

The 'i Matter' logo, where the letter 'i' is a large, blue, lowercase letter with a blue dot above it, and the word 'Matter' is in a bold, blue, sans-serif font.

Manager Orientation Workshop  
xxxx 201x

Delegate Handbook

## **Contents**

Programme .....	Page 3
Support Pack Information .....	Page 4
Staff Experience Table of Components .....	Page 5-6
Presentation handout .....	Page 8-17
Table of Comparison Rates & Scores .....	Page 18
Example Feedback Meetings Agenda .....	Page 19-20
Webropol Help Tool .....	Page 21
Action Plan Guidance .....	Page 22-23
Example Action Plan .....	Page 24



# Managers' Orientation Workshop

**Programme xxxx 201x**

**Session Aim:** To enable team managers to effectively implement iMatter.

## **Session Objectives:**

Know how to effectively use the iMatter continuous improvement model with your team:

- Understanding the annual iMatter questionnaire.
- Getting your iMatter Reports and how to interpret these.
- Providing feedback to your team and developing your iMatter Team Action Plan and Storyboard.
- Monitor and review your team progress.

## **Agenda:** *(timings depend on date and refreshment break is flexible)*

Welcome, Introductions and Overview

Why? Staff Experience Context (Option – pre-course reading)

What? iMatter Continuous Improvement Model

How and When? Step by Step Guide to implementing iMatter Model

Summary: Role of the Team Manager in implementing iMatter Model

National and Local Board Support

Q&A

Evaluation and Session Close



# Managers' Orientation Workshop:

## Support Pack for Team Managers

1.	iMatter 20 Staff Experience Components linked to iMatter questions	Hard copy <a href="#">NHSScotland Staff Experience Continuous Improvement Framework/Staff Experience Components Mapped to iMatter Questions [PPT - 640kB]</a>
2.	NHS Scotland Staff Governance Standard	<a href="http://www.staffgovernance.scot.nhs.uk/what-is-staff-governance/staff-governance-standard">http://www.staffgovernance.scot.nhs.uk/what-is-staff-governance/staff-governance-standard</a>
3.	Academic research to validate the iMatter Model (Final Report of NHS Scotland Staff Experience Project)	Electronic link to this Report <a href="http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/research-links/">http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/research-links/</a>
4.	Further reading on the importance of Staff Experience in relation to NHS/ organisations performance and wellbeing.	Electronic links: Prof Michael West at the Kings Fund and formerly of Lancaster University Business School on engagement, teamwork and culture - <a href="#">employee-engagement-nhs-performance-west-dawson-leadership-review2012-paper.pdf</a> Prof Derek Mowbray of Northumbria University, engagement and wellbeing at work - <a href="http://www.mas.org.uk/positive-work-culture/wellbeing.html">http://www.mas.org.uk/positive-work-culture/wellbeing.html</a> <a href="http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/support-materials/">http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/support-materials/</a> 'Diverse Voices and Employee Engagement' by Ramya Yarlagadda, Joe Dromey, Simon Fanshawe <a href="http://www.ipa-involve.com/resources/publications/diverse-voices/">http://www.ipa-involve.com/resources/publications/diverse-voices/</a> A report by Lansons and Opinium, July 2015 'Britain at Work' <a href="http://www.lansons.com/download-britain-at-work/">http://www.lansons.com/download-britain-at-work/</a>
5.	Sample iMatter Team Report x 4	Hard copies included
6.	iMatter Frequently Asked Questions.	<a href="http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/frequently-asked-questions/">http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/frequently-asked-questions/</a>
7.	iMatter Promotional Materials	<a href="http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/communications-materials/">http://www.staffgovernance.scot.nhs.uk/monitoring-employee-experience/imatter/communications-materials/</a>
8.	Board iMatter Implementation Plan	Link to this electronically (insert local implementation plan)
9.	iMatter Portal - online tutorials available for managers for navigating the IT system.	Using the ? help icon on the webropol portal

