

M&LDC5 - SQA Unit Code H69F 04

Help individuals address problems affecting their performance



Overview

This standard is about helping individuals address problems affecting their performance. These may be work-related problems or problems arising from their personal circumstances.

This standard is relevant to managers and leaders who have people reporting to them.

This standard links closely with all the other standards in key area *DC Develop and support individuals* and also to *CFAM&LDB4 Manage people's performance at work* and *CFAM&LDA6 Initiate and follow disciplinary procedures*.

**Performance
criteria**

- You must be able to:*
- P1 Give people opportunities to approach you with problems affecting their performance.
 - P2 Identify performance issues and bring these promptly to the attention of the individuals concerned.
 - P3 Discuss problems with individuals at a time and place appropriate to the type, seriousness and complexity of the problem.
 - P4 Check that individuals understand the level of seriousness of the problem and the likely consequences if it is not resolved effectively.
 - P5 Gather and check information to accurately identify the problem and its cause.
 - P6 Discuss the range of alternative courses of action and agree with individuals timely and effective ways of dealing with the problem.
 - P7 Refer individuals to support services or specialists, where necessary.
 - P8 Keep confidential records of your discussions with individuals about problems affecting their performance.
 - P9 Ensure your actions are in line with your organisation's policies.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 The importance in giving people opportunities to approach you with problems affecting their performance.
- K2 How to encourage individuals to approach you with problems affecting their performance.
- K3 The importance of identifying performance issues and bringing these promptly to the attention of the individuals concerned.
- K4 The importance of discussing problems with individuals at a time and place appropriate to the type, seriousness and complexity of the problem.
- K5 How to gather and check the information you need to identify the problem and its cause.
- K6 The importance of identifying the problem accurately.
- K7 The range of alternative courses of action to deal with the problem.
- K8 The importance of discussing and agreeing with the individual a timely and effective way of dealing with the problem.
- K9 How to recognise obstacles to individuals' performance and help them overcome these.
- K10 When to refer individuals to support services or specialists.
- K11 The importance of keeping a confidential record of your discussions with individuals about problems affecting their performance, and how to do so.
- K12 The importance of ensuring your actions are in line with your organisation's policies for managing people and their performance.

Industry/sector specific knowledge and understanding

- K13 Industry/sector requirements for helping individuals address problems affecting their performance.

You need to know and understand:

Context specific knowledge and understanding

- K14 The types of problems that individuals in your area of responsibility may encounter which can affect their performance.
- K15 Your role, responsibilities and limits of authority when dealing with

You need to know and understand:

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individuals' problems.

K16 The range of support services or specialists that exist inside and outside your organisation.

K17 Your organisation's policies for managing people and their performance.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Find practical ways to overcome obstacles
- 2 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 3 Make time available to support others
- 4 Give feedback to others to help them maintain and improve their performance
- 5 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 6 Show integrity, fairness and consistency in decision-making
- 7 Address performance issues promptly and resolve them directly with the people involved
- 8 Protect the confidentiality and security of information
- 9 Check the accuracy and validity of information
- 10 Identify the implications or consequences of a situation
- 11 Take timely decisions that are realistic for the situation
- 12 Take and implement difficult and/or unpopular decisions, where necessary

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- 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

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