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# Management

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### *1.1 Explain the factors to be considered when planning the recruitment of individual to work at St-Patrick's Nursing Home*

As said by Jackson, Clare and Mannix<sup>1</sup>, there are some major factors to be looked at for the recruitment of the vacant positions, but not limited to them: (1) A comprehensive planning recruitment policy, (2) Overall recruitment aim, (3) Core objectives of organisation, (4) Organisations personnel policies, (5) Government policies, (6) Legislation for the selected posts, (7) Cost of recruitment, and (8) Financial implications.

For St-Patrick's Nursing Home, the most important factor to be considered is to define the requirements for recruiting a candidate. At times, some opportunities are there to replace an employee for achieving needs of the hospital. Thus, St-Patrick's Nursing Home should first justify and check it. It is necessary to the hospital that the requirement for the vacant positions should be set out in the form of job role profile and person specification. A role profile reveals employee's capabilities and skills with the requirements of education and working experience need to be delivered to effectively evaluate an individual during interview. Furthermore, candidates' technical knowledge and skills, overall behavioural pattern and attitude, qualifications, past experience, certain demands, manual handling capability, and much more, are need to be thoroughly considered while recruiting candidates in the hospital.

Moreover, internal recruitment should be deliberated firstly, but if the St-Patrick's Nursing Home becomes failure in this procedure it will have to advertise for the empty position<sup>2</sup>. There are many approaches to advertising a post including internet, newspaper, job centre, etc. Advertising is very important as it is the best way for attracting talented candidates. Furthermore, St-Patrick's Nursing Home should be more resilience to attract the capable people.

Besides these, St-Patrick's Nursing Home needs to reflect on the cost of recruitment and financial implications. According to many research studies, when a larger scale organisation recruits a large number of employees on annual basis then it has to invest a large amount of

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1 D. Jackson, J. Clare and J. Mannix, 'Who Would Want To Be A Nurse? Violence In The Workplace - A Factor In Recruitment And Retention' (2002) 10 Journal of Nursing Management.

2 Kevin J. Armstrong and Heather Laschinger, 'Structural Empowerment, Magnet Hospital Characteristics, And Patient Safety Culture' (2006) 21 Journal of Nursing Care Quality.

money for human resource. As an instance, an organisation has to take some fundamental factors into consideration, like promotional (ad) charges, agency fees, travel cost expended by employers and applicants, organisation's recruitment cost, and so on.

*1.2 Explain the relevant legislative and policy frameworks of the home country influence the selection, recruitment, and employment of individuals to work in St-Patrick's Nursing Home*

All the countries across the world have its own specific legislative and policy frameworks the influence the selection, recruitment and employment of people. So, it is necessary to the St-Patrick's Nursing Home that they strictly pursue such rules and regulations. In the United Kingdom, the governing law provides equal rights and opportunities for all regardless of gender, language religion, race and community.

In the UK, there are a number of legislative and policy frameworks that influence the selection, recruitment and employment of individuals. Some major laws for St-Patrick's Hospital are: Sex Discrimination Act 1975, The Race Relation Act 1976, Employment Act 2008, Employment Policy & Legislation Employment Relations Act 2004<sup>3</sup>.

Employment Policy & Legislation Employment Act 2004 covers conflict resolution at work. It also enhances the employment tribunal methods and covers equal wage as well.

Sex Discrimination Act 1975 protects individuals from any type of discrimination. Job hunters usually face direct and indirect discrimination. Direct discrimination comprise dismissing somebody due to a protected characteristic, deciding not to hire them, rejecting them training, refuting them a promotion, or giving them antagonistic terms and conditions all owing to a protected characteristic. Indirect discrimination takes place when practices, procedures, and policies of an organisation have the effect of disfavoursing people who share specific protected characteristics.

The Employment Act 2008 reformed many issues from random elements of UK labour law. It covers conflict resolution, strengthens implementation of the minimum wage and standards of employment agency and to obey updated case law on trade unions.

St-Patrick's Nursing Home intends to recruit a more diverse workforce that represents the entire society. To accomplish this, the hospital should promote and support applications from

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<sup>3</sup> Kevin Stainback and Donald Tomaskovic-Devey, *Documenting Desegregation* (Russell Sage Foundation 2012).

those that are under-represented in the organisation. The hospital should also encourage applicants who feel that parity and justice has not been pragmatic throughout the selection and recruitment process to bring their issues to the Associate Director – HR's attention.