## iMatter Reporting Governance

### Healthy Organisational Culture

#### NHSScotland

- NHSScotland Report (aggregated from 22 Board EEI scores) and copy of each Board Report with Board EEI Scores
- Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

#### BOARD (Chair) - Reporting through Staff Governance and Area Partnership Forum

- Team report (non execs)
- Board (organisational) report comprising aggregated EEI from across the organisation
- Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

#### CEO:

- Team report (Directors)
- CEO Report comprising aggregated EEI score for all Directorates (except for the Chair's team)
  - Board (organisational) report comprising aggregated EEI from across the organisation
- Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

#### DIRECTORS:

- Team Report
- Directorate Report comprising an aggregated EEI Score and individual Team EEI scores
- CEO Report comprising aggregated EEI score for all Directorates (except for the Chair's team)
- Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

#### TEAMS:

- Team Report including EEI score
  - Access their Directorate aggregated EEI score and report
- Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

**NOTE – iMatter Team Report, Team Action Plan and storyboard are NOT shared without permission of the team**

**iMatter Operational Leads will have access to all iMatter and EEI reports to provide support and mentorship when required**

## Staff Experience Continuous Improvement Framework

Health Care Quality Strategy 2010-3 Quality Ambitions	<b>Person-Centred, Safe &amp; Effective</b>																																																																																							
MacLeod Enablers/Healthy Working Lives	MacLeod: Leadership				MacLeod: Engaging Managers				MacLeod: Employee Voice				MacLeod: Integrity to the Values & Purpose				Health and Well-being																																																																							
Staff Governance Standard Strands	SG1: Well Informed				SG2: Appropriately Trained & Developed				SG3: Involved in Decisions				SG4: Treated Fairly & Consistently, with Dignity & Respect, in an Environment where Diversity is Valued				SG5: Provided with a Continuously Improving & Safe Working Environment, Promoting the Health & Wellbeing of Staff, Patients and the Wider Community																																																																							
Staff Experience Components	Visible & Consistent Leadership				Sense of Vision, Purpose & Values				Role Clarity				Clear, Appropriate & Timeously Communication				Learning & Growth				Performance Development & Review				Access to Time & Resources				Recognition & Rewards				Confidence & Trust in Management				Listened to & Acted Upon				Partnership Working				Empowered to Influence				Valued as an Individual				Effective Team Working				Consistent Application of Employment Policy & Procedures				Performance Management				Appropriate Behaviours & Supportive Relationships				Job Satisfaction				Assessing Risk & Monitoring Work Stress & Workload				Health & Well-being Support											
KSF Core Dimensions	C1				C1				C2				C1				C2				C2				C2				C2				C6				C4				C4				C4				C6				C5				C6				C5				C6				C5				C6				C5				C3				C3			

Staff Experience Employee Engagement Components	iMatter Questions
Visible and Consistent Leadership	My direct line manager is sufficiently approachable
Visible and Consistent Leadership	I feel senior managers responsible for the wider organisation are sufficiently visible
Sense of Vision, Purpose and Values	I understand how my role contributes to the goals of my organisation
Role Clarity	I am clear what my duties and responsibilities are
Clear, Appropriate and Timeously Communication	I get the information I need to do my job well
Learning and Growth	I am given the time and resources to support my learning and growth
Performance Development and Review	I get enough helpful feedback on how well I do my work
Access to Time and Resources	I have sufficient support to do my job well
Recognition and Reward	I feel appreciated for the work I do
Confidence and Trust in my management	I have confidence and trust in my direct line manager
Confidence and Trust in my management	I have confidence and trust in senior managers responsible for the wider organisation
Listened to and Acted Upon	I am confident my ideas and suggestions are listened to
Listened to and Acted Upon	I am confident my ideas and suggestions are acted upon
Partnership Working	I feel involved in decisions relating to my organisation
Empowered to influence	I feel involved in decisions relating to my job
Empowered to influence	I feel involved in decisions relating to my team
Valued as an Individual	I am treated with dignity and respect as an individual
Effective Team Working	My team works well together
Consistent Application of Employment Policies and Procedures	I am treated fairly and consistently
Performance Management	I am confident performance is managed well within my team
Performance Management	I am confident performance is managed well within my organisation
Appropriate Behaviours and Supportive Relationships	I get the help and support I need from other teams and services within the organisation to do my job
Job Satisfaction	My work gives me a sense of achievement
Assessing Risk and Monitoring Work Stress and Workload	I feel my direct line manager cares about my health and well being
Health and Wellbeing Support	I feel my organisation cares about my health and well being
Additional Question	I would recommend my team as a good place to work
Additional Question	I would recommend my organisation as a good place to work
Additional Question	I would be happy for a friend or relative to access services within my organisation

