

M&LD8 Help team members address problems affecting their performance - SQA Unit Code F2GX 04

Overview

What this Unit is about

This Unit is about helping members of your team address problems affecting their performance. These may be work-related problems or problems arising from their personal circumstances.

The Unit involves identifying problems affecting people's performance and discussing these in a timely way with the team members concerned to help them find a suitable solution to their problem. Sometimes you may need to refer the team member to specialist support services.

Who is the Unit for?

The Unit is recommended particularly for first line managers and middle managers.

Links to other Units

This Unit is linked to Units **B8. Ensure compliance with legal, regulatory, ethical and social requirements**, **D5. Allocate and check work in your team**, **D6. Allocate and monitor the progress and quality of work in your area of responsibility**, **D9. Build and manage teams**, **D10. Reduce and manage conflict in your team** and **D13. Support individuals to develop and maintain their performance** in the overall suite of National Occupational Standards for Management and Leadership.

M&LD8 Help team members address problems affecting their performance-SQAUnitCodeF2GX04

Skills

Listed below are the main generic 'skills' that need to be applied in helping team members address problems affecting their performance. These skills are explicit/ implicit in the detailed content of the Unit and are listed here as additional information.

- ◆ Acting assertively
- ◆ Communicating
- ◆ Consulting
- ◆ Decision-making
- ◆ Empathising
- ◆ Information management
- ◆ Managing conflict
- ◆ Monitoring
- ◆ Problem-solving
- ◆ Providing feedback
- ◆ Reviewing
- ◆ Setting objectives
- ◆ Team-building
- ◆ Valuing and supporting others

M&LD8 Help team members address problems affecting their performance-SQAUnitCodeF2GX04

**Performance
Criteria**

*You must be able
to:*

- 1 Give team members opportunities to approach you with problems affecting their performance.
- 2 Identify performance issues and bring these promptly to the attention of the team members concerned.
- 3 Discuss problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem.
- 4 Gather and check information to accurately identify the problem and its cause.
- 5 Discuss the range of alternative courses of action and agree with the team member a timely and effective way of dealing with the problem.
- 6 Refer the team member to support services or specialists, where necessary.
- 7 Keep a confidential record of your discussions with team members about problems affecting their performance.
- 8 Ensure your actions are in line with your organisation's policies for managing people.

M&LD8 Help team members address problems affecting their performance-SQAUnitCodeF2GX04

Behaviours

You will exhibit the following behaviours:

- 1 You find practical ways to overcome barriers.
- 2 You show empathy with others' needs, feelings and motivations and take an active interest in their concerns.
- 3 You make time available to support others.
- 4 You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
- 5 You show integrity, fairness and consistency in decision-making.
- 6 You confront performance issues and resolve them directly with the people involved.
- 7 You keep confidential information secure.
- 8 You check the validity and reliability of information.
- 9 You identify the implications or consequences of a situation.
- 10 You take timely decisions that are realistic for the situation.

M&LD8 Help team members address problems affecting their performance-SQAUnitCodeF2GX04

Knowledge and Understanding

You need to know and understand:

General knowledge and understanding

- 1 The importance in giving team members opportunities to approach you with problems affecting their performance.
- 2 How to encourage team members to approach you with problems affecting their performance.
- 3 The importance of identifying performance issues and bringing these promptly to the attention of the team members concerned.
- 4 The importance of discussing problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem.
- 5 How to gather and check the information you need to identify the problem and its cause.
- 6 The importance of identifying the problem accurately.
- 7 The range of alternative courses of action to deal with the problem.
- 8 The importance of discussing and agreeing with the team member a timely and effective way of dealing with the problem.
- 9 When to refer the team member to support services or specialists.
- 10 The importance of keeping a confidential record of your discussions with team members about problems affecting their performance, and how to do so.
- 11 The importance of ensuring your actions are in line with your organisation's policies for managing people and their performance.

M&LD8 Help team members address problems affecting their performance-SQAUnitCodeF2GX04

Knowledge and Understanding

You need to know and understand:

Industry/sector specific knowledge and understanding

- 1 Industry/sector requirements for helping team members address problems affecting their performance.

M&LD8 Help team members address problems affecting their performance-SQAUnitCodeF2GX04

Knowledge and Understanding

You need to know and understand:

Context specific knowledge and understanding

- 1 The types of problems that your team members may encounter which can affect their performance.
- 2 Your role, responsibilities and limits of authority when dealing with team members' problems.
- 3 The range of support services or specialists that exist inside and outside your organisation.
- 4 Your organisation's policies for managing people and their performance.

M&LD8 Help team members address problems affecting their performance -SQA Unit Code F2GX 04

Evidence Requirements

PC	Evidence of Performance Criteria: ◆ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
Identification of a possible performance problem with a team member					
PC1 PC2	◆ records of individual performance, such as time logs, attendance records, records of output and quality	4, 5, 7, 8, 9	3, 5, 6, 10, 11	-	1, 2
	◆ letters, memos, e-mails from, and notes of conversations with, customers, colleagues or managers regarding a team member's performance	4, 5, 7, 8, 9	3, 5, 6, 10, 11	-	1, 2
	◆ notes of own observations of a team member's performance	2, 3, 4, 5, 6, 7	3, 5, 6, 10, 11	-	1, 2
	◆ personal statement (your reflections on your role in identifying a team member's performance problems)	2, 3, 4, 5, 6, 7, 8, 9, 10	3, 5, 6, 10, 11	-	1, 2
Records of meetings to resolve a team member's performance problems					
PC3 PC4 PC5 PC6 PC7 PC8	◆ notes, e-mails, memos and other records of informal meetings to discuss a team member's performance	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 10, 11	1	2, 3, 4
	◆ records of formal performance appraisal, performance management, competence or disciplinary meetings to review a team member's performance	1, 2, 3, 4, 5, 6, 7, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 10, 11	1	1, 2, 3, 4
	◆ details of support arrangements inside and outside the organisation (eg training or coaching opportunities) that you have identified and arranged for a colleague to access to improve performance	1, 2, 3, 6, 8, 9, 10	7, 8	1	3
	◆ personal statement (your reflections on your role in resolving problems with a team member's performance)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7, 8, 10, 11	1	1, 2, 3, 4
	◆ witness statement (comments on your role in resolving problems with a team member's performance)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	-	-	-