



**Managers/Deputy Managers
Personal Holistic Competency Assessment
(A marginal gains approach to progress and development)**

Name			Date	
Overall rating		Previous rating		
	0-3 =1, 4-7=2, 8-11=3, 12-15=4, 16-20= 5	Date		

	Yes	No
1. Does the manager have a Bradford score lower than 100?*		
2. Does the manager demonstrate the ability to ensure the staff team provide good quality basic care – good food, clean & tidy home, ensure children are well dressed?		
3. Is the manager flexible? *		
4. Does the manager spend time with the children out of the home environment?		
5. Can the manager function effectively and efficiently without additional support or direction?		
6. Can the manager manage household expenditure and work within a budget?		
7. Can the manager take charge and provide effective control and supervision of a group of young people?		
8. Can the manager demonstrate good leadership?		
9. Can the manager demonstrate good management?		
10. Is the manager liked by the children; do they make them feel safe as a result of quality relationships?		
11. Is the manager analytical?		
12. Can the manager chair meetings and demonstrate effective communication?		
13. Is the manager in tune with the culture & ethos of the Company?		
14. Is the manager computer literate? *		
15. Is the manager competent in all administration procedures and requirements? *		
16. Can the manager produce professionally presented documentation, without assistance? *		
17. Is the manager up to date with required training? *		
18. Is the manager easy to manage and responsive to direction?		
19. Does the manager demonstrate the ability to share and receive good practice from other managers and head office? *		
20. Is the manager self-motivated?		
* Supporting information must be obtained from Head Office.		
Totals		

Evidence and guidance notes

1. Does the manager have a Bradford score lower than 100*?					
To be completed by HR office.					
Bradford Score		Checked by		Date	
2. Does the manager demonstrate the ability to ensure the staff team provide good quality basic care – good food, clean & tidy home, ensure children are well dressed?					
To receive a 'yes' the manager must answer yes to all of the following.				Yes	No
Does the manager ensure proactive systems to check health & safety in the home are fit for purpose and are used effectively?					
Does the manager ensure that the home is clean and tidy and deep cleaning is undertaken within a routine?					
Does the manager ensure the home provides good quality varied meals utilising quality materials (home produce, when available?)					
Does the manager ensure that children are well presented for both general and specific activities?					
3. Is the manager flexible?					
Keyword is 'demonstrated'. Those that may say they are, but haven't demonstrated would get a negative mark. Input from head office required to confirm a yes mark.					
To receive a 'yes' the manager must answer yes to all of the following.				Yes	No
Has the manager demonstrated they are flexible to work at all homes?					
Has the manager demonstrated that they are able to take children/young people on holiday?					
Is the manager able to change their work pattern?					
Has the manager worked overtime or come in early when asked?					
4. Does the manager spend time with the children out of the home environment? Must have both to score a mark.					
Does the manager routinely spend time with the children out of the home environment?					
Does the manager make an effective contribution to holiday times?					
5. Can the manager function effectively and efficiently without additional support or direction?					
To receive a 'yes' the manager must answer no to all of the following.				No	Yes
Does the manager require regular monitoring to ensure they have said the right things?					
Does the manager require regular monitoring to ensure they have done the right thing?					
Does the manager regularly need talking through everyday tasks?					
Does the manager regularly require Managing Director support?					
Does the manager regularly require Head Office support?					
6. Can the manager manage household expenditure and work within a budget?					
To receive a 'yes' the manager must answer yes to all of the following.				Yes	No
Are they able to work within a budget and provide financial controls?					
Are they able to ensure money is spent on items required? They ensure best value and sound judgement.					