Slide 1



**EVERYONE MATTERS:**

## *Implementing iMatter in NHS Scotland*

### **Managers Orientation Workshop**

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Slide 2

## What we will cover today

**Aim:** To enable team managers to effectively implement iMatter.

**Objective:**

Know how to effectively use the iMatter continuous improvement model with your team:

- Understanding the annual iMatter questionnaire
- Getting your iMatter Reports and how to interpret these
- Providing feedback to your team and developing your iMatter Team Action Plan and Storyboard
- Monitor and review your team progress



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Slide 3



Staff Experience Continuous Improvement Cycle, Crown Copyright 2013. Contains public sector information licensed under the Open Government License v1.0.

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Slide 4



Understanding your report  
<http://nhsscotland-sep.webropol.com>



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Slide 5

- You can access your reports directly from your home page dashboard - all the reports that are available will be displayed here as direct links to the report



- Alternatively select the questionnaire and click on the view results tab



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Slide 6

Viewing reports

- By clicking on the report links from the dashboard, or selecting the View Results tab, you will be directed to the reporting page
- You will see tabs for all the reports that are available to you
- You can also download all the reports to PDF



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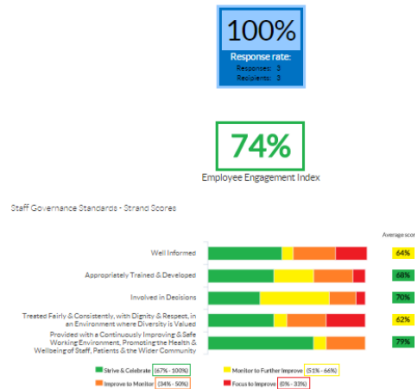
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## Slide 7

Your Team report will show the following:

- Your Team Response Rate
- Your team Employee Engagement Index (EEI) - the colour of the EEI is reflected in the thresholds key below each chart
- The report will also show the NHSScotland Staff Governance Strands which underpin the iMatter Continuous Improvement Model



## Slide 8

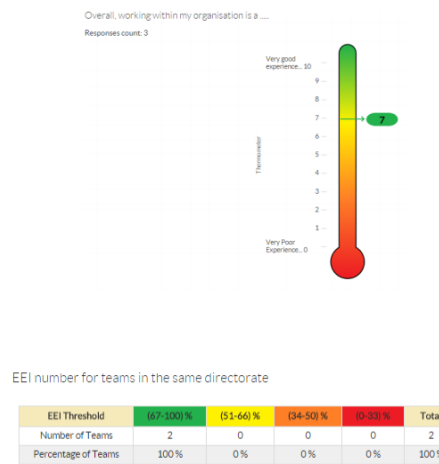
You will also see 3 sections in your report which are:

- Experience as an individual
- Experience within your Team
- Experience within your organisation
- You will see the average score for each question within each of the 3 sections
- The colour of the score is reflected in the threshold key below each chart



