



PARTNERSHIP DIAGNOSTIC TOOLKIT



**Health Services
National Partnership Forum**



PARTNERSHIP DIAGNOSTIC TOOLKIT

Introduction

This document is a partnership diagnostic toolkit designed to help Partnership Committees assess the progress achieved in relation to staff involvement in the planning and delivery of services within their organisation, in conjunction with the development of the partnership ethos.

The diagnostic process is a joint review by Management and Trade Unions working in partnership. The review, when completed, should be signed by the Joint Chairs of the local Partnership Committee. It is intended as a developmental process with the aim of improving, on a continuous basis, the level of participation and involvement of the partnership process within the organisation. This self-assessment system is not designed to measure the performance of specific individuals, or in any way be used to compare sections of the workforce and/or departments one against the other. Neither is it to be used as a "stick to beat" particular constituents of the partnership, whether Management or Trade Unions. Rather, it is intended to provide an assessment of where the partnership process currently stands in your organisation and to help it progress, in a focussed and targeted way, towards the goal of developing a true partnership at workplace level.

In keeping with the Forum's wish to keep a year-on-year record of partnership development and to record the achievement of partnership goals, we are asking each Partnership Committee to submit it a completed diagnostic report which will be held, anonymously, on a central database.

There are seven standards set in the assessment system. Under each standard there are several statements describing what an organisation, working through partnership, would be like if it met the standard.

The system then requires evidence which indicates that the organisation is meeting the standard. The questions are designed to go deeper than simply ticking boxes or providing stock answers. For example, it is possible to have a participative management style involving staff without ever having a written statement on partnership or staff involvement. Equally, it is also possible to have a written policy and do nothing about it with the result that it falls into disrepute.

The combination of evidence sought will assist in building up a picture of where your organisation currently stands on the implementation of partnership processes and assist in setting targets for the future development of partnership within your organisation.

It is designed in such a way that it can be used for the overall organisation, or in large organisations, within different departments or units that are at widely different points on the partnership scale. Below is a list of the evidences which should be sought when responding to the questions on each of the standards. The list is not exhaustive and it applies to each standard. The checklist therefore, can be applied under each of the seven standards and the relevant evidences listed.

CHECKLIST OF EVIDENCES

• Types of evidence

- Written
- Policies
- Mission statements
- Negotiated agreements or joint statements
- Constitutions
- Posters
- Leaflets
- Minutes of meetings
- Staff and union magazines
- Noticeboards

• Tangible action, e.g.

- Leaders attend staff meetings
- Open door policy
- Hotline
- Open days
- Follow-through from staff consultation exercises (did anything happen/change as a result)
- Briefing/team meetings, training or events
- Training in partnership working for trade union stewards, full time officers and branch officers
- Staff Reps have time and facilities for involvement/partnership
- Tangible changes/improvements in services (external/user group perceptions)

- **Staff perceptions, e.g.**

- Staff attitude survey results
- Feedback from staff suggestions/hotlines
- Union meetings
- Focus groups
- Exit and appraisal interviews
- Before/after evaluation of training or change programmes

- **Hard statistics, e.g.**

- Sickness
- Turnover
- Quantitative attitude surveys
- External accreditation
- Patient/user complaints and attitude surveys
- Quantifiable improvements in partnership approaches to addressing the issues raised by grievance cases, disciplinaries, employment tribunal cases and disputes. This may include joint target setting to reduce conflict levels by addressing the underlying issues

SEVEN STANDARDS

Organisations which work through partnership can show that:

- Leaders (including clinical leaders, union leaders, etc.) are committed to and demonstrate an involving culture.
- People at all levels across the organisation understand and have the opportunity to influence its overall vision and goals.
- There are communications processes up, down and across the organisation, which everyone understands clearly and can access readily.
- There is a culture of openness in which staff feel free to contribute ideas and voice concerns without fear or victimisation.
- Responsibility is devolved to individuals and teams who can influence decisions about their work and working lives.
- Staff and trade unions are effectively engaged at the earliest possible stage in influencing decisions and in joint information sharing, learning and problem solving with management.
- All staff feel valued and are involved and supported in developing their knowledge, skills and potential.

