

Quest 2012 – Gplus 4

Skills Development (People)



Outcomes

- People/teams are creative, have high morale and deliver bottom line results
- Staff possess the knowledge, skills and competency required to deliver a consistently high standard of service to the customer
- The professional development of staff allows for the progression of individual and the achievement of the organisation's objectives
- Learning and development is planned to achieve the organisation's objectives
- The organisation innovates and improves its service through and with its people

PLAN

How do you plan your commitment to developing the skills of your staff to deliver results?

EXAMPLES OF BEST PRACTICE

- Corporate plan
- Business plan
- Leadership and Management Training
- Recruitment plan/Recruitment fairs/apprentice schemes
- Appraisal and Personal development plans
- Individual training needs analysis
- Service training needs analysis
- Skills matrix
- Volunteers and work experience
- Workforce planning
- Procedures and policy systems

GUIDANCE

- Does the organisation have a clear purpose, and a vision with objectives aligned to the corporate plan that link to the training and development of the staff
- Does the service business plan identify how it contributes to achieving the organisation's mission statement
- Is leadership and management training in place to build up the capacity of key staff
- Are recruitment and resources planned and directly linked to the delivery of the organisation's objectives
- Is recruitment planned well in advance to ensure that the demand is met; such as the needs of holiday programmes, outreach programmes, seasonal activities, lifeguards.
- Do managers understand the recruitment routes and opportunities available to assist with succession planning
- Have recruitment fairs/apprenticeship schemes been considered when conducting recruitment
- Are learning and development plans developed for the needs of the organisation; are managers aware of the plans
- Do staff understand how their personal development plan can help them achieve both their work goals and the goals of the organisation
- Are the management aware of the varying and diverse development needs of staff and the wider workforce; do they ensure equal access to training and support
- Has the service developed a training needs analysis that links to the service's business plan and the overall organisation's objectives
- Can staff identify how they contribute to the development of organisation's and individual training plans
- Are volunteers, work placements and internships from universities offered quality work experience that assists the organisation in the delivery of the service and offers personal development for the individuals
- Have the management developed relationship with other partners that may influence the planning process and consider the development needs of the area
- Procedures and policies are clearly developed, defined and documented as part of an integrated quality management system, for staff and where appropriate customers

- Does the workforce reflect the community it serves

DO

How do you ensure that staff are aware of the organisation's commitment to individual personnel development, including continuous professional development (CPD)?

EXAMPLES OF BEST PRACTICE

- CPD
- Induction records and process
- Staff handbook
- Staff forum
- Appraisal timetable
- Training plan
- External quality standards
- Key qualifications
- Skills passport
- Staff meetings

GUIDANCE

- Do staff believe that the organisation is committed to supporting their continuous personal development
- Are induction records up to date and accessible on site
- Does the induction process ensure that new staff are aware of the aims and objectives of the organisation as well as understanding their individual role
- Does the staff handbook and induction process include information on personal development policies and guidance
- Is there an appraisal timetable in place and are all records up to date
- Is the organisation's training plan up to date and available to staff
- Are external quality standards, such as Investors in People (IIP) and Quest clearly displayed and are staff aware of what these quality standards mean
- Are customers informed of the key qualifications of staff both within the centre and on the website
- Is the centre aware of the 'skills passport' and how it contributes to the Employer Skills Protocol for the Leisure Industry (SPELG)
- Has the centre developed a timetable for staff meetings; are minutes recorded and available to staff including relevant actions

What regulation, legislation and best practice have you considered in order to develop your staff?

EXAMPLES OF BEST PRACTICE

- HSE guidance
- Safeguarding policy
- REPs
- DDA
- Industry qualification
- Statutory training
- Risk assessments
- CPD
- External club requirements
- Sector Skills Council

GUIDANCE

- Is relevant HSE guidance, such as Managing Health and Safety in Swimming Pools HSG 179 available to staff, and referenced where appropriate in training plans and other documentation
- Does the organisation have a safeguarding policy that is understood by all staff
- Is it a requirement for all fitness and health staff to be registered on the 'Register of Exercise

Professionals' (REPs)

- Do all the fitness and health staff have an up to date CPD record
- Have the organisation made staff aware of the 'Disability Discrimination Act' (DDA) through training and procedures
- Are industry recognised qualifications a requirement in relevant posts and highlighted within job descriptions and advertisements
- Are statutory training requirements identified and met in all relevant roles
- Have training plans and policies been aligned to relevant risk assessment outcomes and control measures
- Are the CPD requirements understood and implemented across all relevant roles, such as lifeguards, swimming instructors and sports coaches
- Are professional body membership requirements met where relevant
- Are all external club personnel and volunteers up to date with their qualifications, insurance and disclosure requirements
- Have the 'Sector Skills Council' (Skills Active) tools been adopted such as Active Analyser

What training has been put in place to deliver this commitment?

