



INVESTORS IN PEOPLE
Scotland

Name: Facilities – Partnerships
Profile: Facilities Directorate – Acute Services Division, NHS
Greater Glasgow & Clyde
Size: Approx. 700 staff
Location: Senior Management Team based in Gartnavel Royal
Hospital



Facilities Management Partnerships is part of the Facilities Directorate providing non clinical services throughout Greater Glasgow and Clyde.

Background

The Facilities Services Senior Management Team is led by a General Manager, supported by Site Managers in the South/West, North/East, Sector Estates Manager, and Risk Manager. Within Hotel Services there is a Training Co-ordinator responsible for coordinating the Learning Plan, SVQ's, and the Knowledge and Skills Framework. A structure of local managers based across the main hospital sites manage cleaning services, catering services, patients personal laundry, portering, driving/transport, grounds maintenance and estates staff. The Risk Department comprises Infection Control, Fire Safety, Health and Safety, Moving and Handling and Claims and Litigation. A Contracts Department is responsible for telecoms.

The above services are delivered across all Mental Health Partnership and 11 individual CH(C)P's including hospital wards, health centres, clinics, GP surgeries, mental health resource centres and CLDT and CATS bases.

Facilities - Partnerships and Investors in People

Within Facilities - Partnerships the Business Management System encompasses the operation of both Investors in People and ISO 9001:2000 and associated processes that determine routine service delivery and provide the framework to deliver objectives as defined in the Key Performance Indicators.

Since the previous Investors in People reassessment, Facilities - Partnerships has successfully undergone a three-year Strategic Review of ISO 9001:2000 certification.

The Learning Plan, identifying Training & Development priorities and associated budget costs, is agreed with staff organisations at the Partnership Forums.

AfC will deliver new rationalised pay scales, with every employee having an up to date agreed job description which will through system of job matching, ensure equal pay for work of equal value across all disciplines.

Agenda for Change will also deliver KSF (Knowledge Skills Framework) outlines for every post which will permit managers and staff to consider necessary training to ensure staff have the necessary skills and knowledge to pass through gateways within their pay band, and having successfully passed through such gateways staff will have fully developed, evidence-based, skills and knowledge which would allow them to apply for suitable jobs within the next pay band when such jobs are advertised.

There is a comprehensive Communications Strategy within Facilities - Partnerships including Team Briefings, Staff Newsletter, Core Brief, and Partnership Brief (also available on the staff intranet) providing

the 'big picture' information; showing people how their department and its activities link with other services across NHS Greater Glasgow & Clyde.

Facilities - Partnerships are committed to the strategic framework of the Staff Governance Standard, and believe that this Standard demonstrates a commitment to learning through continual improvement.

Facilities - Partnerships are committed to delivering a quality service and recognise this depends on having staff with the right competencies - the skill, knowledge, and attitude, for the task in hand. Training and Development is not solely about academic success. Every day work situations provide a rich source for creative problem-based learning opportunities to complement more formal training activities and it is important that the competencies individuals demonstrate in the workplace are recognised through a nationally accepted Standard such as ISO 9001:2000.

George Reid, Quality Development Officer at Facilities - Partnerships, talks about the divisions experience with Investors in People:

Why Investors in People?

"It is an internationally recognised standard which complements our ISO standard and helps us maintain our own internal Staff Governance Standard. When we first achieved the Investors in People Standard in 2001, we believe already having ISO 9001 was a great foundation. Subsequently as we moved to the new ISO standard we equally believe that having Investors in People greatly helped the transition."