We hope that this system can be used or adapted to help local Partnership Committees to develop and deepen the partnership process in the workplace.

Yours faithfully,

David Hughes and Martin Cowley
Health Services National Partnership Forum
May 2002

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STANDARD ONE: LEADERSHIP

1.1 In your organisation, to what extent can you show that Leaders (including clinical and trade union leaders) are committed to, and demonstrate, an involving culture?

In your organisation:		Yes a great deal	To a considerable extent	To a certain extent	Not at all
1.1.1	Leaders take responsibility for and are accountable for ensuring that:				
1.1.1.1	staff involvement activity is developed				
1.1.1.2	regularly reviewed				
1.1.1.3	progress is made				
1.1.2	Leaders ensure that whenever mainstream activities are undertaken or reviewed, staff involvement aspects are:				
1.1.2.1	considered				
1.1.2.2	built in				
1.1.3	Leaders at all levels lead by example, e.g:				
1.1.3.1	by personally modelling participative and involving behaviours				
1.1.3.2	by being accessible to staff				
1.1.3.3	by being responsive to staff				
1.1.4	Leaders stimulate, encourage and support:				
1.1.4.1	empowerment				
1.1.4.2	creativity and innovation (e.g. by encouraging and recognising team and individual efforts)				
1.1.5	Leaders ensure that staff involvement activity ensures equal access to participation for all staff, including:				
1.1.5.1	shiftworkers				
1.1.5.2	night staff				
1.1.5.3	part-time staff				
1.1.5.4	job-sharers				
1.1.5.5	staff whose jobs rotate frequently				
1.1.5.6	staff who work in isolated posts				
1.1.5.7	ethnic minority staff				
1.1.5.8	staff with caring responsibilities				
1.1.5.9	staff with disabilities				
1.1.5.10	staff employed under contracted-out arrangements				

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STANDARD ONE: LEADERSHIP

1.2 What is the evidence?

Is there:		Yes a great deal	To a considerable extent	To a certain extent	Not at all
1.2.1	A written policy on staff involvement				
1.2.1.1	agreed with staff representative organisations				
1.2.1.2	subscribed to by the top management team				
1.2.1.3	Evidence that it is widely disseminated				
1.2.1.4	accessible to staff at all levels				
1.2.1.5	understood by staff at all levels				
1.2.1.6	Evidence that staff involvement activity is regularly reviewed				
1.2.1.7	at Board or equivalent level				
1.2.1.8	is included in the organisation's annual report				
1.2.1.9	Is there a staff involvement action plan?				
1.2.1.10	with goals, targets and timescales				
1.2.1.11	jointly developed with the trade unions				
1.2.1.12	Evidence that the plan is regularly reviewed jointly with staff				
1.2.1.13	with their representatives				
1.2.1.14	to assess progress towards the goals and new milestones set to implement improvements				
1.2.2	Evidence that the action plan identifies the resources needed to meet row staff involvement goals?				
1.2.3	An objective set for line managers at all levels about involving staff as part of the appraisal and development process?				
1.2.4	Consideration of the degree of staff involvement in decision making when judging the quality of decision making (e.g. clinical governance audit)?				

2.1 In your organisation, to what extent can you show that

People at all levels across the organisation understand and have the opportunity to influence its overall vision and goals?