EXAMPLES OF BEST PRACTICE

- Training plan
- Leadership, Management and succession planning training
- Partnerships with training providers
- Staff awareness
- Coaching and Mentoring programmes
- Competency tests
- Staff development
- Procedures and policy systems

GUIDANCE

- Does the organisation have an internal training plan for staff and the wider workforce, with records that are up to date and accessible on site
- Is on-going management/leadership development and succession planning that takes into account both the organisations and individual needs built into the training programme
- Have partnerships been developed with an industry approved training provider to assist in the delivery of qualifications such as National Vocational Qualifications (NVQs)
- Can staff identify and lead on the possible options available for their personal development and training
- Are coaching and mentoring programmes in place to assist with the development of staff to take them to the next level
- Is there a programme of in-house competency testing in place
- Are processes in place that assist the management to evaluate the technical skills and behaviours required to develop staff effectively
- Does the management ensure that staff are trained in relevant procedures and policies; and any changes actioned accordingly

How do leaders promote innovation/creativity/enterprise and develop high morale?

EXAMPLES OF BEST PRACTICE

- Leaders stimulate and encourage new ideas, new ways of working- all designed to improve efficiency and effectiveness
- Leaders provide vision, set standards and create a culture of continuous improvement and development
- Leaders provide a clear sense of direction and a set of measures and milestones that are well communicated to staff
- Leaders encourage and support team working
- Leaders support diversity and equal opportunities throughout the organisation



- Leaders have created a performance management system which identifies what needs to be measured, recognised, rewarded
- Leaders provide opportunities for staff to express views and pro-actively seek to survey staff on all aspects of their job

GUIDANCE

- Does the organisation regularly survey its staff
- Is the management team aware of the percentage of the total staff budget spent on training and development
- Has the organisation defined its management style and culture? Is there a high -performance culture
- Is performance of individuals and the team positively managed, achievement recognised and weaknesses addressed
- Do team members have clear goals, defined roles and responsibilities and a personal development plan in place
- Are there are regular opportunities for staff to put forward new ideas, discuss ways of working and produce business cases

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Resources
- KPIs
- Staff development
- Staff satisfaction
- Customer feedback
- Training evaluation
- Training attendance
- Competency tests
- Skills audits
- External award

GUIDANCE

- Are managers aware of the overall time, money and resources allocated for learning and development and is this measured
- Have key performance indicators (KPIs) been identified and targets set for staff development; including measurements for both the service and individual achievement
- Is individual staff development and training regularly monitored and measured
- Is staff feedback encouraged and if so analysed and measured; including levels of staff morale
- Is customer feedback encouraged and recorded through various means, including comment forms, testimonials, customer forums and verbally; is the feedback analysed and measured
- Are both internal and external staff training sessions evaluated
- Are attendance rates at training sessions measured
- Does the management use competency tests as a tool to test and measure staff knowledge and compliance and to support staff development
- Is there a skills audit plan that measures and identifies gaps across the workforce
- Are external award standards, such as Investors in People (IIP), Customer Excellence and Quest used to measure performance

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Business plan objective
- Budget review



- KPIs
- Customer feedback
- Benchmarking
- Training plan reviews
- External audits
- Procedures and policy standards

GUIDANCE

- Does the management review the staff development business plan objectives regularly and take action taken to adjust targets
- Are budgets monitored and compared to previous performance, with actions
- Is there a process in place to regularly review the KPIs with findings added to the improvement plan
- Can the management demonstrate that KPIs are improving including productivity, attendance at training, compliance rate from competency tests and delivery of training
- Is customer feedback reviewed and any identified actions relating to gaps in staff knowledge addressed
- Are benchmarking key measurements reviewed, such as NBS, Quest and ASPE against industry norms and other similar centres
- Is the training plan reviewed following staff attendance and feedback and amended accordingly
- Does the management review and share with staff and wider workforce the findings from external audits; are actions added to the improvement plan
- Do management have processes in place to regularly review and update procedures and policies systems

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Business plan objectives
- Career development
- Participation
- Commissioning projects and funding
- Partnership work
- Customer feedback
- Mystery visits

GUIDANCE

- Can the management demonstrate achievement of business plan objectives relating to skills development of staff and the wider workforce
- Are individuals benefitting from the skills development policy; including career development, achievement and competency
- Has up-skilling the workforce assisted in meeting the needs of the local community, such as delivering new and improved services, improving social inclusion and improving healthy lifestyle indicators
- Is there an evidential improvement in participation in physical activity amongst the community
- Has the organisation attracted new commissioning projects and funding
- Have new partnerships been developed with new stakeholder and strategic agencies
- Staff satisfaction has improved
- Has there been an improvement in benchmarking key measurements/ indicators with industry norms and other registered services/centres
- Has there been an improvement in customer feedback/ satisfaction
- Are the results in mystery visit reports/ feedback improving

