

Managers Handbook



*Inspired
to care*
Your journey to a career in social care



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ALLIANCE



*Inspired
to care* 
Your journey to a career in social care



Nominations are now open!

Each year Inspired to Care hold the Leicester & Leicestershire Care Professionals of the year awards. This year the awards are bigger and better than ever! With a total of 22 awards to be won it will be a true celebration of the adult social care sector and all those that support vulnerable adults each and every day!

Do you know someone who works in adult social care that you believe should be celebrated? Do you receive support and just want to say thank you? The award nominations are open to everyone!

**To nominate and learn more visit:
www.inspiredtocare.co.uk/awards**

Contents

Welcoming your new member of staff	
Statement from the manager	
Template email for new staff members	3
Communication	4
Training	6
First day	8
Probation	
Goals and objectives	9
Supporting development	10
Performance monitoring	11
Meeting the team	12
Values and culture	14
Confidentiality	15
Recognition	16
Useful information for staff	17

Welcoming your new member of staff

If you are not the individual who has been completing interviews it is quite common that you may not have met the new member of staff. It is important to make sure you meet the new member of staff and get to know them. The easiest way to do this is by inviting them in for a brief meeting where you can sit, relax and have tea or coffee together and let them know a bit about yourself and your own carer journey within the company.



Your statement from the manager

Within the employee handbook, you will find a section which is called a statement from the Manager'. Here you can showcase who you are as a manager so that they feel able to come and speak to you about anything that worries them. It will help create a trusting and transparent environment.

Being approachable will make dealing with issues a lot easier!

Top Tip: It is important for all members of office staff that will be line managing anyone at any point to follow these steps. Just because they are not the branch manager they are still in a management role and should behave in the same way as other managers.

Template welcome email for new staff members

Dear <insert name>

My name is <insert name> and I am the <insert title>. We are excited to welcome you to the team. We think that you will be a great asset to <insert company name> and want to make sure that you get settled in as smoothly as possible. As discussed your start date will be <date>. Please arrive by <time> and wear <add dress code>. <insert managers/buddy name> will be waiting to welcome you on the day. We can't wait to create fun memories with you. Welcome to our home/company.

kind regards

<name>



Communication

Communication is key to any form of management and it is important to know the different kinds of communication your employees may use.

Keep in mind that many employees have diverse backgrounds and may have different experiences, preferences and skills with technology, language and abilities.

VERBAL COMMUNICATION

Verbal communication occurs when we engage in speaking with others. It can be face-to-face, over the telephone, via Skype or Zoom, etc. Some verbal engagements are informal, such as chatting with a friend over coffee or in the office kitchen, while others are more formal, such as a scheduled meeting. Regardless of the type, it is not just about the words, it is also about the calibre and complexity of those words, how we string those words together to create an overarching message, as well as the intonation (pitch, tone, cadence, etc.) used while speaking. When you are face-to-face, while the words are important, they cannot be separated from non-verbal communication.

NON-VERBAL COMMUNICATION

What we do while we speak often says more than the actual words. Non-verbal communication includes facial expressions, posture, eye contact, hand movements, and touch. For example, if you're engaged in a conversation with staff member about their cost-saving idea, it is important to pay attention to both their words and their non-verbal communication. You might be in agreement with their idea verbally, but your nonverbal cues: avoiding eye contact, sighing, scrunched up face, etc. may indicate something different.

WRITTEN COMMUNICATION

Whether it is an email, a memo, a report, a Facebook post, a Tweet, a contract, etc. all forms of written communication have the same goal, to share information clearly and concisely – though that objective is often not achieved. Poor writing skills can lead to confusion and embarrassment, and even potential legal jeopardy. One important thing to remember about written communication, especially in the digital age, is the message lives on, perhaps forever. There are two things to remember: first, write well – poorly constructed sentences and careless errors make you look bad; and second, ensure the content of the message is something you want to promote or be associated with for the long haul. Importantly, never write anything you wouldn't say to a person's face.