		Yes a great deal	To a considerable extent	To a certain extent	Not at all
2.1.1	Staff at all levels are involved in:				
2.1.1.1	Developing				
2.1.1.2	Influencing				
2.1.1.3	Reviewing				
	the organisation's vision and goals				
2.1.2	Trade unions are involved in:				
2.1.2.1	Developing				
2.1.2.2	Influencing				
2.1.2.3	Reviewing				
	the organisation's vision and goals				
2.1.3	Staff at all levels understand:				
2.1.3.1	how their job contributes to the organisation's goals				
2.1.3.2	what difference their contribution makes				
2.1.4	Staff at all levels have an active role in:				
2.1.4.1	Developing				
2.1.4.2	Reviewing				
	the business planning process for their unit/dept				
2.1.5	Staff representatives have an active role in:				
2.1.5.1	Developing				
2.1.5.2	Reviewing				
	the business planning process for their unit/dept				

2 STANDARD TWO: VISION AND GOALS

2.2 What is the evidence?

Is there:	Yes a great deal	To a considerable extent	To a certain extent	Not at all
2.2.1 A mission statement and goals for the whole organisation which:				
2.2.1.1 All staff are aware of				
2.2.1.2 All staff have the opportunity to contribute to				
2.2.2 Business planning and goals for their own dept/unit which:				
2.2.2.1 staff are aware of				
2.2.2.2 staff can influence and review				
2.2.3 Use of Q mark or similar?				

STANDARD TWO: VISION AND GOALS

Evidence	Action required

3 STANDARD THREE: COMMUNICATIONS

3.1 In your organisation, to what extent can you show that

There are communication processes up, down and across the organisation, which everyone understands clearly?

		Yes a great deal	To a considerable extent	To a certain extent	Not at all
3.1.1	There are arrangements to ensure that good communications systems are:				
3.1.1.1	established				
3.1.1.2	regularly reviewed				
3.1.2	There are systems in place to ensure that staff can make their views known to:				
3.1.2.1	Board members				
3.1.2.2	Managers at all levels				
3.1.2.3	Clinicians				
3.1.3	There are systems in place to ensure that staff representatives can make their views known to:				
3.1.3.1	Board members				
3.1.3.2	Managers at all levels				
3.1.3.3	Clinicians				

STANDARD THREE: COMMUNICATIONS

Evidence	Action required

3.2 What is the evidence?

Is/are there:	Yes a great deal	To a considerable extent	To a certain extent	Not at all
3.2.1 Evidence that all staff, including new staff, are made aware of opportunities to become involved in decision making in their own area?				
3.2.2 Arrangements in place to ensure that relevant information is shared down, up and across the organisation?				
3.2.3 Evidence of good two-way communication (e.g. regular team briefings, newsletters):				
3.2.3.1 between staff and managers in each Department				
3.2.3.2 across/between Departments				
3.2.4 Evidence that all employees, individually, have an opportunity to influence relevant decisions:				
3.2.4.1 which affect them				
3.2.4.2 their working environment and conditions				
3.2.4.3 the services they provide				
3.2.5 Evidence that all employees, in teams, have an opportunity to influence relevant decisions:				
3.2.5.1 which affect them				
3.2.5.2 their working environment and conditions				
3.2.5.3 the services they provide				
3.2.6 Evidence that staff who are:				
3.2.6.1 shiftworkers				
3.2.6.2 part time staff				
3.2.6.3 contracted-out staff				
3.2.6.4 other groups who are sometimes overlooked				
are able to communicate and access relevant information on an equal footing with other staff				
3.2.7 Evidence (e.g. from staff attitude surveys) that staff:				
3.2.7.1 feel well informed				
3.2.7.2 can feed back their views				
3.2.8 A communications strategy to ensure that staff are regularly informed of progress against the local action plan (e.g. joint union/management newsletters, open meetings, noticeboards, etc.)?				

4.1 In your organisation, to what extent can you show that

There is a culture of openness in which staff feel free to contribute ideas and voice concerns without fear or victimisation?

