

Registered managers: briefing two

What do we know about aspiring managers and new registered managers?

Succession planning is a key part of ensuring services continue to provide well-led, consistent and quality care. It also benefits existing managers, who have more skilled and confident staff to support them.

New managers arrive in post with significant and valuable experience in the sector; however the role is challenging and many managers express a desire for support and development opportunities.

“I strongly believe that better trained and better prepared managers lead to better outcomes for people. I therefore actively encourage other managers in my network to support the development of an aspiring manager in their organisations to assist with business continuity.” – [Rachel Cole](#), registered manager and network chair

Introduction

Skills for Care is the membership organisation for registered managers in England. Through our day-to-day work with managers, as well as specific research and consultation activities we understand and respond to the workforce, leadership and management challenges and opportunities facing registered managers.

This is the second briefing sharing key messages from exploratory research¹ carried out by Skills for Care with registered managers in 2018. In this briefing we focus on:

- your service’s next manager is already working for you
- the transition into the registered manager role can be difficult.

You can find the first briefing [here](#) and this focused on:

- how being a registered manager is demanding and requires a varied skill set
- registered managers not always getting the recognition they deserve
- other registered managers are the best source of support in this unique role.

Both briefings map the key messages above to our support for registered managers, as well as examples of great work being done by managers and their employers. Skills for Care wants to raise the profile of the registered manager role, growing the recognition of its importance and complexity, whilst ensuring registered managers have access to specific support tailored to their needs.

¹ This briefing draws on the report ‘What do registered managers do, and who are they’ prepared by Research Partners UK Ltd for Skills for Care. This exploratory research was carried out through an online survey with 860 registered managers in October 2017 and follow-up interviews with 17 of these managers in February 2018.

Your service's next registered manager is already working for you

Employers and existing managers benefit from deliberate and robust succession planning. The availability of a confident and supported deputy improves quality and is a source of support for the registered manager, providing important continuity when a manager leaves post or retires.

- 70% of respondents were offered their first registered manager post by an existing employer.
- The majority of respondents reported not purposefully seeking out the role; only 42% had actively planned to become a manager.
- 40% of managers had not planned to become a manager, but applied for a post following encouragement by their existing organisation.
- Those individuals who plan to become a manager arrive in post with more of the skills and experience they need.
- Those moving into a registered manager role tend to be highly experienced care providers, with less experience of business strategy/management; we know that 72% of managers responding to the survey felt the role has an increased focus on management.

"We view the importance of succession planning very highly. We understand that at times people can be promoted from one role to a higher level simply because they were good at the lower level role. They can then go on to struggle in the higher role unless supported and given the experiences and opportunities to learn the role progressively." – Dave Large, Chief Executive of Wirral Independent Living and Learning (WILL)

Read more from Dave [here](#).

Our ambition is to ensure that prospective registered managers and their employers can identify the steps and support needed so that new managers start their role with the skills and experience they need.

Skills for Care's offer and activity in 2018

[The Manager Induction Standards \(MIS\)](#) – these set out what a manager needs to know and understand to perform well in their role. Aspiring managers can use them to plan and aid their development.

[Aspiring manager's pilot](#) – over six months, aspiring registered managers will be supported to develop their skills, confidence and knowledge. They will complete the MIS, take part in 'Lead to Succeed' and 'buddy' with another aspiring manager – completing visits to each other's services.

[Lead to Succeed](#) – designed for aspiring managers and written to complement the Manager Induction Standards, this five-day programme is for senior care workers, team leaders or deputies, who want to progress into management.

The transition into the registered manager role can be difficult

The value of specific support for individuals new to roles with a significant level of complexity and responsibility is recognised across a number of sectors and professions, for example social work, nursing or teaching. The same should be true of the registered manager role.

- Registered managers rated themselves as highly skilled, yet many of those interviewed did not feel ready for the job when they first started.
- There's very little that lies outside the remit of a registered manager; 87% of managers reported splitting their time between: management of day-to-day operations; involving families and residents; building/maintaining external relationships; leadership and culture; business strategy and management.
- Registered managers generally have some managerial, or at least team leader, experience before becoming a manager, but still find HR and staffing issues to be some of the most challenging aspects of their role.
- Common development needs for new managers include confidence and understanding around governance and regulatory processes; performance and staff management; time management / managing-self; and business skills.

“It's common to hear new managers talk about feeling “out of depth” so following an initial brainstorming session with attendees at the first meeting, we have taken a structured approach to making sure the network is meeting the specific needs of those at the start of their career as a registered manager.” – Kate Blake, Partners in Care

Read more from Kate [here](#)

We're working to ensure that that all new managers benefit from specific support which recognises their unique support needs, as they enter an exciting, but challenging role.

Skills for Care's offer and activity in 2018

[Supporting new manager's pilot](#) – this pilot is testing a structured, 12-month model of support for new managers. It includes bespoke face-to-face events, action learning, webinars and registered manager membership of Skills for Care.

[People Performance Management](#) – this free, practical toolkit offers comprehensive guidance and templates in a 'how to' format, helping managers to performance manage their staff.

[Effective supervision guide](#) – effective supervision benefits staff, their managers, their organisation and crucially, people in need of care and support.

[CQC and improvement offer](#) – including the Good and outstanding care guide, CQC seminars and bespoke support, tailored to the needs of providers.

Summary

In the majority of cases, a service's next manager is already working for them – they will be skilled, experienced and motivated, but they may not be thinking about becoming a manager.

Despite their existing skills and experience, many registered managers report not feeling ready when first entering the role. The personal rewards of the role can be great. However, it's a busy, complex role, which comes with significant responsibility.

Specific structured and deliberate support for aspiring and new managers benefits these individuals, their services and the quality of care. An emphasis on these stages in a manager's career also helps to raise the profile of the role amongst others.

Conclusion

Employers and managers must recognise the value of succession planning. Similarly the transition into the role for new managers should be structured, supported and deliberate.

- Our Manager Induction Standards (MIS) set out what a manager needs to know and understand to perform well:
 - completing the MIS will help **aspiring managers** to prepare for a role in management and they can use evidence from completing the MIS to support their Level 5 qualification
 - the MIS will help **new managers** to familiarise themselves with their role and develop skills and confidence against each of the standards
 - **existing managers** can use the MIS to provide a benchmark to reflect on their practice; they're also a useful tool for thinking about your development needs or objectives.
- In 2018 we're working with aspiring registered managers to pilot a structured model to support succession planning. An overview of this work is available [here](#).
- Our 2018 pilot, supporting new registered managers, is built on our existing resources. An overview of this work is available [here](#). For more information about accessing similar support or elements of the pilot speak to your [Skills for Care locality manager](#).
- Registered manager networks provide valuable opportunities to learn from other managers; many networks also encourage aspiring managers and deputies to attend as well. You can find your nearest registered manager network [here](#).