LISTENING

The act of listening does not often make its way onto the list of types of communication. Active listening, however, is perhaps one of the most important types of communication because if we cannot listen to the person sitting across from us, we cannot effectively engage with them. Think about a negotiation – part of the process is to assess what the other person wants and needs. Without listening, it is impossible to assess that, which makes it difficult to achieve a win/win outcome.

VISUAL COMMUNICATION

We are a visual society. Think about it, televisions are running 24/7, Facebook is visual with memes, videos, images, etc., Instagram is an image-only platform, and advertisers use imagery to sell products and ideas. So looking at this from a personal perspective – the images we post on social media are meant to convey meaning – to communicate a message. In some cases that message might be, look at me, I'm in Italy or I've just won an award. Others are carefully curated to tug on our heartstrings – injured animals, crying children, etc.

We communicate continually throughout every day. We do it without thinking – we operate on communication autopilot. However, I encourage you to think about how you communicate. How do you communicate verbally? What nonverbal cues do you use when you are disinterested? Excited? Nervous? Are you a good listener? Can you write a concise, clearly articulated message? Are there barriers to how you communicate effectively?



Training

There are multiple ways training can be delivered. We have one of the most diverse training programmes of any sector and as such we also have one of the most inconsistent. You should review every training programme you are asking your staff to complete. Not only to ensure the information presented is correct but to also make sure that you have the same level of knowledge as your colleagues. As a manager, staff will come to you for answers and it is important to make sure you all have the same knowledge and level of understanding.

Your own training

It is just as important that you look at your training needs as a manager. There are many different aspects of management techniques that qualifications are available for including subjects such as counselling, leadership, general management, management soft skills and values-based recruitment and supervision techniques. Ask any local contacts/support if they have any training available to keep you updated.

What is CPD?

Continuing Professional Development (CPD) is a commitment to ongoing lifelong learning. CPD encourages looking forward and identifying opportunities to learn something new, refresh existing knowledge, improve skills, or simply keep up-to-date with the latest developments within a particular profession or industry. In practice, CPD can mean everything from taking a training course or attending an educational event to studying for new qualifications or learning new aspects of a job.