### *1.3 Evaluate the different approaches that may be used to ensure the selection of the best individuals and make recommendations for St-Patrick's Nursing Home*

There are two main approaches for the selection and recruitment of the best individuals. These are conducting interviews and evaluating candidates through testing in assessment centre. It is recommended that the St-Patrick's Hospital should consider and follow the following approaches while recruiting best candidates:

*Interviews:* Conducting interviews is the first and foremost step of selecting. An individual, panels and selection committee can conduct interviews. During an interview, the interviewer can talk about a candidate's impressions and can amend any superficial judgements. Overlapping can be evaded by selecting with selection committee which is the most formal and organised by the authorised body. One of the main benefits interview is that the interviewer can have a look of the candidate and assess notes on the spot where it has several drawbacks. Moreover, a confident candidate is given much consideration for recruiting, but doing so fundamental weakness of a superficially impressive individual may be missed.<sup>4</sup>

*Testing in Assessment Centre:* Taking test in assessment centre is another approach in which exercises are used to grab, and assume the core theme of a job, like one to one role plays and group exercise. It is considered that performance in these tests at assessment centres predicts job's attitude. Moreover, interviews and tests, both are applied to group exercises. There are different means to measure a candidate's performance: structured psychometric assessment, behavioural evaluation, IQ test, hypothetical questioning test, capability questions and several other pertinent questions.<sup>5</sup>

### *2.1 Explain the theories of how individuals interact in groups in relation to the types of teams that work in health and social care*

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4 C. Cadman and J. Brewer, 'Emotional Intelligence: A Vital Prerequisite For Recruitment In Nursing' (2001) 9 Journal of Nursing Management.

5 D. Jackson, J. Clare and J. Mannix, 'Who Would Want To Be A Nurse? Violence In The Workplace - A Factor In Recruitment And Retention' (2002) 10 Journal of Nursing Management.

### Interacting System by Forming

According to Armstrong<sup>6</sup>, forming implies high reliance on leadership to take guidance. Employees in this system wait to get know something new. Everybody in this system retains themselves polite, cautions and try be well organised. At first, they learn regarding the opportunity and challenges and after that, they try to be agreeing in a specific matter and start to effectively handle the given task. For communication and interacting with the group members and co-workers, it is necessary as everybody in this step acquire the opportunity to know each other and share thoughts, ideas and information.

### Storming

According to Armstrong<sup>7</sup>, various ideas in this step compete for deliberation. In storming step, teams or groups identify various issues and try to effectively solve them. Storming is vital step for the group's or team's growth It may be disputative, unhappy and even irritating to team members who do not like dispute. Thus, every member within the group should reflect patients and have the capability of bearing issues as devoid of tolerance and patience a group cannot be get success. Managers or supervisors should be available anytime and need to be directive in their leadership and behavioural pattern.

### Norming

Norming is also another important step in which group members become agree, discuss frankly regarding their views and ideas, and adjust their behavioural patterns and attitude to one another with developing their work habit. The members in a team work in this phase by agreeing on values and rules, professional behavioural attitude, exchange methods and others. In this step, managers or supervisors become more energetic than last stage and to contribute more. The members through this process can know and understand others better than before.

### *2.2 Evaluate the approaches that may be used by staff at different levels to develop and promote effective team working at St-Patrick's Nursing Home*

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6 Peter B. Armstrong, 'Proteases And Protease Inhibitors: A Balance Of Activities In Host-Pathogen Interaction' (2006) 211 Immunobiology.

7 Peter B. Armstrong, 'Proteases And Protease Inhibitors: A Balance Of Activities In Host-Pathogen Interaction' (2006) 211 Immunobiology.

There is not a single best approach to work collaboratively in a team or group. Every group or team is unique, and must locate its own collaborative working approaches efficiently. As far as the St-Patrick's Nursing Home as a health and social care organisation is concerned, the following major approaches may be best to develop effective team working:

- The diversity of skills and personalities is one of the initial factors in team working effectiveness. The members of a group or team must employ their strengths, and should compensate for weak points of each other.
- To ensure that the core objective of a team are entirely explicit and understood, and agreed on by every member.
- To ensure there is complete transparency and understanding about the responsibility of every member.
- Develop trust with every member in a team by spending personal time with each other in an honest and open environment.
- To let the members talk about different subjects and allow them arrive at a conclusion. Provide them some opportunities of additional social time with one another in an encouraging and open communication environment.
- For concerns that rely deeply on the group agreement and pledge, try to engage the entire group members in the process of decision making and implementing.
- Engaging every group member in activities of health and social care and observing them. While managing and observing, ensure that there are no barriers of communications and everyone is kept completely updates.
- Be cautious with relational, interactive and social issues. Recognise them early and handle them completely.
- Never miss chances to authorise members. Showing appreciation for other positive works is the best approach.
- To arrange and lead a group meeting at the nursing home, a leader needs to develop few teams for various tasks, such as Team A for arranging the meeting, Team B for supply and maintenance and Team C for managing the team meeting.
- Make sure that everyone has an opportunity to speak and express his/her ideas openly in meeting.

