

# Quest 2016 – People 3

## People and Skills Development

### Guidance Notes

Issue 1 – July 2016



#### Outcomes

- The organisation has strategic and frontline leadership in place that is widely recognised for its quality and worth.
- The organisation has a high performing team in place, working collaboratively towards common goals with the motivation, complimentary skill sets and knowledge to deliver outstanding results.
- The organisation can measure and is improving the positive engagement and productivity of its staff to make it more effective in what it does.
- Staff are well supported by policies, procedures, training and development to do their job well and to the best of their ability.
- This is an organisation that has a reputation for being a great place to work and for delivering great results due to the quality and motivation of its people.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
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PLAN					
<b>Do leaders convey a motivational vision, create a positive culture and environment that stretches the performance and development of individual and team skills?</b>	<p>There is little or no strategic vision or ambition that drives change, recognises success or supports high performance.</p> <p>Front line staff generally follow rules and regulations and are not encouraged to take the initiative.</p> <p>Organisational values are</p>	<p>Leadership and management is hard to distinguish, mostly “transactional” in reality; concentrating on short term goals, immediate appraisal and core training.</p> <p>Frontline staff have some/limited authority to take the initiative.</p> <p>Organisational values have been agreed but there is</p>	<p>The team is delivering good results and is well motivated.</p> <p>Communication is good and staff are fully involved in planning and review processes.</p> <p>Frontline staff are empowered but there is limited evidence of them taking the initiative.</p>	<p>This is a team which has high levels of engagement and productivity. There are high levels of understanding in staff around their individual and collective contribution to delivering the purpose and vision of the organisation.</p> <p>Front line staff are empowered and there is clear evidence of them taking the initiative.</p> <p>There is some evidence that</p>	<p>There is clear evidence of transformational leadership which provides a clear vision and ambition for the organisation/team to deliver outstanding results.</p> <p>Evidence of front line staff acting as role models and leading change.</p>

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	not articulated or agreed.	<p>little evidence that they have been translated into everyday behaviours.</p> <p>There is low or average engagement amongst staff and low or average productivity levels.</p>	<p>Organisations values have been translated into everyday behaviours and there is commitment to embed them.</p> <p>Training and development around key skill sets with the future in mind is a feature of this organisation.</p>	<p>organisational values have been embedded into everyday behaviours. Staff appraisal systems include standards and feedback on behaviours.</p> <p>Effective succession planning, individual development and team building are hallmarks of the approach taken.</p> <p>Workforce objectives are an integral part of the business planning process and seen as critical to success.</p>	<p>There is clear evidence that organisational values have been embedded into everyday behaviours. Staff at all levels regularly give constructive feedback to each other that is acted upon. There is a can-do culture and a robust but positive approach to performance management that gets the very best results out of people as measured by both staff and stakeholders/customer surveys.</p> <p>There is evidence of high quality delivery of results that contribute to intermediate and long term strategic outcomes.</p>

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<b>DO</b>					
<b>Are staff motivated, qualified and supported through high quality working practices to deliver effectively to everyone?</b>	<p>The organisation has no written staff roles or skill profiles and no evidence of staff development/appraisal.</p> <p>There is no evidence of systems, policies or procedures to support effective working.</p> <p>There is no adequate way of staff recording and reporting their work.</p>	<p>Staff roles are clear but skills profiles do not exist and there is some limited evidence of staff development/appraisal.</p> <p>Individuals predominantly working on and accountable for, their own roles and work areas.</p> <p>There is some evidence of systems being used to support working practices and an incomplete set of policies and procedures.</p>	<p>All staff roles are clear and skills profiles exist but there is limited evidence of staff training, development and appraisals based on a needs analysis of existing skills, required competencies/behaviours and future requirements.</p> <p>Interaction between team members to share knowledge and good practice.</p> <p>The organisation has good systems and a full range of policies and procedures in place including equal opportunities, safeguarding, disciplinary procedures, health and safety, flexible working, grievance procedures, data protection and whistle blowing. Staff have access to systems which capture the inputs and outputs of their work.</p>	<p>All staff profiles are clear and skills profiles exist and good documentation of staff training, development and appraisal exists.</p> <p>The organisation has established the knowledge, capabilities and competencies required by individuals and team members to deliver on its purpose.</p> <p>Examples of working towards collective goals and common working approaches with shared accountability.</p> <p>Good use is made of coaching/mentoring/personality profiling approaches to support the development of talent and meet immediate needs.</p> <p>The organisation has good systems in place, all relevant policies and procedures and there is evidence that staff understand how to use them. Staff are able to collect and</p>	<p>All staff profiles are clear and skills profiles exist. There is excellent evidence and documentation of development, continuous professional/individual development and appraisal and this is underpinned by clear policy.</p> <p>All team members are equally committed to collective goals, common working practices and mutual accountability.</p> <p>Excellent systems are in place, as well as all relevant policies and procedures and there is good evidence that staff understand how to use them. Staff are able to analyse data within the systems to collect evidence of the outputs and outcomes of their</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
				manage quantitative and qualitative data.	work.
<b>MEASURE</b>					
<b>Are staff productive and positively engaged?</b>	The team has low creativity, low morale and are struggling to deliver results.	Individuals within the team work hard to deliver results but don't always feel supported by their colleagues and managers.  The team has adequate appraisal and training/development processes that support its work.	The team works to deliver objectives and results but there is more to do to improve communication, alignment, team working and productivity.  Staff surveys operate to provide measurement around engagement and productivity.	The team delegates effectively and is accountable. The team is optimistic, communicates well and has high levels of trust and respect internally and externally which is inclusive and regularly measured.  The organisation has defined high performance standards and works towards continuous improvement.	The team is high performing with high levels of engagement and productivity which is well measured and communicated widely.  The team values diversity and can deal with conflict and different opinions to deliver learning/growth. It has a track record of achieving results and can recognise and celebrate success.
<b>REVIEW</b>					
<b>Are staff valued and encouraged to improve, develop and achieve results?</b>	Staff profile is not reflective of the communities being targeted with no clear evidence of a recruitment strategy in place to address	There is only limited evidence of staff consultation, informal feedback or development amongst the team.	There is good evidence that staff are consulted/engaged in service/project planning and that succession planning is in place to provide pathways for	There is evidence that the organisation has recognised talent and enterprise and can provide case studies of where the organisation encouraged and supported progression/skills	The organisation is seen as a great place to work by its staff and volunteers and is recognised externally for the quality of its workforce and the