## Slide 9

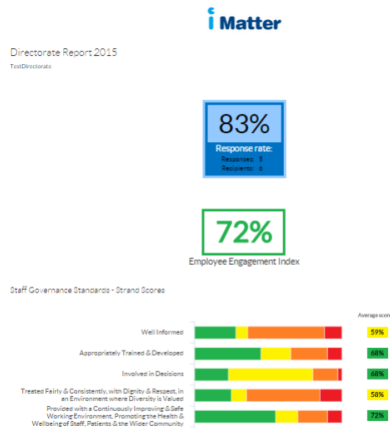
- The thermometer shows the Team average for the overall experience of working within your organisation
- The final table shows the benchmark overview of your directorate - you can also access your aggregated Directorate report for a more detailed comparison by clicking on the Directorate report tab in your reporting screen



## Slide 10

### The Directorate report

- All Teams will receive a copy of their Directorate report as long as your Directorate has also achieved a response rate of 60%
- For teams who receive a report, this can be used for comparing your team feedback with your overall Directorate and use this for benchmarking
- If you have not received a report this is an opportunity to see a report and consider using this when shaping your action plan with your team



## Slide 11

### Yearly Components Reports

Questions, components and average score

- The yearly components table shows the 28 questions which are marked to the 20 Staff Experience Components which are linked to the 5 Governance Strands
- The report shows the average score received for each component
- The colour of the score is reflected in the threshold key below the table
- You will eventually be able to see a table with up to 5 year's improvements and comparisons

Master Questions	Staff Experience Employee Engagement Components	Average Response Percentage
2015		
I am clear about my duties and responsibilities	Role Clarity	75%
I get the information I need to do my job well	Clear, Appropriate and Timely Communication	75%
I am given the time and resources to support my learning growth	Learning and Growth	75%
I understand how my role contributes to the goals of the organisation	Sense of Value, Purpose and Status	75%
I have sufficient support to do my job well	Access to Time and Resources	75%
I feel my direct line manager cares about my health and well-being	Assessing Risk and Monitoring Work Stress and Wellbeing	75%
I feel my organisation cares about my health and well-being	Health and Wellbeing Support	75%
I have confidence and trust in senior managers responsible for the wider organisation	Confidence and Trust in my management	75%
My direct line manager is sufficiently approachable	Visible and Consistent Leadership	75%
I feel senior managers responsible for the wider organisation are sufficiently visible	Visible and Consistent Leadership	75%
I would recommend my organisation as a good place to work	Additional questions	75%
I would be happy for additional staff to receive services within my organisation	Additional questions	75%
I feel involved in decisions relating to my organisation	Participating Working	75%
I am confident my ideas and suggestions are listened to	Listened to and Acted Upon	75%
I am confident performance is managed well within my organisation	Performance Management	75%
I get the help and support I need from other teams and services within the organisation to do my job	Appropriate Behaviours and Supportive Relationships	75%
I am confident performance is managed well within my team	Performance Management	75%
I would recommend my team as a good place to be part of	Additional questions	75%
I have confidence and trust sufficiently in my line manager	Confidence and Trust in my management	75%
I am confident my ideas and suggestions are acted upon	Listened to and Acted Upon	75%
I feel involved in decisions relating to my job	Empowerment to Influence	45%
My team works well together	Effective Team Work	55%
I get enough helpful feedback on how well I do my work	Performance Development and Review	55%
I feel involved in decisions relating to my job	Empowerment to Influence	55%
I feel appreciated for the work I do	Recognition and Reward	55%
I work above my level of achievement	Job Satisfaction	55%
I am treated fairly and consistently	Consistent Application of Employment Policies and Procedures	45%
I am treated with dignity and respect as an individual	Valued as an Individual	45%

75-80% Green & Celebrate   
 55-70% Yellow & Monitor   
 40-50% Orange & Improve   
 20-35% Red & Escalate   
 10-15% Black & Improve

## Slide 12

"So now that we've dealt with the last lot of staff who gave me negative feedback, I'm really keen to hear your honest feedback about working in this team..."



