

IMPROVING TEAM PERFORMANCE

Unit Level

3

Good Practice

Unit Number

3008V1

Ofqual Reference

F/504/9010

Credit Value

7

Total Unit Time

70

Guided Learning Hours

20

LEARNING OUTCOMES

ASSESSMENT CRITERIA

GOOD PRACTICE

1

Be able to identify issues which affect performance

1.1

Describe the manager's role in identifying performance issues in the team

Managers play a vital role in delivering performance so need to be able to consistently meet objectives and results and get the best possible performance from the teams and individuals they manage. It might help to start this section with a description of some of the performance issues which may be encountered in the work place. These might relate to knowledge, skills or behaviours.

You could include the use of performance management tools such as Key Performance Indicators (KPI) and appraisal.

1.2

Describe how to evaluate individual and team performance and behaviours

This section leads on from AC 1.1 and you could explain here the role of the manager in recognising and evaluating issues relating to individual and team performance and behaviours. An effective performance management process enables managers to evaluate and measure individual and team performance and behaviours and to optimise performance and productivity. Approaches can include observing and documenting individual performance and behaviours, and obtaining feedback from other colleagues, departments and customers. The use of real life examples would help to illustrate your answer.

1.3

Identify the limits of responsibility for dealing with individual and team performance

A team leader, supervisor or manager may have full responsibility to address issues

2

Know how to select and apply the best course of action to address a performance issue

2.1

Identify the range of approaches available

relating to team performance. They can identify achievements and reward accordingly or arrange and approve training, shadowing or meet additional support needs or carry out disciplinary procedures. Or it may be that they have very little autonomy and can only pass on achievements or concerns relating to individual and team performance. This section asks you to identify the limitations of dealing with individual and team performance, and your answer could be linked directly to the example of your own job role, or that of a first line manager in your organisation.

In AC 1.2 you were asked to describe how to evaluate team and individual performance, now you are asked to state the options available to address any issues identified. Managers generally have to deal with poor employee performance or unacceptable behaviours at some point and must carefully consider their next steps. You might want to identify the use of a model

such as ASK ABE to help managers recognise whether a performance issue relates to knowledge, skills or behaviour/attitude

2.2 Describe the different methods available in providing help and support in order to improve performance of an individual

It is important to provide specific feedback to individuals to help them progress, until they have achieved the agreed standard and no longer need support in developing or maintaining their progress. Possible approaches you may want to identify include a range of different training and development activities, performance counselling, coaching, mentoring or more serious actions such as those of a disciplinary nature

2.3 Explain how to conduct a performance counselling session for an individual

Leading on from AC 2.2 you are asked to explain how to conduct a performance counselling session. A performance counselling session allows you to work one to one and hopefully come up with a plan for improvement. You could start with an explanation of how you would prepare for such a session, and then move on to say how you would conduct the session and how you would bring it to a close with agreement of actions and next steps. It would help if you explained which aspect of the individual's performance or behaviour you needing improvement e.g. customer service skills, or patterns of attendance.

2.4 Explain the importance of maintaining confidentiality

You could relate your answer here to the example of the performance counselling session. You might want to show an understanding of the Data Protection Act 1998 and your responsibilities in ensuring the organisation

3

Be able to take action to achieve the performance issue of an individual.

3.1

Agree with a team member an action plan to address a performance issue

abides by the principles of the Act. You might also want to discuss sensitivities within the workplace environment and the importance of treating people with respect, even when their performance is not acceptable. You could acknowledge that the employee needs to give their consent to any identifiable information being shared.

