



**GLADSTONE DISTRICT COMMUNITY
ASSOCIATION**

EQUAL OPPORTUNITIES
POLICY

REGISTERED CHARITY NUMBER 268356

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1.0 STATEMENT OF VALUES

1.1

Gladstone District Community Association otherwise known as GLADCA exists for the benefit of everyone who lives in the community and all other people who wish to make use of the services and facilities we provide.

We aim to:

- ✓ promote mutual understanding and equal opportunities for all
- ✓ provide accessible, affordable and appropriate services of the highest quality, developed from the best practices
- ✓ provide facilities for education, social welfare and recreation
- ✓ improve conditions of life for all who make use of the services and facilities we provide
- ✓ work in partnership with local groups and with other bodies to make the best use of resources
- ✓ manage our activities and facilities in ways which respond to the real and changing needs of the community
- ✓ be non-party in politics and non-sectarian in religion

1.1.2 Standard of Service

We are committed to:

- ✓ Providing high quality services and improving them continually
- ✓ Being helpful and courteous to all who use our services and facilities
- ✓ Ensuring that all local residents and other potential users know what services and facilities are available and how they can take part in activities
- ✓ Regularly reviewing the activities and facilities that we provide
- ✓ Listening to what other people say about what we provide
- ✓ Making our constitution, minutes of meetings, annual accounts and other information easily available to everyone (subject to necessary preservation of confidentiality)
- ✓ Actively encouraging all residents of the area of benefit to become members of **GLADCA**
- ✓ Encouraging a positive community spirit
- ✓ Where appropriate, making information in translation for those whose first language is not English

1.2 EQUAL OPPORTUNITIES STATEMENT OF POLICY FOR GLADCA

1.2.1 GLADCA recognises that in our society, power is not held equally, and that groups and individuals have been and continue to be discriminated against on many grounds including, for example race, religion, colour, nationality, sex, age, disability, sexual orientation, class, marital status, and where they live.

1.2.2 GLADCA also recognise that where direct or indirect discrimination occurs within its own organisation and activities, it is both morally and legally unacceptable, and it is in direct contradiction of GLADCA's constitutional commitment to serve the whole community.

1.2.3 The purpose of the Equal Opportunity Policy is to set out clearly and fully, the positive action **GLADCA** intends to take to combat direct and indirect discrimination. This applies in employment policy, management of the organisation, and the services it provides to its members, service users, hirers of its premises (etc) and in its relationships with other organisations.

1.2.4 In adopting this Equal Opportunity Policy, **GLADCA** is also making an unequivocal commitment to implementing it; so as to ensure that equal opportunity becomes a reality.

1.2.5 GLADCA also commits itself to encouraging its member organisations, users of its premises.... (etc) to adopt their own equal opportunities policies and to support and assist them in the process.

1.3 EQUAL OPPORTUNITIES STATEMENT OF INTENT FOR GLADCA

1.3.1 People will be treated with dignity and respect, regardless of race, religion, colour, nationality, gender, sexual orientation, disability, age, marital status or other personal characteristics.

1.3.2 At all times people feelings will be valued and respected. Language and humour that people find offensive will not be used, e.g. sexist or racist jokes or terminology that is derogatory to someone with a disability. This includes service user, clients or anyone who some come into contact with GLADCA, such as third party providers. This policy applies to our recruitment and selection procedure, and all members of the GLADCA Management Committee are subject to this policy.

1.3.3 No one will be harassed, abused or intimidated on the grounds of his or her race, religion, colour, nationality, gender, sexual orientation, disability, age or other personal characteristics. Incidents of harassments are taken seriously. If the matter cannot be resolved by way of an acceptable apology and an undertaking that the offence will not be repeated, the following actions will be taken:

- a) In a case involving a member of **GLADCA**, he or she will be suspended from membership until such time as he or she can appear before the Committee in accordance with (clause 7 of the constitution).
- b) In a case involving staff, disciplinary action will be taken in accordance with the procedure outlined in their condition of service.

To ensure there is compliance to this, GLADCA records the types of client that use the service, and individual recruited. This is only to ensure that there are no breaches. Additionally, Equal Opportunities training will be offered to staff members annually to ensure that they are aware of the issues, and to assist in compliance.