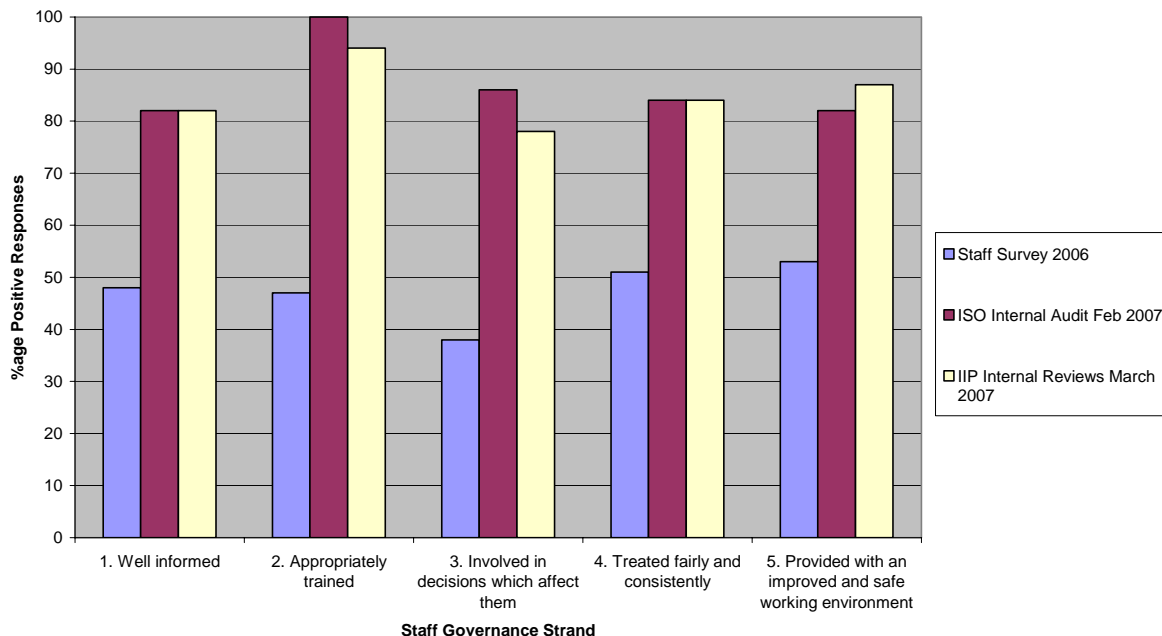
What differences has achieving the Standard made to your organisation and the way it works?

"It has given us a framework with which to progress people issues and gives recognition to and reinforcement of good people practices in an organisation where people truly are our greatest asset."

Have there been any specific benefits to the bottom-line and/or staff retention as a result?

"Not specifically, however during the recent round of Internal Reviews the opportunity was taken to gauge staff response against the five strands of Staff Governance, i.e., Well informed, Appropriately trained, Involved in decisions which affect you, Treated fairly and consistently, Provided with a safe and secure working environment. Staff responses were very positive during a time of great change and uncertainty and we believe that having the Investors in People framework in place has helped in that regard."

Staff Survey Comparison To Internal Audit and Internal Review Results



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How do you think being reviewed has helped?

“Having moved from external assessment to Internal Review it has been very enlightening to work with our Managing Assessor Lyn Forbes, who has been both trainer and mentor to the Internal Review Team. We genuinely feel we are part of Lyn’s team and have greatly benefited from her experience.”

What is your overall philosophy about your relationship with your staff?

“Everything we achieve is achieved by our staff therefore we must empower them to achieve individually and collectively.”

How do you reward people whom have shown special initiative?

“Within the NHS there is no special way to reward individuals apart from thanks, however we do tend to promote from within and the new Skills Knowledge Framework within Agenda for Change has competency gateways on which staff salaries increases at certain points depend. Additionally we have a history of celebrating successes such as Investors in People. When we achieved the Investors in People Standard in 2001 we had an away day to Hampden Park for a randomly chosen representative sample and following our successful review in 2004 we again had an away day at the Tall Ship.”

What would you say to anyone considering Investors in People?

“Go for it. If you have the processes in place then Investors in People will give you recognition for these. If there is room for improvement then the Investors in People framework will help you achieve that improvement.”