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;">MBA</div>

- 5.3.3 Work to develop a framework for mapping qualifications to posts within the PSS sector included first line managers (Deloitte and Touche, 2001). Some of the findings from the mapping exercise are reflective of the findings from this review of management training:
- (i) there is no consensus about the most appropriate management qualifications for PSS staff;
 - (ii) there is a disparity between qualifications most appropriate to job role and the actual qualifications individuals may hold in job role.
- 5.3.4 The framework of qualifications proposed by Deloitte and Touche (2001) for the PSS sector in Northern Ireland suggest that the most appropriate level of management standards for first line managers/team leaders is level 3. Equivalent work by TOPSS in England and Wales suggest level 4 as appropriate for officers in charge and team leaders (equivalent to first line manager/team leader level).
- 5.3.5 While first line managers are included in the Mapping Qualifications to Posts in PSS (Deloitte & Touche, 2001), managers at middle and senior levels are not. Middle managers, particularly in Family and Child Care, continue to carry out professional functions (i.e. chairing case conferences) in respect of practice.
- 5.3.6 There was no consensus among those interviewed about whether or not management training and qualifications should be aligned with the social care training continuum, although it is significant to note the numbers of managers who are registering for both Post Qualifying and Advanced Level Awards (see 5.9) below.
- 5.3.7 **Table 3** (overleaf) illustrates how specific management programmes and qualifications, currently undertaken by PSS staff, equate with the social care training continuum. It also identifies the relevant manager target groups for the different programmes. This table highlights how the range of management qualifications available at different levels coupled with the lack of consensus about appropriate qualifications can lead to disparities in qualifications held by staff in similar job roles.

TABLE 3

THE SOCIAL CARE CONTINUUM, MANAGEMENT PROGRAMMES AND MANAGEMENT ROLES

NVQ Level	Social Care Training Continuum	Management Programmes And Qualifications	Eligible Target Group
2	VOCATIONAL <i>NVQs in Care (2)</i>		
3	VOCATIONAL <i>NVQs in Care (3)</i>	(ISM) Certificate in Supervisory Management (ISM) Diploma in Supervisory Management NVQ Management Award (Level 3)	First line manager First line & middle manager First line manager
4	VOCATIONAL <i>NVQs in Care (4)</i> QUALIFYING <i>DipSW</i>	Registered Managers Award (Adult Care)¹ NVQ Management Award (Level 4) Open University Certificate in Management Open University Diploma in Management Higher National Certificates and Diplomas Managing for Success (ARC – not accredited)	First line manager First line & middle manager First line & middle manager First line & middle manager First line & middle manager First line manager
5	POST QUALIFYING AWARDS ADVANCED AWARDS	Effective Management of Social Work and Social Care² (EHSSB – not accredited) (IHSM) Postgraduate Certificate in Health Management (IHSM) Postgraduate Diploma in HPSS Management NVQ Management Award (Level 5) The New Agenda: Shaping Your Service (not accredited) Ascendant 21c not accredited) MBA	First line manager Middle manager Middle manager Middle & senior manager Senior manager Senior manager First, middle & senior manager

¹ Under development

² Due to commence September 2001

5.3.9 Several respondents suggested management standards equate with management job roles in PSS in the following way:

TABLE 4
MANAGEMENT STANDARDS & JOB ROLES

LEVEL	MANAGEMENT JOB ROLE
3	Basic supervisory level <i>(Senior care worker)</i>
4	Operational management <i>(First line manager &/or middle manager)</i>
5	Strategic level <i>(Middle manager &/or senior manager)</i>

5.4 PQSW and Management Development

5.4.1 There are no accredited management development programmes at post qualifying award level. However, it is reported that 171 managers (14.2% of all PQ registrations) are currently registered for PQ Awards and 45 have achieved awards (17.3% of PQ Award holders) at this level.

5.4.2 Reports suggest that managers can have some difficulty meeting requirements for the PQ Award in their management role and have to seek additional work opportunities to generate the required evidence. This reflects the fact that the PQ requirements are primarily focused on developing practitioner skills and competence, apart from the final requirement 'Enabling Others'.

5.4.3 Several respondents believed management training for first line managers should be aligned within the PQ framework at post qualifying level.

5.5 AASW and Management Development

5.5.1 There are currently three possible routes for social workers in Northern Ireland to undertake management development and/or training while achieving Advanced level credits/qualification. These include:

- The Postgraduate Diploma in Health and Social Services Management (part time taught programme);

- The MSc Advanced Social Work: Management Pathway (part time taught programme);
- The Advanced Award in Social Work: Management Pathway (portfolio route).

5.6 *The Postgraduate Diploma in Health and Social Services Management*

- 5.6.1 The Diploma in HSSM is a postgraduate management programme targeted at middle and senior managers throughout the care sector. It is delivered by the four main sectoral providers, whose core clients are staff from the statutory sector. Candidates with a social work qualification successfully completing this course can gain six of the eight general requirements towards an AASW.
- 5.6.2 Applicants to this course are expected to hold a primary degree and to have completed a postgraduate Certificate in Management or Health Service Management to gain entry onto the Diploma Programme. Neither of these certificates are accredited within the PQ framework.
- 5.6.3 Uptake of the Diploma by PSS staff is reported as low for the first year (2000 – 2001), however one Management Centre reported an increase in numbers of PSS staff applying for the Postgraduate Certificate programme and hopes to see the numbers of PSS managers on the Diploma increase in the incoming year.

