
Overview

This standard is about looking at your own practice and the performance of your organisation and finding ways to improve.

This standard covers three outcomes. These are:

- 1 monitor your own performance within your area of responsibility
- 2 contribute to evaluating and improving organisational performance
- 3 contribute to your own personal development

This standard is for staff with some experience that is likely to have been working in the outdoors for at least a season or two. They may be practitioners such as instructors, leaders or may be practitioners who also have some responsibility for the work of others.

Performance criteria

Monitor your own performance within your area of responsibility

- You must be able to:
- P1 monitor your own **performance** in accordance with your organisational regulations and procedures
 - P2 monitor the **performance** of your area of responsibility within the organisation in accordance with your organisational regulations and procedures
 - P3 encourage **feedback** from **colleagues** and **participants**
 - P4 respond to **feedback**

Contribute to evaluating and improving organisational performance

- You must be able to:
- P5 analyse your own observations and **feedback** from **colleagues** and **participants** on organisational **performance**
 - P6 compare your analysis with organisational objectives, standards and values
 - P7 research and identify possible **improvements**
 - P8 share your evaluation with **colleagues**
 - P9 work together to agree and implement **improvements**
 - P10 monitor and evaluate how effective **improvements** have been

Contribute to your own personal development

- You must be able to:
- P11 analyse your own observations of personal **performance** and **feedback** from **colleagues** and **participants**
 - P12 work with **colleagues** to evaluate your work
 - P13 evaluate your work against professional and organisational regulations and procedures
 - P14 agree and prioritise **areas for development**
 - P15 develop and agree a personal development plan
 - P16 choose **development activities** that fit your preferred learning styles and circumstances
 - P17 implement your personal development plan linking in with your career goals
 - P18 review and update your development plan according to progress and changing circumstances

Knowledge and understanding

Monitor your own performance and the performance of the organisation

You need to know and understand:

- K1 how to monitor your own performance in accordance with your organisational regulations and procedures
- K2 the importance of monitoring own performance and the performance of the organisation
- K3 how to monitor the performance of your area of responsibility within the organisation in accordance with your organisational regulations and procedures
- K4 how to encourage all types of feedback from participants and colleagues
- K5 how to respond to feedback constructively
- K6 why it is important to welcome and respond to feedback constructively and not become defensive
- K7 the importance of keeping a record of own observations and feedback from others

Contribute to evaluating and improving organisational performance

You need to know and understand:

- K8 how to analyse your own observations and feedback from others to identify the key implications for the organisation
- K9 how to compare your analysis with organisational objectives and standards
- K10 sources of information on possible improvements, including the work of similar organisations
- K11 how to identify possible improvements in organisational performance
- K12 who you should share your evaluations with according to organisational regulations and procedures
- K13 the importance of taking account of other people's views and experiences when evaluating organisational performance
- K14 the importance of monitoring and evaluating improvements

Contribute to your own personal development

You need to know
and understand:

- K15 who you should work with to evaluate your personal performance
- K16 how to evaluate your personal performance against professional and organisational standards
- K17 how to agree and prioritise areas for development taking into account your own career goals
- K18 the importance of choosing development activities that fit your preferred learning style and circumstances
- K19 how to implement your personal development plan linking in with your career goals
- K20 how to review and update your development plan according to progress and changing circumstances

Additional information

Scope/range related to performance criteria	1	Performance
	1.1	planning
	1.2	delivery
	1.3	relationships with others
	1.4	health and safety
	1.5	environment in which the service is delivered
	2	Feedback
	2.1	formal
	2.2	informal
	2.3	positive
	2.4	negative
	2.5	suggestions for improvement
	3	Colleagues
	3.1	more senior staff
	3.2	working at the same level
	3.3	those working in supporting roles
	3.4	freelance colleagues
	3.5	colleagues from other organisations
	4	Participants
	4.1	adults
	4.2	children and young people
	4.3	groups whose members do not know each other
	4.4	participants with particular needs in relation to the activity
	4.5	individuals

4.6 groups

5 Improvements

5.1 to services

5.2 to procedures

5.3 to working methods

5.4 to human resources

5.5 to physical resources

5.6 to working relationships

6 Areas for development

6.1 short term

6.2 medium term

6.3 long term

7 Development activities

7.1 formal

7.2 informal

7.3 on-job

7.4 off-job

Skills

Listed below are the main generic skills and qualities applied to the delivery of Outdoor Programmes.

- 1 Empathy
- 2 Active listening
- 3 Coaching
- 4 Communicating
- 5 Consulting
- 6 Influencing and persuading
- 7 Delegating
- 8 Diplomacy
- 9 Empowering
- 10 Facilitating
- 11 Following
- 12 Leading by example
- 13 Managing challenging behaviour
- 14 Mentoring
- 15 Motivating
- 16 Negotiating and compromising
- 17 Obtaining feedback
- 18 Planning and evaluating
- 19 Providing feedback
- 20 Setting objectives
- 21 Valuing and supporting others

Glossary

Areas for development

In terms of your own development, this could relate to a number of different themes: knowledge, skills and attitudes. Together these form capability and competence in a work context. They can be sub-divided further to aspects which relate more directly to your role and how you deliver it. Knowledge and hard skills are necessary, but soft skills are also vital and central. Identifying what you are good at and what you want to improve is important to help to improve and develop overall.

Feedback

Can come from a variety of sources: colleagues, line managers/senior staff, participants and teachers/other adults. The organisation may gather feedback systematically such as response forms and/or at an anecdotal level "locally".

Learning styles

A strong and extensively developed principle in learning (education, training and development) is that individuals have a preferred or pre-dominant style of learning - a way that best suits them. There are many models of how these learning styles are structured and organised. Widely accepted learning styles are Kolb's Experiential Learning Theory and the Plan-Do-Review model.

Objectives

A set of outcomes related to the planned activity for you, your organisation or participants.

Organisational regulations and procedures

Typically, these documents will set out the standards, procedures and requirements for activity delivery. They may include equipment lists, outline session plans, safety points and procedures. They also may make reference to specific NGB (National governing bodies) or other relevant national activity bodies in terms of information and guidelines related to activities. The documents may also make reference to staffing levels and standards in terms of ratios, qualifications and training/assessment undertaken, which may link to NGBs, technical advisers and other external or internal features.

Personal development plan

A structured plan that allows you to identify areas and aspects of your performance that you have identified that you want and or need to work on and improve and or develop.

Links to other NOS

This standard links with SKAOP2, SKAOP3, SKAOP4 and SKAOP5.

SKAOP1 (SQA Unit Code – HF0N 04)

Improve personal practice and contribute to organisational performance



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