

S4D – People and Skills Development

Guidance Notes



PLAN					
<p>Leaders convey a vision, create a positive culture and environment that supports positive performance and development of individual and team skills</p>	<p>There is little or no strategic vision or ambition that drives change, recognises success and supports high performance.</p>	<p>Leadership and management is hard to distinguish, mostly transactional concentrating on short term goals and immediate appraisal and core training. There is low engagement and/or low productivity</p>	<p>The team is delivering good results and is well motivated. Communication is good and staff are fully involved in planning and review processes. Training and development around key skill sets is a feature.</p>	<p>This is a team which has high levels of engagement and productivity. Effective succession planning and individual development and team building are hall marks of the approach taken</p>	<p>There is clear evidence of transformational leadership which provides a clear vision and ambition for the organisation/team. There is a can-do culture and a robust, positive approach to performance management that gets the very best results out of people as measured by both staff and stakeholder's / customer surveys</p>

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DO					
Staff are motivated, qualified and supported through high quality working practices to deliver effective Sport for Development programmes	The organisation has no written staff roles or skill profiles and no evidence of staff development / appraisal.	Staff roles are clear but skills profiles do not exist and there is some limited evidence of staff development / appraisal.	All staff roles are clear and skills profiles exist but there is limited evidence of staff development and appraisals.	All staff profiles are clear and skills profiles exist and good documentation of staff development and appraisal exists. The organisation has good systems in place, all relevant policies and procedures and there is evidence staff understand how to use them. Staff are able to collect and manage quantitative and qualitative data	All staff profiles are clear and skills profiles exist and there is excellent evidence and documentation of development and appraisal and this is underpinned by clear policy. The organisation has excellent systems in place, all relevant policies and procedures and there is good evidence staff understand how to use them. Staff are able to analyse data within the system used to collect evidence of the outcomes of their work
	There is no evidence of systems, policies or procedures to support effective working There is no adequate way of staff recording and reporting their work	There is some evidence of systems being used to support working practices and an incomplete set of policies and procedures.	The organisation has good systems in place and a full range of policies and procedures in place including equal opportunities, maternity, 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		

MEASURE					
Staff are productive and engaged	The team has low creativity, low morale and are struggling to deliver results	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	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	The team is high performing with high levels of engagement and productivity which is well measured. The team values diversity and can deal with conflict and

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				measured	different opinions to deliver learning/growth. It has a track record and can recognise and celebrate success.
REVIEW					
Staff are valued and encouraged to improve, develop and achieve results	Staff profile is not reflective of the communities being targeted. There is no evidence of formal or informal staff consultation or development	Senior staff profile is not reflective of the organisation and there is limited evidence of staff consultation, informal feedback or development	The staff profile is reflective of the communities in which it works. There is good evidence that staff are consulted and volunteers are encouraged to progress into paid roles	There is evidence that the organisation has recognised talent and enterprise and encouraged and supported progression	The organisation is seen as a great place to work by its staff and volunteers and is recognised externally for encouraging and promoting talented people
IMPACT					
The organisation and its staff team are capable and fit for purpose	There is no evidence that the support and development of the staff team is made integral to improved outputs and outcomes	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 extensive/explicit as it might be	There is emerging evidence of a strong culture of improvement and progression that is developing. There is passion for the cause and values are clearly stated and practiced. There is some evidence of improved performance – capacity/capability	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	This organisation has a leadership and staff team who understand the bigger picture (as well as the detail), have vision, purpose, focus, a readiness to learn. They are open minded, resourceful, politically astute and have driven/achieved results. This is an organisation with high levels of resilience

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PLAN

EXAMPLES OF BEST PRACTICE

- There is a clear collective purpose and shared vision and values for the organisation which is regularly and routinely communicated to staff, partners and stakeholders
- Organisational and Governance Structures are robust in support of the purpose and operation
- There is an organisational Training and Skills Development plan which links to individual and personal development plans
- Succession planning is evident and reflected in Business Planning processes
- Well understood procedures, policies and standards that are well communicated internally and externally

GUIDANCE

- The organisation has a clear purpose and vision that the team understand and believe in
- The stated values of the organisation underpin behaviours and operations from top to bottom of the organisation.
- 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
- Does the organisation encourage leadership and skill development through training plans
- People objectives are clearly set out in the Business Plan to address recruitment, succession planning retention and development of
- Are policies and procedures clear and are important business decisions effectively communicated to staff and teams

DO

EXAMPLES OF BEST PRACTICE

- Roles and responsibilities are clearly defined. A clear emphasis is put on team working and teambuilding
- The skills, knowledge and competencies required are clearly defined
- Appraisal systems are fully utilised to review performance, identify training and development needs and set clear objectives.
- Internal and external communication provide staff 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 framework and quality assurance framework in place to recognise achievement and address areas of concern

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GUIDANCE

- Staff profiles- job descriptions; job specifications are in place and regularly reviewed.
- Team structures are regularly looked at to provide clarity and make changes as needed. A premium is
- Skills audits and training needs assessments are regularly carried out with current requirements and future needs in mind
- In-house and external training and development programme is in place to meet business needs
- CPD in place for individual and personal development
- Appraisal system operating supported by programme of 121 meetings and regular scheduled communication/information/meetings.
- 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.

MEASURE

EXAMPLES OF BEST PRACTICE

- Staff satisfaction is measured to address engagement and productivity factors and is improving
- 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

GUIDANCE

- The organisation has a good reputation for the quality of its work, its culture and ethos and as a great place to work
- The organisation undertakes leadership survey 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

REVIEW

EXAMPLES OF BEST PRACTICE

- Staff consultation 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 are 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
- 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

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- There is pro-active work undertaken to ensure the profile of the organisation and staff team reflects the community it serves/provides for

GUIDANCE

- There is evidence that staff competencies, behaviours and skills/knowledge are improving and held in high regard.
- Appraisals are used to develop core skills and competencies
- Are organisational objectives, project outputs and individual goals being achieved in tandem to deliver results and positive outcomes for the local community
- Management can demonstrate that people KPIs are improving supporting high quality delivery, the achievement of results and the contributing to the long term sustainability of the business
- Management review and consult with staff and wider workforce the findings from internal surveys; stakeholder/partner feedback and external audits. There is clear evidence of change, development and improvement from this process.
- Procedures and policies regularly reviewed and updated to reflect the changing needs of the organisation
- Leaders encourage and provide peer review; coaching and mentoring processes; talent development schemes

IMPACT

EXAMPLES OF BEST PRACTICE

- Achievement of objectives and results year on year can be tracked and is communicated internally and externally.
- The quality of leadership and staff knowledge/competence is recognised and endorsed
- This is a well-motivated workforce who are creative, have high morale and deliver results.
- Evidence provided around succession planning, talent development, introduction of new skills.
- Highly satisfied users/stakeholders
- Social Impact of the work is recorded and provides evidence of the quality and value of the work delivered by the team

GUIDANCE

- 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 able to demonstrate that it has a good reputation as an employer
- There is evidence of business growth and/or sustainability. The organisation been effective in attracting funding or securing repeat business
- Partners vocal in their support and appreciation of the business
- Levels of staff satisfaction measured and increasing
- Are recruitment costs and staff turnover declining
- The organisation able to demonstrate a positive social impact on the communities it serves through the quality of its people/team