5.7 *MSc Advanced Social Work: Management Pathway (taught programme)*

- 5.7.1 The MSc Advanced Social Work is a part time programme delivered by QUB, UUI and agency partners. It is a part time programme in three phases. Phase 1 involves 12 days teaching and candidates submit a portfolio against 4 requirements (2 general and 2 core). Phase 2 can be achieved by a variety of routes including accredited taught programmes (e.g. Research Methods), portfolio route or APEL portfolio. Phase 3 requires candidates to submit a dissertation based on either research or a work project. The requirement to demonstrate leadership is compulsory in Phase 3.
- 5.7.2 Of 28 candidates participating in this programme 2000/2001, 18 (64.2%) are in management grades – approximately 75% of these managers are in operational posts.

5.8 *Advanced Award in Social Work: Management Pathway (portfolio route)*

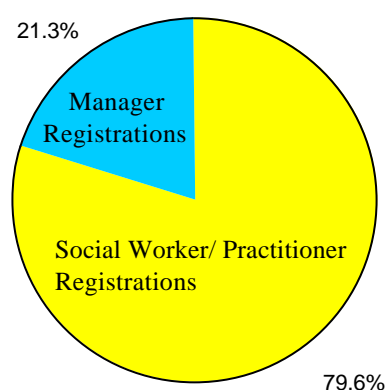
- 5.8.1 Social workers can achieve an Advanced Award in Social Work: Management Pathway by submitting a portfolio for assessment to the Northern Ireland Post Qualifying and Education Partnership (NIPQETP). Candidates undertaking a portfolio route are mentored by a mentor from a registered list held by the NIPQETP.

5.9 Uptake of PQSW and AASW by PSS Managers

5.9.1 The following statistics illustrate the extent of uptake of post qualifying and advanced Awards by PSS managers. The statistics are based on data provided by the NIPQETP (May 2001) and manager numbers have been calculated on the basis of interpretation of job titles.

Diagram 1

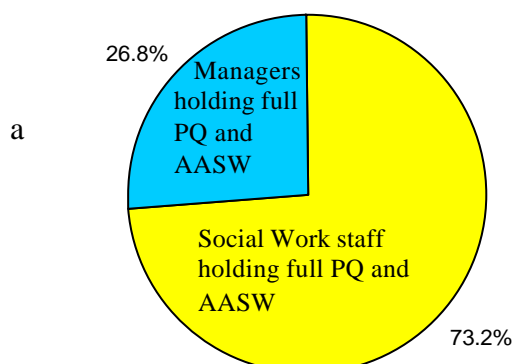
Composite PQSW & AASW Registrations



- 1431 social work staff are currently registered for PQSW & AASW Awards.
- 21.3% (306) of these registrations are by managers.
- Approximately one third (67.3%) of manager registrations are by first line managers.

