

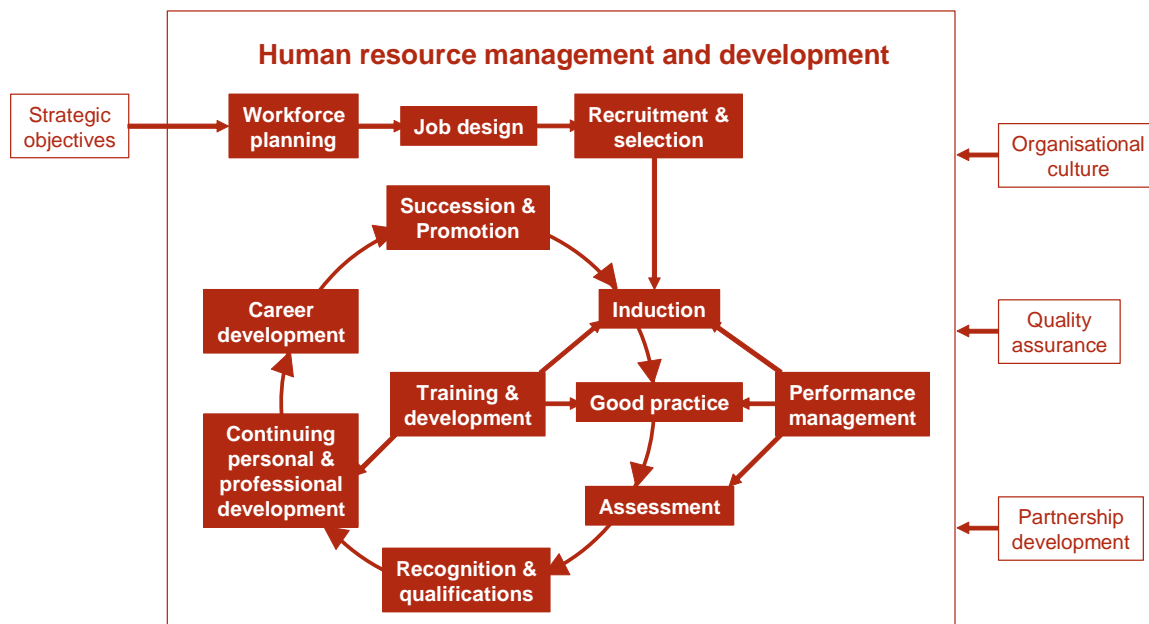


## Developing the Substance Misuse Workforce

The Management Standards Consultancy (TMSC) has been involved in the development of the substance misuse workforce since 2000, with the publication of A Competent Workforce for Tackling Substance Misuse on behalf of Healthwork UK.

Working closely with Skills for Health, the Drugs Strategy Directorate (DSD) and the National Treatment Agency for Substance Misuse (NTA), TMSC developed the Drugs and Alcohol National Occupational Standards (DANOS) in 2003 and enhanced these in 2004/5 to include new units and to fit in with the Health and Social Care National Vocational Qualifications (NVQs) and Scottish National Qualifications (SVQs). TMSC is currently developing units of NOS for advanced practitioners and consulting on qualifications requirements.

The DANOS standards are now widely used within drug and alcohol services to recruit, train and manage the performance of staff. A wide range of education and training provision is also available linked to the DANOS standards. Services and local area partnerships are using the standards for a wide range of purposes.



### National Occupational Standards in Human Resources Management and Development

Over the past three years, TMSC has been supporting many agencies, Drug and Alcohol Action Teams and national initiatives such as Positive Futures not only to use DANOS to

meet particular goals (such as developing DANOS-based job descriptions or role profiles for all staff by December 2004) but to create longer-term strategies for developing the substance misuse workforce to meet future needs across projects, local areas or sub-regions.

The guidance notes to the adult drug treatment plans published by the NTA in October 2005 give added impetus to the need to agree workforce development strategies across partnerships and regions. In particular, the guidance sets 2008 targets for the professional development of practitioners and managers, based on National Occupational Standards (NOS):

- 75% of non-professionally-trained staff are undertaking or have achieved NVQ level 3 or equivalent
- 60% of professionally-trained staff are undertaking a programme of professional development, including professional development awards
- 90% of managers are undertaking or have achieved appropriate management training programmes as defined by their employers.

The guidance also recommends the use of Service Level Agreements (SLAs) to ensure that DANOS underpin the recruitment, induction, training, supervision and staff retention processes.