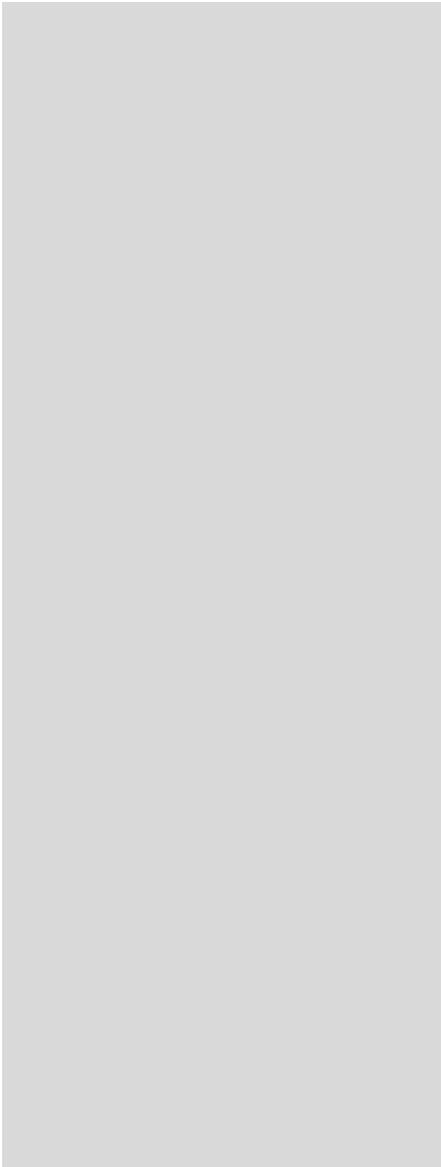
This section asks you to prepare a performance improvement action plan (sometimes referred to as a PIP), in agreement with the team member, ensuring that the agreed activities meet the requirements of the team member and of the organisation. Actions could include additional support in the workplace, training, further performance counselling sessions or a change to their role or responsibilities. The plan must be focused and task orientated. You could introduce the use of SMART objectives here.

3.2

Explain the range of support services available

The action plan agreed in AC 3.1 must contain details of the support to be provided; and this must reflect the needs of the individual and address the performance issues identified.

Consider the reason behind the problem in order to get to the real cause of the performance issue. You might want to include here using the GROW Model as a way of coaching employees to improve their performance or consider removing



3.3	Explain how to ensure that the desired outcomes are achieved
3.4	Explain the circumstances when disciplinary and grievance procedures may be invoked

the employee from a specific role or task, or the use of occupational health services in assisting with issues of a personal nature. In addition the formal route of disciplinary action may be the only way forward if the issue cannot be resolved using other approaches. You may also want to explain what support is available to the first line manager
– e.g. via your own line manager or the HR department, or externally through organisations like ACAS.

The productivity and performance of employees can have a huge effect on an organisation's reputation and sustainability. To ensure performance improves you may want to explain how you would monitor and review progress on a regular basis. Ideally the objectives agreed in the plan monitoring should be time bound and linked to specific outcomes. Feedback on progress is equally important and will support motivation and achievement if it is given effectively.

Here you could provide different examples of circumstances when a) disciplinary, and b) grievance procedures might be invoked, taking care to separate the two processes, where discipline is related to employees' conduct or performance and grievance relates problems or concerns that employees may wish to raise with their employers. A

3.5 Explain the first line manager's role in a disciplinary and grievance situation

fuller answer would separate issues of gross misconduct which could lead straight to dismissal, from those of a less serious nature when corrective action might be a more advantageous course of action.

An important part of the first line manager's role is to try to prevent problems escalating by acting informally. Employees must have informal and formal mechanisms to raise any concerns they may have so that they can be discussed and resolved. You may want to outline how a first line manager might investigate allegations for example by interviewing those who were involved in the incident, and explain the importance of using open questions, being objective and taking clear notes. The role of a first line manager in disciplinary and grievance processes will vary from one organisation to another and you could usually explain what happens in your own organization.

3.6 Identify why records of action plan achievements and actions taken are required

Both in disciplinary and grievance cases and when seeking to improve an individual's performance more generally (e.g. at 3.1), it is advisable to record your investigation and the agreed decisions. Here you are asked to identify why this is the case. You might want to refer to examples where there is no improvement and records kept will provide evidence to support further action, or when

authorities like Employment Tribunals might call on the employer to present their version of events. A fuller answer would also acknowledge that recognition of improvement is equally important. Workplace examples would help to illustrate your abilities.

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit is about the impact of individuals' performance on teams, recognising performance behaviours and implementing improvement measures.