

Post Outline : Assistant Librarian

Created On Friday, July 29, 2005

Created By Emma Stocks

This Post Outline Is Not Approved

Assinged to:

Purpose : To support the Librarian in the day to day management of the Goldberg Library, including the supervision of the Library Assistants. To take overall responsibility for the Library's literature searching and training programmes. To take the lead in ensuring the smooth running of the Library's computers and IT systems, in liaison with the Host Trust's Computer Department.

Reporting To : Library Manager

KSF Dimensions, Levels And Indicators

Core / Specific	Number	Dimension	Second Gateway (Full Outline)		Foundation Gateway (Subset Outline)	
			Level	Indicator	Level	Indicator
Core	C1	COMMUNICATION	3	A,B,C,D,E,F	1	A,B,C,D,E
Core	C2	PERSONAL AND PEOPLE DEVELOPMENT	3	A,B,C,D,E,F,G	1	A,B,C,D,E
Core	C3	HEALTH, SAFETY AND SECURITY	2	A,B,C,D,E,F	1	A,B,C,D,E
Core	C4	SERVICE IMPROVEMENT	2	A,B,C,D,E,F	1	A,B,C,D,E
Core	C5	QUALITY	3	A,B,C,D,E,F,G	1	A,B,C,D,E
Core	C6	EQUALITY AND DIVERSITY	2	A,B,C,D	1	A,B,C,D,E
Specific	IK2	INFORMATION COLLECTION AND ANALYSIS	2	A,B,C,D,E,F	1	A,B,C,D
Specific	IK3	KNOWLEDGE AND INFORMATION RESOURCES	3	A,B,C,D,E,F	1	A,B,C,D,E,F
Specific	G1	LEARNING AND DEVELOPMENT	3	A,B,C,D,E,F	1	A,B,C
Specific	G5	SERVICES AND PROJECT MANAGEMENT	2	A,B,C,D,E,F,G	1	A,B,C,D

Specific	G6	PEOPLE MANAGEMENT	2	A,B,C,D,E,F	1	A,B,C,D,E
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C1 COMMUNICATION

Second Gateway (Full Outline)

Level : 3 Develop and maintain communication with people about difficult matters and/or in difficult situations

Level Indicators:

- 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:
 - 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.

Examples of Application : People with whom communicating

See overview

Communication differences might be in relation to:

- contexts and cultures of the different parties
- degree of confusion or clarity
- first/preferred language
- levels of familiarity with the subject of the communication / context in which the communication is taking place
- level of knowledge and skills
- sense of reality.

Forms of communication

See overview

Purpose of communication might include:

- asserting a particular position or view
- breaking bad news

Foundation Gateway (Subset Outline)

Level : 1 Communicate with a limited range of people on day-to-day matters

Level Indicators:

- a) communicates with a limited range of people on day-to-day matters in a form that is appropriate to them and the situation
- b) reduces barriers to effective communication
- c) presents a positive image of her/himself and the service
- d) accurately reports and / or records work activities according to organisational procedures
- e) communicates information only to those people who have the right and need to know it consistent with legislation, policies and procedures.

Examples of Application : People with whom communicating

See overview

Day-to-day matters might include:

- asking questions
- giving straightforward information
- passing on simple messages
- providing answers
- taking simple messages.

Forms of communication

See overview

Barriers to communication

See overview

Reducing barriers might relate to:

- adapting communication

- encouraging and supporting people
- explaining issues in formal situations (such as courts)
- explaining outcomes of activities / interventions
- exploring difficult issues
- facilitating meetings
- helping people make difficult decisions
- making scripted presentations
- presenting and discussing ideas
- providing technical advice to non-technical specialists
- representing views
- seeking consent
- sharing decision making with others including users of services
- sharing information
- supporting people in difficult circumstances.

Barriers to communication

See overview

Modifies communication through, for example:

- deciding what information / advice to give / not give as the communication proceeds
- modifying the content and structure of communication
- modifying the environment
- modifying the methods of communicating
- using another language
- using different communication aids

Legislation, policies and procedures

See overview

- changing the environment
- checking information received for accuracy and interpretation
- using communication aids

Legislation, policies and procedures

See overview

Second Gateway (Full Outline)

Level : 3 Develop oneself and contribute to the development of others

Level Indicators:

- a) reflects on and evaluates how well s/he is applying knowledge and skills to meet current and emerging work demands and the requirements of the KSF outline for his/her post
- 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 workplace as a learning environment.

