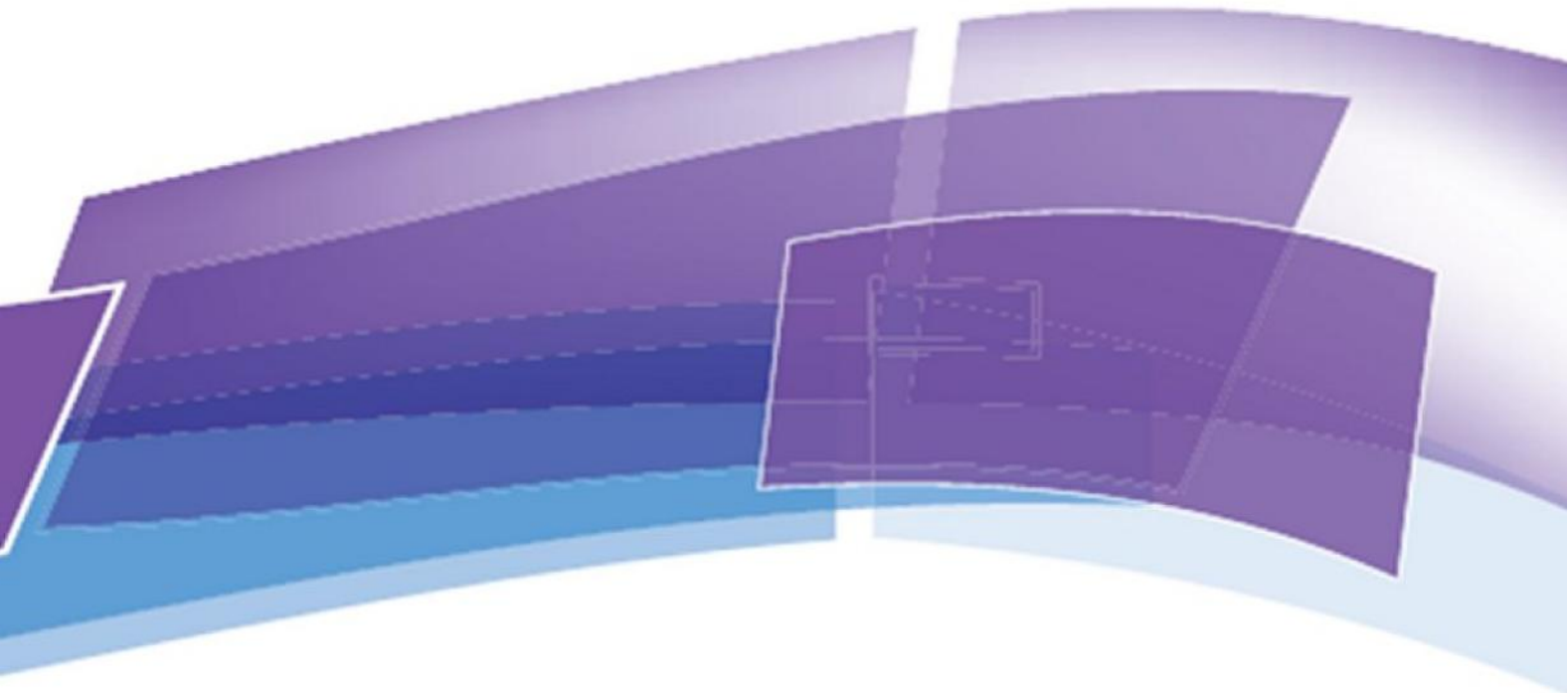


Leading Teams

KSF Post Outline – Core Elements

For Team Leaders (AfC Band 7)



Department of
**Health, Social Services
and Public Safety**

www.dhsspsni.gov.uk

Introduction

The Chief Nursing Officer commissioned the Northern Ireland Practice and Education Council for Nursing and Midwifery (NIPEC) to facilitate the *Leading Teams: Regional Team Leader Project* to support and strengthen the role of Team Leaders, working in a community setting, within Health and Social Care (HSC) organisations in Northern Ireland.

This KSF Post Outline was developed as part of the *Leading Teams* project in collaboration with key stakeholders including the five HSC Trusts, the Public Health Agency, Education and Professional Organisations and Staff Side representatives. To find out more information about the project and the resources available to Team Leaders visit: http://www.nipec.hscni.net/cw_leadingteams.html

The regional KSF Post Outline has been developed with reference to other Post Outlines already developed by HSC Trusts. It comprises the minimum essential six core dimensions (C1, C2, C3, C4, C5 and C6) and two specific dimensions (G1 and G6) and related levels for any Team Leader posts (Band 7) in Northern Ireland. The Post Outline, including sub-sets, can then be further developed, customised and agreed within each Health and Social Care Trust.