*3.1 Explain the ways in which the performance of individuals working in health and social care can be appraised*

Performance Management is “a process for establishing a shared understanding about what to be achieved and how it is to be achieved and an approach to managing people that increases the probability of achieving success<sup>8</sup> (p.498).”

It has been shown by Poister<sup>9</sup> that there are numerous approaches for measuring performance of an individual in health and social care organisation. The main approaches are addressing the current performance level, finding domains where improvement of a candidate is inevitable, marking performance level of an individual, evaluating specific standards through test, fixing a standard that should be accomplished, etc. Nevertheless, the way how performance of a carer is measures is called performance appraisal or evaluation. There are five main components of performance appraisal including measurement, feedback, positive reinforcement, sharing of ideas, and agreement.

Measurement means accomplishment of the goals that was established by the organisation and then an individual’s performance level should be appraised. After that, information is provided the individuals based on their performance and progress level which is called feedback. A positive feedback in terms of criticism should be made regarding the matter which they should develop. This is named as positive or constructive reinforcement. Exchanging and sharing of ideas is the next phase where the mistakes happened by an individual in past is measured, as well as how they can maintain or recover their performance. Agreement is the final phase where employees make them understand that what objectives and targets should be accomplished by discussing themselves and how the issues can overcome. Nevertheless, basically there is no permanent approach for measuring and appraising the performance level of an individual. However, while measuring, the basic goals should be assessed whether they have achieved it or not. Otherwise, determining its reasons is necessary.

### *3.2 Assess of how individual training and development needs can be identified at St-Patrick’s Nursing Home*

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<sup>8</sup> Charles H Fay, Damien Knight and Michael A Thompson, *The Executive Handbook On Compensation* (Free Press 2001).

<sup>9</sup> Bård Kuvaas, 'Performance Appraisal Satisfaction And Employee Outcomes: Mediating And Moderating Roles Of Work Motivation' (2006) 17 *The International Journal of Human Resource Management*.

To identify training and developments needs of an employee, re-evaluating business goals, addressing critical activities, monitoring performance quality, assessing problem domains, evaluating the weak points, etc., should be evaluated and appraised. It is a fact that nobody is flawless, so people need to always keep update them and should try to acquire and expand their knowledge base. After observing closely and measuring employees' performance and progress, we get the outcomes that which person is giving how much endeavours and how to train him/her and what type of training and developments they need. Taking individuals' clear picture about their performance and progress, St-Patrick's Nursing Home needs to properly train and develop them.

St-Patrick's Nursing Home will have to provide individuals with proper training as it is a complete learning process that involves the knowledge acquisition, improving of skills and expertise, ideas and concepts, rules, or shifting of behavioural patterns and attitudes to boost the employees' progress and performance level.

As an instance, if an employee in St-Patrick's Nursing Home is lacking the communication skills, then following measuring and evaluating the management of the hospital needs to give him/her proper training on developing communication skills.

### *3.3 Analyse the different strategies for promoting the continuing development of individuals in the health and social care workplace*

Performance feedback and incentives are the two fundamental needs to promote continuous development of individuals, especially in the health and social care organisations<sup>10</sup>.

Performance feedback is an imperative and vital criterion for enhancing and boosting the performance level of an individual as if any feedback is not provided how can an individual understand about the performance that is done? It is very painful for the employees. In case, if an employee is not known regarding it, so how he/she can enhance professional career in the health and social care sector? By performance feedback, both positive and negative, individuals can effectively solve their issues as it updates them regarding their mistakes and gives them opportunity to learn something. Moreover, performance feedback does not only inform them about mistakes, but it is recommends and trains individuals.

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10 Mohinder Chand and Anastasia A. Katou, 'The Impact Of HRM Practices On Organisational Performance In The Indian Hotel Industry' (2007) 29 Employee Relations.



Better and attracting performance-based incentives are necessary to motivate an employee. It comprises increasing wages, provision of proper training and development programmes, provision of attracting rewards and benefits, etc.

#### *4.1 Explain theories of leadership that apply to the health and social care workplace*

There are two relevant theoretical models of leadership which include the behavioural theory and situational theory<sup>11</sup>.