Go to questions







Slide 22

**iMatter Reporting Governance**

**Healthy Organisational Culture**

**NHSScotland**

- \*NHSScotland Report (aggregated from 22 Board EEI scores) and copy of each Board Report with Board EEI Scores
- \* Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

**BOARD (Chair) - Reporting through Staff Governance and Area Partnership Forum**

- \* Team report (non execs)
- \* Board (organisational) report comprising aggregated EEI from across the organisation
- \* Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

**CEO:**

- \*Team report (Directors)
- \*CEO Report comprising aggregated EEI score for all Directorates (except for the Chair's team)
- \* Board (organisational) report comprising aggregated EEI from across the organisation
- \* Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

**DIRECTORS:**

- \*Team Report
- \*Directorate Report comprising an aggregated EEI Score and individual Team EEI scores
- \*CEO Report comprising aggregated EEI score for all Directorates (except for the Chair's team)
- \*Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

**TEAMS:**

- \*Team Report including EEI score
- \* Access their Directorate aggregated EEI score and report
- \* Components Report highlighting areas of strength and potential improvement relating to the iMatter questions

NOTE – iMatter Team Report, Team Action Plan and storyboard are NOT shared without permission of the team

iMatter Operational Leads will have access to all iMatter and EEI reports to provide support and mentorship when required

Slide 23

Directorate Report 2015 Chief Executives Report 2015 Yearly EEI Yearly Response Rates Yearly Components



Yearly EEI

Team name here

EEI numbers and improvement from last year

Team	2015 EEI
Team 1	81%
Team 2	73%
Team 3	80%
Team 4	77%
Team 5	81%
Team 6	72%
Directorate	78%

87% - 100% Strive & Celebrate 51% - 66% Monitor to Further Improve 34% - 50% Improve to Monitor 0% - 33% Focus to Improve

Slide 24



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# i Matter



**EVERYONE MATTERS:**

**Any questions?**

***Thank you***

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The Yearly Components table below will be included within your Team Results Reports to highlight areas of strength and potential improvement relating to the Staff Experience Components.

Staff Experience Bespoke Questions	Staff Experience Employee Engagement Components	Average Response Percentage
<b>Q1. I am clear what my duties and responsibilities are</b>	<b>Role Clarity</b>	86%
Q28. I would be happy for a friend or relative to access services within my organisation	Additional Question	78%
<b>Q19. I would recommend my team as a good place to work</b>	<b>Additional Question</b>	76%
Q20. I understand how my role contributes to the goals of my organisation	Sense of Vision, Purpose and Values	76%
<b>Q14. My direct line manager is sufficiently approachable</b>	<b>Visible and Consistent Leadership</b>	76%
<b>Q22. I feel senior managers responsible for the wider organisation are sufficiently visible</b>		
Q13. I feel my direct line manager cares about my health and well being	Assessing Risk and Monitoring Work Stress and Workload	73%
<b>Q12. My work gives me a sense of achievement</b>	<b>Job Satisfaction</b>	72%
Q18. My team works well together	Effective Team Working	71%
<b>Q2. I get the information I need to do my job well</b>	<b>Clear, Appropriate and Timely Communication</b>	70%
Q27. I would recommend my organisation as a good place to work	Additional Question	69%
<b>Q8. I am treated with dignity and respect as an individual</b>	<b>Valued as an Individual</b>	68%
Q15. I have confidence and trust in my direct line manager	Confidence and Trust in my management	63%
Q23. I have confidence and trust in senior managers responsible for the wider organisation		
<b>Q9. I am treated fairly and consistently</b>	<b>Consistent Application of Employment Policies and Procedures</b>	62%
Q21. I feel my organisation cares about my health and well being	Health and Wellbeing Support	58%
<b>Q26. I get the help and support I need from other teams and services within the organisation to do my job</b>	<b>Appropriate Behaviours and Supportive Relationships</b>	57%
Q16. I feel involved in decisions relating to my team	Empowered to influence	57%
Q7. I feel involved in decisions relating to my job		
<b>Q17. I am confident performance is managed well within my team</b>	<b>Performance Management</b>	55%
<b>Q25. I am confident performance is managed well within my organisation</b>		
Q3. I am given the time and resources to support my learning and growth	Learning and Growth	54%
<b>Q4. I have sufficient support to do my job well</b>	<b>Access to Time and Resources</b>	54%
Q11. I feel appreciated for the work I do	Recognition and Reward	53%
<b>Q10. I get enough helpful feedback on how well I do my work</b>	<b>Performance Development and Review</b>	52%
Q5. I am confident my ideas and suggestions are listened to	Listened to and Acted Upon	50%
Q6. I am confident my ideas and suggestions are acted upon		
<b>Q24. I feel involved in decisions relating to my organisation</b>	<b>Partnership Working</b>	39%