Examples of Application : To support the Site Library Manager in ensuring appropriate professional development opportunities / training for the Library Staff. This includes joint annual reviews with team members and the setting of personal and team objectives.

To support other Library staff in the provision of an enquiry service.

To revise and implement the training programme for Library members, assisted by the Senior Library Assistants.

To supervise and provide a literature search service for NHS staff, assisted by the Senior Library Assistants.

Own development needs might include:

- critically appraising new and changing theoretical models, policies and the law
- developing new knowledge and skills in a new area
- developing new knowledge and skills in own work area
- developing strategies to manage emotional and physical impact of work
- keeping up-to-date with evidence-based practice
- keeping up-to-date with information technology

Foundation Gateway (Subset Outline)

Level : 1 Contribute to own personal development

Level Indicators:

- a) with the help of others, identifies:
 - whether s/he can carry out the tasks within own job
 - what s/he needs to learn to do current job better
 - when s/he needs help
- b) reviews his/her work against the KSF outline for his/her post with his/her reviewer and identifies own learning needs and interests
- c) produces with his/her reviewer a personal development plan
- d) takes an active part in agreed learning activities and keeps a record of them
- e) evaluates the effectiveness of learning activities for own development and the job.

Examples of Application : Others

See overview

Personal development

See overview

- maintaining work-life balance and personal wellbeing
- managing stress
- updating existing knowledge and skills in own work area

Personal development

See overview

Others

See overview

Enabling others to develop might include:

- acting as a coach to others
- acting as a mentor to others
- acting as a role model
- acting in the role of reviewer in the development review process
- demonstrating to others how to do something effectively
- discussing issues with others and suggesting solutions
- facilitating networks of practitioners to learn from each other (eg electronic forums, bulletin boards)
- providing feedback and encouragement to others
- providing feedback during assessment in the workplace (eg for NVQs/SVQs, student placements)
- providing information and advice
- providing professional supervision
- sharing own knowledge, skills and experience
- supporting individuals who are focusing on specific learning to improve their work and practice
- supporting others on work placements, secondments and projects

Legislation, policies and procedures may be international, national or local and may relate to:

- confidentiality
- data protection (including the specific provisions relating to access to health records)
- disability
- diversity
- employment
- equality and good relations
- human rights (including those of children)
- information and related technology
- language
- learning and development.

Second Gateway (Full Outline)

Level : 2 Monitor and maintain health, safety and security of self and others

Level Indicators:

- a) identifies and assesses the potential risks involved in work activities and processes for self and others
- b) identifies how best to manage the risks
- c) undertakes work activities consistent with:
 - legislation, policies and procedures
 - the assessment and management of risk
- d) takes the appropriate action to manage an emergency summoning assistance immediately when this is necessary
- e) reports actual or potential problems that may put health, safety and security at risk and suggests how they might be addressed
- f) supports others in maintaining health, safety and security.

Examples of Application : Attend mandatory fire training annually and ensure staff do the same
Attend mandatory manual handling training every two years and ensure staff do the same
Read and be familiar with local Health and Safety Policies and procedures and ensure staff do the same

Others:
See overview

Legislation, policies and procedures
See overview

Risks to health, safety and security:
See overview

Emergencies might be related to:

- the environment
- health
- information
- security.

Supporting others in maintaining health, safety and security might include:

Foundation Gateway (Subset Outline)

Level : 1 Assist in maintaining own and others' health, safety and security

Level Indicators:

- a) acts in ways that are consistent with legislation, policies and procedures for maintaining own and others' health, safety and security
- b) assists in maintaining a healthy, safe and secure working environment for everyone who is in contact with the organisation
- c) works in a way that minimises risks to health, safety and security
- d) summons immediate help for any emergency and takes the appropriate action to contain it
- e) reports any issues at work that may put health, safety and security at risk.

Examples of Application : Legislation, policies and procedures
See overview

Others:
See overview

Assisting in maintaining a healthy, safe and secure working environment might include:

- appropriate and secure use of information technology
- appropriate use of security systems and alarms
- being immunised to protect self and others from specific health risks
- checking the safety of fittings and fixtures
- disposing of waste
- maintaining appropriate levels of heating, lighting and ventilation

Works in a way that minimises risks to health, safety and security might be:

- driving safely
- effective hand cleansing
- moving and handling people and/or goods using equipment as appropriate
- reducing noise
- taking appropriate breaks from using equipment
- using organisational security measures.