The NTA's guidance can be found on:

[http://www.nta.nhs.uk/programme/national/Treatplan0607/Guidance\\_docs/Workforce\\_development\\_TP\\_guide\\_0607.pdf](http://www.nta.nhs.uk/programme/national/Treatplan0607/Guidance_docs/Workforce_development_TP_guide_0607.pdf)

TMSC is helping a number of DAATs achieve these targets by working with all services within the partnership to develop a coherent 12-point strategy covering:

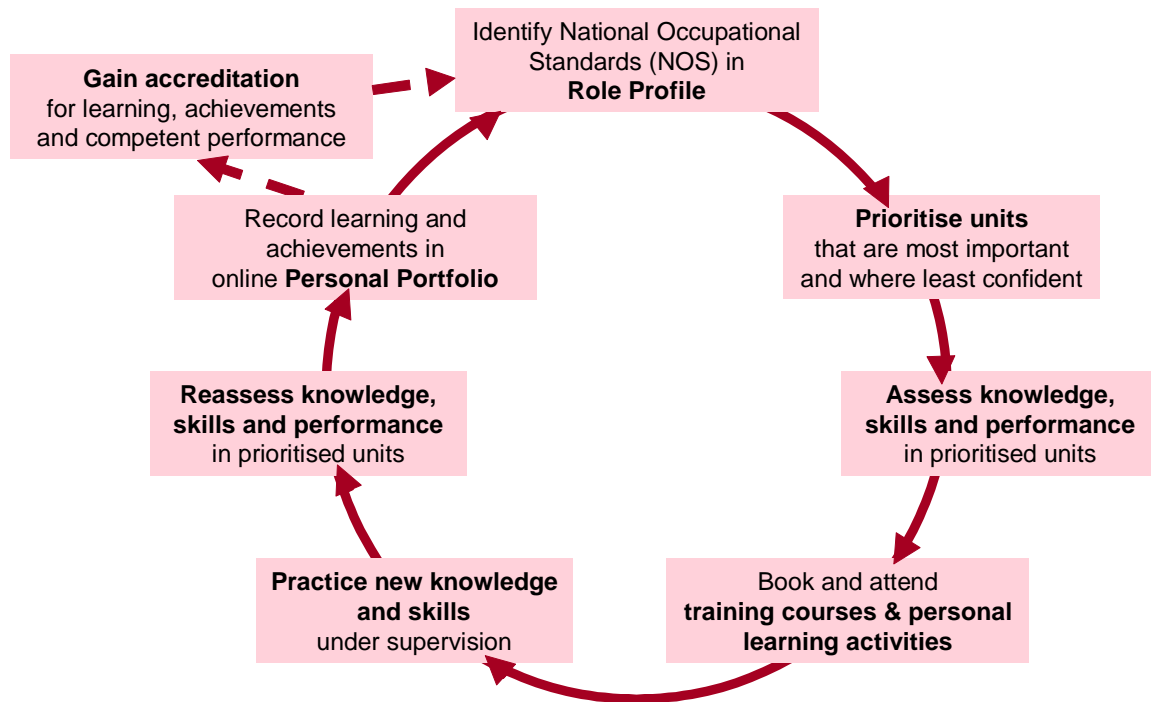
1. Define jobs in terms of National Occupational Standards
2. Recruit and select people using NOS
3. Provide NOS-based induction training
4. Identify individual learning needs using NOS
5. Create individual personal and professional development plans
6. Provide learning opportunities to meet learning needs
7. Supervise individuals to ensure they perform to the standards
8. Develop assessor capacity within the partnership/region
9. Assess individuals' performance and accredit this through NVQs
10. Provide career pathways for individuals
11. Retain individuals within the partnership
12. Monitor and report on progress on the above.

We are working very closely with our sister organisation, Management and Performance Solutions Ltd (MAPS), developer of the popular Performer software which supports the use of NOS to improve individual, organisational and partnership development.

Managers and staff can access Performer at any time via an Internet connection to develop role profiles, prioritise activities, assess their knowledge, skills and performance and get feedback from others. Used in a structured way, practitioners can pinpoint areas where they need to improve their performance and find appropriate learning resources from a vast national database, enhanced with courses and other locally-available learning opportunities.

They can monitor their improvement and even collect evidence of their competence and submit this for assessment online.

Line managers, agencies and the partnership can access reports at any time to identify where they need to invest in developing the workforce and monitor progress towards their targets.



### How Performer Uses NOS to Support Workforce Development

Working with service managers and the local partnership, we seek to understand the unique characteristics of their local workforce and how this needs to develop over the next three years to deliver the treatment plan and achieve the workforce development targets. We develop and agree a local partnership strategy and provide whatever support is necessary to make the strategy a reality.

Case studies of how Performer helps to develop the substance misuse workforce can be found on TMSC's website.

Middlesbrough DAT: [http://www.themsc.org/software/DANOS\\_Middlesbrough\\_DAT.pdf](http://www.themsc.org/software/DANOS_Middlesbrough_DAT.pdf)

Positive Futures: [http://www.themsc.org/software/Positive\\_Futures\\_WQI.pdf](http://www.themsc.org/software/Positive_Futures_WQI.pdf)

For help in developing the substance misuse workforce in your area, contact:

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