

**Frontline health or care experience**  
Skills for Care recommends that all frontline managers have experience of directly delivering care within a health or adult social care environment.

Frontline experience in current or previous roles, ideally covering Care Certificate, Level 2 and/or Level 3 Diplomas or equivalent healthcare courses.

**Identify emerging talent**  
Use the checklist and a preferred method to formally recruit onto your succession planning programme.

1. Identifying emerging talent checklist

2. Recruit onto your succession planning programme

**Internal development opportunities**  
Select one or more based on needs analysis.

Internal champion

Mentor support

Manage a service improvement

Networking

Internal training delivery

**Courses and qualifications**  
Complete in the following recommended order. Look for the latest funding to support.

1. Lead to succeed Leadership programme (3-months)

2. Manager Induction Standards Introductory modules for managers (6-months).

3. Level 5 Diploma in Leadership and Management for Adult Care (12-18 months)

**Recruiting to managerial roles**  
Once enough experience, courses and qualifications have been gained, the individual should be ready for the demands of management.

Look to formally recruit to frontline manager roles using interview questions and scenarios. Ensure that deputy and registered managers demonstrate the necessary values, behaviours, knowledge, and skills either before recruiting or ensure any gaps are planned as part of their future development