They ensure that the children's allowances are used correctly and their children spend their money appropriately.			
7. Can the manager take charge and provide effective control and supervision of a group of young people?			
To receive a 'yes' the manager must answer yes to all of the following.		Yes	No
Is the manager good with children/young people?			
Does the manager demonstrate good presence?			
Is the manager perceptive?			
Is the manager a good leader?			
Is the manager a positive role model?			
8. Can the manager demonstrate good leadership?			
To receive a 'yes' the manager must answer yes to the following.		Yes	No
Does the manager show the ability to inspire and encourage their staff team so they are clear about what they need to do and feel supported in their duties?			
9. Can the manager demonstrate good management?			
To receive a 'yes' manager must answer yes to the following.		Yes	No
Does the manager show the ability to ensure they and their staff team are able to know and understand policies and procedures and how to apply them to changing situations?			
10. Is the manager liked by the children; do they make them feel safe as a result of quality relationships?			
This must be evidence based, manager must be able to show ability to nurture young people.			
Evidence received from		Date	
11. Is the manager analytical?			
To receive a 'yes' manager must answer yes to all of the following.		Yes	No
Can the manager look at and read situations to come up with required information that is not immediately apparent?			
Can they look beneath the surface to understand how a young person is feeling and identify negative, attention seeking or manipulative behaviour, identify triggers to behaviour?			
12. Can the manager chair meetings and demonstrate effective communication?			
To achieve this mark, they must have all of the following.		Yes	No
Areas which could be improved upon are discussed openly between the staff team.			
Areas which could be improved upon are discussed openly between head office.			
These issues are recorded objectively and alternative advice is given in a positive, encouraging way, authoritatively.			
13. Is the manager in tune with the culture & ethos of the Company?			
To evidence this mark managers must be able to demonstrate nurturing to children and young people and support to colleagues.			
To achieve a 'yes' mark the manager must answer yes to all of the following and a minimum of 8/10 of the below qualities as a regular part of their daily working practice.		Yes	No
Is the manager child centred?			
Do they believe children come first, that every child has the right to be given a good education and skills towards making a better life?			

Do they believe they should be allowed to grow up in an environment of quality in terms of fabric and relationships?		
Can they make direct references to the Recovery and Intervention plan?		
Qualities demonstrated regularly as part of their daily working practice.	Yes	No
Attentiveness.		
Put clothing right, not allowing their children/young people to look dishevelled.		
Reminds children/young people to dress correctly for the weather (wear a coat in cold weather, no fleece in hot weather).		
Uses appropriate touch.		
Speaks warmly and positively.		
Organises special meals and occasions.		
Promotes positive information recordings.		
Provide appropriate and correct support to colleagues and new starters.		
Helps children/young people make achievements both certificated and uncertificated.		
Can the manager plan and facilitate holidays?		
14. Is the manager computer literate? *		
Input from head office required to confirm a yes mark.		
To receive a 'yes' the manager must answer yes to all of the following.	Yes	No
Can the manager access their Pear Tree email, send and receive emails with attachments?		
Can the manager use the Pear Tree website?		
Can the manager use Microsoft Office without requiring assistance? This includes attaching photographs and password protecting documents.		
Can the manager use HROnline to apply for holidays/lieu credit and toil?		
Can the manager download photographs from the digital camera/mobile phone to the house computer?		
15. Is the manager competent in monitoring all administration procedures and requirements? *		
*NB. Using appropriate language. Input from head office is required to confirm a yes mark.		
To receive a 'yes' the manager must answer yes to all of the following.	Yes	No
Can the manager monitor Positive and Important Information Forms?		
Can the manager monitor a child/young person's Individual Risk Assessment?		
Can the manager monitor a Specific Activity Risk Assessment?		
Can the manager monitor a child/young person's Care Plan?		
Can the manager monitor/contribute to a child/young person's Looked After Review?		
Can the manager monitor a key worker session recording?		
Can the manager monitor data into the relevant logs and daily recording?		
16. Can the manager produce professionally presented documentation, without assistance? *		

Input from head office required to confirm a yes mark. This mark is only possible if number 11, 14 and 15 are all ticked as yes.		
To receive a 'yes' the manager must answer 'no' to all of the following.	No	Yes
Does the manager fill out forms incorrectly, is work returned from the office?		
Does the manager's paperwork need editing?		
17. Is this manager up to date with required training? *		
If any training is out of date or not evident this would result in a no mark. A yes mark is to be confirmed with HR.		
18. Is the manager easy to manage and responsive to direction?		
Managing Directors opinion required, but must be evidence based either way.		
19. Does the manager demonstrate the ability to share and receive good practice from other managers and head office? *		
To achieve this mark the manager must have all of the following.	Yes	No
a) An open mind.		
b) Communicates effectively areas of good practice identified.		
c) Communicates effectively areas of poor practice openly for others to learn from.		
d) Visits other homes to support other managers and learn how other homes function to ensure a fully corporate perspective.		
e) Has good open communication with Head Office.		
f) Has good positive functioning relationships with other agencies.		
20. Is the manager self-motivated?		
If left without supervision and support will seek to find tasks or projects that benefit the household or specific children would mean a yes mark. If they would make the most of the chance to slip out and do some personal shopping, watch TV or simply gossip when there are tasks needing to be completed, the answer would be no.		

Plan for progression

A bullet point should be used for each shaded area identified and a statement worded as to how progression can be made in that area to achieve a yes mark.

Manager's comments

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Supervising Manager's Comments

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Counter-signing Manager's comments

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Managers signature		Date	
Supervising Manager's signature		Date	
Counter-signing Manager's signature		Date	