Diagram 2

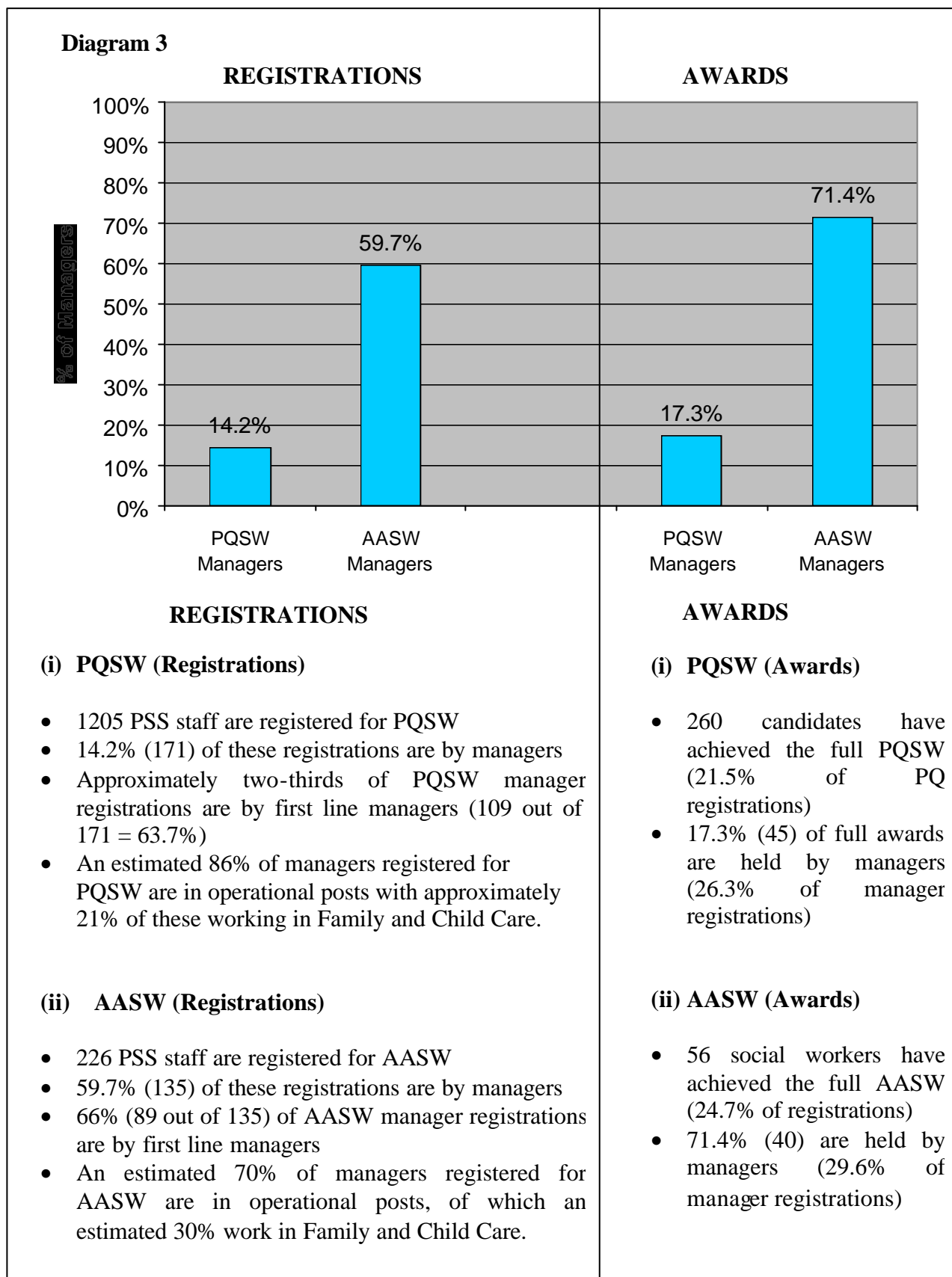
Composite PQSW & AASW Awards



- 316 social work staff have achieved full qualification at PQ and/or Advanced Award levels.
- 26.8% (85) of these Awards are held by managers.

Comparative Analysis of Manager Registrations and Award Holders for PQSW and AASW

The following diagram compares involvement of managers in PQSW and AASW.



6. KEY ISSUES AND THE WAY FORWARD

6.1 Mapping the Issues

6.1.1 There was considerable consistency in the views of those interviewed in respect of the main issues which include:

- The change agenda in PSS requires effective leadership and management.
- There was a consistent and strongly held view that the development of leadership and management capability of PSS staff is important if the sector is to be equipped to meet current and future demands.
- There is no coherent or consistent approach to enabling managers to develop and maintain their skills or to support them as their careers progress.
- Managers in PSS are part of an integrated HPSS structure and their development needs to be addressed within this context.
- There is a lack of consensus about the appropriate training and qualifications for managers in PSS.
- There appears to be a wide variation in uptake of training and achievement of qualifications by managers both within and between organisations.
- Leadership and management in PSS require a fusion of professional and managerial competence.
- Managers are being continually expected to develop new skills and ways of working as a result of policy changes.
- Succession planning for the future generation of managers in the PSS is not well developed.

6.2 The Way Forward

6.2.1 In order to ensure there are sufficient staff with the appropriate skills to provide the leadership and management necessary to deliver high quality services in PSS, there are three key areas that need to be addressed:

- (i) **A Strategic Approach** – the PSS sector needs a coherent and consistent strategy to developing the leadership and management capacity of its staff.
- (ii) **Fit for Purpose** – the appropriate training and qualifications for PSS managers need to be identified and agreed.

- (iii) **Continuous Professional Development** – the uptake of management and leadership development opportunities needs to be improved throughout the sector.

6.2.2 A Strategic Approach

There is no coherent or consistent approach to enabling managers to develop and maintain their skills or to support them as their careers progress. Pertinent issues include:

- Any management development strategy for PSS must be within the broader context of the HR Strategy for HPSS.
- Responsibility for developing leadership and management capacity of PSS staff within an integrated service needs leadership and co-ordination.
- There appears to be a disparity between reported employer commitment and policy statements to leadership and management development and actual implementation in many PSS organizations.
- There is a need to consider how potential future managers and leaders of PSS can be planned for and supported.
- There is no consensus about whether or not management training and qualifications should be aligned with the social care training continuum.

6.2.3 Fit for Purpose

There is a lack of consensus about the appropriate training &/or qualifications for managers. Interviewees made the following points that are pertinent to any decisions regarding appropriate training and qualifications:

- There is no co-ordinated or systematic evaluation of the impact of leadership and management development activities on individual, organizational or sector performance.
- There is no agreed definition of the core competencies and qualities of the kind of managers and leaders required by the PSS at different levels.
- Management and leadership development is primarily delivered through formal training programmes. Use of other management development activities such as mentoring and structured on-the-job learning are generally not well developed but could assist managers learn and develop on and through the job.

- Training and development for leaders and managers of the PSS needs to be contextualized to the needs of the sector. The need for more specific contextualization appears to be greater the closer the manager is to managing social care/work practice.
- There is a prevalent view that managing practice is an essential component of the first line management role. This is not addressed by the general management training courses.
- Lack of alignment of management qualifications and training within the social care training continuum means there is no coherent or progressive career route from practitioner level into management within PSS.

6.2.4 *Continuous Professional Development*

There appears to be a wide variation in uptake of training and achievement of qualifications by managers both within and between organizations.

