The KSF handbook wording for:

G6 – People Management

**Status**
Specific – it will relate to some jobs but not all.

**Levels**
1. Supervise people’s work
2. Plan, allocate and supervise the work of a team
3. Coordinate and delegate work and review people’s performance
4. Plan, develop, monitor and review the recruitment, deployment and management of people

**Description**

This dimension is about the management of individuals and teams. It covers activities such as recruitment, selection, work planning, allocating and delegating activities, and reviewing performance, placing emphasis throughout on getting the best from people, treating them fairly and involving them in decisions about their work. This dimension includes aspects of leadership as it is through culture change and leadership from the top that others are inspired to deliver high quality services.

Progression through the levels in this dimension is characterised by:

- moving from supervising day to day tasks and activities, through coordinating and allocating work, to taking a broad overview of recruitment, deployment and the management of people in an area of work
- increasing knowledge and skills in the management of people
- increasing knowledge and skills in good practice in recruiting and retaining people from diverse groups.

**Links to other KSF dimensions**

This dimension is supported by:

- **Core 1 Communication** - which covers all forms of communication with colleagues and others
- **Core 2 Personal and people development** – which focuses on developing oneself and others during ongoing work
- **Core 5 Quality** – which covers the management of self
- **Core 6 Equality and Diversity** – which focuses on promoting equality and diversity including within the workforce.

This dimension is different from dimensions:

- **G5 Services and project management** which focuses on the running of services and projects themselves and the activities within them rather than the management of people who directly run the services on the ground.
The KSF handbook wording for:

G6 – People Management

Level 1 – Supervise people’s work

Indicators:

The worker:

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:

- those for whom the worker has line responsibility
- those for whom the worker has functional responsibility
- those for whom the worker has delegated responsibility

and they may work

- alongside the worker
- at a distance from the worker (e.g. night shift, outreach workers, those who are directly supervised by others but for whom the worker holds overall management responsibility)

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:

- employment
- equality and diversity
- health and safety
- security
- working time
The KSF handbook wording for:

G6 – People Management

Assessment of own work might be in relation to:

- 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

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

Indicators:

The worker:

a) contributes to the recruitment and selection of team members to meet organisational needs consistent with legislation, policies and procedures
b) communicate 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 their work.

Examples of application:

Team members might be:

- those for whom the worker has line responsibility
- those for whom the worker has functional responsibility
- those for whom the worker has delegated responsibility

and they may work

- alongside the worker
- at a distance from the worker (e.g. night shift, outreach workers, those who are directly supervised by others but for whom the worker holds overall management responsibility)
The KSF handbook wording for:

G6 – People Management

Legislation, policies and procedures:

- employment
- equality and diversity
- health and safety
- security
- working time

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:

- once specific activity or objective
- 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

Level 3 – Coordinate and delegate work and review people’s performance

Indicators:

The worker:

a) suggests workforce requirements to meet team and organisational objectives
b) selects individuals for posts using agreed methods and based on objective assessments against agreed criteria
c) gives team members clear information on, and opportunities to influence, work objectives, planning and organisation, in a way which inspires commitment and enthusiasm
d) plans and coordinates work:
   - prioritising and reprioritising activities to respond to changing circumstances
   - managing multiple processes simultaneously whilst enabling teams and individuals to focus on their own specific objectives
e) delegates authority to people and monitors them against the required outcomes, agreeing with them:
   - clear, explicit and achievable targets and timescales
   - ways in which their development will be supported
   - how progress and performance will be monitored and reviewed
The KSF handbook wording for:

G6 – People Management

f) allocates and provides sufficient resources and support for delegated work and reviews progress and outcomes with people as agreed

g) gives people support and opportunities to meet their personal development objectives

h) agrees with people appropriate courses of action to address any issues with their work.

Examples of application:

Workforce requirements may include:

- numbers of staff
- rota/shift patterns
- skills/skill mix of staff

People might be:

- those for whom the worker has line responsibility
- those for whom the worker has functional responsibility
- those for whom the worker has delegated responsibility

and they may work

- alongside the worker
- at a distance from the worker (e.g. night shift, outreach workers, those who are directly supervised by others but for whom the worker holds overall management responsibility)

Legislation, policies and procedures:

- employment
- equality and diversity
- health and safety
- security
- working time

Level 4 – Plan, develop, monitor and review the recruitment, deployment and management of people

Indicators:

The worker:

a) in consultation with relevant others, develops clear plans for the recruitment, deployment and management of people which:

- support the organisation’s vision, values, strategies and objectives
- take account of current and potential future constraints and opportunities
- comply with legislation, policies and procedures

b) implements methods, processes and systems for recruiting, deploying and managing people which:

- support the organisation’s vision, values, strategies and objectives
The KSF handbook wording for:

**G6 – People Management**

- comply with legislation, policies and procedures
  
c) monitors the recruitment, deployment and management of people in order to:
  - evaluate performance in these areas
  - identify current problems/issues
  - identify trends
  - predict future needs
  - assess capacity to meet future needs
  
d) reviews plans, methods, processes and systems related to the recruitment, deployment and management of people and modifies them to improve their effectiveness
  
e) provides appropriate support to others to improve their knowledge and understanding of people management.

*Examples of application:*

People might be:

- those for whom the worker has line responsibility
- those for whom the worker has functional responsibility
- those for whom the worker has delegated responsibility

and they may work:

- alongside the worker
- at a distance from the worker (e.g. night shift, outreach workers, those who are directly supervised by others but for whom the worker holds overall management responsibility)

*Legislation, policies and procedures:*

- employment
- equality and diversity
- health and safety
- security
- working time

*Constraints and opportunities may include:*

- capacity – matching resources to activities
- current staff capabilities and career plans
- facilities/buildings
- financial resources
- organisational policies and objectives
- partnership working
- skill mix
- the relationship between activity and cost