

## Case Study 17: Management



### Sue

Sue is a 40-year-old Director of Pharmacy in a medium size NHS Trust. She is relatively new to the position and has found she has a number of learning needs that relate to her role as a manager. Before taking this position she was a Clinical Pharmacy Manager in a big teaching hospital.

She had realised that a number of issues in her department may be helped by spending some time looking at the sickness and absence problems and trying to resolve them. She felt that in order to implement current policy fairly and appropriately she need to spend some time learning about the principles behind the legislation and how that translates into practice.

Sue was keen to use this as a CPD entry and agreed that it was partly driven by her but also significantly by her employees who she felt would all benefit from her improved understanding of the issues. There were a number of opportunities to meet her learning need provided locally and within the short timeframe that she had set herself.

Following background reading and discussion with relevant HR colleagues she felt able to review the current issues in her department with respect to sickness and absence and implement the Trust policy fairly. She was able to evaluate her learning needs by reviewing the feelings of her staff.

## Case Study 17: Management

### Record Sheets

#### reflection

Name of entry:

Staff absence

Date Identified:

6/3/2003

**What do you want to learn to be able to do?**

Learn about the Disability Discrimination Act (DDA) and it's application in the workplace with regard to returning to work after sickness and absence

**How have you identified this learning objective?**

Many staff members absent from the department due to sickness and absence. Episodes have been varied but have included stress and depression. As a manager of the department I have to manage this and treat all my staff fairly. I need to become familiar with the policy and find out to what extent I have to implement it.

**What methods did you use to identify this objective?**

Choose...

Critical Incidents  
Feedback from users of services / products

**Who is driving this?**

Top down: NHS or other employing or contracting organisation  
By you

**What skills, knowledge, attitudes and behaviours will you need to develop?**

Choose...

**To which areas of competence does this learning objective relate?**

Choose...

G3j: Managing time and prioritising  
G4m: Recruiting and selecting staff  
G6u: Reviewing others' progress  
G6a: Supporting and advising others in their development

Case Study 17: Management

planning

**Urgency:** By when will you need to meet this learning objective?

31/3/2003

**Importance:** What will be the impact of your learning on you, users of your services, colleagues and organisations to whom you are contracted?

The stress levels in the department should decrease because all staff will be at work. Loss of man hours due to sickness and absence will be limited. Appreciation of new DDA will ensure no staff are treated unfairly

Impact on you:

1 2 3 4 5  
      
 High

Impact on the users of your services/products:

1 2 3 4 5

Impact on colleagues:

1 2 3 4 5  
      
 Very high

Impact on organisation

1 2 3 4 5

**What activities could you undertake to meet this objective?**

Description	Action Category	Advantages/Disadvantages	Selected
Discussion with HR Officer and Occupational Health		Able to apply information locally and give advice on specific situations but need time for both of us to be available	<input checked="" type="checkbox"/>
Read the Trust policy		Should give me specific guidance about the DDA locally	<input checked="" type="checkbox"/>
Internet Search for relevant articles		Can do in my own time and maybe look for examples that I can apply locally	<input checked="" type="checkbox"/>

Case Study 17: Management

action

Description	Date completed	Time taken	Add to CE record
Discussion with HR Officer and Occupational Health	21/3/2003	1 hr 0 min	<input checked="" type="checkbox"/>
Read the Trust policy	28/3/2003	2 hr 0 min	<input checked="" type="checkbox"/>
Internet Search for relevant articles	28/3/2003	2 hr 0 min	<input checked="" type="checkbox"/>

**What have you learnt as a result?**

The DDA applies to all staff including those with mental health problems. Managers must make reasonable steps to adjust the responsibilities of their staff members to allow them to come back to work. These adjustments must be in line with departmental needs and should be reviewed regularly

evaluation

**Has your learning objective been met?**

Fully

Partly

Not at all

**Please describe an example of how you have applied what you have learnt**

Have applied the new policy to a couple of members of staff. One was able to successfully return to work with ammendments to her job description and one was offered a prolonged phased return to work. I was supported in my decisions by the HR department and encouraged that I had done everything to ensure their returns to work were applied in the correct manner.

**Please describe any feedback you have had from those on whom your learning was to have an impact or those who have been able to observe your performance**

Good feedback from individuals concerned who felt that they had been dealt with fairly and good feedback from HR that I had handled some difficult situations well.

Mark entry as completed

## Case Study 17: Management

### Reflection

Sue's reasons for identifying her learning objective are sound and clearly relate to her role as a manager. She has reflected on an issue in her department and realised that she needed to address a personal learning need before dealing with it. Her learning objective is clear but she could have made it more specific by stating exactly what she wanted to be able to do.

### Planning

She has set herself a short timescale by which to achieve this objective although this was driven by her employer. She was however able to devote time to this as it was an important issue for many staff and had implications for the whole department. She saw quite clearly that the impact of her learning would be very high on her employees.

### Action

Due to the short time frame, Sue had to choose actions that she knew she could realistically achieve. If she had more time, she may have looked at other options. Sue has explained why she has chosen the various methods and has spent some time on each one. In her situation it is clearly valuable to be able to discuss this difficult, potentially complex learning need with a colleague from HR who can not only update her on the legislation but also cover how this is applied locally.

She has listed what she has learnt but not specifically listed what skills she has gained from the learning. A more appropriate way of completing this section would be to describe any new areas of knowledge or how she felt her skills and attitudes had changed. She could have written that as a result of undertaking these activities she has more understanding attitude to those with mental health problems.

## Evaluation

Sue felt that she had fully met her learning objective. She had been able to implement the policy and get feedback from her employees. She was also able to get some feedback from her peers in HR. As this is a complex personnel issue she may also have recorded her feelings about the learning events.

## Summary

In summary, this example shows how the CPD cycle may be used to develop both your own learning and to have a direct effect on your employees or colleagues.

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## Remember

- **If you think that your learning will have a high impact on colleagues then you may find them a useful source of feedback during the evaluation part of the cycle.**
- **Remember to include a description of what you think you have learnt in terms of knowledge, skills and attitude. This is a useful way of evaluating how effective your learning has been.**