- Continuous professional development is integral to the government's strategy for social care governance and planned regulation arrangements. This applies equally to managers as well as practitioners. What this study suggests is that continuous professional development for managers is not well established throughout the sector.
- Uptake of training by managers is affected by a variety of factors that may require further investigation. Funding was identified as a major factor by the voluntary and private sectors.
- Achievement of competence-based Management Qualifications requires adequate infrastructures to be in place within organizations to support staff to prepare and submit for assessment.
- The majority of PSS managers hold either a vocational or professional qualification. It cannot be assumed that the possession of a vocational or professional qualification equips someone to be a manager. All newly appointed managers need to be supported to access appropriate training/ development to assist them carry out the requirements of their job role effectively and efficiently.
- Incentives for continuous professional development are based on the personal, professional and employment aspirations of the individual. Being prescriptive about levels and routes may be counterproductive and it is therefore important to consider a flexible, yet coherent, approach to matching qualifications to posts. Individuals need to be helped to buy into their own development.

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LIST OF APPENDICES

- | | |
|------------|---|
| Appendix 1 | Consultation List of Personnel and Organisations |
| Appendix 2 | Sample of Training Programmes |
| Appendix 3 | Sample of Training Providers |
| Appendix 4 | Management Training – Sectoral Providers |
| Appendix 5 | Overview of Management Standards, Awarding Bodies and Management NVQ Awards |
| Appendix 6 | Overview of Social Care Training Continuum and List of Qualifications |

APPENDIX 1

CONSULTATION LIST (individuals)

Joy Allen	Director	ACOVO
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Sandra Pollock	Trainer	UNICORN Consultancy
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Dorothy Gallagher	PSW	EHSSB
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Dugald Mc Cullagh	Course Director	
Una Lenighan	Research	Queen's University Belfast
Alison Kavanagh	Chair of Training Sub Group	CCNI
Jane Castles	Regional Development Officer	Open University
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Lyndsay Mc Ilwrath	Human Resources Officer	Craigavon & Banbridge
Gerardine Cunningham	Programme Manager	UCHT
Judith Thompson	Training Manager	PBNI
Stan Houston	Programme Co-ordinator MSc Advanced Award in Social Work	Queen's University, Belfast
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Marian O' Rourke	PQ Co-ordinator	NIPQETP
Trevor Gage	Independent Management Consultant	
Dr Caroline Egerton		NICATS

A special thanks to all individuals who gave so generously of their time, knowledge and informative opinions.

CONSULTATION LIST (organisations)

EHSSB

WHSSB

SHSSB

NHSSB

South & East Belfast Community Trust

Craigavon & Banbridge Trust

Ulster Community & Hospital Trust

Homefirst Trust

Foyle Trust

DHSSPS

Queen's University of Belfast

Ulster University Jordanstown

Open University

Belfast Institute of Further and Higher Education (BIFHE)

Learn Direct

Educational Guidance Service for Adults (EGSA)

National Extension College

City & Guilds

NIPQETP (Northern Ireland Post Qualifying Education and Training Partnership)

NICATS, University of Ulster, Jordanstown (NI Credit Accumulation and Transfer)

Management Education Scheme by Open Learning (MESOL)

Deloitte & Touche

Unicorn Consultancy

NISW (National Institute of Social Work)

ARC (Association of Residential Care)

NICVA (Northern Ireland Council for Voluntary Action)

Community Work Education and Training Network

ACOVO (Association of Officers of Voluntary Organisations)

CCNI (Child Care Northern Ireland)

VOF (Voluntary Organisations Forum)

Belfast Central Mission

PRAXIS

EXTERN

Bryson House

The Beeches, Management Development Unit

Westcare Services

Homefirst Management Development Unit

Causeway Trust, Training and Development Department

APPENDIX 2

SAMPLE OF LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAMMES

Accountancy/Finance Courses

- BTEC Higher National Diploma in Business & Finance, Upper Bann Institute of Further and Higher Education
- Certified Diploma Accounting and Finance, University of Ulster, Faculty of Business and Management
- CIPFA Professional Accountancy Qualification, The Chartered Institute of Public Finance Accountancy

CCETSW Credit-Rated Management Programmes

- Diploma in Health and Social Services Management, The Beeches MDC, Westcare & Homefirst Management Development Unit
- MSc in Advanced Social Work: Management Pathway Queen's University of Belfast and University of Ulster

Community/Voluntary/Private Sector Management Courses

- Certificate in Management for Voluntary Organisations, The Queen's University of Belfast
- Community Work NVQ Level 3, NICVA
- Community Centre Management, Walkway Community Training & Women's Centre, Belfast
- MA/PgDip in Voluntary Sector Studies, University of East London
- Managing Organisations in the Voluntary Sector, National College of Industrial Relations
- NEBS Management for Owner Manager (Introductory Award) Graham Training, Lisburn and Belfast
- NEBS Management Owner Manager Certificate, Graham Training, Lisburn and Belfast
- Professional Diploma Managing in the Community, Leeds Metropolitan University
- Residential Management, The Queen's University of Belfast
- RSA Advanced Diploma in the Organisation of Community Groups, Upper Bann Institute of Further and Higher Education
- RSA Higher Diploma in the Management of Voluntary and Community Groups, NICVA
- The Professional Certificate in Management – Public & Non profit Organisations, Business School, Open University
- Women in Management - OCN Level 3, NICVA

