

Feedback Report

Investors in Young People

Org name
GAMH

Undertaken By: Nicola Dillon
On behalf of Investors in People Scotland

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1. Introduction

Background

The Scottish Government partnered with people management specialists Investors in People Scotland to create a new accreditation framework: Investors in Young People. This framework seeks to reward and recognise employers who demonstrate excellence in recruiting and retaining young people, while encouraging others to begin working with young people.

Glasgow Association for Mental Health (GAMH) is an independent charity registered in Scotland. You promote the mental health and wellbeing of people and their communities; providing more than 2000 hours of community based support every week to people in Glasgow. The services and opportunities you offer help people who are recovering from mental health problems to live the lives that THEY want to live. You also support Carers of people in recovery, including Young Carers. You work with people in ways that encourage hope (belief that recovery is possible) personal development and self-confidence. You recognise that people are the experts in their own life and health and have the right to make their own choices and decisions.

A recent 5 year funding award from the big lottery has provided you with the resources to support Young Carers until 2020. This project provides a range of mental health and wellbeing interventions to children, young people, young adults and their parents from across the City of Glasgow.

Your values of ***People First, Experts by Experience, Equality and Social Justice, Significant Others, Participation, Partnership and Collaboration*** drive you towards your vision when all Scotland's people will achieve full and equal citizenship rights, regardless of their mental health status.

It is clear from our discussions you are passionate and committed to developing Young staff. The self-directed support agenda has had an impact on your ability to offer more attractive employment options to Young staff. This includes relief worker contracts which can suit Young staff who may be studying or looking for flexible hours. You also offer student placements and volunteering opportunities which have led to employment opportunities.

As a proactive employer your biggest single investment is in the future of your workforce and this is demonstrated by the support you provide to your Young People. You are truly committed to engaging and developing your Young People and I believe you have a 'Young People brand' you can be proud of. Your passion and commitment to providing Young People with an employment opportunity is providing a platform to address youth unemployment and develop Scotland's young workforce.

This is your first assessment against the second generation Investors in Young People Framework and you have chosen to be **assessed against the Standard framework**

Methodology

I was onsite with you on Thursday 02nd March 2017 when I met with 10 staff that we had previously agreed were in the scope for this activity. My discussions concentrated on the standard framework in relation to how you attract, recruit, support, guide, develop and retain Young People as well as how this links to your current business priorities, which are:

1. **Attracting and recruiting Young People**
2. **Supporting, Guiding and Developing Young People**
3. **Retention of Young People**

At the end of my time with you I provided verbal feedback to Jacqueline Croft and Laura Middell (Director and Central Resources Manager). We agreed that my findings would also be presented to you in a written report to highlight your good practice and areas for development.

2. Summary Findings

You have a clear understanding of how Young People contribute to the success of GAMH with Young People successfully coming through the volunteering route or through a student placement and leading to a project worker or a relief worker.

Your attraction strategy is strong and provides you with an abundant pool of talent to select for employment and volunteering through West of Scotland Uni, Glasgow Uni, your website, student fairs, good moves, word of mouth, student placements and volunteering. **To further widen your pool for selection I would suggest the following placing your recruitment adverts on Social Media (Including Twitter and Facebook) and within the local schools.**

Staff and service users share their perspective of mental health with nursing students and social work students from the local colleges and universities. This approach has had a powerful impact on students having the opportunity to hear about the impact of support from a service user's perspective and from staff delivering support. This approach has also led to students becoming volunteers for GAMH during and after their studies.

You attend College and University open days to talk about services and have started to use these days to talk about career routes but have suggested this is an area you could focus on more. Partnerships with the local schools can be developed through engaging with **DYW (Developing Young Workforce) Glasgow.**

It was great to hear you provide work experience for young school pupils. This approach will help Young People to make quicker and more informed career choices within your industry. You have built a successful partnership with SDS and developed a school leavers programme in conjunction with job centre plus. This partnership has then led to Young People volunteering with you. Young People believed your recruitment process was informal and tailored to their needs. I was also pleased to hear that you recruit in line with the values which provides you with a good cultural and behavioural fit.

Your learning and development strategy for Young People is very structured through a 6 week learning programme and 6 month probationary period which includes preparation to practice with outcomes and measures for success, on the job training and shadowing and a range of training opportunities and qualifications options. This approach ensures Young People are equipped with the necessary skills for a career in Mental Health and Wellbeing. A number of resources are in place to support Young People's development including support and supervision meetings, buddying up with more experienced staff and reference books on practice. There is now a more formal induction in place to help Young People settle into GAMH, their job and learning. **I picked up a few comments on the induction needing more structure however you advised you also picked this up through feedback and have addressed this.**

Influencers of Young People were able to identify a range of capabilities and skills required to develop Young People and Young People confirmed these capabilities were in place and being demonstrated. Influencers were supported to develop their capability through undertaking a PDA in leadership and management, a PDA in Supervision and online step into leadership training.

