

Quest Recovery 3 – Managing the Team

Guidance Notes



Module Outcome

- There are sufficient staff who are trained and qualified to deliver the standard of service promised to the customer.
- Succession planning is an integral part of staff development in achieving the organisation's objectives.
- The management style demonstrates the ability to communicate and motivate staff at all levels, whilst encouraging regular feedback.
- The professional development of staff allows for the progression of individuals and the achievement of the organisation's objectives.
- Staff possess the knowledge, skills and competency required to deliver a consistently high standard of service to the customer.

Mystery Visit					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Do the team appear to be well-managed and carry out their duties and activities in a professional manner?	The team have a negative approach and do not appear to follow any standards.	There is minimal evidence that standards are being followed.	There is a clear commitment by the team delivering activities to adhere to standards.	There is a clear commitment by the team delivering activities professionally.	Team members have a positive approach to delivery standards.
	The facility and team do not promote a welcoming and professional environment.	The team are overall behaving in a safe manner conducting day to day tasks such as setting up equipment and using communication systems.	However, opportunities for improvement had been identified in the consistency of delivery.		The consistency of delivery has a positive impact on customer behaviour.

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

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
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.	There is evidence that ongoing updates are given to the team.	Team members are engaged and involved in any changes to work arrangements.
		There is no evidence of a volunteer scheme.	The team have performance reviews with objectives set for the following period.	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. Updates or training covers mental health.

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Are the team fully qualified and measured on their performance?	There is no evidence of staff qualifications linked to specific job descriptions.	Job descriptions are in place and readily available to all staff.	There is a dedicated resource assigned to ensure statutory qualifications and training are strictly adhered to.	Staff are actively encouraged to complete additional and complementary training to enable them to perform to a higher standard.	There is a comprehensive job evaluation system in place that is reviewed regularly to ensure its adherence to industry standards.
	There is no evidence of ongoing training role specific training or development.	Qualifications for each role adhere to industry standards and best practice.	There is evidence of a protocol linked to any action required linked to non-compliance of qualifications/training.	A robust mystery visits program linked to core skills (customer service and experience) is in place linked to a program of corrective behaviour training.	There is clear role specific standards requirement communicated to each member of staff linked to individual performance KPI's.
		There is an annual training plan in place for statutory qualifications.	Mystery visits are in place to provide feedback on general performance and customer service. There is an annual plan in place to deliver non-mandatory training to all members of staff.	A dedicated resource is in place to monitor staff performance, linked to multiple agreed KPI's.	There is a continual development program in place in which the staff member is actively engaged in. Multiple methods are utilised to monitor staff members performance and general suitable for their role.

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Do					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How do leaders promote innovation / creativity / enterprise and develop high morale?	<p>Leaders do not promote innovation / enterprise or high morale.</p> <p>There may be some direction from leaders.</p>	Performance of individuals is positively managed, and action taken where required.	Team members have clear goals, defined roles and responsibilities and personal development plans in place.	<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.	There is some evidence of how people management aspects are monitored.	Robust team monitoring systems are in place. This includes a monitoring process for first aid qualifications and other essential/mandatory training.	Consultation been evidently reviewed before and after opening and improvement made as a result.	A comprehensive monitor, measure and review process is in place, where possible milestones/ KPIs are being used.
		All team and volunteer contact numbers and emergency contact details are seen to be up to date.	A monitoring system is established for instructors rotating amongst different facilities. Standards are set using the risk assessments process. Qualifications sampled are evidently in date.	The facility is using an effective blend of qualitative and quantitative information to measure and review team performance.	There is ongoing engagement to monitor and understand any unforeseen impacts of changes to working environments.

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Impact and Outcomes					
Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
Can the facility 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.	Resources are in place that will enable the facility to maintain good standards.	Improvements can be linked to a wide range of team feedback.	The facility has a relentless continuous improvement process in place.
			The team report they feel safe when working in the Facility.	The site can articulate how standards have improved overtime.	<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 facility has a track record of low sickness levels.</p>