Margaret Connor

Customer Involvement & Services

Manager, Salix Homes

Barbara Harper

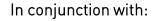
Chair of the Customer Senate,

Salix Homes

1st Annual Tenant Panel Conference

Monday, 28th November 2011 York Racecourse











Recruitment and Training Panel Members

Barbara Harper Chair of Customer

Margaret Connor Customer Involvement and Service Manager

















Outstanding achievement in housing in the UK

Outstanding achievement in housing in England

Involving and empowering communities

Recruitment and Training

The aim of this workshop is to give an insight into:

- How we identified skills gaps and recruited new members
- How we identified training needs, using skills gaps
- How we deliver individual and group training and build confidence
- How we resource and support our panel

















Background

- Two recruitment drives
 - Full Senate
 - 5 Senators
- Different approaches
 - Letter from Chief Executive
 - Flyer
- Different selection processes
 - Formal interview
 - Speed dating

















Identifying skills required and gaps

- Detailed person specification
 - Customers need to be involved
 - Terms and reference for the panel
 - The role of individuals and collective panel
 - What would make a perfect panel member

















Person Spec of Senator

- focussed on the best interest of Salix customers
- go beyond own interests
- communicator
- listener
- respects others and their views
- recognises diversity and equal opportunities
- has high standards of behaviour, probity & integrity
- can work as part of a team
- can apply skills & knowledge
- happy to share skills & knowledge to help other Senators

















Person Spec of Senator

- enthusiastic
- conscientious
- participate in training & personal development
- prepare for and regularly attend Customer
 Senate meetings
- make appropriate contributions to meetings
 - a Customer of Salix Homes

















Group Collective Competencies

- Team Work works in harmony, collaboratively, respect others views, seek consensus and accept compromise where appropriate.
- Communication shares ideas, use appropriate language, listen, feedback and report.
- Accountability operate with high degree of openness, publish plans and reports, reflect and respond to views/aspirations/priorities of the wider customer body.
- Behaviour Respect others, be non-judgemental, non-aggressive and nonconfrontational and support collective judgements.
- Knowledge of scrutiny processes, of Salix Homes services, structures, objectives, standards, governance arrangements, policies and procedures. Of external standards, expectations, and best practice.
- Skills ability to scrutinise, analyse, interpret, question, challenge and negotiate.
- Decision making arrive at judgements that are based on strong evidence and are balanced, reasonable and proportionate. Respect the role of the Salix Board.
- Management ability to plan activities, review progress, monitor performance and respond to exceptions.
- Value diversity Promote equal opportunities.

















How do you identify the gaps?

- Self awareness of panel
 - Diversity
 - representative
- Qualities of departing members
- Appraisal process
 - Regular 1:1s
 - Annual appraisal
 - Individual development plans
- Review of projects
 - What could have helped

















How to fill the gaps

- Recruitment Plan
 - Advert
 - Positive action
- Communication Plan
 - Customers; Board; staff
 - Website; team briefs; events
- Organisational buy in
 - Making best use of colleagues

















Recruitment

- Know your audience
 - Application; expression or approach
- How do you get the best out of applicants
 - Formal or informal?
 - Interview or conversation?
 - Ask the right questions
- Know what you are looking for
 - How do you expect them to answer
 - Scoring matrix

















Our experience

- First advert
- Advert letter from Chief Exec
- 60+ applicants
- Formal interview
- Appointed top applicant in each neighbourhood
- Nominations form panels

- Second advert
- Advert flyer and poster
- 15 applicants
- Speed dating guided conversation
- Scored answers and skills
- Plugged the gaps

















Successful recruitment

- Promotion
 - What makes it different
- Equality and Diversity
 - Is your panel representative
- Selection Process
 - Customer involvement
- Decision making process
 - Customer decision
- Team building
- Succession planning
 - Keep one eye on the future

















Identifying training needs and skills gaps

- Self awareness
- Application form
- Training needs assessment
- Group exercise
- Observation
- 1:1 s

















Training requirements.....

- Understanding social housing
- Regulation
- What is scrutiny
- Equality & diversity
- Business planning
- Performance
- Areas of challenge
- Good practice

- Influencing and negotiation
- Report writing
- Presentation skills
- Involving customers
- Project management
- Communication
- Budgets and finance
- Managing risk

















Delivering the training

- Learning styles
- Individual plan
 - Agree priorities
 - Delivery method
- Team plan
 - Agree priorities
 - Delivery methods
- Internal and external provision
- Mentoring
- evaluation

















Building confidence

- Assign tasks
- Buddies
- Networking
- Events
- Feedback
- Presentations
- Promotion

















Resourcing

- Co-regulation is not cheap!
- Financial
- Customer time
- Staff time

















Set up costs - Financial

- Promotion of Scrutiny
- Research
- Office space for Scrutiny Panel
- Creation of web site
- Initial equipment
- Team Building
- Induction
- Consultancy support

















Ongoing costs - Financial

- Promotion of Scrutiny Panel activity
- Stationary/postal
- Mobile phones?
- Expenses
- Training
- IT
- Hospitality
- Mentoring

















Staff resources

- How much time
 - Don't underestimate the resources required
 - Initially resource intensive
- What do they do
 - Minute taking
 - Evidence
 - Support and coaching
 - training

















Customer resources

- Our most valuable asset
- Invest in their wellbeing
- Impact
- Have their say
 - Reinvest savings
 - Service improvements

















Any Questions

