You have a highly effective approach to supporting performance and providing effective and regular feedback. Your learning and development tracker allows you to track and support performance. There was evidence of managers and Young People demonstrating role model behaviours and Young People liked being role models for new Young People. As an organisation you encourage Young People to have a voice and provide them with the opportunity to speak up. Young People did however advise they would like more of a voice and to get involved at a wider and

higher level and as such ***I have suggested a Young People's forum and a Young Person's rep which was very positively received.***

GAMH was recognised as providing an excellent grounding for Young People and a great place to start their career and then progress into higher level studies. Career growth opportunities were also available in the form of different projects. Influencers were clear about the impact of Young Peoples learning and development and were able to provide opportunities to continue to stretch and develop Young. Young People have developed their confidence and self-esteem and promoted their own personal commitment to health and wellbeing as they can see a strong link between good health and wellbeing and mental health. You have also seen the incredible work that Young People can produce with your GIF Heart to raise awareness of GAMH resulting in an award.

Young People and managers understand the positive impact that Young People bring to GAMH. Young People give you a fresh perspective and share their learnings from their studies which provide you with more ideas and strategies to support mental health and wellbeing. I observed a culture of appreciation where Young People felt valued, appreciated and recognised for their efforts and performance. You know you won't keep Young People but they come here and gain experience for a career in mental health or social work. There is a strong ethos and passion to develop Young People with various examples of Young People who have progressed onto a successful career out with GAMH.

I am positive that you will continue to demonstrate a role model approach and whole hearted commitment to embracing the philosophy and ethos of Investors in Young People and that my recommendations for development will provide you with a clear plan of action to ensure that the positive journey which has already been made to reach IYP will continue to be deeply and consistently embedded.

3. Outcome

Having carried out this assessment in accordance with the guidelines provided by Investors in People Scotland, I am delighted that you have met the Investors in Young People Award for which I offer you my deepest congratulations. Accreditation will remain in place until 02nd March 2020.

4. Finding and Recommendations

Findings and Recommendations against Business Priorities – with development areas, quotes and suggested action in **Bold**.

1. Attraction and Recruitment of Young People

Strategy for Young People



You have a clear understanding of how Young People contribute to the success of GAMH with Young People successfully coming through the volunteering route or through a student placement and leading to a project worker or a relief worker.

Young People want to work for you either because they have an interest in mental health, you are known to provide an excellent grounding for a career in mental health or because they are a carer in their personal life.

You have found that Young People have brought you enthusiasm, an interest in Mental Health, new learning for projects, fresh ideas, a breath of fresh air and more up to date ICT skills. Young People have also challenged existing staff to think more about their practice and brought new research and theories to support severe and enduring mental health which can be used to support funding bids.

Attraction and Recruitment



Attraction Strategy

Your attraction strategy is strong and provides you with an abundant pool of talent to select for employment and volunteering through West of Scotland Uni, Glasgow Uni, your website, student fairs, good moves, word of mouth, student placements and volunteering. Most of Young People I spoke came through the volunteering route from school, college or university or through word of mouth and found that volunteering while studying was more beneficial in providing a grounding in mental health. **To further widen your pool for selection I would suggest the following placing your recruitment adverts on Social Media (Including Twitter and Facebook) and within the local schools.**

"I did volunteering after University but it would have been much better if I had done volunteering while at university as it would have given me the opportunity to learn the skills from the theory and really understand mental health in practice"

"I did a student placement while I was studying my HNC social care and this placement really helped me to understand the module on mental health. After my placement I was then employed by GAMH"

Education and Employment Partnerships

1. Education Partnerships

You have built strong partnerships with local universities whereby staff and service users share their perspective of mental health with nursing students and social work students from the local colleges and universities. This approach has had a powerful impact on students having the opportunity to hear about the impact of support from a service user's perspective and from staff delivering support. This approach brings the theory to life to allow students to make connections between theory and practice. This approach has also led to students becoming volunteers for GAMH during and after their studies.

It was really encouraging to hear that your Young People are trained up to be student link workers to support students and found this experience really rewarding.

