



Team Establishment and Development Checklist

CHO Team Establishment and Development Checklist									
Please use this checklist to identify areas that may require your attention in the initial stages of establishing a team or a working group. There are resources available on www.hseland.ie and through your local Leadership, Education and Development (LED) group should you need guidance and/or facilitation around each of these points.						Priority & Timeline: Use the timeline and RAG (Red, Amber, Green) system to prioritise your actions.			
Governance and functioning checklist	Yes / No / N/A	Action required	By Whom	When	0-3 mths	3-6 mths	6-12 mths	12 mths+	Priority RAG
1: What is the vision for the service/division/team/group?									Red Amber Green
2: Has the mission statement of the team/group been discussed and agreed?									Red Amber Green
3: Is the purpose of the group defined? Are people clear what you are – a group or a team?									Red Amber Green
4: Are the team/group goals and objectives clear to all? What are their short, medium, long-term objectives?									Red Amber Green

Team Establishment and Development Checklist (continued)

5: Are the objectives consistent with the vision and objectives of the team/group/service?										Red Amber Green
6: Are the team/group values and guiding principles clear and known to all?										Red Amber Green
Terms of reference/ housekeeping	Yes / No / N/A	Action required	By Whom	When	0–3 mths	3–6 mths	6–12 mths	12 mths+		Priority RAG
7: Are the team/group arrangements/terms of reference agreed and documented (chairperson appointment, duration of office, chair rotation, voting rights, quorum, note-takers)? Templates available from LED										Red Amber Green
8: Are the meeting procedures or housekeeping arrangements for the team/group agreed and documented (for example, frequency of meetings, notice of meetings, quorum required, who takes minutes, timing for agenda items, approval of agenda, timing for dispatch of minutes, timing for sign-off of minutes)?										Red Amber Green

Team Establishment and Development Checklist (continued)

<p>9: Is the team/group co-located or a virtual team/group?</p> <p>Have you discussed how this will impact on the dynamics of the team/group?</p> <p>What strategies have you identified that will negate the issues identified?</p>									<p>Red</p> <p>Amber</p> <p>Green</p>
<p>10: Is the management structure of the service/team members known to all?</p>									<p>Red</p> <p>Amber</p> <p>Green</p>
<p>11: Is there a communication strategy identified for all stakeholders?</p>									<p>Red</p> <p>Amber</p> <p>Green</p>
Roles and responsibilities	Yes / No / N/A	Action required	By Whom	When	0–3 mths	3–6 mths	6–12 mths	12 mths+	Priority RAG
<p>12: Is the composition of the team/group agreed?</p> <p>Do service users/patients/unions need to be involved – refer to your stakeholder analysis?</p>									<p>Red</p> <p>Amber</p> <p>Green</p>

Team Establishment and Development Checklist (continued)

<p>13: Are the roles and responsibilities of the team/group agreed and documented? Does the team/group have an agreed role definitions and a process for allocation for key work areas?</p>									<p>Red Amber Green</p>
<p>14: Are all members clear on each other's roles, how they overlap and will interact and collaborate?</p>									<p>Red Amber Green</p>
<p>15: Are each person's skills and abilities used to the full potential?</p>									<p>Red Amber Green</p>
<p>16: Is there a plan to utilise these skills and abilities?</p>									<p>Red Amber Green</p>
<p>17: Is the team/group clear on how decisions will be made and by whom? Is the team/group clear on their level of involvement in decision-making within the group (implicit, unanimous, consensus, etc.)?</p>									<p>Red Amber Green</p>

Team Establishment and Development Checklist (continued)

<p>18: How are conflicts managed within the team/group? Is there a conflict management resolution policy?</p>							<p>Red Amber Green</p>
<p>19: Is there an identified service manager who is accountable and responsible for the overall team/group/service in the area?</p>							<p>Red Amber Green</p>
<p>20: Is there an identified manager for each unit/team/group who has a clear reporting relationship to the service manager and to the main senior management team/group?</p>							<p>Red Amber Green</p>
<p>21: Do all team/group members have appropriate supervision/clinical supervision if required?</p>							<p>Red Amber Green</p>
<p>22: Have performance achievement sessions been held with each member of staff? Refer to local LED lead for support and advice.</p>							<p>Red Amber Green</p>