CORE KSF DIMENSIONS	Level for Post	Final Gateway Indicators	Areas of Application Suggested competency areas from Team Leader Competence Assessment Tool which may be considered
<p>C1.Communication</p> <p>Develop and maintain communication with people about difficult matters and/or in difficult situations</p>	3	<p>The Team Leader:</p> <ul style="list-style-type: none"> a) identifies the range of people likely to be involved in the communication, any potential communication differences and relevant contextual factors b) communicates with people in a form and manner that: <ul style="list-style-type: none"> – is consistent with their level of understanding, culture, background and preferred ways of communicating – is appropriate to the purpose of the communication and the context in which it is taking place – encourages the effective participation of all involved c) recognises and reflects on barriers to effective communication and modifies communication in response d) provides feedback to other workers on their communication at appropriate times e) keeps accurate and complete records of activities and communications consistent with legislation, policies and procedures f) communicates in a manner that is consistent with relevant legislation, policies and procedures 	<p>1.4 Multi-professional/Multi-agency working</p> <p>2.1 Person – centred care</p> <p>2.2 Co-ordination of the patient journey</p> <p>2.3 Patient/client involvement</p> <p>3.1 Role Model</p>
<p>C2. Personal and People Development</p>	3	<p>The Team Leader:</p> <ul style="list-style-type: none"> a) reflects on and evaluates how well s/he is applying knowledge and skills to meet current and emerging 	<p>1.1 Professional, ethical and legal</p>

<p>Develop oneself and contribute to the development of others</p>		<p>work demands and the requirements of the KSF outline for his/her post</p> <ul style="list-style-type: none"> b) identifies own development needs and sets own personal development objectives in discussion with his/her reviewer c) takes responsibility for own personal development and maintains own personal development portfolio d) makes effective use of learning opportunities within and outside the workplace evaluating their effectiveness and feeding back relevant information e) enables others to develop and apply their knowledge and skills in practice f) contributes to the development of others in a manner that is consistent with legislation, policies and procedures g) contributes to developing the service setting as a learning environment 	<ul style="list-style-type: none"> 3.1 Role model 3.2 Develop team performance 3.3 Manage the service delivery setting 3.4 Effective use of resources 4.3 Staff management
<p>C3. Health, Safety and Security</p> <p>Promote, monitor and maintain best practice in health, safety and security</p>	<p>3</p>	<p>The Team Leader:</p> <ul style="list-style-type: none"> a) Identifies <ul style="list-style-type: none"> -the <u>risks</u> involved in work activities and processes -how to manage the risks -how to help <u>others</u> manage risk b) undertakes work activities consistent with: <ul style="list-style-type: none"> -<u>legislation policies and procedures</u> - the assessment and management of risk c) <u>monitors work areas and practices</u> and ensures they: <ul style="list-style-type: none"> - are safe and free from hazards as reasonably practicable. - conform to health safety and security legislation policies and procedures and guidelines a) <u>takes the necessary action in relation to risk</u> 	<ul style="list-style-type: none"> 1.1 Professional, ethical and legal 1.2 Evidence based practice 1.3 Safeguarding 1.4 Multi-professional/Multi-agency working 3.3 Manage the service delivery setting 4.2 Service improvement development and modernisation

		<ul style="list-style-type: none"> b) <u>identifies how health safety and security can be improved and takes action to put this into effect</u> c) <u>Adheres to Trust & Regional policies and procedures as well as Legislation surrounding the referral mechanisms for safe-guarding vulnerable children and vulnerable adults</u> d) <u>Avails of training opportunities for staff and self to ensure optimum levels of safeguarding are being met and local polices and legislation is adhered to.</u> 	
<p>C4. Service Improvement</p> <p>Appraise, interpret and apply suggestions, recommendations and directives to improve services</p>	3	<p>The Team Leader:</p> <ul style="list-style-type: none"> a) identifies and evaluates areas for potential service improvement b) discusses and agrees with others: <ul style="list-style-type: none"> – how services should be improved as a result of suggestions, recommendations and directives – how to balance and prioritise competing interests – how improvements will be taken forward and implemented c) constructively undertakes own role in improving services as agreed and to time, supporting others effectively during times of change and working with others to overcome problems and tensions as they arise d) maintains and sustains direction, policies and strategies until they are firmly embedded in the culture inspiring others with values and a vision of the future whilst acknowledging traditions and background e) enables and encourages others to: <ul style="list-style-type: none"> – understand and appreciate the influences on services and the reasons why improvements 	<p>3.2 Develop team performance</p> <p>3.4 Effective use of resources</p> <p>4.1 Continuous quality improvement</p> <p>4.2 Service improvement, development and modernisation</p> <p>4.3 Staff management</p>