Risks to health, safety and security:

- acting as a role model
- alerting others when there are specific risks
- enabling individuals to learn healthier, safer and more secure ways of working
- intervening to protect others from risk
- moving and handling people and/or goods with others using equipment as appropriate
- offering information and advice on how to reduce risk

See overview

Emergencies might be related to:

- the environment
- health
- information (eg breaches of confidentiality, lost/stolen health records)
- security.

Second Gateway (Full Outline)

Level : 2 Contribute to the improvement of services

Level Indicators:

- a) discusses and agrees with the work team
 - the implications of direction, policies and strategies on their current practice
 - the changes that they can make as a team
 - the changes s/he can make as an individual
 - how to take the changes forward
- b) constructively makes agreed changes to own work in the agreed timescale seeking support as and when necessary
- c) supports others in understanding the need for and making agreed changes
- d) evaluates own and other's work when required to do so completing relevant documentation
- e) makes constructive suggestions as to how services can be improved for users and the public
- f) constructively identifies issues with direction, policies and strategies in the interests of users and the public.

Examples of Application : To develop and maintain current awareness services, including journal contents page bulletins, new resources lists and updates on electronic resources, to support evidence-based practice and research. To monitor the work of the Admin & Finance Officer in disseminating mailings.

To ensure that the Library & Information Service conforms to legal requirements concerning copyright, data protection and other regulatory requirements.

To implement and interpret policies, guidelines and standards of London Health Libraries network and professional body (CILIP).

To assist the Library & Information Manager in developing, maintaining and reviewing Library & Information services ' policies and procedures, including cataloguing, Inter-Library Loans and collection development.

Direction, policies and strategies

See overview

Evaluating own and other's work might be through:

Foundation Gateway (Subset Outline)

Level : 1 Make changes in own practice and offer suggestions for improving services

Level Indicators:

- a) discusses with line manager / work team the changes that need to be made in own practice and the reasons for them
- b) adapts own practice as agreed and to time seeking support if necessary
- c) effectively carries out tasks related to evaluating services when asked
- d) passes on to the appropriate person constructive views and ideas on improving services for users and the public
- e) alerts line manager / work team when direction, policies and strategies are adversely affecting users of services or the public

Examples of Application : Tasks related to evaluating services might include:

- audits (eg clinical, financial, resource)
- customer satisfaction surveys
- risk assessments
- staff questionnaires.

Direction, policies and strategies

See overview

- audit
- appraising own and team practice in the light of research findings
- comparisons of own services against those of others following benchmarking exercises
- satisfaction surveys.

Constructive suggestions might be related to:

- bright ideas
- feedback from users
- good practice elsewhere
- how to apply changes in legislation, policies and procedures
- how to implement recommendations
- how to respond effectively to evaluations
- own reflections and observations
- team discussion.

Second Gateway (Full Outline)

Level : 3 Contribute to improving quality

Level Indicators:

- a) acts consistently with legislation, policies, procedures 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 team member 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 raises quality issues and related risks with the relevant people
- f) supports the introduction and maintenance of quality systems and processes in own work area
- g) takes the appropriate action when there are persistent quality problems.

Examples of Application : To be responsible for the smooth day to day running of the Library, ensuring that systems such as: the issue, renewal and return of stock; the inter-library loan service; the reservations and overdue procedure; journals management; the post and the tidiness of the library; are kept up to date. Be responsible for providing a document delivery service, obtaining copies or loans of articles and documents from London and nationwide document delivery schemes, and responding promptly to requests for photocopies and loans from other libraries

To implement Library & Information service standards, and participate in the national healthcare library services accreditation scheme (HELICON).

To support the Library & Information Manager in evaluating and auditing Library & Information services, using a range of research methodologies, including questionnaires.

To be responsible for organising and planning own workload to meet service priorities. Readjusting plans as situations change/arise

Legislation, policies and procedures
See overview

Foundation Gateway (Subset Outline)

Level : 1 Maintain the quality of own work

Level Indicators:

- a) complies with legislation, policies, procedures and other quality approaches relevant to the work being undertaken
- b) works within the limits of own competence and responsibility and refers issues beyond these limits to relevant people
- c) acts responsibly as a team member and seeks help if necessary
- d) uses and maintains resources efficiently and effectively
- e) reports problems as they arise, solving them if possible.