*The average response percentage for each of the 20 Staff Experience Components will be collated and displayed in a table mapped to each of the 28 questions.*

*The Staff Experience Components will be ranked in order, highlighting the threshold each of the Components sit within.*

## Example Agenda/ Process for Team Feedback Session:

### 1. Welcome and Overview

- Welcome
- Check understanding of iMatter
- Purpose of team feedback session
- Teams' hopes and fears for Session
- Ground rules for how we will work effectively today (including confidentiality around sharing Team Report and content of discussion).

### 2. iMatter Team Report Discussion

Provide copies of Team Report and discuss in pairs/ small groups/ full team:

- What does our response rate tell us?
- What does the overall EEI score tell us?
- What areas are suggested as strengths (green/yellow)? Do you agree?
- What areas are suggested as improvement areas (amber/ red)? Do you agree?

## Example Agenda/ Process for Team Feedback Session:

### 3. The Team Action Plan

- Refer to guidance (video support is available)
- Prioritise our strengths and improvement areas (discussion or using votes/stickers etc.)
- Agree key strengths (minimum of 1)
- Agree key improvement areas (maximum of 3)

### 4. Next Steps and Close

- Confirm team manager will input agreed strengths and improvement areas. How will team members get a copy?
- Discuss storyboard and how the team will see this.
- Discuss roles/ resource needs to maintain strengths and work on the improvement areas.
- Agree how/when will monitor Team Action Plan.
- Remind team that this is annual process.

## Using the ? guidance on the webropol portal

The screenshot shows a web browser window displaying the NHS Scotland webropol portal. The browser's address bar shows the URL `nhsscotland-sep.webropol.com/EN`. A red arrow points to a question mark icon in the top right corner of the page. A modal window titled "NHSvideo help" is open, displaying a video player. The video content shows a screenshot of a "Test Survey" interface with a dialog box titled "Exclude selected team members" that asks "Why do you wish to exclude selected team members?". The dialog box has a text input field containing "On" and buttons for "Cancel" and "Exclude team members". The background of the portal is dimmed and shows various sections including "STAFF EXPERIENCE PORTAL", "Select Questionnaire", "iMatter Questionnaire Board (J Freeman)", "Up to date response rate 63%", "Acceptance Test iMatter Times Centre Board", "Up to date response rate 0%", "Employee Engagement Index 0%", and "Yearly Components" (Yearly EEI, Yearly Response Rate).

## iMatter Action Plan

### Step 1 (Section 1)

Identifying **Areas for Celebration** and Improvement through team discussion around your report - (this was developed as a guidance section for managers when creating the team action plan).

This may be useful for those managers / team leads that do not regularly have team development discussions with their teams. If you would like support with this please contact your iMatter Op Lead or Board Administrator (or L&OD Department where appropriate).