1.4 TAKING POSITIVE ACTION

Positive action means:

- ✓ Taking steps to ensure that disadvantaged people have equal access to facilities and services of the society they live in.
- ✓ Recognising and helping to develop human potential which has not been used because of past discrimination and disadvantage.
- ✓ Providing training for disadvantaged people to fit them for particular work or voluntary responsibilities so they can be considered equally with other candidates.
- ✓ In selection of staff or volunteers, ensuring that the widest range of people have the chance (and, if necessary, positive encouragement) to apply.
- ✓ Ensuring that the people, selected on merit, if they have special needs, are also given special support if they need it.

1.5 HARASSMENT

1.5.1 An organisation whose culture tolerates harassment will find it difficult, if not impossible, to retain talented staff from minority ethnic communities, women or disabled people. Indeed, many employees who are not directly affected will be keen to leave a workplace with an unpleasant and intimidating atmosphere. The employer will be left with the staff that does not have the ability to leave.

1.5.2 A good employer must have an effective policy on harassment in the workplace.

1.5.3 There is no authoritative definition of harassment. It may most simply be described as an attack or series of attacks resulting from a wilful desire to hurt, embarrassing remarks, jokes, insults, ridicule, comments about appearance, facial or other physical expression, threaten, frighten, intimidate or humiliate an individual or group of people.

1.5.4 The attack may be physical, social, psychological and can include harassment on grounds of gender, race, religion, sexual orientation, disabilities, health, physical characteristics, clothing, personal beliefs, age, status as ex-offenders, willingness to challenge harassment, etc. It can occur between people of the same or different sex, ethnic or other grouping.

1.5.5 Harassment on the grounds of race, gender or disabilities is defined as discrimination under the equality legislation.

1.5.6 Employers and service providers are prima facie liable for the actions of their employees. Individual perpetrators are also, of course, liable for their own actions. Harassment may lead to criminal claims for assault and civil claims for negligence or breach of contract.

1.5.7 It may lead to victim resigning and appealing to industrial tribunal with claims of constructive dismissal. Legal cases are expensive, time-consuming, disruptive and damaging to the reputations and image of employers and service providers.

1.6 Initial response by the person harassed

Wherever possible make the harasser aware that the behaviour is unwelcome and that it must stop. In circumstances where this is too difficult or embarrassing for the harassed, someone else may make the initial approach.

1.6.1 It is advisable that a record of the details of the initial response is made. If an approach to the harasser is not possible or does not result in the harassment ceasing, the matter can be reported to the manager. If this is not possible they can contact any member of the committee for a confidential informal discussion where all of the options are made available to the complainant. If it is decided to take formal action the complaint will then be reported to the Chairperson.

1.6.2 The Chairperson will consider the complaint seriously and ask the complainant to confirm the complaint in writing, giving details of the incident/s and any previous requests to the harasser to stop. The disciplinary procedure will then be brought into action.

1.7 Subsequent victimisation

If the harasser is not dismissed but is given a formal warning, any proven subsequent victimisation of the complainant by the same harasser will be seen as a very serious offence.

1.8 ANTI-HARASSMENT POLICY

- a) All complaint should be taken seriously and investigated promptly and thoroughly.
- b) The Line Manager and Committee Officer should interview both victims and perpetrators.
- c) Swift, sensitive and effective counselling should be made available to alleged victims and – in some cases – perpetrators.
- d) Appropriate use should be made disciplinary and grievance procedures.
- e) Confidentiality should be maintained in consultation with alleged victims.
- f) Records of cases should be kept and incidents should be monitored and evaluated.
- g) There should be sustained periodic programmes to raise and maintain the awareness of staff and service users on harassment compliant grievance procedures.

1.8.1 GLADCA will treat harassment as misconduct and all cases will be dealt with under the disciplinary procedure.

Sexual/Racial harassment is not only potentially unlawful, but also contrary to all equal opportunities policy.

RECRUITING AND SUPPORTING VOLUNTEERS & CASEWORKERS (V & CW)

2.0 The Role of Volunteers

GLADCA recognises the importance of the contribution that volunteers can make to its work. We aim to give all possible support to volunteers, so that both they and **GLADCA** will gain maximum benefit from volunteers' contribution.

2.1.1 The policy statement sets out ways in which we seek to achieve that aim, and the mutual responsibilities involved in the volunteering relationship. It forms part of the volunteering agreement between **GLADCA** and its volunteers.

