

Quotes from Professor Munro's final report on child protection in relation to procedures:

“ When it is concluded that human error is a significant causal factor, the customary, and understandable, solution has been to find ways of controlling people so that they do not make these mistakes.

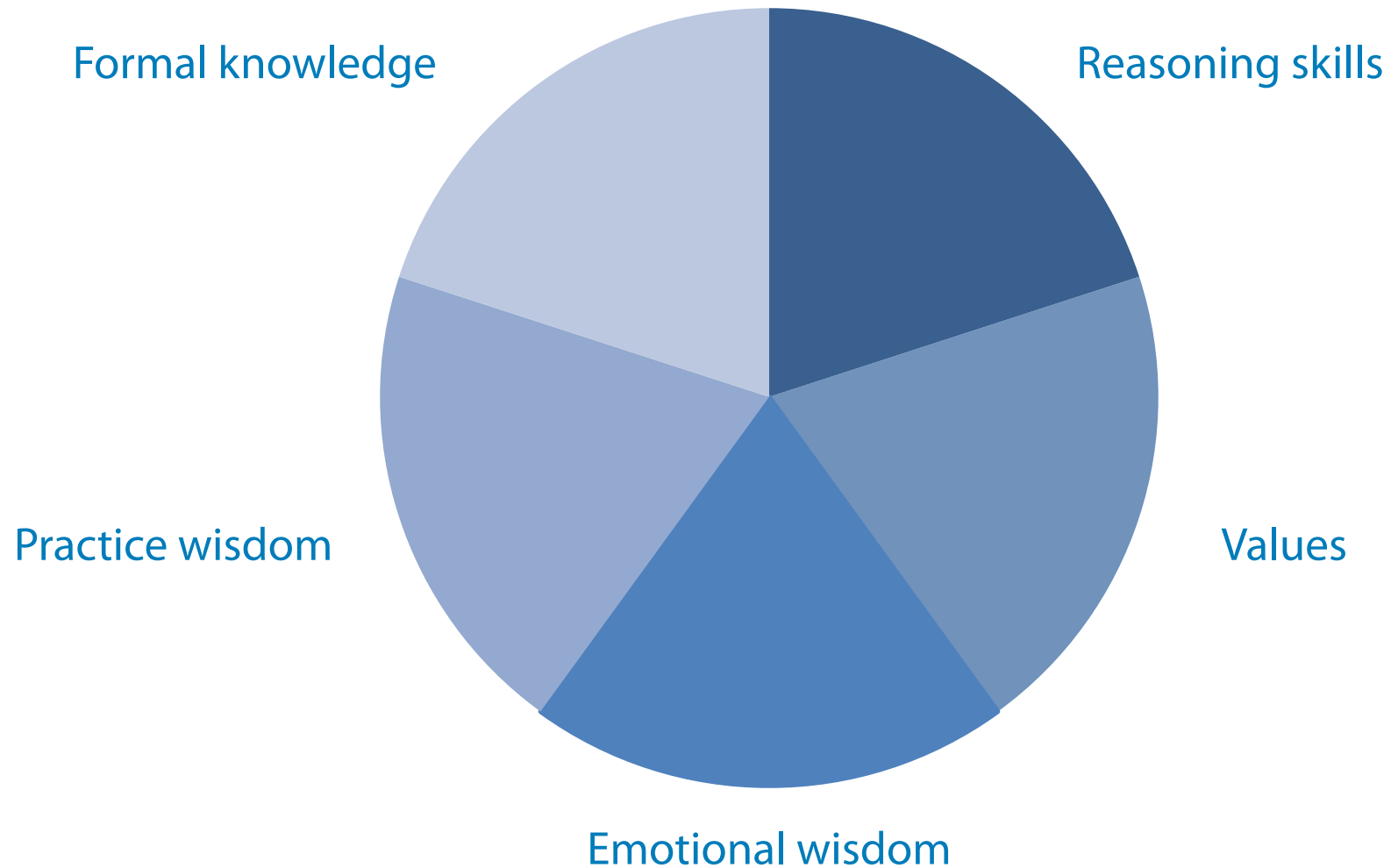
The three main mechanisms are:

- psychological pressure on professionals to try harder;
- reducing the scope for individual judgment by adding procedures and rules;
- and increasing the level of monitoring to ensure compliance with them.”