		<p>are being made</p> <ul style="list-style-type: none"> – offer suggestions, ideas and views for improving services and developing direction, policies and strategies – alter their practice in line with agreed improvements – share achievements – challenge tradition <p>f) evaluates with others the effectiveness of service improvements and agrees that further action is required to take them forward</p> <p>g) appraises draft policies and strategies for their effect on users and the public and makes recommendations for improvement</p>	
<p>C5. Quality</p> <p>Contribute to improving quality</p>	3	<p>The Team Leader:</p> <ul style="list-style-type: none"> a) acts consistently with <u>legislation, policies, procedures</u> and other quality approaches and promotes the value of quality approaches to others b) understands own role in the organisation and its scope and identifies how this may develop over time c) works as an effective and responsible <u>team member</u> and enables others to do so d) prioritises own workload and organises and carries out own work in a manner that maintains and promotes quality e) evaluates the quality of own and others' work and <u>raises quality issues and related risks</u> with the relevant people f) supports the introduction and maintenance of quality systems and processes in own work area g) <u>takes the appropriate action when there are persistent</u> 	<p>1.1 Professional, ethical and legal</p> <p>1.2 Evidence based practice</p> <p>1.3 Safeguarding</p> <p>1.4 Multi-professional/Multi-agency working</p> <p>4.1 Continuous quality improvement</p> <p>4.2 Service improvement, development and modernisation</p> <p>4.3 Staff management</p>

		<u>quality problems.</u>	
C6. Equality and Diversity Promote equality and value diversity	2 / 3*	The Team Leader: a) interprets equality, diversity and rights in accordance with <u>legislation, policies and procedures</u> and relevant standards b) <u>evaluates the extent to which legislation is applied in the culture and environment of own sphere of activity</u> c) identifies patterns of discrimination and takes action to overcome discrimination and promote diversity and equality of opportunity d) <u>enables others to promote equality and diversity and a non-discriminatory culture</u> d) supports people who need assistance in exercising their rights.	1.1 Professional, ethical and legal 2.1 Person – centred care 2.3 Patient/client involvement 3.2 Develop team performance
SPECIFIC KSF DIMENSION	Level for Post	Final Gateway Indicators	Areas of Application Suggested competency areas from Tam Leaders Competence Assessment Tool which may be considered
G1. Learning and Development	3	The Team Leader: a) identifies: – the purpose and aims of learning and development interventions – the learning and development needs of the individuals who are to be involved – the time and resources available b) develops and agrees a plan of how learning and development will be facilitated c) undertakes own role in supporting learning and development – developing an environment conducive to learning – recognising individuals’ particular needs, interests and styles	1.1 Professional, ethical and legal 1.3 Safeguarding 2.1 Person – centred care 3.2 Develop team performance 4.2 Service improvement, development and modernisation

		<ul style="list-style-type: none"> – using the agreed learning and development methods and approaches – in a manner that stimulates individuals’ interest, promotes development and encourages their involvement – consistent with legislation, policies and procedures – supporting and promoting others’ contribution – in a manner that reflects the criticality of the work and the related decisions <p>d) makes any necessary adjustments to the plan as the work proceeds to promote learning and development and better meet learners’ needs</p> <p>e) gains feedback from learners and relevant others on the effectiveness of learning and development and their ideas for how it can be improved</p> <p>f) evaluates the effectiveness of learning and development informed by learners, others in the team and own reflections and uses the evaluation to inform future practice.</p>	
<p>G6. People Management</p> <p>Co-ordinate and delegate work and review people’s performance</p>	3	<p>The Team Leader:</p> <ul style="list-style-type: none"> a) suggests <u>workforce requirements</u> to meet team and organisational objectives b) selects individuals or posts using agreed methods and based on objective assessments against agreed criteria c) gives team members clear information on and opportunities to influence, work objectives, planning and organisation, in a way which inspires commitment and enthusiasm d) plans and co-ordinates work: <ul style="list-style-type: none"> - prioritising and reprioritising activities to respond to changing circumstances 	<p>1.1 Professional, ethical and legal</p> <p>1.4 Multi-professional/Multi-Agency working</p> <p>3.1 Role model</p> <p>3.2 Develop team performance</p> <p>3.3 Manage the service delivery setting</p>

		<ul style="list-style-type: none"> - managing multiple processes simultaneously whilst enabling teams and individuals to focus on their own specific objectives e) delegates authority if appropriate to <u>people</u> and monitors them against the required outcomes, agreeing with them: <ul style="list-style-type: none"> - clear explicit and achievable targets and timescales - ways in which their development will be supported - how progress and performance will be monitored and reviewed f) allocates and provides sufficient resources and support for delegated work and reviews progress and outcomes with people as agreed g) gives people support and opportunities to meet their personal development objectives h) agrees with people appropriate courses of action to address any issues with their work. 	<p>3.4 Effective use of resources</p> <p>4.3 Staff management</p>
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* Depending on the individual post the Core Dimension Equality and Diversity can be set at 2 or 3



For further Information, please contact

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This document can be downloaded from the NIPEC website
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