General Management Courses

- Certificate in First Level Management, The Open College
- Certificate in Management, Management Centre, University of Leicester/RDI
- Certificate in Management – Institute of Management (NVQ 4), North Down & Ards Institute of Further Education
- Certificate in Management Studies, The Co-operative College/Henley Distance Learning
- Certificate in Supervisory Management, The Co-operative College/Henley Distance Learning
- Certificate in Team Leadership, The Open College
- Developing Managers Programme/Cert. in Management Practice, Ulster Business School
- Diploma Course in Supervisory Management (NEBSM), East Antrim Institute of Further and Higher Education
- Diploma in First-Line Management, National College of Industrial Relations
- Diploma in Management, Management Centre, University of Leicester/RDI
- Diploma in Management – Institute of Management (NVQ 4), North Down & Ards Institute of Further Education
- Diploma in Management Studies, the Co-operative College/Henley Distance Learning
- Diploma of the Institute of Administrative Management (IAM), East Antrim Institute of Further and Higher Education
- Institute for Supervision & Management – Diploma in Management, Castlereagh College
- Institute of Management Services Diploma, Belfast Institute of Further and Higher Education
- Investigate Performance & Change, Business School, Open University
- Managing Performance & Change, Business School, Open University
- MSc Organisation and Management, The Queen’s University of Belfast
- NEBSM Certificate, Upper Bann Institute of Further and Higher Education
- NEBSM Certificate in Management, Belfast Institute of Further and Higher Education
- NEBSM Certificate in Supervisory Management, North Down and Ards Institute of Further and Higher Education
- NEBSM Introductory Award, East Down Institute of Further and Higher Education
- Postgraduate Certificate in Management, The Open College
- Postgraduate Certificate/Diploma/MA Business Strategy, University of Ulster, Faculty of Business Management
- Postgraduate Diploma in Management, Belfast Institute of Further and Higher Education
- Postgraduate Diploma in Management, The Open College
- Quickstart Management Programme, Institute of Public Administration
- Supervisory Management, Forum for Community Work Education NI
- The Institute of Management Diploma in Management, Belfast Institute of Further and Higher Education
- The New Management Development Programme, Institute of Public Administration
- The NICVA Management Course, NICVA
- Women in Management OCN Level 3, NICVA

Health Services/Public Sector Management Courses

- Criminal Justice Management – Diploma, The Queen’s University of Belfast
- Managing Health & Care Services – HNC, Castlereagh College

Human Resource Management Courses

- BTEC Higher National Certificate in Business & Personnel, Upper Bann Institute for Further and Higher Education
- Diploma in Personal Management, The Queen’s University of Belfast
- IPD Certificate in Personnel Practice, Belfast Institute of Further and Higher Education
- IPD Certificate in Personnel Practice, Upper Bann Institute of Further and Higher Education
- IPD Diploma in Management of Training & Development, Belfast Institute of Further and Higher Education
- IPD Licentiate & Graduate Membership Programme in Personnel Management, Belfast Institute of Further and Higher Education
- Managing Training (NVQ Level 4), NICVA
- MSc in Human Resource Consultancy, South Bank Business School
- National Diploma in Personnel Management, National College of Industrial Relations
- PgDiploma/MA Human Resource Management, University of Ulster Faculty of Business and Management

Marketing Courses

- BTEC Higher National Certificate in Business & Marketing, Upper Bann Institute of Further and Higher Education
- Certificate in Marketing (CIM), East Antrim Institute of Further and Higher Education
- Certificate/Diploma in Marketing Management, The Queen’s University of Belfast
- CIM Diploma in Marketing, Belfast Institute of Further and Higher Education
- Postgraduate Certificate/Diploma/MA Marketing, University of Ulster, Faculty of Business and Management

MBA’s

- Masters in Business Administration, Management Centre, University of Leicester/RDI
- Masters in Business Administration, Ulster Business School
- MBA in Economic Development, University of Ulster, Faculty of Business and Management
- MBA in Health and Social Care Management, University of Ulster, Faculty of Business and Management
- MBA in Public Management, University of Ulster, Faculty of Business Management
- MBA in Strategic Procurement Management, University of Ulster, Faculty of Business Management
- Modular MBA, Certificate and Diploma, The Business School, The Open University

Open University, Business School

- Modular MBA, Certificate & Diploma
- The Professional Certificate in Management – Public & Non Profit Organisations
- The Capable Manager
- The Effective Manager
- Managing Health Services
- Managing Voluntary & Non profit enterprises
- Accounting for Managers
- Winning Resources and Support
- Management Development and Change
- The Health and Social Services Manager

Senior Management/Director Level Courses

- Ascendant 2lc, The Beeches, MDC
- Director Challenge Programme, The Beeches, MDC
- Management 2000, The Beeches, MDC

SAMPLE OF TRAINING PROVIDERS

ACOVO

Advanced Learning Systems

ARC (NI)