- i. Volunteers should be an integral part of the life of **GLADCA**. The work they do is not peripheral but is an essential component in our day-to-day life and work.
- ii. The role of the volunteers is complementary to that of the paid staff, and should never be a substitute for the work of paid staff and volunteers should not be used to replace paid workers.
- iii. All volunteers will benefit from application of the organisation's Health & Safety, Equal Opportunity, Volunteering, Confidentiality and other relevant policies. All volunteers will also be expected to implement these policies in all aspects of their work. Training will be given as necessary to enable volunteers to observe and implement policies.
- iv. Volunteers should not be involved in any situation where there would be an unacceptable level of risk.
- v. Consistent procedures for recruitment and appointment, in accordance with the Equal Opportunity Policy, and will be implemented. Applicants will be asked to complete an application form, and will be interviewed by at least two people before their appointment is confirmed.

- vi. Volunteers will not receive any remuneration for their services, but their out-of-pocket expenses necessarily incurred in the course of their work, will be reimbursed as permitted by the Inland Revenue rules.
- vii. The main committee will issue from time to time instructions setting out the basics on which expense and other claims may be made for the use of volunteers.
- viii. **GLADCA** will arrange for a detailed induction programme, appropriate to the circumstances of the volunteer, to be undertaken before he/she commences
- ix. It is important that volunteers keep **GLADCA** informed of any concerns regarding the work of the organisation or the safety of persons and the premises.
- x. Volunteers may have an important role in promoting **GLADCA's** concerns through their contacts within the community, and are encouraged to share with the paid staff and committee members in encouraging local support.
- xi. Volunteers are asked to give as much notice as possible any expected inability to fulfil their normal volunteering (e.g. because of holiday or other absences). **GLADCA** will similarly give as much notice as possible of occasion when volunteer's work may not be required.
- xii. Should a volunteer have any grievance in the course of their work, they should bring it to attention of their Line Manger. Should the volunteer remain dissatisfied, they will have the right to present their grievance to the Manager, who will respond as he/she deems appropriate, and whose decision will be final.

- xiii. Should a volunteer's work for **GLADCA** proves unsatisfactory, the Line Manager along with the volunteer will seek to agree ways in which support may be given, including the possibility of training, to improve performance.
- xiv. Should these measures prove ineffective or unacceptable, the Line Manager will consider the matter again with the volunteer, and will seek agreement on further ways forward. Where all attempts to improve performance fail, the matter will be reported to Management committee.
- xv. Who will determine what further course of action should be taken? This may include asking the volunteer to undertake different work for **GLADCA**, or as a last resort termination of the volunteer's agreement,
- xvi. It is hoped that volunteers intending to withdraw their services will inform their Line Manager, and be willing to enter into discussion with the Line Manager. Volunteers are asked to give as much notice as possible of the intended withdrawal of their services.

2.2 RECRUITMENT & SELECTION CRITERIA

The director and the Management Committee will decide whether a new post should be created or a vacancy filled. They will decide the skills, experience, knowledge and aptitude required to fulfil posts and will use this as the basis for all recruitment decisions.

2.2.1 If necessary liaison with other within the organisation may be necessary in order to obtain an accurate account of the qualities of the person required for the role. Additionally a review of any existing job description and person specification may be necessary to the vacant post to ensure relevance or prepare a new job description and person specification where none exists.

2.2.2 The person specification will define the required personal attributes for the post having regard to the following:

- Educational and professional qualification
- Type and number of years experience

- Personal skills
- Any personal qualities or circumstances of special importance

2.2.3 Candidates will be reviewed against such criteria and other relevant factors, such as integrity and attitude, to determine their suitability. Our policy on equality of opportunity will be rigorously applied to ensure that all candidates are treated equally and fairly.

2.2.4 Consideration will be given to internal promotion. Only if the Director and the Management Committee are of the view that this is not possible or appropriate, will external recruitment commence.

2.2.5 Where external recruitment is initiated, the Director will determine the appropriate strategy for developing a suitable field of candidates. Methods employed may include but will not be limited to Personal contacts, Advertisements and Recruitments Agents.

2.2.6 Selection will usually be by interview. For caseworker vacancies this will be conducted by the Director and some or all of the Management Committee. The selection process may also involve appropriate testing, e.g. of keyboard skills.

