Quest Prime 3 – Managing the Team

Guidance Notes

Module Outcome

- There are sufficient team members (including volunteers and sub-contractors) who have been trained to enable the facility to operate under Covid-19 guidance
- The people within the organisation have the knowledge and skills and competency required to deliver to a high Covid-19 compliance levels.
- A cooperative management style is in place, which includes team consultation and clear lines of communication.

Mystery Visit					
Challenge:	**Unsatisfactory**	**Satisfactory**	**Good**	**Very Good**	**Excellent**
Do the team appear to be well managed and carry out their duties in a professional manner? This could include: • Following the one-way systems • Socially distancing from each other where possible • Highly visible social distancing champions with careful consideration of their locations regulating high traffic areas. • Team members are following their governing body guidance e.g. RLSS.	There is limited evidence of team members adhering to social distancing polices. This is impacting on customer behaviour. It feels unsafe visiting the facility.	There is minimal evidence that government guidance is being followed. Management systems are in place which adhere to Covid-19 Guidance. The team are overall behaving in a safe manner conducting day to day tasks such as setting up equipment and using communication systems.	There is a clear commitment by the team delivering activities to adhere to Covid-19 secure standards, however opportunities for improvement had been identified in the consistency of delivery.	There is a clear commitment by the team delivering activities to adhere to Covid-19 secure standards.	Team members have a positive approach to the new Covid-19 standards. If there is a breach in guidance team members are quick to react in a positive way. The consistency of delivery has a positive impact on customer behaviour.

Quest Prime 3 – Managing the Team

Guidance Notes

Plan		
Challenge:	**Unsatisfactory**	**Satisfactory**
Does the facility have human resource processes in place to help ensure the team are working in a Covid-19 secure environment? Work patterns have been redesigned to reduce the number of contacts each worker has. This includes: • Rotas have been redesigned to change the way work is organised to create distinct groups. • Careful consideration has been given to the number of classes and facilities that rotating instructors teach in order to minimise exposure. • Managers/ team members who would normally work across sites are now based at a single site or restricted. • If the above is not reasonably practicable the mitigating controls should be documented with a risk assessment.	There is evidence of team members working across social bubble groups, without documented mitigating controls in place that are being adhered to.	A least three rotas have been sampled demonstrating team members are working in distinct groups. Team members interviewed confirm they are not working at other facilities and if they are can demonstrate the mitigating controls in place. These controls are cross referenced within the relevant risk assessment.

Do		
Challenge:	**Unsatisfactory**	**Satisfactory**
Does the facility have documented policies and procedures in place to ensure the welfare of team members during Covid-19? Is there a process to ensure the team and volunteers are signing in and out of the buildings? This includes team members being asked or a check to confirm absence of Covid-19 symptoms before starting work each day? Is there a process to manage team absences?	The facility is unable to evidence at what time certain members of the team entered and left the building. There is limited evidence that team members are checked or self-assessed for Covid-19 symptoms each day. Management demonstrated limited awareness of what to do in the event of team illness.	Three team members working on the day of the assessment have been sampled to ascertain if they have signed in and out in a hygienic way. There is a process in place where team members checked or self-assessed for Covid-19 symptoms each day. Best practice is for team members to be tested including temperature testing. A procedure is in place to follow in the event of team illness This includes flexible attendance and sick leave policies in place, the facility has a plan for alternative coverage.

Quest Prime 3 – Managing the Team

Guidance Notes

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How are team members trained and regularly updated to ensure the facility is Covid-19-secure?	There is limited evidence of documented training in relation to Covid-19 awareness. Those interviewed do not recall any training in relation to Covid-19. Those interviewed were not aware of how Covid-19 updates are communicated to them.	There is minimal evidence of the communication of Covid-19 information in team areas and some evidence of generic Covid-19 awareness training. The team are aware of the Covid-19 Officer. The content of the Covid-19 awareness training includes all the key requirements such methods for detection, prevention, response and control.	Key information regarding Covid-19 is displayed on team notice boards. A comprehensive range of team members have received Covid-19 awareness training as part of their return to work process. Key team members have received site and job specific training in relation to Covid-19 requirements. This includes first aiders being updated with Covid-19 guidance.	Ongoing updates are evidently updated to the team. A comprehensive range of team members have received general and site-specific training in relation to Covid-19 requirements There is an ongoing training and communication programme in place for all the team, which has included training on Covid-19 requirements.	Several methods are used to communicate with the team on a regular basis. Two-way communication is in place with evidence that team members are engaged and involved in any changes to work arrangements. Training includes competency testing. Team members are seen interacting with customers championing standards. Updates or training covers mental health. Management have been trained in dealing with a team member who has suffered from bereavement. Counselling is available to team members is required.
Challenge:	**Unsatisfactory**		**Satisfactory**		
Have team members with protected characteristics /clinically extremely vulnerable been considered within the workplace as they return to work.	One or more of the protected characteristics has not been considered within the workplace. As a result, it has been noted that a member of the team is at particular risk or disadvantage.		Comprehensive risk assessments have been completed with the controls evidently in place for those with protected characteristics. Extremely clinically vulnerable individuals who cannot work from home are offered the option of the safest available on-site roles, enabling them to maintain social distancing guidelines.		

Quest Prime 3 – Managing the Team

Guidance Notes

Measurement, Monitoring and Review

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation measure, monitor and review the effectiveness of the team to ensure a continuous improvement?	The facility provides limited evidence as to how team performance is monitored or measured.	There is some evidence of how people management aspects are monitored. There should be evidence that government guidance is being followed to ensure Covid-19 cases can be traced such as the site keeping a temporary record of team shift patterns for 21 days. All team and volunteer contact numbers and emergency contact details are seen to be up to date.	Robust team monitoring systems are in place. This includes a monitoring process for first aid qualifications and other essential/mandatory training. Qualifications sampled are evidently in date. A monitoring system is established for instructors rotating amongst different facilities. Standards are set using the risk assessments process.	Consultation been evidently reviewed before and after opening and improvement made as a result. The facility is using an effective blend of qualitative and quantitative information to measure and review team performance.	A comprehensive monitor, measure and review process is in place, where possible milestone/KPIs are being used. There is ongoing engagement to monitor and understand any unforeseen impacts of changes to working environments.

Impact and Outcomes

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Can the centre demonstrate there is high team morale and great team performance?	The facility provides limited evidence of high team morale and performance.	The facility provides ad hoc evidence that team morale is high and some resources are in place to deliver a Covid-19 secure site.	Resources are in place that will enable the facility to maintain Covid-19 standards. The team report they feel safe to return to work	Improvements can be linked to a wide range of team feedback. The site can articulate how standards have improved overtime.	The facility has a relentless continuous improvement process in place. The positive impact and outcome of team engagement can be evidenced consistently over time using qualitative and quantitative data. The facility has developed a reputation for its high standards and can demonstrate this through not only high customer satisfaction levels but can also link this to footfall. The centre has a track record of low sickness levels.