You attend College and University open days to talk about services and have started to use these days to talk about career routes but have suggested this is an area you could focus on more. Going forward you are keen to develop more relationships with schools to educate Young People on the range of different job roles within your industry and help Young People to make quicker and better informed career choices. Partnerships with the local schools can be developed through engaging with **DYW (Developing Young Workforce) Glasgow**. This partnership helps to align education with industry needs. ***I would also utilise your current Young People in developing this partnership as research has proved that Young People relate better to Young People. Your Young People noted a keen interest in being involved.***

“Having the opportunity to do a student placement helped me to understand mental health from the perspective of a worker as opposed to being a carer. It also helped me to complete my HNC in Social Work, particularly when completing my graded unit. Placement supervisors helped to fit the outcomes requirement into the placement”

“Having the opportunity to be trained as a student link worker and support a student is really rewarding” “I am able to explain to students what they can and can’t do and make up a placement timetable for them to give them the best experience and structure so they know what is expected of them”

“As a student mentor it is really nice to be able to pass on my knowledge and awareness of GAMH. The students learn so much on the job and from service users. I also get the opportunity to share own experience of being a student and a volunteer”

“I would like to be a guest speaker at University and explain what we do and talk about benefits of volunteering because I didn’t get that opportunity when I was at Uni. I would encourage Young People to understand the importance of getting practical experience”

“We have a stall at Job fares to discuss a career in mental health careers but going forward it would be a good idea to involve our young staff and volunteers”

“We talk about career options in mental health and about mental health in general. There can be a lot of bullying in school around mental and educating Young People on career options in mental health and mental health can help Young People to better understand mental health and the career options available to them”

School Work experience

It was great to hear you provide work experience for young school pupils. This approach will help Young People to make quicker and more informed career choices within your industry, develop employability skills and also provide you with a further talent pipeline.

You have also started study groups to help young people prepare for exams, complete UKAS forms and provide help with completing CV’s, job applications and interview skills. You also talk to Young People about their career aspirations which encourages them to choose the right subjects for their future career. Your success has also led to Young People running social enterprise programmes and providing Young People with a better chance of securing a job or access to education or employability programmes.

“School pupils come to GAMH for their work experience to gain an understanding of a career in Mental Health and Wellbeing. They then want to give something back which can lead to volunteering”

2. Employment Partnerships

You have built a successful partnership with SDS and developed a school leavers programme in conjunction with job centre plus. This partnership has then led to Young People volunteering with you.

I liked that your successful partnership involves you presenting to young people who are unemployed and if they have an interest in a career in Mental Health or are not sure they are encouraged to try volunteering. In order to educate the relationship advisors at the job centre you also offer them mental health awareness training to allow them to educate and encourage Young People to consider a career in mental health and to try volunteering first to see if this career may be for them.

To further develop your engagement with Education and Youth Employment Organisations I would also consider the following

- ***Build a partnership with the Developing Young Workforce (Glasgow) Group***
- ***Build a partnership with the Saltire Foundation for University Graduate Placements***
- ***Offer school work experience out with the traditional one week placement***
- ***Young People to be guest lecturers at University***

Recruitment Process

Young People believed your recruitment process was informal and tailored to their needs. I was also pleased to hear that you recruit in line with the values which provides you with a good cultural and behavioural fit.

I asked all the Young People I spoke with to identify from the skills they had learned at school, college or university which skills were relevant to their jobs and if they were asked to provide an example of how they could demonstrate these skills, would they be able to provide an example. All advised yes they could. My findings are detailed below from the skills taken from the Curriculum for Excellence

CFE –

- Communication
- Working with others / team work
- Planning
- Empathy
- Flexibility
- Focus
- Observation
- Perception

“Most of these skills were talked about at the interview and I knew in advance what GAMH were looking for”

To strengthen your recruitment process to ensure a continued skills and behavioural fit I would suggest

- ***Recruit in line with the curriculum for excellence skills***
- ***Seek input from Young People on your future recruitment adverts to ensure they were attractive to young people.***
- ***Involve Young People in the recruitment of new Young People and in reviewing and improving your recruitment processes***

Learning and develop strategy for Young People



The learning and development strategy for Young People is very structured through a 6 week learning programme and 6 month probationary period which includes preparation to practice with outcomes and measures for success, on the job training and shadowing and a range of training opportunities and qualifications options. One to one support and supervision meetings support learning and development and if issues or challenges are picked up Young People are fully supported. I liked that for people who are new to the sector you now have an online assessment to establish their current level of knowledge so you can tailor your individual approach to learning and development. This approach ensures Young People are equipped with the necessary skills for a career in Mental Health and Wellbeing.