2.2.7 All personnel involved in interviewing will be given appropriate guidance and or training to ensure that interviews are carried out effectively and the question asked and notes taken to aide selection decision are appropriate, relevant and complete.

2.2.8 Interview notes will be retained to show the basis of selection decision and to assist in the identification of initial training needs for newly appointed personnel.

2.2.9 All candidates will be able to obtain feedback from assessment records; these records will be retained for all applications and candidates for a period of 12 months of application.

2.2.10 An offer of employment will usually be subject to the taking up of references (whether verbal or in writing) and may be subject to a probationary period of employment in the post of not more than 3 months.

2.2.11 Upon commencement of employment with GLADCA the new person will be subject to the induction procedure.

2.3.0 NEW STAFF INDUCTION

When new staff join GLADCA, it is important that they learn our practices and procedures as quickly as possible so that they integrate within GLADCA in the shortest possible time, ideally within the first month of joining.

2.3.1 The induction programme also reduces the level of anxiety naturally felt by anyone joining a new employer. The manual does not detail the induction programme for all new staff. The programme will be different for a trainee caseworker and for a secretary/receptionist.

2.3.2 The induction procedures will be carried out by the Manager, and starting on the employees first day in the office. It comprises:

a) First Day

- i. Welcome and introduction
- ii. Formalities-job description, contract of employment, General description of GLADCA
- iii. Tour of the office
- iv. Management structure
- v. GLADCA's policies (inclusive equal opportunity, quality standards, customer care and complaints, and disciplinary and grievance policy)

b) Office Procedure

- i. Liaison with accounts, reception
- ii. Secretarial arrangements
- iii. Office opening times
- iv. Security arrangements
- v. Holidays

- vi. Health & Safety
- vii. Sickness
- viii. Salary payment
- ix. Training

c) IT and other office equipment

d) Filing system

e) Library

f) Administrative duties

g) Office manual

2.3.3. A record of the date of staff induction should be retained and signed by the new recruit.

APPRAISALS

2.4.0 The people within GLADCA are our most valuable asset and a system of appraisals should be in-force to help staff achieve their full potential and to continue to improve the quality of service we provide to clients. It is an opportunity to take an overall look at work content and volume, look back at what has been achieved, and agree objectives for the future, linked to the needs of GLADCA as outlined in the business plan.

2.4.1 The purposes of the appraisals system are for enhancement of personal development, to provide a clear statement to performance, to achieve effective communication, and to plan work priorities and objectives for the following year.

2.4.2 Carrying out objectives

All staff members should have completed a personal action plan, detailing their own short to long term goals. This should also highlight their strengths and weaknesses as they see them. After an interview with independent Management Consultant who will talk through the information provided by the staff member, a meeting with the supervisor will be organised to talk through non-confidential aspects of the personal action plan.

It is important that the staff have an opportunity to air their concerns without the fear of repercussions.

2.4.3 This system does not quantify the performance of the individual but allows an opportunity for the individual to review their performance over the course of the last 12 months.

2.4.4 From the discussion with the individual and the later meeting with the supervisor an action plan for each individual can be extracted which will be used as an objective checklist for the next three months. After this period a further review will be conducted using the previous action plan as a benchmark for personal development.

2.4.5 A full appraisal will be conducted in yearly during the month of July and capture all the action plans, file review results and complaints.

2.5 DISCIPLINARY PROCEDURE

Purpose of the Procedure.

GLADCA's aim is to encourage improvement in individual conduct and performance. This procedure sets out the action that will be taken when **GLADCA's** rules are breached.

2.5.1 Principles

If you are subject to disciplinary action:

- i. The procedure is designed to establish the facts quickly and to deal consistently with disciplinary issues. No disciplinary action will be taken until the matter has been fully investigated.
- ii. At every stage you will be advised of the nature of the complaint, be given the opportunity to state your case, and be represented or accompanied by a fellow employee.
- iii. You will not be dismissed for a breach of discipline except in the case of gross misconduct when the penalty will normally be dismissal without notice and without pay in lieu of notice.
- iv. You have a right of appeal against any disciplinary action taken against you.
- v. The procedure may be implemented at any stage if your alleged conduct warrants such action.

2.5.2 Informal Discussion/Counselling

Before taking formal disciplinary action, your Line Manager will make every effort to resolve the matter by informal discussion with you. Only where this fails to bring about the desired improvement will the formal disciplinary procedure be implemented.