##### *Behavioural Theoretical Model*

Behavioural theory is the counterpart of the trait theory. However, the most vital dimension of this theoretical approach is if people know what leaderships do, then it is easy to teach everyone regarding leadership. Nevertheless, this theory introduced following the criticism of trait theory. After that, intellectuals and theorists commenced to conduct research on the behavioural pattern and attitude of prosperous leaders, ascertain behavioural pattern and find broad style of leader. Theorists observed that the leaders are inclined to a high power instead of affiliation. It has been also shown by many research workers, intellectuals and theorists that effective, influential and prosperous leaders are usually self-controlled. According to behavioural theory, leadership can be learned instead of being inherent.<sup>12</sup>

##### *Situational Theoretical Model*

This theoretical approach is defined by Anon<sup>13</sup> as it presumes that different styles and patterns of leadership depend on different positions and levels. Nevertheless, situational theory asserts that the best leadership pattern is ascertained by the situational factors. According to this theory, there are three leadership types including authoritarian, democratic, and laissez faire styles. The style of authoritarian leadership is best and appropriate especially during crisis period. If this style is applied by a leader all the time, it fails to satisfy its followers. However, the style of democratic leadership is more flexible and appropriate in many cases especially where consensus is required. Moreover, the style of laissez faire leadership refers to a process

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11 Bård Kuvaas, 'Performance Appraisal Satisfaction And Employee Outcomes: Mediating And Moderating Roles Of Work Motivation' (2006) 17 The International Journal of Human Resource Management.

12 irholm and Gilbert W Fairholm, *Understanding Leadership Perspectives* (Springer 2009).

13 irholm and Gilbert W Fairholm, *Understanding Leadership Perspectives* (Springer 2009).

that is valued by its autonomy if the leader does not take control. Two more sub-types of leader are there under this process including task oriented leadership and relationship oriented leadership. People, who complete their tasks itself are categorised as “task oriented leader” and who accomplish their responsibility with good relationship, are categorised as “relationship oriented leader”. However, the main point here is that who is the effective and successful leader? The answer is that “anybody can be” if their leadership orientation fits well. Nevertheless, there are some limitations of the abovementioned theoretical approaches. There is no generally leading style by situational and contingency theoretical approaches. Simple premise might be effective in some of the cases, but not all the time. Nevertheless, this is such a theoretical model that lets the leaderships to select which anticipates their effectiveness. Thus, who pursues this model, can be a prosperous leader.<sup>14</sup>

#### *Application of Theories in the Health and Social Care Workplace*

Behavioural theoretical approach can be applied in the health and social care organisation because it is mostly related to reaching to a conclusion. By following this theoretical model, many supervisors in health and social care workplaces can be successful in effectively managing their subordinates. Situational theory, on the other hand, can also be applied for solving complex issues within the workplace. As an instance, if a resident (patient) expires or become serious ill then a health care provider or a nurse has to take strong measures, immediately informing the relevant doctor, calling ambulance, and so on. Throughout the processes, this theory can be applied in health and social care workplace.

#### *4.2 Analyse how working relationships may be managed at St-Patrick's Nursing Home*

Task of every individual at St-Patrick's hospital should be allocated suitably so that the working relationship can easily be managed. Every member in the organisation has to comprehend and fully aware of their basic job roles and responsibilities. Devoid of these, there are some attributes and features through which working relationship can easily be managed. As an instance, trust is one of foundations of any effective working relationship in any organisation. People, who are honest, trustworthy and reliable, can share their successes and failures with their co-workers to get knowledge from them. Moreover, the employees of St-Patrick's hospital should be mindful and aware of as in working relationships they are open to new thoughts and concepts. Respecting other co-workers is also a valuable approach

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<sup>14</sup> irholm and Gilbert W Fairholm, *Understanding Leadership Perspectives* (Springer 2009).

to effectively manage working relationship at St-Patrick's hospital. Moreover, effective communication and interaction skill like one to one interaction and conversation on telephone is necessary to effectively manage working relationship.

#### *4.3 Evaluate how your own development has been influenced by management approaches that you encountered in your own experience*

There are certain issues through which the management influences my own development. Behold the following where I would like to present some issues that I have encountered:

##### *Leadership*

Leadership means a lively, dynamic and active relationship on the basis of common purpose and influence between leaders and co-workers where they moved to greater degrees of motivations and ethical development because they effect real and intended change. Moreover, there are leadership theories including situational theory, behavioural theory, trait theory, contingency theory, etc. Moreover, I have known regarding zone leadership model.

##### *Team Working*

Team working implies working as a team or in a collaborative manner to easily achieve the core organisational goals. In fact, team working is one of the most important parts because it is necessary for every individual to perform their best in workplace. In a team, every individual can collaborate with each other and facilitate others with his/her more constructive feedback. It is also vital whether in workplace or even in a playground because team working has the potential to produce unbelievable results. In fact, an effective team working environment is difficult to develop. Effective and strong relationship, good skills of communication, knowing and understanding co-workers, conflict resolution, establishing good examples, are some of necessary elements to develop a good team work.

##### *Recruitment*

Recruitment refers to the screening and selecting process to employ best candidate. To recruit an individual, employers have to consider more than a few factors and policy. As an instance, prior to recruiting they have to publicise the vacancy through advertise, make short list of the best and talented candidates, conducting interview and at last recruitment. Besides this, employers also have to remember and follow some basic rules and regulations including equal opportunity act, gender discrimination act, etc.

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