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	<p>this.</p> <p>There is no evidence of formal or informal staff consultation or development.</p>	<p>Training and development strategies are looked at annually.</p> <p>Recruitment planning and strategy is in place to help create a skilled, resourceful and representative staff team</p>	<p>contracted/sessional and volunteer staff.</p> <p>The organisation is making progress in making its staff team skilled and reflective of the community it serves.</p> <p>The organisation is looking at working methodologies to get the best out of people with the aim of meeting customer/partner expectations.</p>	<p>development in support of end goals.</p> <p>The staff profile is reflective of the communities in which it works.</p> <p>Work is progressive around apprenticeships/skills development and support for volunteers/partner staff and the wider workforce.</p>	<p>focus it has on developing skills/knowledge of its workforce to meet customer needs. This includes the development of talent, a focus on leadership/management and relationship management capability as well as specialist skill sets.</p> <p>The organisation clearly learns from the best in class, inside and outside the sector, in the way it develops its people and the way they operate.</p>
<b>IMPACT</b>					
<p><b>Is the organisation and its staff team capable and fit for purpose? Is this a high performing team/organisation?</b></p>	<p>There is no evidence that the support and development of the staff team is made integral to improved outputs and outcomes.</p>	<p>Communication is limited within the team and externally too. There is limited creativity while the ability to innovate or willingness to drive improvement is not as</p>	<p>There is emerging evidence of a strong culture of improvement and progression that is developing.</p> <p>There is passion for the cause and values are clearly</p>	<p>All staff are committed and focused on improving outcomes for people and can evidence how their individual and collective work contributes to safer, healthier and more connected communities.</p>	<p>Leadership qualities are evident throughout the organisations and all staff understand the bigger picture (as well as the detail), have vision, purpose, focus and a</p>

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		extensive/explicit as it might be.	stated and practiced. There is evidence of improved performance, capacity/capability which has been recognised internally and externally.	The organisation is making a strong link between staff engagement/satisfaction and partner/customer satisfaction levels.	readiness to learn. They are open minded, resourceful, politically astute and have driven/achieved results. This is an organisation with high levels of resilience. This is a high performing team - something that is measured, communicated and recognised internally and externally too.

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## Guidance Notes



### PLAN

#### GUIDANCE

- The organisation has a clear purpose and vision that the team understand and believe in. This is collective and shared because it is regularly and routinely communicated to staff, partners and stakeholders.
- Leadership is encouraged throughout the organisation and front line staff are empowered to be creative and take the initiative.
- The stated values of the organisation underpin behaviours and operations from top to bottom of the organisation.
- Workforce objectives are clearly articulated in the business plan. These address recruitment, succession planning, retention, skill development and high performance. These can all be measured and reported on.
- Organisational and governance structures are robust in support of the purpose and operation. Well understood procedures, policies and standards are in place to underpin performance, support efficiency, drive towards equality, promote value for money and ensure effective practice.
- There is a “can do”, high performing culture which supports creativity, innovation and enterprise within a clear framework of decision making and action planning.
- Strategic business and programme/project planning creates clear accountabilities and responsibilities and set out the goals to be achieved and how progress is to be measured.
- Recruitment strategy is well developed with a strong focus on skills, competencies and representativeness in order to reach, engage and retain the target audience.
- There is an organisational training and skills development plan which links to individual and team development plans designed to increase capability and commit to equality/inclusion.
- Succession planning is evident and reflected in business planning processes.
- The organisation encourages leadership and skill development through individual and team training and development plans to ensure staff are competent to deliver core processes and desired outcomes.
- Internal communication is well regarded by staff right across the organisation and staff know exactly how the organisation is currently performing.