Examples of Application : Legislation, policies and procedures

See overview

Acting responsibly as a team member

See overview

Resources would include:

- environments
- equipment and tools
- information
- materials.

Working as an effective and responsible team member

See overview

Quality issues and related risks might include:

- complaints
- data and information gaps
- health, safety and security
- inappropriate policies
- incidents
- ineffective systems
- lack of knowledge or evidence on which to base the work
- lack of shared decision making with users of services
- mistakes and errors
- poor communication
- poor individual or team practice
- resources
- risks
- team working
- workload

Taking the appropriate action when there are persistent quality problems might include:

- alerting a trade union official
- alerting one's own manager
- alerting the manager of the person concerned
- issuing warnings
- investigating incidents
- whistle blowing.

Second Gateway (Full Outline)

Level : 2 Support equality and value diversity

Level Indicators:

- a) recognises the importance of people's rights and acts in accordance with legislation, policies and procedures
- b) acts in ways that:
 - acknowledge and recognise people's expressed beliefs, preferences and choices
 - respect diversity
 - value people as individuals
- c) takes account of own behaviour and its effect on others
- d) identifies and takes action when own or others' behaviour undermines equality and diversity.

Examples of Application : Attend mandatory equality and diversity training and ensure staff do the same

Read and be familiar with local equality and diversity policy and ensure staff do the same

Read and be familiar with local Discrimination, Harassment, Bullying and Victimisation Policy and ensure staff do the same

Legislation, policies and procedures

See overview

People's expressed beliefs, preferences and choices might relate to:

- food and drink
- how they like to be addressed and spoken to
- personal care - living or deceased
- privacy and dignity
- the information they are given
- the support they would like
- their faith or belief.

Identifying and taking action when others' behaviour undermines equality and diversity would include on a day-to-day basis being prepared to:

- recognise when equality and diversity is not being promoted and doing something about it
- recognise when someone is being discriminated against and doing something about it

Foundation Gateway (Subset Outline)

Level : 1 Act in ways that support equality and value diversity

Level Indicators:

- a) acts in ways that are in accordance with legislation, policies, procedures and good practice
- b) treats everyone with whom s/he comes into contact with dignity and respect
- c) acknowledges others' different perspectives
- d) recognises that people are different and makes sure they do not discriminate against other people
- e) recognises and reports behaviour that undermines equality and diversity

Examples of Application : Legislation, policies and procedures

See overview

Makes sure they do not discriminate against other people may include

- what they do or say
- what they do not do or say
- when interacting with colleagues
- when interacting with users of services
- when working with the public
- when working with visitors to the organisation

Second Gateway (Full Outline)

Level : 2 Gather, analyse and report a limited range of data and information

Level Indicators:

- a) identifies and agrees:
 - the question/issue to be addressed by the data/information
 - the nature and quantity of data/information to be collected
 - the quality criteria which the data/information should meet
- b) effectively uses appropriate methods and sources for obtaining and recording the data/information
- c) confirms that the data/information meets the agreed quality criteria and takes appropriate action if it does not
- d) collates and analyses the data/information using methods appropriate to:
 - the initial questions which the data/information is intended to answer
 - the nature of the data/information
- e) reports the data and information at the agreed time using presentation, layout, tone, language, content and images appropriate to:
 - its purpose
 - the people for whom it is intended
 - agreed formats and protocols
- f) complies with relevant legislation, policies and procedures throughout

Examples of Application : To contribute to the design and content development of the information centre's Internet website.

To monitor Library & Information services usage, and compile statistics, and contribute to HIEL's Annual report.

Data and information might be:
See overview

Data and information may be held in systems which are:
See overview

Data and information might relate to:

Foundation Gateway (Subset Outline)

Level : 1 Collect, collate and report routine and simple data and information

Level Indicators:

- a) collects and collates data/information effectively and to time, using set systems and consistent with legislation policies and procedures
- b) confirms that the data/information meets pre-set quality criteria and reports any quality issues
- c) maintains the integrity of data/information using agreed procedures
- d) reports the data/information clearly in the required format at the time agreed

Examples of Application : Collection of data and information might be from:

- primary data (eg through face-to-face interviews)
- secondary data.