2.6 THE PROCEDURE

2.6.1 Formal Verbal Warning

If, despite informal discussions, your conduct or performance does not meet acceptable standards, your Line Manager from within **GLADCA** will give you a formal verbal warning. You will be told:

- ✓ The reason for warning.
- ✓ That this warning is the first stage of the disciplinary procedure.
- ✓ That you have the right of appeal.

A brief note of the warning will be kept but it will lapse after 6 months, subject to satisfactory conduct and/or performance.

2.6.2 Written Warning

If there is no improvement in standards, or if a further offence occurs, a written warning will be given by the Line Manager of GLADCA. This will state the reason for the warning and a note that, if there is no improvement after three months, a formal written warning will be given. A copy of this first written warning will be kept on file but the warning will lapse after 12 months subject to satisfactory improvement in conduct and/or performance.

2.6.3 Final Written Warning

If your conduct or performance remains unsatisfactory, or if the misconduct is sufficiently serious to warrant only one written warning, then a final written warning will be given by your Line Manager at GLADCA. It will be made clear that any recurrence of the offence or other serious misconduct within a period of three months will result in dismissal. A copy of the warning will be kept on file but the warning will lapse after twelve months subject to satisfactory conduct and/or performance.

2.6.4 Dismissal

If there is no satisfactory improvement or if further serious misconduct occurs, you will be dismissed.

2.6.5 Gross Misconduct

If, after investigation it is deemed that you have committed an offence of the following nature (the list is not exhaustive), the normal consequences will be dismissal:

- ✓ Theft, fraud, deliberate falsification of documents.
- ✓ Sexual or racial harassment.
- ✓ Being, unfit for work through alcohol or illegal drugs.
- ✓ Gross negligence.
- ✓ Gross insubordination.

2.6.6 While the alleged gross misconduct is being investigated, you may be suspended, during which time you will be paid the normal hourly/weekly/monthly rate. Such suspension is not to be regarded as a form of disciplinary action and will be for as short a period as possible. Any decision to dismiss will be taken only after a full investigation. If you are found to have committed an act of gross misconduct, you will be dismissed without notice or payment in lieu.

2.6.7 Appeals

If you wish to appeal against any disciplinary decision, you must appeal in writing, within five working days of the decision being communicated to you to the Chair of **GLADCA**.

A panel of three members of **GLADCA** who were not involved in the original disciplinary action will hear the appeal and decide the case impartially.

2.7 GRIEVANCE PROCEDURE

It is **GLADCA's** to ensure that employees with a grievance relating to their employment can use procedures that will help to resolve grievance as quickly and fairly as possible.

2.7.1 Informal Discussions

If you have grievance about your employment you should discuss it informally with your Line Manger of **GLADCA**. We hope that the majority of the concerns will be resolved at this stage.

Stage 1

If you feel that the matter has not been resolved through informal discussion you should put your grievance in writing to the Line Manager of **GLADCA**. The Line Manager of **GLADCA** must give a response within 5 working days in an endeavour to resolve the matter.

Stage 2

If the matter is not resolved, you may raise the matter, in writing, with the Association Chair who must give a response within 5 working days. You may be represented or accompanied at a meeting by a fellow employee of your choice.

Stage 3

If the matter is not resolved to your satisfaction, you should put your grievance in writing to the Chair of **GLADCA** or authorised deputy who will convene a panel of three Members of the committee to discuss the matter. You may be represented or accompanied at any meeting by a fellow employee of your choice. The panel will give their decision within seven working days of the grievance being received.

The Panel's decision is final.

3.0 COMPLAINTS AND SUGGESTIONS PROCEDURES

Our aim is to ensure that services users are happy with the service they receive from GLADCA. You are a key person and the training you receive and your experience will enable you to assist the service user as they wish.

However, there are situation when a service user may not completely satisfied.

Many service users are reluctant to complain because they feel the service might be withdrawn, or they might be thought awkward and treated differently in the future. GLADCA have:

- ✓ A complaints procedure
- ✓ A suggestion scheme

To enable the service user to voice their concerns or give comments **GLADCA** Complaints Procedure is issued to all service users. Please encourage the service users to use the procedures “they can give compliments as well”

A complaint or suggestion is not necessarily a criticism of you or your work.

If we do not know about a problem we cannot do anything about it.