	Yes a great deal	To a considerable extent	To a certain extent	Not at all
4.1.1 There are systems in place to ensure that staff can:				
4.1.1.1 voice their opinions and concerns				
4.1.1.2 raise concerns about anything without fear of victimisation (covers but may go beyond whistleblowing and grievance procedures)				

4.2 What is the evidence?

Is/are there:

4.2.1 Leadership behaviour which encourages openness?				
4.2.2 Senior managers/clinicians who are visible and approachable (evidence that they hold staff meetings, open door policy, open days, site visits, staff perceptions)?				
4.2.3 Staff confidence that senior managers/clinicians are committed to involving them (evidence: staff attitude surveys and other feedback)?				
4.2.4 Evidence that all employees are encouraged to identify how the services they provide can be improved, as part of:				
4.2.4.1 their individual appraisal and development				
4.2.4.2 their team appraisal and development				
4.2.5 Evidence of:				
4.2.5.1 actual service improvements				
4.2.5.2 actual organisational improvements resulting from staff involvement				
4.2.6 A local agreement in place about open access to information:				
4.2.6.1 for staff				
4.2.6.2 for their representatives				

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STANDARD FOUR: OPENNESS

		Yes a great deal	To a considerable extent	To a certain extent	Not at all
4.2.7	A staff charter in place:				
4.2.7.1	setting out staff rights				
4.2.7.2	staff responsibilities				
4.2.7.3	including a commitment to an open management style				
4.2.7.4	staff involvement				
4.2.7.5	supported by managers				
4.2.7.6	supported by trade unions				
4.2.8	Arrangements in place to monitor:				
4.2.8.1	whistleblowing				
4.2.8.2	grievance policy				
4.2.8.3	grievance procedures				
4.2.8.4	to ensure they are effective				
4.2.9	Evidence that staff know:				
4.2.9.1	who senior managers are				
4.2.9.2	who Board members are				

5.1 In your organisation, to what extent can you show that Responsibility is devolved to individuals and teams who can make and influence decisions about their work and working lives?

		Yes a great deal	To a considerable extent	To a certain extent	Not at all
5.1.1	Is effective teamworking:				
5.1.1.1	encouraged				
5.1.1.2	supported				
5.1.1.3	promoted				
5.1.2	Do staff work effectively in multi-professional teams within which they have devolved authority for decisions:				
5.1.2.1	about quality of patient care				
5.1.2.2	about their own working environment				
5.1.3	Staff have timely access to:				
5.1.3.1	relevant information				
5.1.3.2	funded and supported training and development which enables them to make these decisions safely and effectively				
5.1.4	Clinical governance arrangements which safeguard professional and quality standards are:				
5.1.4.1	developed jointly with staff and their representatives				
5.1.4.2	reviewed jointly with staff and their representatives				
5.2 What is the evidence?					
Is there:					
5.2.1	Evidence that innovative ideas from staff for improving services are:				
5.2.1.1	encouraged				
5.2.1.2	acknowledged				
5.2.1.3	implemented				
5.2.2	Evidence that all employees, individually, have an opportunity to:				
5.2.2.1	influence decisions which affect them				
5.2.2.2	their working environment				
5.2.2.3	the services they provide				

		Yes a great deal	To a considerable extent	To a certain extent	Not at all
5.2.3	Evidence that all employees, in teams, have an opportunity to:				
5.2.3.1	influence decisions which affect them				
5.2.3.2	their working environment				
5.2.3.3	the services they provide				
5.2.4	Evidence that staff work in:				
5.2.4.1	multi-functional teams				
5.2.4.2	multi-professional teams				
5.2.4.3	multi-agency teams				
	to deliver best quality care?				
5.2.5	Evidence of:				
5.2.5.1	staff job descriptions				
5.2.5.2	objectives				
5.2.5.3	appraisals				
	which cover their contribution to team decision making?				
5.2.6	Evidence from external/user groups of service improvements resulting from staff involvement?				

6.1 In your organisation, to what extent can you show that

Trade unions are effectively engaged at the earliest possible stage in influencing decisions and in joint information sharing, learning and problem solving with management?