The structure for learning provided evidence of the timeless principle “Tell me and I forget, show me and I remember and involve me and I understand” being in place to measure the effectiveness of learning and development. Meaningful feedback allows Young People to develop confidence and competence in their ability.

“I am buddied up with more experienced people for about two weeks. This approach makes you more confident when meeting new people, more confidence to do the job and the requirements and more relaxed to take more notice of your surroundings”

Prep for practice

Your reflective practice programme has been well received and has been recognised as being very effective in embedded codes of practices and encouraging openness and honesty through reflective practice. It has also been an excellent programme to evidence levels of knowledge, skill and behaviour and identify any gaps in practice through evaluation against the outcomes and provide support to remedy this through support and supervision.

“The preparation for practice helped me to learn the codes of practice and follow them and helped me link policy to practice. It makes you stop, think and reflect”

“I really liked the task at the back to reflect on service users and what you have done with them and how to support a them. It is an excellent way to get into reflective practice and carry that forward”.

“I related preparation for practice with my SVQ. It further embedded my learning on how to write a reflective account as I had already learned the skills writing a reflective account for my SVQ”

“Reflective practice reinforces the codes of contact and encourages openness and honesty through reflective practice”

Qualifications and Training

Young People talked about your investment in Qualifications and training SSSC, child protection, safe guarding, mental health awareness, mental health 1st aid, Health and Safety, assist training, lone working, IROC, manual

handling and online learning. This approach to learning and development will support Young People to be competent in a career in Mental Health and Wellbeing. The impact of this approach has been clearly articulated as below

Training

"I loved assist training because I learned strategies to assist people with suicidal thoughts and how to communicate with them and prevent this. I also learned how to explore and ask questions around suicide and have the confidence to explore my thoughts and support people and use my learning daily"

"I enjoyed all the training in particular child and adult protection because it focused on the work perspective. I also enjoyed IROC training because I learned how to understand and record outcomes for service users".

"I liked manual handling training because I learned how to do the day to day stuff without causing myself or others an injury. I now know how to properly push a wheel chair and help people stand up. Small training makes such a big difference"

"There is really good opportunities for training internally and externally"

"I have been able to apply my training to all parts of practice and training opportunities come up frequently. I have been asking for training on young people with autism and now I am getting this"

Qualifications

Young People have the opportunity to undertake a range of additional qualifications in addition to preparation for practice including an SVQ in Health and Social Care and a PDA in supervision.

"For my SVQ I was able to use my learning from preparation for practice. The SVQ reinforced my learning from prep for practice and I was also able to reflect my learning on prep for practice"

"I now have a registered Qualification that I can use to progress outwith GAMH"

Resources to support the development of Young People

A number of resources are in place to support Young People's development including support and supervision meetings, buddying up with more experienced staff and reference books on practice.

"There is really good communication in the office and you can phone or text your supervisor if you need help when they are out of the office. There is also loads of resources to help you learn including letter layouts and form templates"

To develop your approach to Learning and development I would suggest the following;

- ***Become an approved centre for preparation for practice as a commercial income stream and also provide a tailored version for workplaces to support staff and management to better support mental health and wellbeing in the workplace***
- ***Introduce buddies for new Young People***

Management Capability to Lead Young People



Influencers of Young People were able to identify a range of capabilities and skills required to develop Young People including sharing their own experience, experienced and passionate about mental health and wanting to see young people develop the same passion, guide and lead Young People, release their talents, creativity and potential, stretch Young People, provide vision and grounding for career progression, encouraging new ideas, living and instilling the values and making them real.

Young People described influencers as flexible, encouraging, and committed to developing and supporting Young People and creating a safe environment to talk about a disability or any other issue.

“I make sure that Young People shadow a more senior and experienced worker”

“I get to know my Young People and nurture them using a flexible leadership style. I can also identify if young people are struggling in their personal life too and put a structure in place to support them”

“The employee counselling service and mindfulness training is also open to Young People”

Building capability

Influencers were supported to develop their capability through undertaking a PDA in leadership and management, a PDA in Supervision and online step into leadership training.

