

A spiral-bound notebook with a light beige, textured cover. The metal spiral binding is on the left side. The text is centered on the cover.

Q-mark & ETP

Trials & tribulations

Building the Team

- **One** Company but **many** programmes
- LDSIP – Measures & POA
 - Reporting to Pobal
- LESN - KPIs & Annual budget
 - Reporting to FAS
- RDTF - Multi-annual funding
 - Reporting to HSE

One Company – One Business Plan

- Bringing together the language used:-
- overall business plan
- incorporating **all** the programmes
- identifying all staff as **one** team
- Naming the different performance measurement methods
- Unifying the staff across the programmes

Positives - 1

- Sense of shared purpose
- Opportunities for reviewing old procedures
- Re-connecting with vision and mission statements
- Unifying vision and mission statements
- Team-building in action
- Action research
- Leadership opportunities for staff

Positives - 2

- Fantastic sense of achievement
- Pride in each others' contribution
- Breaking down 'them & us' mind-set
- Confronting negativity about the future
- Improving services to users
- Improving supports for each other
- Reminding everyone of best practice targets

Negatives - 1

- Takes up **a lot of time**
- Takes a lot of planning & preparation
- Good practice costs money
(eg: ensuring training plans are resourced)
- Necessitates service closure to involve all staff
- Terminology takes a lot of getting used to

Negatives – 2

- Timing – there will never be a good time to work on these programmes
- Feedback – our clients/customers are not used to being asked to tell us the truth
- Staff negativity – there will always be ‘naysayers’
- Board support – will usually be fairly weak

Practical tips (1)

- Learn their terminology at the start
- POAs become Business Plans
- Performance Indicators become KPIs
- Keep minutes & records of everything – if you can't point to it, it did not happen.

Example: the Quarterly summary from Pobal of Scope achieved against targets:-

Do you discuss it in a Full Team Meeting involving all staff ???

Does the Board discuss it in detail???? How is the discussion minuted????

Practical tips (2)

- Use small groups to do the work
- Mix them up – bring different programme staff together with a task
- **Example** – Draft a customer survey or
Review the Internet & e-mail policy
- Put people together who usually don't meet
- Get them to present their proposals to the larger group
- Use e-mail to pre-circulate drafts
- Number every draft & mark Final only when agreed

BARRIERS (1)

- Pobal & FAS + any other programmes
 - *the conflicting structures they impose*
- Our own ‘programme’ mindset
 - *when we allow the conflicting structures to divide staff into programme-based teams*
- Funding to do the best job possible **without** reducing services to clients & communities
 - the extra money, training & time needed must be built into future thinking

BARRIERS (2)

- Isolation is wasting energy & expertise
- Why are we re-inventing the wheel in 38 different companies ????????
- We have enough commonality to tackle this issue with some collective planning
- Dare we mention the 'C' word ????
- how is the Cohesion process going to be integrated into this work ????

IS IT WORTH DOING ???

IF YOU NEED TO ASK THE QUESTION

YOU NEED TO USE ETP AND Q-MARK

AS THE ANSWER TO A DIFFERENT
QUESTION –

ARE YOU HAPPY TO BE AVERAGE?