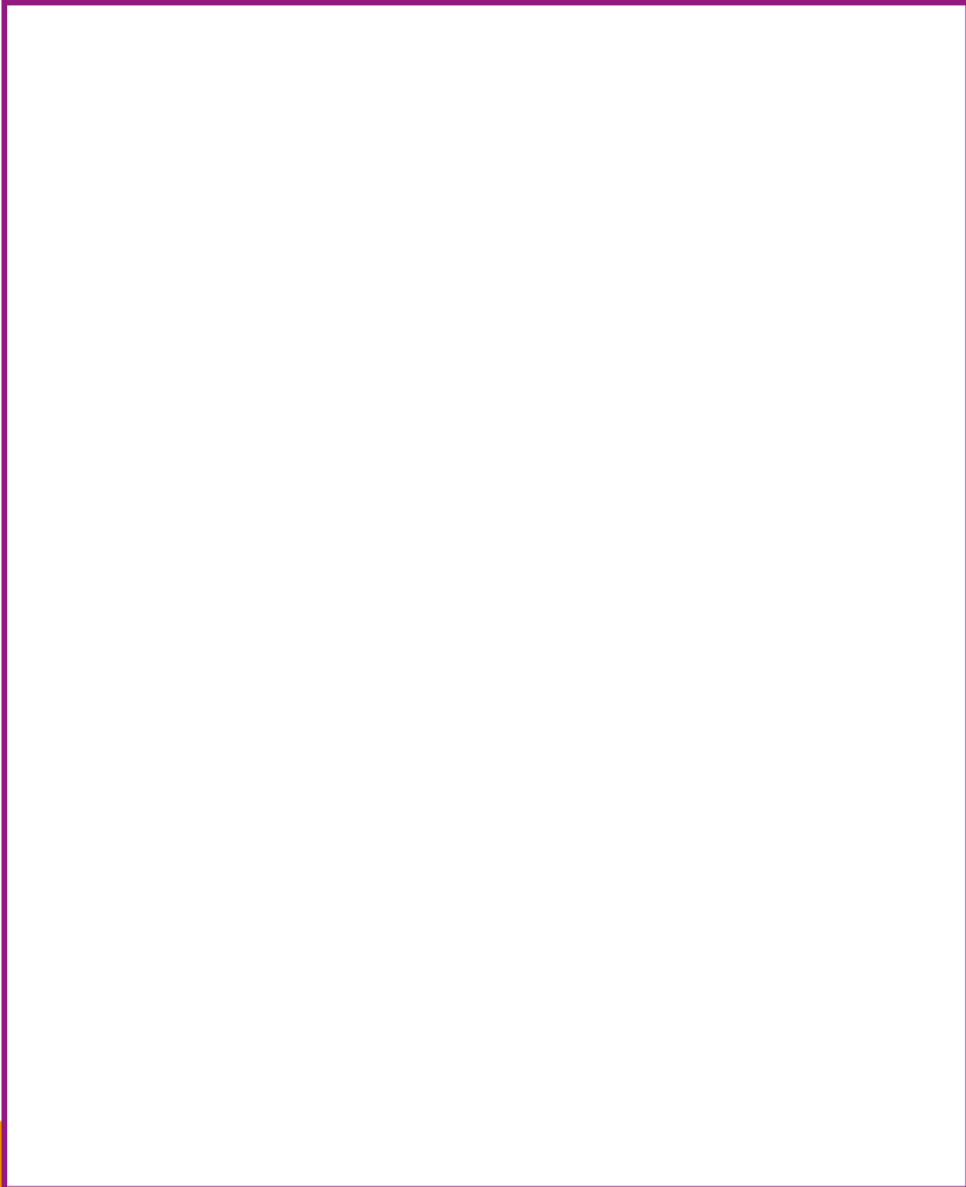
Continuing Professional Development enables learning to become conscious and proactive, rather than passive and reactive. It involves an individual documenting and keeping a record of the increasing skills, knowledge and experience they gain throughout their career.

CPD combines different methodologies to learning, which includes training courses, seminars, workshops, conferences and events, webinars and online eLearning programs. CPD can also include sharing best practice techniques, thoughts and ideas, all focused towards an individual improving within the work environment.



Our Induction Training

Use the space below to list the training your staff members are currently doing on Induction. It is important to keep this information up-to-date to make sure you know what is being taught.



First Day!

It's easy for us to forget what it's like to start a new job in a new environment. The checklist below highlights details often missed:

- Greet the new employee at the door. They may not know how to navigate the workspace yet.
- When passing through the space let them know where the toilets, kitchen area and break areas are. It is not something we wish to promote but if they smoke show them where to go when they go out.
- Let them know when the lunch breaks happen and if there is a schedule.
- If they will be using a computer for their work, allow them some time to familiarise themselves with the system but stay close incase they have any questions.
- Get to know them a bit better and try and find some common interests it will help them find something to talk about if they feel awkward at first.
- Let them know the pay dates and if there is a cut-off point.
- Let them know the process for booking a holiday and how to find out how many holiday days they have left for the year.
- Encourage other staff members to go and say hello and have a conversation with them on their first day.
- If you have any events coming up for the team make sure they are invited this will make them feel more welcome and build bonds with the team.
- Ask the "Big Boss" to say hello and introduce themselves.

Probation

For those new to working life, probation periods can be quite confusing. Explain the purpose of probation and what will be checked during this time to allow them to focus on what they need to achieve.

How to set goals / objectives

When considering objectives for your staff you should consider the following:

- What is important to the individual and what are their strengths?
- How will the objectives align with your team and organisational objectives?
- Are they simple and SMART? (The objectives should be clear and easy to follow. Maybe consider doing a checklist for the induction process so they can see what is left to achieve. We have put an example of what you might want to set below.)