If a service user should complain about your work you will be given the **opportunity** to discuss the matter with your Line Manager.

We also welcome any suggestion you may have to enable us to provide a better service to our users and to make your work fulfilling.

GLADCA Complaints Procedure

3.1 What is a compliant?

A complaint is defined as **any expression of dissatisfaction, however it is expressed**. This might be in writing, on the telephone, or in person.

3.1.2 If a client complains directly to the caseworker in writing, in person or over the telephone the facts of the complaint should be recorded in the complaint record, which is centrally held.

3.1.3 Clients should be informed at the initial meeting of their right to complain this will be in the form of a welcome letter. If the client complains, they must be informed immediately by the caseworker so the Supervisor will consider the matter.

3.2 HOW WILL THE COMPLIANT BE DEALT WITH

- i. Make a complete record of the complaint in writing, immediately.
- ii. Explain to the client their right to discuss the matter with the supervisor, within 3 working days of knowledge of the complaint.
- iii. Take the file including details of the complaints to the supervisor, again this must be within the initial 3 working days of knowledge of the compliant.

3.2.1The supervisor will review this and discussion of the complaints with the caseworker will take place. This must take place within the 5 working days of knowledge of the initial compliant.

3.2.2 Minor complaints will be dealt with by informal resolution between the client and the supervisor. This must be completed 10 working days of knowledge of the initial compliant, this allows for a full review of the client complaint, and an appointment if necessary to be set up for a client meeting. However best practice would mean that the matter is resolved within 7 working days of knowledge.

3.2.3 Any other complaint (i.e. those that cannot be resolved through discussion) the Manager of the GLADCA will contact the client either in writing or personally to request any outstanding information in relation to the complaints and to respond. If further enquiries are required, the client will be informed by the Manager of the steps to be taken, the time scale involved and the outcome of the further steps.

3.2.4 All complaints will be recorded no matter how trivial, enabling the Manger to examine complaint data regularly and at least annually to see if any remedial action is required to be taken as an organisation or at individual level.

3.2.5 At the conclusion of the investigation, the Manager will contact the client and give details of the result of the investigation.

3.2.6 In appropriate circumstances where the client is unhappy with the result, they may wish to refer the matter to the organisation Management Committee. This should be referred if the matter is unresolved after 10 days, and the referral must be made within 14 days of knowledge of the initial complaint. If this occurs then it is the responsibility of the Manager of GLADCA to chase the result of the investigation, every five days, however the Chair should respond in full, within best practice guidelines of 20 days.

3.3 REMEDIES AVAILABLE TO THE CLIENT

- i. An informal resolution
- ii. An apology from GLADCA and an assurance that it will not happen again.
- iii. Notification to the client of their right to complain to the Management Committee.

3.4 CENTRAL REGISTER OF COMPLAINTS

All complaints must be recorded. The Register will be maintained by the Manager of GLADCA and will be subject to review at least annually, although checked monthly. Any trends identified will be recorded to improve the service being delivered and will be fed back into the appraisal, training records as well as the business plan. Any review will be documented.

3.5 CLIENT QUESTIONNAIRE

GLADCA has recently designed a client satisfaction questionnaire, which will be completed on the premises by 5 of each caseworker client per month. This will provide a range of the types of work covered by GLADCA. The information from this will be assessed monthly to analyse any emerging trends.

3.5.1 Although the feedback is reviewed monthly, a larger review of the samples collated will occur in October of each year in order to obtain a more meaningful analysis. Information from this will be used to feed into the business plan, appraisals and the training plan. A suggestion box also supports this.

3.6 QUALITY MANAGEMENT

The director of GLADCA is responsible for ensuring that the quality procedures are up to date and are accurate. The quality procedures will be reviewed annually in order to ensure accuracy.

3.6.1 The quality will ensure that all process are correct, however where there are instances where the process fails to meet the standard a meeting will be arranged to discuss the issues with the caseworkers involved which will result in a minuted action plan for correction.

Office Manual

3.7 All staff at every level has an important part to play in GLADCA. The success of the business depends on the quality of the service we provide and that quality of the service we provide and that quality depends on each member of staff or volunteer doing their best. The manual is designed to help you do that.

3.7.1 A copy of the manual is issued to all persons within GLADCA and eventually will be available via internet. It remains the property of GLADCA but forms part of the equipment of each staff member. The manual is maintained and updated by an independent consultant.