“instead of “doing things right” (i.e. following procedures) the system needed to be focused on doing the right thing (i.e. checking whether children and young people are being helped). ”

PRACTICE TOOL: A PIE CHART OF KNOWLEDGE AND SKILLS

Munro's model

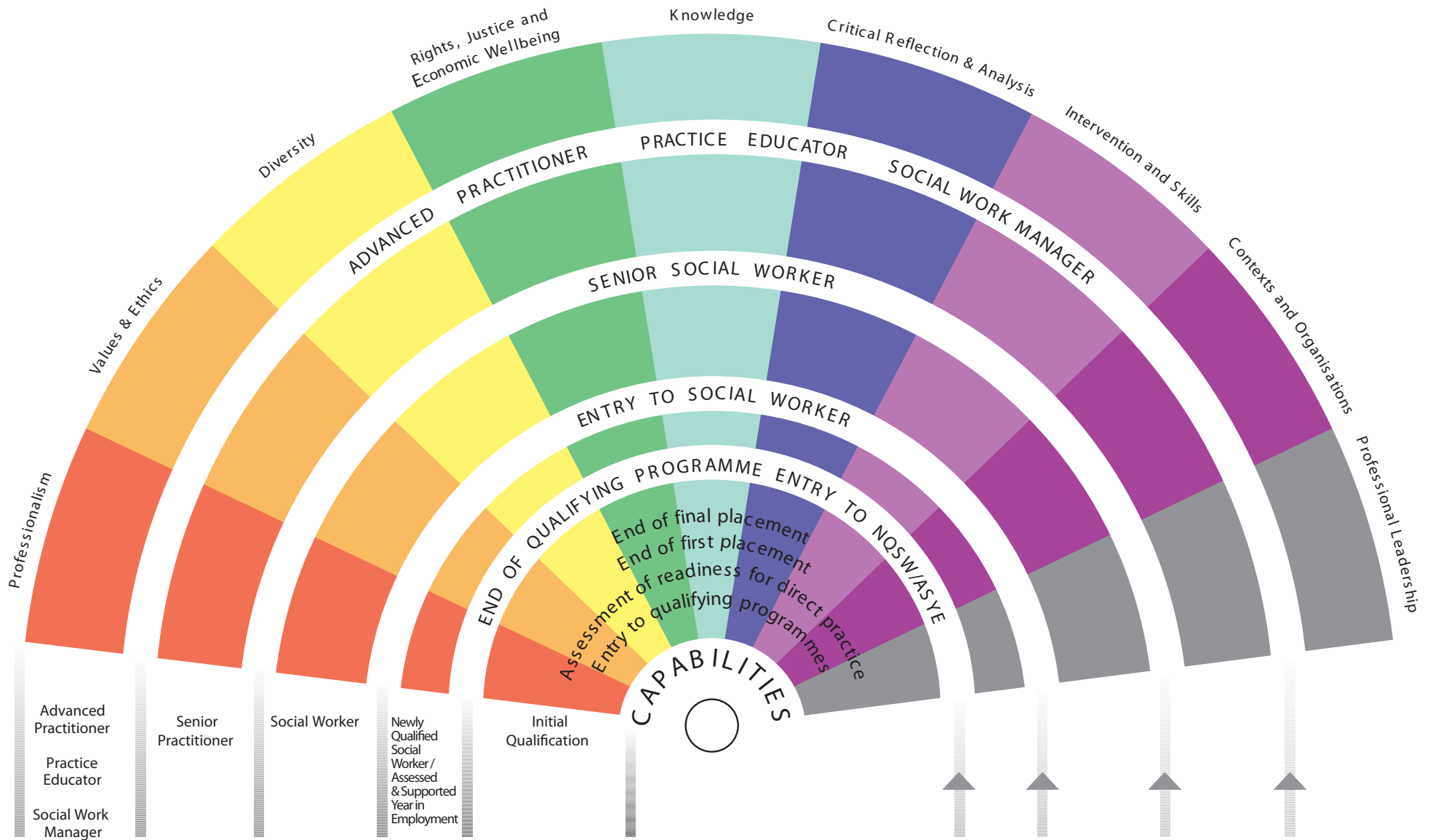


Further quotes from Professor Munro's final report on child protection in relation to procedures:

“Consequently, professional judgment needs to be exercised in determining how or whether to follow procedures and guidance in any specific case. This requires professionals to understand the rationale for procedures and guidance in order to use them intelligently.”

“In professional practice, procedures are an effective way of formulating best practice in carrying out a task so that the wisdom of experienced staff is readily disseminated throughout the organisation and variation in the quality and type of service received is reduced. Procedures are also good as training tools, helping novices get started in learning a task, giving them simple rules to follow without going through the longer process of understanding why those rules are sensible. For experienced workers, they are valuable as a checklist to use when reviewing their work, and are particularly helpful if they are interrupted and have to leave the task for a while.”

Proposed Professional Capabilities Framework for Social Workers



CAREER STAGES
as recommended by the Social Work Task Force

LEVEL SPECIFICATIONS