Tool 21: Managers' Audit Tool

This is useful for managers to demonstrate whether they currently exhibit the behaviours necessary to promote emotional resilience and, therefore, offer effective services.

Management competency	Strategy	Provide rating: **0** Never/not at all **1** Sometimes/to an extent **2** Always/regularly	Description of improvements/ actions required
Managing workload and resources	> Regular case load supervision with a shared agenda occurs at least monthly. > Supervision is about the individual, as well as case work. > Staff cover is in place for illness or any increase in workload. > Expectations of the team are realistic. > Cases are allocated to match a worker's capabilities and skills.		
Participative approach	> The Team Manager listens to and consults with the team. > The Team Manager understands the individual needs of people and their work/life balance. > The Team Manager understands the team's needs. > The supervision space is free from distraction, and fosters a safe environment in which difficult situations can be discussed without fear of blame.		
Team work	> Group supervision occurs frequently and cases are reflected upon. > All people have a mentor. > Peer observations take place. > Team meetings occur regularly. > Team planning/learning days take place regularly. > People are informed about performance management and departmental priorities. > People are supportive of one another.		

Process planning and organisation (including health and safety)	> Workloads, both present and future, are planned and reviewed. > Business plans are updated and people are made aware of the plans. > Senior management are kept informed of issues. > All people are trained in lone working. > Individual risk assessments are used for people in high risk cases or for personal health issues. > High risk cases are discussed and managed as a team. > People know how to access people care/welfare provision.		
Individuals' knowledge of the job	> People are given an appropriate induction. > People are provided with current literature to enable learning and development. > People have a training plan and professional development is promoted. > Senior team members mentor less experienced team members > Learning is an ongoing process in the team and is integrated into supervision and team meetings.		
Communication	> Teams are informed of what is happening in the organisation. > People know who to go to if they have any issues or concerns. > People know who their line manager is and who covers when the line manager is not available.		
Accessible/ visible leadership	> The Team Manager is easily contactable. > The Team Manager has an 'open door' policy. > The Team Manager is in regular contact with the team. > Lines of accountability are clear.		
Feedback	> The Team Manager shows appreciation. > The Team Manager provides praise and rewards good work.		

Adapted from *Labour Force Survey* (2009) Health and Safety Executive