Team Establishment and Development Checklist (continued)

Business processes	Yes / No / N/A	Action required	By Whom	When	0-3 mths	3-6 mths	6-12 mths	12 mths+	Priority RAG
23: Is there a framework agreed for compliance with standards and performance targets?									Red Amber Green
24: Are the KPIs and monthly/annual monitoring and evaluation reporting mechanisms of the team/group known to all?									Red Amber Green
25: Is each team/group member clear on their responsibility to attend to these KPIs/monitoring and evaluation reporting mechanisms?									Red Amber Green
26: Has a quality assurance system been identified that best fits the mission statement and purpose?									Red Amber Green
27: Have continuous quality improvement initiatives been identified? How will they be identified and measured?									Red Amber Green

Team Establishment and Development Checklist (continued)

<p>28: Have you considered a mechanism agreed for service planning?</p>							<p>Red Amber Green</p>
<p>29: How can service users/key stakeholders' views be heard concerning service planning?</p>							<p>Red Amber Green</p>
<p>30: Where interagency partnership/consultancy arrangements applies, are there service arrangements and legal frameworks in place?</p>							<p>Red Amber Green</p>
<p>31: Are there risk management processes in place? Who manages the risks? And how will they be managed by the team/group? Refer to Risk Management PPPGs.</p>							<p>Red Amber Green</p>
<p>32: Are there stress management processes in place? Refer to Work Positive initiative.</p>							<p>Red Amber Green</p>

Team Establishment and Development Checklist (continued)

33: Is there a policy on confidentiality in place?										Red Amber Green
34: Have you considered a procedure for receiving and responding to formal complaints?										Red Amber Green
35: Are there policies and procedures for records maintenance, management and security?										Red Amber Green
Team/group development	Yes / No / N/A	Action required	By Whom	When	0–3 mths	3–6 mths	6–12 mths	12 mths+	Priority RAG	
36: Is there a formal mandatory induction programme for all team/group members?										Red Amber Green

Team Establishment and Development Checklist (continued)

<p>37: Have team/group members identified the skills and training needs of the team/group?</p> <p>For support and templates on a Training Needs Analysis which covers Statutory and Mandatory Training, please refer to your local LED department.</p> <p>Has each manager completed the following training?:</p> <ul style="list-style-type: none"> ▶ People Management Legal Framework ▶ Trust in Care ▶ Dignity at Work 									<p>Red Amber Green</p>
<p>38: Do you have regular team/group reflexivity meetings to reflect on and adapt the working methods and functioning of the team?</p> <p>Refer to LED for support and facilitation on PESTELI (checklist for analysing the environment of an organisation or service) and when considering pending changes that will impact on the team/group.</p>									<p>Red Amber Green</p>

Team Establishment and Development Checklist (continued)

<p>39: Have you had a facilitated session on the vision, mission, purpose, function and values of the team/group?</p> <p>Do you have agreement on what behaviours are acceptable and what behaviours mean you are not living the values of the team/group and how to measure same?</p>									<p>Red Amber Green</p>
<p>40: Does the team/group have opportunities to meet and bond outside of the structured work environment?</p>									<p>Red Amber Green</p>
<p>41: Are projects/work streams identified that utilise a mix of team/group members and their skills and abilities from across the area?</p>									<p>Red Amber Green</p>
<p>42: Are you aware of your team/groups current perception of the team/group effectiveness?</p> <p>Refer to LED for support, tools and templates.</p> <p>Have you considered doing pre and post evaluation with your team?</p>									<p>Red Amber Green</p>

Team Establishment and Development Checklist (continued)

43: Do you have a plan to continuously improve the service provided by the team/group which includes all of the key stakeholders?									<p>Red Amber Green</p>
<p>Source: Keoghan, D. (2017) Contact details: Denise Keoghan, HSE HR Leadership, Education & Training Development Specialist/Lead for Coaching & Change Management, Tullamore, Co Offaly (denise.keoghan@hse.ie) <i>People's Needs Defining Change – Health Services Change Guide</i></p> 									