Example Goals

- Completed all mandatory training
- Provided all compliance details to complete your staff file
- Provided timesheets to all visits or shifts on time and completed them correctly
- Provided bank details for wages to be paid
- Completed a medication chart independently
- Completed visit sheets independently
- Reported confidently issues relating to those receiving care
- Attended care certificate sessions
- Completed care certificate
- Explored possible further training you may be interested in and informed the line manager
- First independent task/visit completed
- Able to identify safeguarding issues
- Identify their priorities from a list of tasks
- Effectively used the out-of-hours line and understands its purpose
- Can successfully identify their line manager and has formed a healthy working relationship
- Can identify the role and responsibilities of individuals within the organisation
- Comfortable providing personal care
- Has actively sought out feedback from peers and managers
- Is aware of company/sector discounts (e.g. Blue Light Card)
- Has identified any needs for well-being and has been signposted
- Has attended all meetings scheduled





Supporting your staff development

When you feel comfortable that your new member of staff has settled into their role you can begin to have conversations with them about their development goals and any qualifications they may want to achieve.

There are so many different qualifications on offer (and many that are fully funded) that you may not need to stick to those that relate to the role they are currently working in but look more at roles they wish to be doing in the future.

When looking at these ask these questions to get a better idea of their goals:

1. What jobs within the company would you be interested in if they become available?
2. Have you got any previous qualifications you would like to use within your current role?
3. Can you see any gaps in skills needed/desirable within our team that you would like to fill?

Once you have established the person's interests use the section below to keep a record of what qualifications they could be interested in:

Performance monitoring

Every company sets out to be on top of all the tasks which help our staff wellbeing and company compliance. This does not always go to plan and meetings seem to be the first thing that slips.

We have put together the schedule below aimed at helping you keep organised when booking them in.

Wellness check-in: After the first day of independent work (Phone Call)

Spot check/competency checks: One-week following the first day (Face to Face)

Wellness check-in: Two weeks following the first day (Text)

Check-in with buddy: Two weeks following the first day

Wellbeing meeting: Three weeks following the first day (Face to Face)

Supervision: One month following the first day (Face to Face)

Care certificate session: Offered following supervision

Spot check or supervision: Second month following the first day (Face to Face)

End of probation meeting: Following own probation procedure (Face to Face)

6-month supervision: Six months after the first day (Face to Face)

Spot check: Nine months after the first day (Face to Face)

Appraisal: One year after the first day (Face to Face)

Always take into consideration who completes each of these meetings. Does the member of staff feel more comfortable talking to their line manager or an individual they do not have a personal connection with?

Do not be afraid to offer extra support to those that need it. You will sometimes be faced with issues that need a little more guidance and places such as ACAS or your HR service can be vital in those situations.

Useful contacts:

ACAS: 0300 123 1100

Citizens Advice: 0808 223 1133

Meeting the team

It is important to ensure that new staff members have had time to meet those important to them to be able to complete their role successfully. Use the sections below to keep track of who they have met and any information you may need to be aware of.

Designated Buddy:

Date of first meeting:

Date of second meeting:

Comments received:

Line Manager:

Date of first meeting:

Date of second meeting:

Comments received:

Training Support Staff:

Date of Training:

Date signed off:

Comments received:

Admin Support Staff:

Date of first meeting:

Comments received:

Branch Manager:

Date of first meeting:

Date of second meeting:

Comments received:

Owner of Company

Greeting sent:

Comments received:

Wellbeing Lead:

Date of first meeting:

Date of follow up meeting (If needed):

Comments received:

Values and company culture

Our values should be at the centre of everything we do. Company values are the principles that are used to drive an organisation's mission and goals. They direct crucial actions and behaviours, such as how business decisions are made and relationships are formed. The company's culture, hiring practices, and services are often influenced by them.