“The PDA in leadership and management gave me better leadership skills to shape the workforce. I recognise the skills of Young People and develop their talents, share the vision, goals and outcome,

“Young People are leaders and we recognise this and we want them to improve the service”

“Critical analysis gets you to think about the why of what you are doing and pulls from operational into strategic”

To strengthen your management capability in how you lead and manage Young People I would suggest the following

- ***Develop a management guide for all influencers of Young staff to ensure all Influencers are delivering a consistent approach in how they lead, support and develop Young Staff.***
- ***Involve influencers and Young People in defining the competencies needed to lead, develop and support Young People and regularly review these capabilities and implement recommendations for improvement to ensure Young People’s development is continuously effective***

3. Young People are supported, guided and developed

Transition to work

Induction

There is now a more formal induction in place to help Young People settle into GAMH, their job and learning. This includes an organisational induction, a job induction, and preparation for practice, an overview of policies and procedures and an employee handbook. Young People also valued the hours and working pattern which they felt supported their person life and study commitments.

Following feedback from managers that Young People were not as clued up as expected you have now enhanced your induction programme to give Young People a better grounding. You now ensure people get immediate training on codes of practice, policies and social service requirements. You also now bring in other services with GAMH to explain what do to ensure people have a full understanding of the range of your services. ***I picked up a few comments on the induction needing more structure and I suspect this has now been addressed as advised above.***

"I didn't really have an induction I sat in a room and was handed a bunch of policies. I was also left in the office on my own a few times and didn't know what to do"

"It would be good to get told the basics on your first day like codes for the doors, codes and passwords for the computer"

"Rather than being given stuff to read it would have been better to have it explained verbally in detail"

"I was not inducted into the job effectively. I didn't know which area of the city I would be working on until my first day. It would have been good to have known that before I started"

Support and Guidance

Effective and Regular Feedback



You have a highly effective approach to supporting performance and providing effective and regular feedback. Your approach includes 4 weekly supervision meetings, ongoing supervision, weekly and monthly team meetings; group learning sets to learn from others, group practice development which includes a formal and informal practice review, case load meetings and an appraisal. Your learning and development tracker allows you to track and support performance.

"Feedback from service users allows us identify any gaps in practice and remedy them"

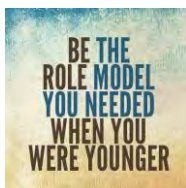
"Support and supervision makes you feel more safe and comfortable in your work. It is your time to talk about your work and get support and talk about person life too. The meetings are really supportive and encouraging"

“I get lots of informal feedback and weekly case load management meetings are great to discuss issues, share skills and experience and try new ideas and techniques”

“You can ask for more support and supervision meetings if you need them which helps to build your knowledge and understanding”

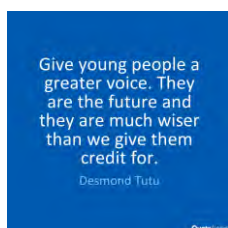
“A lot of stuff can build up in your head from a service user and you take on their issues. At support and supervision meeting you to talk about your feelings and anything you are worried about. You are really well looked after”.

Role Models



There was evidence of managers and Young People demonstrating role model behaviours and Young People liked being role models for new Young People. Role model behaviours included leading by example, imparting information and sharing the big picture in a way that is understood, helping Young People to understand how their role relates to the vision, living the values, treating people with respect, being focused, approachable and creating a safe environment to share learning.

Involvement and Participation



As an organisation you encourage Young People to have a voice and provide them with the opportunity to speak up. There are a number of initiatives in place to engage young people and provide them with a voice which have been well received, including learning sets, case load meetings and team meetings. This approach to engaging young people has been really well received however ***it was felt that there could be more initiatives to engage all Young People.***

“Ideas and suggestions are encouraged which makes you feel valued and heard”

“At case load meetings and team meetings we get to share ideas with the wider team and get a broader idea of practice and consistency of practice”

“At learning set and meetings we get to find out what other people are working on and other projects that are happening like healthy life styles, build your skills, wheel chair tennis and then you can get involved in other projects”

“Learning sets keep you up to date with changes in practice and how to approach changes in a safe environment and learn from colleagues and their experience”

"It would be good to have more SDS team meetings as we have only had 2 since April 16 with the whole team"

"I would like to have more options to be listened to because we don't always get feedback on our ideas and suggestions"

Effective Learning and Development

Developing Young People's careers



GAMH was recognised as providing an excellent grounding for Young People and a great place to start their career and then progress into higher level studies. Career growth opportunities were also available in the form of different projects.

"I don't see GAMH as a having a career path but it is giving me the skills and knowledge and excellent grounding of mental health"

"The North East of Glasgow has the most vulnerable communities in the UK and Young People get hands on experience to support service users that they would not get anywhere else"

"GAMH gives you an amazing start to your career"

"You could progress to a senior worker or a project leader but I don't see many of these jobs coming up"

"It would be good to shadow project leaders for career progression"

Managing talent

As Young People become more competent they are able to demonstrate newly acquired talents and skills through being exposed to different projects which stretches their potential and develops their confidence.