		Yes a great deal	To a considerable extent	To a certain extent	Not at all
6.1.1	Are there systems in place to ensure that staff at all levels and their representatives are able to:				
6.1.1.1	have influence				
6.1.1.2	play an active role at the earliest possible stage				
6.1.1.3	develop business planning for their unit/department				
6.1.1.4	review business planning for their unit/department				
6.1.2	Staff and their representatives are involved at an early stage:				
6.1.2.1	in shaping developments and options for change				
6.1.2.2	are part of the change management process				
6.1.2.3	have the opportunity to work with managers to maximise job security across the organisation				
6.1.3	Staff representatives have:				
6.1.3.1	Time				
6.1.3.2	Cover				
6.1.3.3	Facilities				
	to enable them to:				
6.1.3.4	consult members				
6.1.3.5	become effectively involved in partnership activities with management (including joint problem solving, training, etc.)				
6.1.4	Trade unions and management are involved in partnership working, e.g. joint information sharing, learning and dissemination of good practice.				
6.1.5	Trade unions promote staff involvement by their actions, by:				
6.1.5.1	modelling an innovative way of working in their own organisation				
6.1.5.2	encouraging support for partnership working among their members				

6.2 What is the evidence?

	Yes a great deal	To a considerable extent	To a certain extent	Not at all
6.2.1 Social partners (trade unions and management) regularly and jointly review their progress towards partnership working (evidence might include joint events, joint training, agreements, etc.)?				
6.2.2 Trade unions regularly:				
6.2.2.1 review				
6.2.2.2 publish their contribution towards partnership working				
6.2.3 Ensure their				
6.2.3.1 structures				
6.2.3.2 systems				
6.2.3.3 organisations reflect this				
6.2.4 An agreement is in place covering				
6.2.4.1 recognition				
6.2.4.2 time off				
6.2.4.3 facilities				
6.2.4.4 and is working well				
6.2.5 The organisation's annual report covers a review of progress on social partnership with trade unions?				

STANDARD SIX: PARTNERSHIP AND TRADE UNIONS

Evidence	Action required

7 STANDARD SEVEN: DEVELOPING SKILLS

7.1 In your organisation, to what extent can you show that All staff feel valued and are involved in developing their knowledge, skills and potential (to maximise their contribution)?

		Yes a great deal	To a considerable extent	To a certain extent	Not at all
7.1.1	Systems are in place to ensure that all staff are encouraged to identify how their				
7.1.1.1	skills				
7.1.1.2	behaviour				
7.1.1.3	knowledge				
	can be improved, to help them				
7.1.1.4	to do a better job				
7.1.1.5	to enhance their long-term employment				
7.1.2	Systems are in place to				
7.1.2.1	monitor				
7.1.2.2	ensure				
	that this is acted upon				

7.2 What is the evidence?

7.2.1	All staff have personal development plans which				
7.2.1.1	contain jointly agreed objectives				
7.2.1.2	are regularly reviewed and resourced				
	as part of the appraisal and development process				
7.2.2	Staff personal development plans cover				
7.2.2.1	input to team learning and development				
7.2.2.2	input to service planning				
7.2.2.3	personal/professional development				
7.2.3	Continuing professional development/lifelong learning arrangements are in place:				
7.2.3.1	resourced by the organisation				
7.2.3.2	supported by the organisation				

7 STANDARD SEVEN: DEVELOPING SKILLS

		Yes a great deal	To a considerable extent	To a certain extent	Not at all
7.2.4	All staff, have the opportunity to develop their:				
7.2.4.1	skills				
7.2.4.2	knowledge				
7.2.4.3	behaviour				
7.2.4.4	potential				
	including those who work:				
7.2.4.5	part-time				
7.2.4.6	job-share				
7.2.4.7	shiftworkers				
7.2.4.8	contracted-out staff, etc.				
7.2.5	Training and development activities (not just training courses) are in place to meet identified needs?				
7.2.6	Evaluation of training and change programmes (before/after) is in place and demonstrates improvements in:				
7.2.6.1	knowledge				
7.2.6.2	behaviour				
7.2.6.3	quality of practice				
7.2.7	Concrete evidence of support for these activities, e.g.				
7.2.7.1	funding				
7.2.7.2	cover				
7.2.7.3	time off				
7.2.7.4	study leave				
7.2.7.5	flexible working				
7.2.7.6	joint initiatives with local higher education institutions				