Belfast Institute of Further and Higher Education

Business Development Services, Management Development Centre, Civil Service

Causeway Trust Training and Development Department

Centre for Strategy & Communication

Chief Executives Forum

Community Relations Council

East Antrim Institute of Further and Higher Education

East Down Institute of Further and Higher Education

Eisenhower Fellowship

Equal Opportunities Commission for NI

Fair Employment Commission

Federal Executive Institute

Forum for Community Work Education NI

Homefirst Trust Training Services

Institute of Public Administration

International Training Service Ltd

Leaders for Tomorrow Programme

Leeds Metropolitan University

Learn Direct

Management Centre, University of Leicester/RDI

National College of Industrial Relations

NICVA

North Down and Ards Institute of Further and Higher Education

Northern Ireland Volunteer Development Agency

Northern Ireland Voluntary Trust/Joseph Rowntree Trust

Saville and Holdsworth (UK) Ltd

South Bank Business School

Southampton Institute

The Beeches, Management Development Centre

The Chartered Institute of Public Finance Accountancy

The Co-operative College/Henley Distance Learning

The Industrial Society
The Leadership Trust
The Leverhulme Trust
The Open College
The Open University, Business School
The Queen's University of Belfast

Ulster Business School
Unicorn Consultancy
University of East London
University of Ulster, Faculty of Business and Management
Upper Bann Institute of Further and Higher Education

Westcare Services

MANAGEMENT TRAINING – SECTORAL PROVIDERS

The Beeches Management Development Centre

Management Development Programmes

Learning How to Manage
Junior Management Training Scheme
The Beeches Development Programme
Training for Trainers
NVQ Management Award Level 3
NVQ Management Award Level 4
Nurse Development Programme
Certificate in Managing Health and Social Care
Diploma in Health and Social Services Management
Management Skills for Professionals
The New Agenda: Shaping Your Service
Ascendant 21c

Consultancy Services

Structure, Skill Mix and Systems
Recruitment and Selection
Team Effectiveness
Development Centres
Executive Coaching
Quality
Strategy Development and Implementation
Event Management
Women in Management
Major Services Reviews
Clinical Performance Appraisal
Primary Care
The Equality Agenda

Short Course Programmes

How to Get That Job
How to Manage Difficult People
How to Improve Your Personal Effectiveness
Managing Competing Demands
Secretarial Development Programme
Essential Skill for Frontline Staff
Preparing for Retirement
New to Team Leadership
Workplace Counselling
Building and Managing Your Budget
PRINCE
Care Pathways – The Way Forward
Improving Your Service Through Involving Users

National Vocational Qualifications

NVQ Candidate Induction Training
NVQ Internal Verifier Induction Training
NVQ Work Based Assessor Induction Training
NVQ Induction/Training Dates

Information Technology

Computer Awareness
Keyboard Skills
MS Windows 95
MS Windows 98/98 SE
Word 7.0/97 and 2000
Advanced Word 97/2000
Excel 7.0/97 and 2000
Advanced Excel 97/2000
Powerpoint 7.0/97 and 2000
Access 7.0/97 and 2000

Advanced Access 97/2000
MS Project 98/2000
Lotus Notes 4.6/5.0
MS Outlook 97/2000
Internet Awareness
Business Objects 4.1
Design your own Website using FrontPage 2000
Microsoft Publisher 2000
Microsoft Vizact 2000

(2001/2002)

WESTCARE – Management Development Short Courses

The courses/workshops are designed to help staff develop the knowledge, skills and attitudes required to be effective. Many of these courses are run on a regular basis and are advertised in our brochure. However, subject to sufficient demand these courses can be run within departments/directorates. It may be possible to obtain accreditation for these courses from professional bodies as part of continuous professional development requirements.

Human Resource Skills

Staff Appraisal/Development
Interviewee Preparation/Career Planning
Selection and Interviewing Refresher
Selection and Interviewing Procedure
Harassment Policy
Managing Absenteeism
Handling Grievance and Discipline
Health and Safety
Planning for Retirement
Personnel for Non Personnel Managers
Training for Trainers
Training Needs Analysis
Disability Discrimination Act
Disability Awareness

Personal Development Skills

Presentation Skills
Advanced Presentation Skills
Secretarial Development Programme
Personal Effectiveness
Time Management
Communications
Customer Care
Handling Complaints
Dealing With Difficult People

Management Skills

Managing Change
Handling Conflict
Effective Leadership
Team Effectiveness
Motivating Your Team
Building and Leading Your Team
Team Briefing

Business Skills

Handling the Media
Finance for Non-Financial Managers
Introduction to Marketing
Information Management
Effective Meetings
Report Writing
Planning and Contracting
Quality Management
Investors in People Advice
Effective Receptionist
Risk Management
Decisions & Outcomes

(2000/2001)

HOMEFIRST TRUST TRAINING SERVICES

Health, Safety and Welfare

Safer Patient and Client Handling
Manual Handling for Risk Assessors
Safer Patient and Client Handling Refresher Course
Basic Handling Skills Awareness Training
Fire Safety
Clinical Waste Awareness
Food Safety

NVQ Support

National Vocational Qualifications
Training Support for Care NVQ Candidates
Customer Services NVQ Level 2

Customer Services NVQ Level 3
Training for NVQ Assessors
Training for NVQ Verifiers

Personnel Policies and Procedures

Recruitment and Selection Techniques

Recruitment and Selection Update Training

Performance Management
Managing Absence
Personnel Procedures for Newly Appointed Managers
Homefirst Induction
Workplace Alcohol Policy
Harassment Policy
Dealing with Disciplinary Issues
Planning Positively for Retirement

