

THE MANAGER'S CHECKLIST

PREPARATION

<p><i>Is there enough going on in the agency that the Gapper can join in with – and make a contribution to? Have you identified a specific role that they can fulfil?</i></p>	
<p><i>Am I looking for the right person? Have I found someone who:</i></p> <ul style="list-style-type: none"> • Has integrity, respects others and will commit to the programme; • Has shown initiative and an ability to make things happen; and • Can relate well to, and work with, others. [See the guidance on the Scheme in the Agency Handbook and <i>Coming of Age</i>, pages 18 to 22] 	
<p><i>Have I planned a sound induction to the role of Gappers in the agency (as supplied to Rank in application?) This includes and introduction to:</i></p> <ul style="list-style-type: none"> • The work of the agency and the area and to living arrangements (for those joining from elsewhere). • The individuals and groups the agency works with. • The training and development opportunities available. • The role of the manager/mentor. • The role and work of a 'Gapper'. This includes preparing a job description /specification. • The Rank Award. • Administrative arrangements, and allowance and expense payments. [See the first part of the Rank Award Handbook] 	

MANAGEMENT

<p><i>Have I established the right environment and framework for management?</i></p> <ul style="list-style-type: none"> • Have I set up regular line-management meetings with a clear agenda with regular agenda items? • Is there still a clear and defined role for the Gapper? • Are there routines to keep the Gapper on track on a day-to-day basis? • Have I clearly changed my role from that of a youth worker/ animator to that of a manager if the Gapper has been involved as a member? 	
<p><i>Am I going to be able to get the right information?</i></p> <ul style="list-style-type: none"> • Do we have the information to regularly review the work the Gapper is doing? • Are we keeping tabs on, and developing, their experience of training? 	
<p><i>Can the work develop with the Gapper?</i></p> <ul style="list-style-type: none"> • Is the work they are involved with challenging enough? • Is there space for the Gapper to take on leadership roles? 	

<ul style="list-style-type: none"> • Are we taking advantage of other opportunities within the Rank network e.g. TSYT, JST and Outward Bound leadership weeks. • Are we focusing on what happens next for <i>both</i> the agency and Gapper? • Have all the elements of the induction plan been completed (see above)? 	
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INDUCTION, TRAINING AND THE FUTURE

<p><i>Has the Gapper been properly inducted into the agency and the Gap Scheme?</i></p> <ul style="list-style-type: none"> • Have you gone through the Award Handbook section by section with the Gapper and timetabled actions? • Have you made an assessment of the Gapper’s suitability to do Diploma Studies? • Has any other training they are to take part in been identified and planned? • Have you checked that you are meeting all the requirements of the Scheme (as set out in the initial letter – see the <i>Agency Handbook</i>, appendix 2. 	
<p><i>If the Gapper is undertaking Diploma Studies:</i></p> <ul style="list-style-type: none"> • Were they registered within four weeks of starting their placement? • Are you monitoring and supporting their studies? Have you a copy of their course calendar (with due dates etc.)? • Is your Gapper linking up with others on the programme? 	
<p><i>Are you working with your Gapper around where they are headed next? (This is a vital measure of the success of the Initiative.)</i></p>	

DEALING WITH THE RANK PART

<p><i>Have I signed and returned the agreement, and established support and action around:</i></p> <ul style="list-style-type: none"> • Weekly/monthly payments to the Gapper, and the keeping of receipts? • Monthly reporting by the Gapper? Do you see their reports? • The completion of a Record of Achievement in the last months of their placement. • Attending residential? Does work need doing for them to get away; get to the residential; and work with other Gappers? Is there time to recharge after residential? • The submission of a financial statement concerning monies spent relating to the Gap placement. • If you and the Gapper are looking to extend the placement to nine months – have you completed the 6 month review? 	
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ENDING

<p><i>Are you working with your Gapper to manage the ending of that role with the young people they are involved with?</i></p>	
<p><i>In order to qualify for the Rank Award – and for the financial Award, managers need to complete a final assessment summary. Have you timetabled this?</i></p>	