

# Quest Prime (Recovery) 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 / activities in a professional manner?	<p>The team have a negative approach and do not appear to follow any standards.</p> <p>The facility and team do not promote a welcoming and professional environment.</p>	<p>There is minimal evidence that standards are being followed.</p> <p>The team are overall behaving in a safe manner conducting day to day tasks such as setting up equipment and using communication systems.</p>	<p>There is a clear commitment by the team delivering activities to adhere to standards, however opportunities for improvement had been identified in the consistency of delivery.</p>	<p>There is a clear commitment by the team delivering activities professionally.</p>	<p>Team members have a positive approach to delivery standards.</p> <p>The consistency of delivery has a positive impact on customer behaviour.</p>

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Plan					
<p>Does the facility have human resource processes in place (including HR procedures and training plans)?</p>	<p>There is limited evidence of policies and procedures being in place.</p> <p>Training is carried out on an ad hoc basis.</p> <p>Staff resources are strained for the activities and programme in place.</p>	<p>There are some policies and procedures in place.</p> <p>Staff are trained to carry out their duties.</p> <p>There are further opportunities to consolidate this area.</p>	<p>Staff have knowledge of the policies, procedures and training that is in place.</p> <p>Training plans are in place and followed.</p> <p>Team members and management have the knowledge and skills to carry out their duties to deliver the activities and programme.</p>	<p>Human resources are well managed, team members are trained to carry out their duties.</p> <p>There are limited opportunities for improvement.</p>	<p>Comprehensive policies and procedures are in place and team members have access to these.</p> <p>Recruitment procedures are set and followed.</p> <p>Succession planning is detailed and there are career opportunities for team members.</p> <p>Training is planned from induction through to gaining qualifications. Training needs analysis is carried out for each position and team member.</p> <p>Rotas ensure that there is sufficient cover for the activities and programme.</p>

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How are staff kept up to date and informed?	There are no systems in place to keep staff up to date.	There is an informal process to pass on updates and information.	Team meetings are held on a regular basis to keep staff informed.  The team have performance reviews with objectives set for the following period.	There is evidence that ongoing updates are given to the team.  There is an ongoing training and communication programme in place for all the team.  A comprehensive range of team members have received general and site-specific training.	Two way communication is effective and management encourage team members to put forward ideas and give feedback. Team members are engaged and involved in any changes to work arrangements.
Are team members trained to exceed customer expectations and adhere to national guidelines?	Training on meeting customer expectations is not in place.  Team members are given none, or very basic information on customer care.	Some training had been carried out however this is limited.  Team members are aware of the ways that customers can give feedback.  There are further opportunities for improvement.	Team members strive to exceed customer expectations and are generally aware of good practice.  Procedures are in place to ensure that the front of house team carry out tasks in a consistent and effective manner.	There are good systems and processes in place for meeting customer expectations. Promise less and deliver more is evident.	Customer care training is in place, training records show that team members have been trained.  Training includes competency testing.  Team members are seen interacting with customers championing standards.  Updates or training covers mental health.

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<p>Have team members with protected characteristics /clinically extremely vulnerable / learning difficulties / disabilities been considered when they returned to work?</p>	<p>Nothing has been put in place to consider return to work for team members with protected characteristics.</p>	<p>Some consideration has been given however there are further opportunities for improvement.</p>	<p>There is evidence to show that consideration has been given to identifying any issues/ problems that could arise for the team member.</p> <p>Management are aware of the team members who require support.</p>	<p>There is good consideration for team members with policies and procedure in place.</p> <p>Consultation is carried out with each team member.</p>	<p>Regular meetings are held to ensure that the team member can discuss any issues and/ or concerns.</p> <p>Support is given in appropriate ways to ensure that the team member has confidence in the working environment.</p>
<p>How do leaders promote innovation / creativity / enterprise and develop high morale?</p>	<p>Leaders do not promote innovation / enterprise or high morale.</p> <p>There may be some direction from leaders.</p>	<p>Performance of individuals is positively managed, and action taken where required.</p>	<p>Team members have clear goals, defined roles and responsibilities and personal development plans in place.</p>	<p>Team members are given opportunities to put forward new ideas and discuss ways of working.</p> <p>Management have developed a high performance culture.</p>	<p>Leaders are good role models, provide vision and create a culture of continuous improvement and development.</p> <p>Leaders proactively recognise good work and acknowledge achievement and excellent work.</p>

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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.	<p>There is some evidence of how people management aspects are monitored.</p> <p>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.</p> <p>All team and volunteer contact numbers and emergency contact details are seen to be up to date.</p>	<p>Robust team monitoring systems are in place. This includes a monitoring process for first aid qualifications and other essential/ mandatory training.</p> <p>Qualifications sampled are evidently in date.</p> <p>A monitoring system is established for instructors rotating amongst different facilities. Standards are set using the risk assessments process.</p>	<p>Consultation been evidently reviewed before and after opening and improvement made as a result.</p> <p>The facility is using an effective blend of qualitative and quantitative information to measure and review team performance.</p>	<p>A comprehensive monitor, measure and review process is in place, where possible milestones/ KPIs are being used.</p> <p>There is ongoing engagement to monitor and understand any unforeseen impacts of changes to working environments.</p>

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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 of high team morale and performance.	<p>Resources are in place that will enable the facility to maintain good standards.</p> <p>The team report they feel safe when working in the facility.</p>	<p>Improvements can be linked to a wide range of team feedback.</p> <p>The site can articulate how standards have improved overtime.</p>	<p>The facility has a relentless continuous improvement process in place.</p> <p>The positive impact and outcome of team engagement can be evidenced consistently over time using qualitative and quantitative data.</p> <p>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.</p> <p>The centre has a track record of low sickness levels.</p>