"One of our Young People produced a GIF image to represent mental health and won the competition"

"I have great attention to detail skills and I get asked to proof read letters and correct documents before they go to DWP. Through checking letters for benefits applications I have prevented service users to attending an unnecessary medical assessment which keeps their stress levels down and ensures their benefits are not stopped"

Impact of Learning and Development and celebration of success

Influencers were clear about the impact of Young Peoples learning and development and were able to provide opportunities to continue to stretch and develop Young People as their competence and confidence continued to grow. Young People have also been able to shape the future of GAMH. They bring a lot of enthusiasm and make more experienced people think more about what they are doing and why rather than doing the job automatically.

Young People have developed their confidence and self-esteem and promoted their own personal commitment to health and wellbeing as they can see a strong link between good health and wellbeing and mental health. This approach from your Young People has also had a positive impact on more senior staff now taking more care of their health and wellbeing.

You have also seen the incredible work that young people can produce through your partnership with NHS GG&C Aye Mind Project to encourage young people to think about the IT industry as a route into employment.

"I am getting hands on one to one experience to support the most vulnerable people in the population and this experience is invaluable"

"Every day I respect the people I work with and give service users choice, promote Independence and protect peoples interests needs and goals. I don't think about it anymore as my learning has become unconscious now"

"I have more confidence with day to day life and talking to people and more I am tolerant of situations"

"It is nice watching a young person grow because you can see them come on from where they started. It is great to be able to see their confidence grow"

To develop your approach to effective learning and development I would suggest the following

- **Introduce a formal succession planning and talent management programme which takes account of Young People.**
- **Link career aspirations to the succession plan. Include a performance development plan linked to objectives which identifies measures for success and feedback. Provide opportunities for successors to shadow**
- **Team meetings - Consult with staff to establish how you could have more SDS team meetings**

4. Young People are retained within GAMH

Impact on Organisational strategy



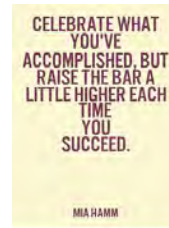
Young People and managers understand the positive impact that Young People bring to GAMH. You must be really proud of the achievement of your Young People.

Young People give you a fresh perspective and share their learnings from their studies which provide you with more ideas and strategies to support mental health and wellbeing. In fact one of your Young People was responsible for creating a video DVD to promote the services of GAMH on the website. This was particularly effective for Young Carers who reacted better to a video approach than reading about the service offering.

Going forward I would suggest collating stats on the progression routes of your young people. Rena has already done this and it would be good for Alice to do the same. These statistics will allow you to measure the impact of investing in young staff on bottom line performance and also help support funding applications, entry to awards

and also promote external success to encourage your stakeholders and partners to recruit young people as a result of your proven success.

Celebration of success



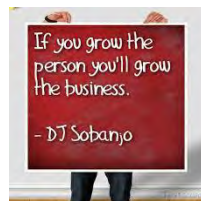
I observed a culture of appreciation where Young People felt valued, appreciated and recognised for their efforts and performance.

“When I can see that I have made a difference to the life of a service user and see them smile that is so rewarding”

“When you get a thank you from a service user and you can see happiness on their face this makes you really happy”

Impact on Young People

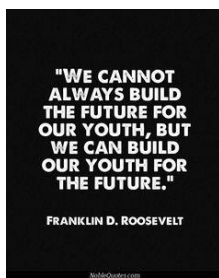
Young People are retained and progress within the organisation



There is a strong ethos and passion to develop Young People with various examples of Young People who have progressed onto a successful career out with GAMH. You know you won't keep Young People but they come here and gain experience for a career in mental health or social work. This experience helps them with the theoretical aspect of their studies and you also support Young People with interview preparation and completing applications”

“Young People are great ambassadors for GAMH and are so grateful for the learning opportunities we give them”

Continuous Improvement



Your Young People have a voice within GAMH and you ask them for feedback on their development at the appraisal and through the staff survey. At exit interviews you get to find out what is working and where you can improve and

take feedback on board to make improvements. Young People did however advise that they would like more of a voice.