Management Development and Staff Skills Training

Managing in Health and Social Care (MHS Certificate)
Post Graduate Diploma in Health and Social Services Management
First Line Management
Introduction to Management
Women in Management
Developing Audit Skills
Servicing Meetings
Preparation for Interview
Presentation Skills
Managing a Budget
Counselling Skills for Managers
Assertiveness Training
IT Training

Training for Primary Health Care

GP Reception Training (PRP1)

GP Reception Training (PRP2)

In-Service Training for Nursing Staff

In-Service Training for Nursing Staff
September 2000 – June 2001

Multi- Professional Training

Bereavement and terminal illness
Community Care Programme
Assessment and Care Planning
Implementing Care Management
Professional Standards in Recording

Health Promotion

Relaxation Techniques for Patients and Clients
Current Issues on Health Promotion
Drug Education
Emergency Life Support Training

(2000/2001)

CAUSEWAY TRUST TRAINING & DEVELOPMENT DEPARTMENT

Multi-Disciplinary

Appraisal Training for Managers
Disciplinary Case Presentation
Disciplinary Procedure – An Introduction
Employment Law Workshops
Induction
Management Development
Management Development Programme
Management of Aggression
Management of Violent & Aggressive Situations
Managing Absence
Policy on the Management of Alcohol and Drug
Related Problems at Work
Policy on the Management of Harassment Including
Bullying & Victimisation
Recruitment and Selection – 3 Days
Recruitment and Selection – Update
Standard Setting for Managers
Women in Management

Information Technology

E-mail Training
Introduction to Excel
Introduction to Powerpoint
Introduction to Word 97
Microsoft Windows 95

Health Promotion

A Community Development Approach to Health Issues In
Northern Ireland
Activate Leaders' Training in Physical Activity
Health and Safety
Accidental Inoculation Injuries
COSHH Awareness Seminars
Fire Training
Gluteraldehyde ~ The Need for Health Surveillance
Resuscitation Training
Risk Assessment
Infection Control
Blood Borne Viruses and Multi Resistant Organisms in the
Workplace – Implications for Health Care Workers
Lunch Time Sessions
Managing Absence
The Alcohol and Drugs Policy
The Harassment Policy

(2000/2001)

OVERVIEW OF MANAGEMENT STANDARDS, AWARDING BODIES AND MANAGEMENT NVQ AWARDS

MANAGEMENT STANDARDS

There is a wide range of standards available in management developed by the management Charter Initiative (MCI) and the National Training Organisation for Management, Enterprise and Commerce (METO). These include:

- Management level 3
- Management level 4
- Operational Management level 5
- Strategic Management level 5
- Quality Management level 4
- Environmental Management level 4
- Owner Manager Standards
- The Developing level 2 standards for supervisors
- Senior Management Standards
- Organisational Development
- Individual & Team Development

AWARDING BODIES

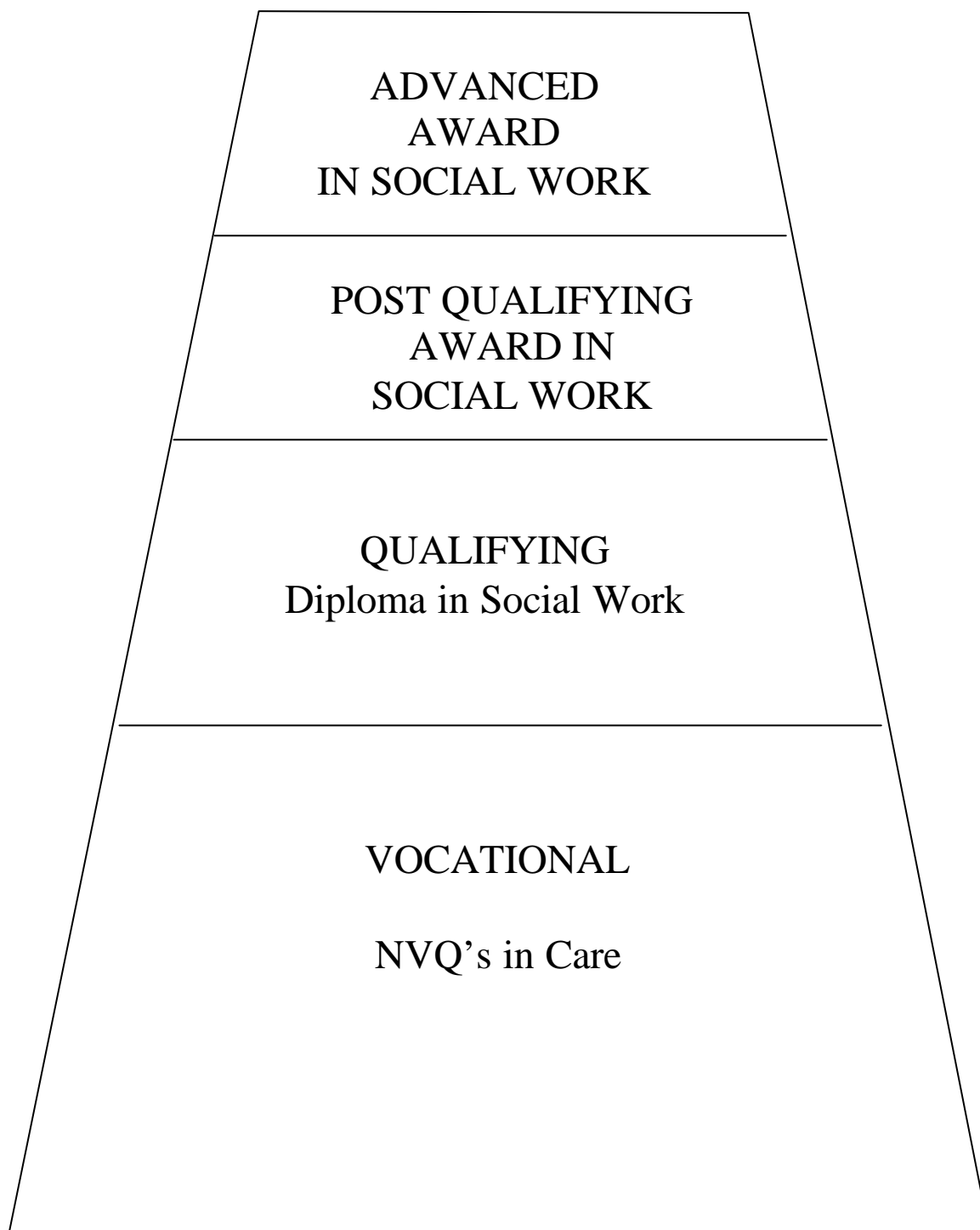
NVQ Management Awards are offered by a range of Awarding Bodies including:

- ISM - The Institute of Supervisory Management.
- METO - The Management & Enterprise Training Organisation.
- NEBS - The National Examination Board for Supervisors.

SAMPLE OF NVQ MANAGEMENT AWARDS

- Introductory Certificate in Management
- Certificate in Management
- Introductory Diploma in Management
- S/NVQ in Management Level 3
- S/NVQ in Management Level 4
- S/NVQ in Quality Management Level 4
- S/NVQ in Energy Management Level 4
- S/NVQ in Environmental Management Level 4
- S.NVQ in Operational Management Level 4
- S/NVQ in Strategic Management Level 5
- Introductory Certificate for Owner Managers
- Certificate for Owner Managers
- S/NVQ in Business Planning Level 3
- S/NVQ in Business Information Level 3
- S/NVQ in Business Management and Development Level 4
- S/NVQ in Business Counselling Level 4
- S/NVQ in Personnel Support Level 3
- S/NVQ in Personnel Management Level 4
- S/NVQ In Personnel Strategy Level 5

SOCIAL CARE TRAINING CONTINUUM



OVERVIEW OF SOCIAL CARE QUALIFICATIONS

Post Qualifying Level	<p>Advanced Award in Social Work [Levels 1-8]</p> <p>(Full AASW Award)</p> <ul style="list-style-type: none"> • UU and QUB Master of Advanced Social Work • UU MSc Professional Development within the Community <p>(Credits towards AASW)</p> <ul style="list-style-type: none"> • BIFHE Advanced Counselling Course [AA2, AA3] • UUJ Introduction to Research Methods and QA in H&SS [AA1, AA3, AA5] • QUB, Multi-Disciplinary Diploma in Applied Social Learning Theory in Child Care [AA1, AA2, AA5, AA6] • Beeches and UU (available to all Boards), PG Dip in Health and Social Services Management Programme [AA1-AA6] • QUB, Masters in Systemic Psychotherapy <p>Post Qualifying Award [Levels 1-6]</p> <p>(Credits to PQ)</p> <ul style="list-style-type: none"> • PQ Child Care Award [PQ2-PQ6] • NI Community Care/Vulnerable Adults Programme [PQ2-PQ6] • NI Practice Teacher Training Programme [PQ5-PQ6] • NI Approved Social Worker Programme [PQ2-PQ6] • UUJ and Probation Board, More Complex Work/Programme Delivery [PQ2-PQ5] • NI Consolidation Programme [PQ1]
Qualifying Level	<ul style="list-style-type: none"> • Diploma in Social Work • Certificate in Social Services • Certificate Qualification in Social Work (CQSW)
NVQ 4	<ul style="list-style-type: none"> • Advice, Guidance and Counselling • Community Work • Special Needs Housing • Criminal Justice • Playwork • Care

NVQ 3	<ul style="list-style-type: none"> • Advice, Guidance and Counselling • Community Work • Special Needs Housing • Criminal Justice • Playwork • Care • Caring for Children and Young People • Early Years Care and Education • Promoting Independence
NVQ2	<ul style="list-style-type: none"> • Community Work • Special Needs Housing • Criminal Justice • Playwork • Care • Early Years Care and Education
Induction	<ul style="list-style-type: none"> • Proposed Induction Course for Domiciliary Care Workers • OCN Accredited Introduction to Care Programmes
Mic	<ul style="list-style-type: none"> • Certificate in Mental Health Care • Learning Disabilities Award Framework • Diploma in Rehabilitation Studies, for example, that run by the University of Central England • MSc Multi-Disciplinary Psychotherapy, Queen's University, in co-operation with Threshold • NVQ D32/33 Assessor Award • CRCCYP Residential Child Care Award

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