Data and information might be:
See overview

Data and information may be held in systems which are:
See overview

Data and information might relate to:
See overview

Data and information may be

See overview

Data and information may be

- raw
- intermediate
- processed

Legislation, policies and procedures

See overview

Images include:

- charts
- diagrams
- maps
- pictures
- spreadsheets

- raw
- intermediate
- processed

Legislation, policies and procedures

See overview

Second Gateway (Full Outline)

Level : 3 Organise knowledge and information resources and provide information to meet needs

Level Indicators:

- a) establishes and agrees users' requirements for knowledge/information
- b) identifies and evaluates potentially relevant knowledge and information resources and selects those most likely to meet agreed needs
- c) determines and implements the most appropriate method of locating, extracting and presenting the required knowledge/information
- d) provides requested information to users, proposing suitable alternatives if their needs cannot be met
- e) facilitates access to knowledge/information by developing and implementing appropriate and effective ways of organising resources
- f) acts consistently with legislation, policies and procedures.

Examples of Application : To be involved in the selection and acquisition of new stock. To take responsibility for cataloguing and classifying of new stock, supporting and training the Senior Library Assistants as necessary

Requirements may relate to:

- content
- equality and diversity issues
- format
- frequency/timing of provision
- quality
- quantity
- resource(s) to be used
- timescales/deadlines

Knowledge and information resources might be accessed, developed and organised for the purposes of:

See overview

Knowledge and information resources may be:

See overview

Knowledge and information might be:

Foundation Gateway (Subset Outline)

Level : 1 Access, appraise and apply knowledge and information

Level Indicators:

- a) correctly identifies the need for additional knowledge and information resources to support her/his work
- b) identifies possible sources of the knowledge and information
- c) determines appropriate knowledge/information resource(s) to meet identified need, seeking appropriate guidance and support if necessary
- d) accesses the resource(s) using appropriate methods and identifies the relevant information
- e) appraises the knowledge and information and identifies whether it is appropriate to be applied in own context
- f) appropriately applies the knowledge/information to their work consistent with legislation, policies and procedures.

Examples of Application : Knowledge and information resources might be accessed, developed and organised for the purposes of:

See overview

Knowledge and information resources may be:

See overview

Knowledge and information might be:

See overview

Sources of knowledge and information might include:

- colleagues
- expert users of services
- internet
- intranet/extranet
- libraries
- literature
- multidisciplinary meetings
- National Electronic Library for Health (NeLH)
- reference books
- resource centres

See overview

Ways of organising knowledge/information resources might include:

- abstracting
- cataloguing
- classifying
- indexing

Legislation, policies and procedures

See overview

Legislation, policies and procedures

See overview

Second Gateway (Full Outline)

Level : 3 Plan, deliver and review interventions to enable people to learn and develop

Level Indicators:

- 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
 - 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
- d) makes any necessary adjustments to the plan as the work proceeds to promote learning and development and better meet learners' needs
- e) gains feedback from learners and relevant others on the effectiveness of learning and development and their ideas for how it can be improved
- f) evaluates the effectiveness of learning and development informed by learners, others in the team and own reflections and use the evaluation to inform future practice.

Examples of Application : Learning and development

See overview

Plan of how learning and development will be facilitated might include:

- aims and objectives
- content and timing
- design of learning materials
- methods and approaches to be used

Foundation Gateway (Subset Outline)

Level : 1 Assist with learning and development activities

Level Indicators:

- a) identifies with the relevant people the activities to be undertaken to support learning and development
- b) undertakes the task effectively and to time consistent with legislation, policies and procedures
- c) reports any difficulties or problems at an appropriate time to a team member.

Examples of Application : Activities might include:

- preparing equipment for specific forms of learning and development
- preparing learning environments
- preparing learning materials and resources
- providing feedback to learners
- supporting learners and team members during learning and development
- preparing and collating evaluation forms

- who will be involved and their respective roles
- resources
- how the environment will support learning
- assessment purposes and methods
- methods of evaluation

Legislation, policies and procedures
See overview

Learning and development
See overview

Legislation, policies and procedures
See overview

Second Gateway (Full Outline)

Level : 2 Organise specific aspects of services and/or projects

Level Indicators:

- a) obtains full, relevant information on specific aspects of services and projects for which s/he is responsible and how they relate to other parts of the service or project
- b) ensures that everyone involved in the specific aspects of services / projects for which s/he is responsible has relevant and appropriate information about the work and their role within it, and confirms their understanding of their role
- c) ensures that planned resources are available for people to use at the time they need them
- d) coordinates activities making sure that they run smoothly and work well together and are consistent with legislation, policies and procedures
- e) effectively undertakes activities to support the efficient working of services / projects
- f) monitors the implementation of those aspects of services / projects for which s/he is responsible against agreed plans and takes prompt corrective action when activities are not consistent with plans
- g) monitors the outcomes of those aspects of services / projects for which s/he is responsible to confirm that their objectives are met and alerts service / project managers to any issues.