### A Suggested Process to identify your team priorities

1. Draw a road/river on paper, preferably in poster format and landscape. On left of page, indicate this is where the team currently are. On right hand side, indicate this is the team in the future.
2. Ask team what a good teamworking experience feels like. They should consider team behaviours, relationships, tasks, performance etc. **(Prompt questions could be developed for this task)**. Comments should be displayed on the right hand side of the road/river map– the “future state” for our team.
3. So where is your starting point for your team on this journey? Before discussing your report each person is given a sticker/post-it note and asked to place the sticker on the road to show where they believe the team is on its teamworking experience journey. Take note of the differences/ similarities in views.
4. Your team should now review their report – this is the starting point in your journey. Using the Yearly Components report, available as part of the team report, can be very helpful for this discussion.
5. It is important for the team to recognise its strengths. So based on your report / yearly components what should the team celebrate and continue to do? Team to discuss and record responses on flipchart (use post-its?).
6. The team should now identify the top three areas they would like to celebrate and continue. A sticky dot / tick exercise can be used for this. Your team should then agree a statement describing one area of success/strength which should be recorded in the Team Action Plan in the **green** box ‘What we do well’. This will be pulled through and feature on the storyboard when entered on the portal.
7. The team should now identify those areas they would like to improve.

8. Once the main components are identified the team must now decide which of these areas they will use as the basis of the team action plan. It is recommended that each team prioritises **no more than three** on which to focus. Each team member is given five sticky dots / ticks to prioritise the improvement areas (components) on the flipchart they would like the team to focus on. Each team member can choose to place all dots / ticks on one area or to select up to five different areas.

9. The team have now identified a **maximum** of three areas they would like to prioritise. This information in the form of a brief description i.e. training, communication, SMT visibility, team working etc should be transferred to the Team Action Plan in the first box 'Areas for Improvement' and will be pulled through to the progress notes section and the storyboard.

10. For each agreed 'Area for Improvement' the following should be completed in the Action Plan (see example below):

#### **In the 'Desired Outcome' box**

- When our actions are complete what improvements will the team expect? What will this look like?

#### **In the 'Action'**

- What actions will we take as a team to make an improvement? Your team may wish to identify more than one action per improvement area.

#### **In the 'Responsible for Action and Target Completion Date' box**

- Include who will be responsible for taking action. Responsibility for an action can be shared by several team members. Target completion date should be realistic – remember the improvement plan will only span an 8-9 month period.

11. Progress Update. It is important that you and your team stay focused on achieving the agreed actions therefore these should be discussed and updated regularly e.g. quarterly. Progress against each action should be entered onto iMatter Action Plan in the progress update section. (Managers not receiving a report will enter this on the action plan template saved in department files either electronically or on paper.)

© Webropol Oy 2014

## iMatter Action Plan

### Step 2: Action Plan

Team name: Team Nessie

#### What we do well:

The team have a good working relationship and we support each other to ensure we can get our work done effectively.

Area for Improvement	Desired Outcome (pulled through to storyboard)	Actions (pulled through to Storyboard)	Responsible for Action Plan and Target Completion Date – who and when
1 Training & development	Appropriate training to help team members to understand their roles better and what is required from them.	Conduct a Training Needs Analysis for team members, which will identify any skills gaps.	Team Manager, End April 2015
2 Communication between the team	Be more up to date on decisions affecting the team so we all have an understanding of what is required from all team members	Hold regular weekly meeting to keep team member updated of any new or outstanding issues	G McGuire 30/03/2015
3 Communication between other teams	Communicate more effectively with other teams, especially since this often has a direct impact on our own work	Identify the 3 core teams we work most closely with so we can commence a more effective communication strategy	J Graham, end March 2015

### Step 3: Record of Progress

Area for Improvement	Progress Made	Date
1 Training & development	TNA conducted team wide over 2 week period. Training identified options to be discussed with HR/L&OD.	17/04/2015
2 Communication between the team	Team meetings held each Monday. Full notes kept and sent to those unable to attend so they are fully informed.	09/03/2015
3 Communication between other teams	Identified 3 main teams we work most closely with. Team managers agreed to hold joint monthly meeting to discuss issues affecting the teams.	17/04/2015