As a result, the company's core values are often found in every area of a business. Including tasks, advertising and especially recruitment processes. Use the space below to identify your company's three main values at the moment

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Now ask yourself, are they reflected in every aspect of our induction process? Has anyone actually told the new member of staff about them and how to implement them in their work every day? Do the current staff show the company values in their performance?

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If you are an Inspired to Care member you can find information on values based recruitment here: <https://www.inspiredtocare.co.uk/members-area/values-based-recruitment>

Confidentiality

We all know that confidentiality is so important in our sector. But how do we check that staff fully understand its purpose and that they also understand how to keep people's information safe? The most useful way to get this information across is by using scenarios we have been through and seeing if they pick up where the individual went wrong and how it can be avoided in the future.

Use the space below to prepare some scenarios that can be used by everyone in a line manager position to demonstrate this point.



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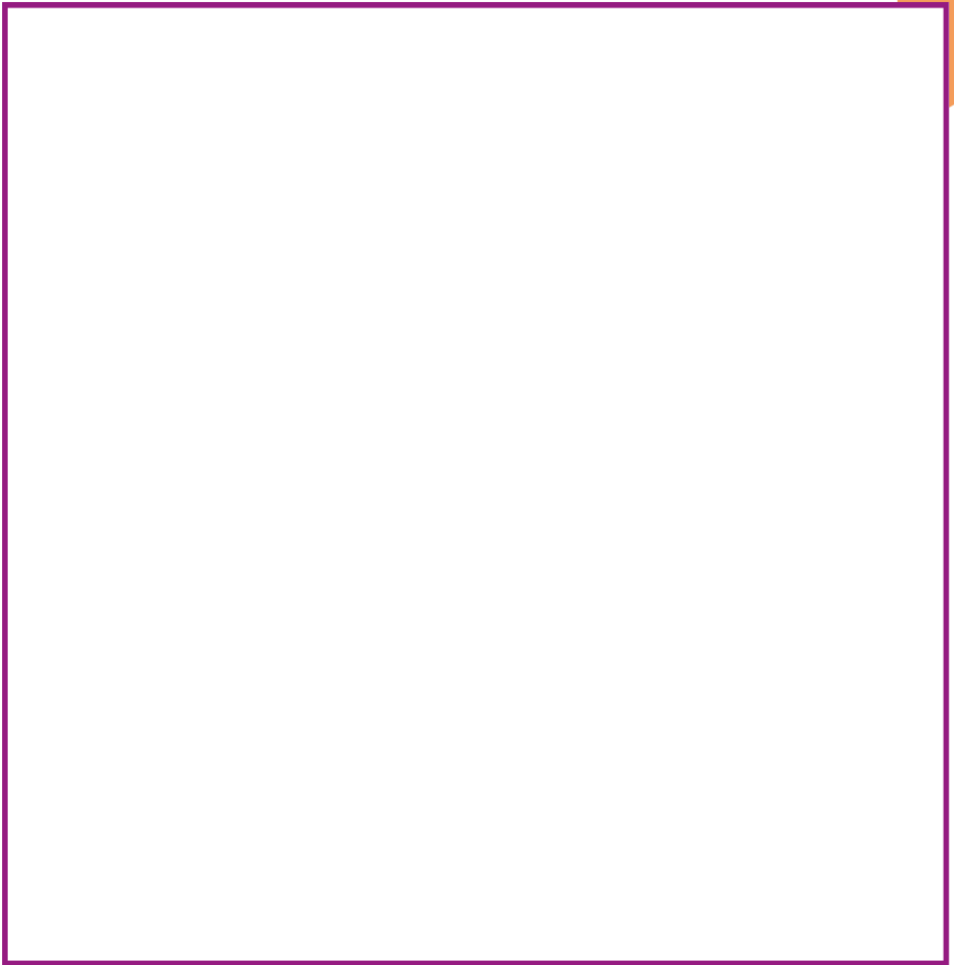


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Recognition

Inspired to Care, hosts, an annual Care Professionals of the Year award. This is an awards ceremony open to nominations within Leicester and Leicestershire to show appreciation and celebrate our colleagues who make social care what it is today!