Examples of Application : 3.1 To take responsibility for the smooth running of all Library computers, in liaison with the Trusts Computer Department. To liaise with this department over the networking of library information across the local area.

3.2 To take overall responsibility for the management and promotion of computer-based library information services, including KA24.

To maintain and develop an automated library management system for core library processes, including loans, cataloguing and statistics.

To be responsible for the day-to-day maintenance of the information centre, including maintenance of displays and equipment.

Foundation Gateway (Subset Outline)

Level : 1 Assist with the organisation of services and/or projects

Level Indicators:

- a) identifies with the team the activities to be undertaken to support services and projects
- b) undertakes activities effectively and to time consistent with legislation, policies and procedures
- c) reports any difficulties or problems at an appropriate time to a team member
- d) keeps accurate records of activities and makes them available to people at the time that they need them.

Examples of Application : Activities might include:

- arranging catering and other forms of support
- arranging events
- arranging travel
- booking straightforward appointments
- chasing replies
- drafting and finalising documents (including letters)
- filing / storing
- monitoring supplies
- ordering supplies
- organising venues
- preparing papers for distribution
- taking payments in simple circumstances
- taking notes
- welcoming and facilitating events and meetings

Services and projects
See overview

Legislation, policies and procedures
See overview

Activities to support the efficient working of services / projects might include:

- arranging diaries for others
- chasing action, outputs and outcomes
- handling queries from users and others connected with the services and/or projects
- making payments from a petty cash account
- organising complex appointments and schedules
- organising meetings and events
- organising supplies
- producing documents
- providing information on need for additional and/or future expenditure
- supporting individuals and teams to understand and undertake their role
- taking minutes

Services and projects
See overview

Legislation, policies and procedures
See overview

Second Gateway (Full Outline)

Level : 2 Plan, allocate and supervise the work of a team

Level Indicators:

- a) contributes to the recruitment and selection of team members to meet organisational needs consistent with legislation, policies and procedures
- b) communicates clearly with team members and gives them opportunities to:
 - contribute to the planning and organisation of work
 - assess their own and team work
 - respond to feedback
- c) develops work plans and allocates work in a way which:
 - is consistent with the team's objectives
 - is realistic and achievable
 - takes full account of team members' abilities and development needs
- d) objectively assesses the work of the team and provides clear constructive feedback to the team in a manner most likely to maintain and improve performance
- e) supports team members effectively during the NHS KSF development review process and enables them to meet their development objectives
- f) agrees with team members courses of action to address issues with and at work

Examples of Application : To supervise the Library Assistants

Team members might be:

See overview

Legislation, policies and procedures

See overview

Assessing the work of teams and individuals might be for:

- appraisal of team or individual day-to-day work
- assuring that objectives and targets have been achieved
- assuring that quality and user requirements have been met
- recognising achievement

and may be related to:

- one specific activity or objective

Foundation Gateway (Subset Outline)

Level : 1 Supervise people's work

Level Indicators:

- a) gives people opportunities to contribute to the planning and organisation of their work
- b) develops and explains plans and work activities to people and enables them to carry out their work effectively consistent with legislation, policies and procedures
- c) gives people support and opportunities to assess their own work and gives them clear, sensitive and appropriate feedback in a way that helps them improve and develop
- d) supports people effectively during the NHS KSF development review process
- e) reports poor performance to a relevant person for them to take action.

Examples of Application : People might be:

See overview

Opportunities might include:

- email communication / discussion
- making oneself available to people
- one-to-one meetings
- regular meetings to discuss work plans
- team briefings
- telephone discussions

Legislation, policies and procedures

See overview

Assessment of own work might be in relation to:

- the overall work of the team or individual.

Feedback may be given:

- at team meetings and briefings
- during confidential discussions of work
- during formal appraisals
- during normal day-to-day activities
- when required to maintain motivation, morale and effectiveness

- day-to-day work
- quality and user requirements
- specific achievements
- specific objectives and targets

Feedback may be given:

- during normal day-to-day activities
- during specific meetings
- when required to maintain motivation, morale and effectiveness

Document has ended