“If we were asked for our feedback on attraction routes for Young People and on recruitment of Young People you would feel more part of a team and more involved in how things are managed”

“A Young Person’s forum would be great as we would be more involved in driving forward new initiatives and could bring more freshness to GAMH”

“If we had key themes to work on it would bring us closer to senior management and to have our ideas and opinions listened to and taken on board. We could link this to the service, sector challenges and how to better support young service users”

“It is hard to see career progression within GAMH unless there was succession planning. I think they are a wee bit stuck in there ways and very paper heavy and this could be made a lot simpler. Young People could address this and make working practices more efficient”

I have provided some suggestions below to support your retention of Young People

- ***Develop legacy stories and share good news stories through “a day in the life of”. The example of the GP who is now better able to provide more emotional support to her patients would be a great story for your website.***
- ***Make a video of Young Peoples success and encourage Young People to make this video.***
- ***External Marketing: Provide testimonials from Young People for the website to promote GAMH as a successful employer of Young People.***
- ***Bring in a government research student to undertake a research report on the impact of volunteering and student placements***
- ***Introduce a Young Person’s forum with a Young rep.***
- ***Gather feedback from Young People on the themes and outcomes within the IYP framework.***
- ***Identify where you would like to develop and improve your youth employment practices within the wider framework outcomes. You can use the framework to introduce new outcomes or measure and benchmark progression towards higher levels of accreditation at a Silver or Gold level for more embedded levels of practice.***

All the information I gathered confirmed that you are recognised as an excellent employer by your Young People and their influencers. Comments made that support this included:

A Great Place to Work

“GAMH really support you and you feel comfortable like a big family”

“I really enjoy coming to my work and I would not have continued from volunteering to paid employment if it had not been for the support I was given. GAMH still continue to give me support and that’s why I am really happy working here”

“As a Young Person I don’t feel discriminated against because of my age. I feel like an equal and respected for my input and contribution and taken seriously”

“I love the team I work with. We get on really well and I really like all the service users. I wake up every day and I am happy to go to work and there is so much support. If I feel stressed there is always someone to talk to”

"I think GAMH is a great employer of young staff because they have good values, career options, openness, good team work, flexibility of hours and there is faith in Young People"

Recommendations Plan

Attraction

- **Attraction:** Place your recruitment adverts on Social Media (Including Twitter and Facebook) and within the local schools.
- **Build a partnership with the Saltire Foundation for University graduate placements:** The contact for the Saltire Foundation is Claudia Cavalluzzo claudia.cavalluzzo@entrepreneurialscotland.com and Sara Nelson sara.nelson@saltirefoundation.com. A key part of the business for the Saltire Foundation is to source work placements for University graduates with their 51 host organisations of which 27 are in Scotland. The Saltire Foundation are in partnership with all the universities in Scotland 16 in total with connections at both principal level and career / head of department level. You could seek a student to develop a marketing strategy for your social media platform to raise the profile of GAMH.

School Activity

- **Developing Young Workforce** – Build a partnership with DYW (West) to support **Recommendation 14 from the wood commission**. The Developing Young Workforce groups provide leadership and a single point of contact and support to facilitate engagement between employers and education and have been designed to help employers shape their future workforce. DYW will support you to develop sustainable links with your local schools and colleges which can lead to a future talent pipeline of Young People. Your contact for this DYW Group is Rose Coyle rose.coyle@glasgowchamberofcommerce.com on 0141 204 8336 (Glasgow) who can present to your project leaders and Young staff.
- **Secondary School Partnerships:** Build deeper partnerships with your local high schools through the DYW Group to allow Young People to develop an interest in the range of career options within GAMH. I would suggest your Young People speak at these events as Young People relate better to Young People and can give their first-hand experience to Young People. This activity will further enhance your recognition as an Investors in Young People employer. Your Young People have noted an interest in getting involved.
- **Extended Work Experience:** Offer school work experience out with the traditional one week placement which will provide Young People with a more enriched and in-depth skills experience linked to their education pathway.

Recruitment:

- **Recruit in line with the curriculum for excellence skills** which your Young People have learned at school, College and University. Identify the key competencies for each role and recruit in line with them. Using this method of recruitment allows Young People to better sell themselves in line with the key competencies for the job
- **Recruitment adverts:** Seek input from Young People on your future recruitment adverts to ensure they were attractive to young people.
- **Involve Young People in the recruitment of new Young People and in reviewing and improving your recruitment processes** – Utilise your current Young People in the recruitment of new Young People through meeting and greeting candidates and giving them a tour or being an observer or having direct involvement in the interview process. This will provide a young person's perspective.