Nominations normally open in late summer / early autumn so check their social media accounts for updates.

Employee of the month

Employee of the month is a great way to show you appreciate your staff. It can be a difficult one to navigate at times but putting a 'box of recognition' out could be used to allow submissions which should make this an easier task.

Length of service

A simple message on social media is all it could take to let your staff know you are paying attention to them and all the hard work they are doing. Celebrate milestones! it could be a first-week completed post or a larger celebration when they reach further points in their career (5 years, 10 years etc.)

Discount Schemes

Blue Light Card

Blue Light Cards are a discount service for the social care sector, emergency services, NHS and armed forces, providing their members with thousands of amazing discounts online and on the high street.

For just £4.99, members of the Blue Light community can register for 2-years access to more than 15,000 discounts from large national retailers to local businesses across categories such as holidays, cars, days out, fashion, gifts, insurance, phones, and many more.



Useful things to know for your staff

Petrol Prices - Free App

This app compares prices at almost 8500 petrol stations, covering 98% of the UK, and the great thing is that the prices are updated daily too. You can filter by fuel type, distance and fuel brand, and there's also a useful route planner too. It originally started as a website (petrolprices.com) over 10 years ago, so they must know their stuff.

Wheels to Work

Inspired to Care has partnered with Wheels to Work who will be attending many of our online events coming up. If you wish to know more or attend one of these events please email inspiredtocare@leics.gov.uk.



Free Childcare (England)

At the time of writing, in England, you're entitled to 570 hours of free childcare a year. This is usually taken at up to 15 hours a week for 38 weeks of the year. You can stretch it out longer by using fewer hours a week, but many councils want your child to attend for at least 2.5 hours a week.

You can either use this allowance in school term time, or you can usually use it over the entire year. To get it, simply ask your local nursery or childcare provider if it has space. You must tell it that you want to take advantage of the free 15 hours when you sign up.

Families with a low income, and on certain benefits, may also get free childcare for two-year-olds.

Some parents can get 30 hours of free childcare per week. Parents of children between the ages of three and four can get an additional 15 hours of free childcare a week (totalling 30 hours a week or 1,140 a year), if they work and meet certain conditions.



Contributors



www.inspiredtocare.co.uk
As the Inspired to Care project, we help social care providers to find and recruit everyone from the laundry staff through to care professionals who have the right values and commitment to our sector. We do this by promoting the rewards of a career in care, signposting potential care workers to information and guidance, and by providing social care employers with tailored recruitment and retention resources.



www.emcare.org.uk
EMCARE exists to help care home owners with these key aims and objectives:

- Promote the independent long-term care sector
- Assist owners in understanding legislation
- Promote high-quality care
- Help to facilitate staff training
- Consult with key agencies to promote even-handedness
- Identify key partners to support owners with high-quality products and services.



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www.leics-homecare-alliance.org/
The Alliance is a trade association founded in 2015 to help local homecare providers to form consortia so they could bid for a local authority contract. The resulting partnerships flourished and the founding members realised there was lots more value to be had from working together, sharing best practice and improving the care we deliver; as well as the quality of life for the communities where we live and work.



www.nhs.uk
The NHS stands for the National Health Service. It refers to the Government-funded medical and health care services that everyone living in the UK can use without being asked to pay the full cost of the service. These services include: Visiting a doctor or a nurse at a doctor's surgery.



PATHWAY TO CARE

LEVEL 1 ACCREDITED
QUALIFICATION



We are excited to announce a new level one accredited free course to help people join the social care sector fully informed and ready to start their career. This course is open to anyone with no sign up requirements to make sure everyone is as informed as they can be about our sector.

To sign up for this free course visit:

www.inspiredtocare.co.uk/thepathwaytocare

The course covers a range of subjects including:

- Intro to Adult Social Care
- Personal Care
- Continence Care
- End of Life Care