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## Guidance Notes



### DO

#### GUIDANCE

- Staff profiles, job descriptions and job specifications are in place and regularly reviewed to ensure the team structure, skill-set and make up is fit for purpose with the future in mind. Form clearly follows function.
- Roles and responsibilities are clearly defined. A clear emphasis is put on collaborative team working towards the achievement of common goals with mutual accountability.
- The skills, knowledge and competencies required are clearly defined for the short term and work is underway to prepare for the future. Formal skills audit and training needs assessments are regularly carried out with current requirements and future needs in mind.
- Appraisal systems are fully utilised to review performance, identify training and development needs, set clear objectives and recognise high performance. This is supported by programme of 121 meetings and regular scheduled communication/information/meetings.
- Internal and external communication provides all staff including sessional workers, coaches and volunteers with good quality and timely information.
- Staff/board/project team meetings are effective in addressing issues and providing opportunities to review and report on progress, achievements and issues in a productive way.
- There is a comprehensive range of procedures, policies and standards that support staff and are well communicated and fully utilised.
- There is a robust performance management and quality assurance framework in place to recognise achievement and address areas of concern.
- In-house and external training and development programmes are in place to meet business needs while CPD is in place for individual and personal development.
- Coaching, mentoring and personality profiling tools and techniques are used in support of the staff.
- The organisation is progressive around the recruitment and deployment of apprentices and volunteers to develop capacity and provide succession planning.
- The organisation provides easy access to management systems and operational procedures addressing safeguarding, health and safety; equality and diversity; data protection, human resources, financial management and quality assurance.
- Reporting and recording of work undertaken is integral to working practices and information/data is regularly discussed and utilised to help assess performance and impact of work undertaken by individuals and the team as a whole.



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### MEASURE

#### GUIDANCE

- Staff satisfaction is measured to address engagement and productivity factors and is improving. Where possible, benchmarking takes place.
- User/stakeholder/partner satisfaction is measured to address staff performance, knowledge and competence.
- Skills audits and training assessments undertaken to determine value and impact on service delivery.
- Efficiency is measured including staff profile, recruitment costs, retention rates, sickness, training hours provided.
- The organisation enjoys a good reputation for the quality of its work, its culture and ethos and as a great place to work through staff survey results and partner testimonials.
- The organisation undertakes regular leadership surveys with internal and external stakeholders as part of its governance arrangements.
- User and partners in particular provide evidence that this organisation is well led and has a high performing team.
- Staff satisfaction surveys demonstrate a high level of morale and engagement.
- A skills audit plan exists and is used to identify gaps in skills and competencies, to develop leadership capacity/capability and refine training programmes.
- External awards and accreditations used to provide an independent measure of policies, procedures, standards and performance.
- Pathways are in place for sessional staff, apprentices, volunteers engaged and involved in the wider work of the organisation.

### REVIEW

#### GUIDANCE

- Staff consultation and involvement plays a large part in continuous improvement processes, the assessment of best practice and to promote creativity/new ways of working.
- Management information from staff surveys, partner views and KPIs has been used to make changes and improve performance.
- External audits and assessments are used to check and challenge the way things are done. Success is recognised and rewarded where possible.
- Peer Review processes are used internally and with externals too through coaching and mentoring processes.
- Talent development schemes operate with clear objectives and review processes- this includes the development of sessional staff, apprentices and volunteers and the wider workforce to improve skills and capabilities.
- There is proactive work undertaken to ensure the profile of the organisation and staff team reflects the community it serves/provides for.

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### IMPACT

#### GUIDANCE

- The quality of leadership and staff knowledge/competence is recognised and endorsed both internally and externally.
- This is a well-motivated workforce that is creative, has high morale and delivers results.
- Evidence provided around succession planning, talent development, introduction of new skills as part of a continuous improvement process designed to develop people and deliver better results for local communities and stakeholders.
- Levels of staff satisfaction are measured regularly and increasing. Links are being made to partner satisfaction levels as one way of driving improvement.
- There is evidence that the objectives set for the business are being met and are driven/ underpinned by the morale and motivation of the workforce.
- The organisation is able to demonstrate that it has a good reputation as an employer.
- The organisation has been effective in attracting funding or securing repeat business contributing to business growth and/or sustainability.
- The organisation is able to demonstrate a positive social impact on the communities it serves through the quality/skills and performance of its people/team.
- Partners are vocal in their support and appreciation of the business; testimonials and surveys provide evidence of this.
- This is a high performing team who deliver outstanding results year on year.