Developing Young People

- **Qualifications – Centre approval:** become an approved centre for preparation for practice as a commercial income stream and also provide a tailored version for workplaces to support staff and management to better support mental health and wellbeing in the workplace. Look to identify who and what roles could be considered as assessor and verifiers. Your contact at SQA is Derek Houston. Tel: 07768 83589. E: derek.houston@sqa.org.uk (Glasgow)
- **Buddy** - Introduce buddies for Young People for the 6 months of their introduction into GAMH. I would suggest existing Young People are buddies for new Young People. The buddy is an opportunity for those with an enthusiasm and commitment to developing others and to share their knowledge and experience and provide emotional, social or practical support to Young People.

Management Development

- **Competency Guide:** Develop a management guide for all influencers of Young staff to ensure all Influencers are delivering a consistent approach in how they lead, support and develop Young Staff.
- **Involve influencers and Young People in defining the competencies needed to lead, develop and support Young People** and regularly review these capabilities and implement recommendations for improvement to ensure Young People's development is continuously effective

Support and Development

- **Succession planning / Talent Management** – Introduce a formal succession planning and talent management programme which takes account of Young staff. Identify key talent for the future which takes account of Young staff. Identify the training, qualification and development activity requirements your Young People will need.
- **Career aspirations** – Link career aspirations to the succession plan. Include a performance development plan linked to objectives which identifies measures for success and feedback. Provide opportunities for successors to shadow.
- **Team meetings** - Consult with staff to establish how you could have more SDS team meetings

Retention

- **Legacy stories and good news stories in relation to staff:** Promote good news stories in relation to successful Young People and what they have achieved. Develop some legacy stories for your website as people love to hear about success stories. At induction use examples of your legacy stories.
- **Share good news stories through “a day in the life of”.** This will help to gain a better understanding of the wider services of GAMH and could also be an exciting experience for Young People
- **Make a video of Young Peoples** success and encourage Young People to make this video. Promote on your website and highlight your commitment to investing in Young staff and the successful Young staff you have developed. Check out the GSK Video for reference. <https://youtu.be/BnhckJJ-8XE>
- **External Marketing:** provide testimonials from Young staff for the website to promote GAMH as a successful employer of Young People.
- **Bring in a government research student to undertake a research report** on the impact of volunteering and student placements and how this approach impacts on their future quality of care in mental health and wellbeing.
- **Statistics:** Collate stats on the progression routes of your young people. Rena has already done this and it would be good for Alice to do the same. These statistics will allow you to measure the impact of investing in young staff on bottom line performance and also help support funding applications, entry to awards and also promote external success to encourage your stakeholders and partners to recruit young people as a result of your proven success.
- **Young People forum or next generation group:** empower your Young staff and volunteer population to own and drive forward key themes, challenges or initiatives and report back to you. This will help to develop project management skills and further develop team working skills. It is also an excellent way for you to establish what is

going well, not going so well and what improvements could be made. Achieving feedback through this forum will prove beyond all doubt a culture of trust, openness and honesty. Also encourage this group to drive forward and continuously improve your Young People strategy through reviewing strategies for recruitment, development and retention.

- **Young Person Representative.** Identify a Young Person representative who is voted in by Young People through a self-nomination and voting process. The representative would act as the main voice of all the Young People and would hold the role for a year. The representative should also be given a 15 minute slot at the senior management meeting to talk about Young People activities, events, updates or issues. The Young Person rep will then be able to develop a range of leadership skills including Young People engagement, project planning, negotiation and assertiveness, and presentation skills. The representative may be voted for again the following year but if a new Young Person is the rep, the existing rep should be a mentor for the new representative. This will allow the new rep to be fully supported and provide the previous rep with the opportunity to further their leadership skills for the future.
- **Actions for Improvement:** Gather feedback from Young People on the themes and outcomes within the IYP framework. Or ask your Young People to get together as a group to identify and present back to you on a quarterly basis what is going well, not going so well and what improvements could be made in relation to attraction, recruitment, development and retention of Young People using the IYP framework as a reference guide.
- **Wider IYP framework Outcomes:** Over the next 18 months look to identify where you would like to develop and improve your youth employment practices within the wider framework outcomes. You can use the framework to introduce new outcomes or measure and benchmark progression towards higher levels of accreditation at a Silver or Gold level for more embedded levels of practice.

5. Next Steps

Raymond will link in with you to arrange a date for us both to follow up with you to review my feedback and also start the process of “action planning for further improvement.”. Following this I can assist you with advice and support to implement further improvements. In advance of our next meeting I suggest you consider my recommendations and gather thoughts from across the business with regard to your future priorities.

The new 2nd Generation of IYP does require formal activity on an annual basis and future diary dates are:

Accreditation	12-Month Review	24-Month Review	Accreditation Expiry
02 nd March 2017	March 2018	March 2019	March 2020

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