

Unit AJ11 Manage the performance of teams and individuals

Elements

AJ11.1 Allocate work to teams and individuals

AJ11.2 Agree objectives and work plans with teams and individuals

AJ11.3 Assess the performance of teams and individuals

AJ11.4 Provide feedback to teams and individuals on their performance

Unit Commentary

This unit is about managing the performance of your team, and the individuals within it

This unit is for you if you are a manager with responsibility for

- allocating work to others
- achieving specific results by using resources effectively within a defined area of authority, and
- assessing and providing feedback on performance against programmes and budgets.

In order to *allocate work* and *agree objectives and work plans* you need to consult with colleagues and specialists to ensure that work allocation make's the best use of the team's resources and skills. You will need to communicate the allocation to the team and be receptive to their comments. You will need to provide advice and guidance to ensure that the objectives are met.

In order to *assess the performance* you need to gather information about the performance of teams and individuals using a variety of techniques and assess this information in an objective way against clearly defined criteria. You will provide opportunities for teams and individuals to be involved in this process and you will be aware of factors that could affect performance.

In order to *provide feedback* in a positive and constructive manner, conducive to improving performance, you will ensure that your feedback is based on the agreed objectives and respects the need for confidentiality. You will be receptive to comments of the team and individuals, and engage them in the process.

AJ11 Manage the performance of teams and individuals

AJ11.1 Allocate work to teams and individuals

Performance Required

This will involve:

- a) Giving opportunities to your team members to recommend how you should **allocate** work within the team
- b) Ensuring that your allocation of work makes the best use of your team's resources and the abilities of all its members
- c) Ensuring that your allocation of work provides your team members with suitable learning opportunities to meet their personal development objectives
- d) Ensuring that your allocation of work is consistent with your team's objectives, and the objectives, policies and values of your organisation
- e) Clearly defining the responsibilities of your team and its individual members, and the limits of their authority
- f) Providing sufficient **information** on your allocation of work in a manner and at a level and pace appropriate to the individuals concerned
- g) Confirming team and individual understanding of, and commitment to, work allocations at appropriate intervals
- h) Ensuring that where team resources are insufficient, you reach agreement with **relevant people** on the prioritisation of objectives or reallocation of resources
- i) Informing your team and its members of changes to work allocations in a way which minimises the impact on time, cost and inconvenience

Occupational Context

1 Allocations covering the following contexts:

- normal working
- emergencies.

2 Types of information:

- spoken
- written
- graphical.

3 Relevant people:

- team members
- colleagues working at the same level as yourself
- higher-level managers or sponsors
- customers
- suppliers.

Knowledge Requirements

You need to know and understand how to:

- Communicate team and individual responsibilities clearly to those involved
- Develop and present work plans using spoken, written and graphical means
- Match the allocation of work to learning needs and individual development plans
- Prioritise and re-prioritise work allocations according to resource availability
- Encourage and enable team members to provide suggestions on the allocation of work and be committed to their responsibilities

You need to know about:

Communication

- The importance of defining and communicating team and individual responsibilities clearly

Work allocations

- The importance of the effective allocation of work to your team's performance and your role and responsibilities in relation to this
- The factors which you need to consider when allocating work to individuals within the team
- How your changes to work allocations and negotiations around them can impact on cost, time and convenience
- Why your team members should have the opportunity to recommend work allocations
- Your team objectives, and the organisational policies and values which have a bearing on the allocation of work within your team
- The relevant people with whom negotiations on the allocation of resources need to take place

AJ11 Manage the performance of teams and individuals

AJ11.1 Allocate work to teams and individuals

Required Skills

N/A

Evidence Required

You should provide evidence that you can allocate work to teams and individuals

The candidate should be questioned, based upon the documentation provided, to explore how they:

- allocate work to teams and individuals

Evidence Rules

The candidate should have been involved in managing the performance of teams and individuals in a diverse range of contexts

AJ11 Manage the performance of teams and individuals

AJ11.2 Agree objectives and work plans with teams and individuals

Performance Required

This will involve:

- a) Giving opportunities to your team members to help define their own **objectives and work plans**
- b) Developing objectives and work plans which are consistent with team and organisational objectives and agreeing these with all personnel in your **area of responsibility**
- c) Ensuring that the objectives, work plans and schedules are realistic and achievable within **organisational constraints**
- d) Ensuring that the objectives and work plans take account of team members' abilities and development needs
- e) Explaining the objectives and work plans in sufficient detail and at a level and pace appropriate to your individual team members
- f) Confirming team and individual understanding of, and commitment to, objectives and work plans at appropriate intervals
- g) Providing advice and guidance on how to achieve objectives in sufficient detail and at times appropriate to the needs of teams and individuals
- h) Updating the objectives and work plans regularly and taking account of any individual, team and organisational changes

Occupational Context

1 Objectives and work plans:

- short-term
- medium-term
- long-term.

2 Area of responsibility:

- people for whom you have line responsibility
- people for whom you have functional responsibility.

3 Organisational constraints:

- organisational objectives
- organisational policies
- resources

Knowledge Requirements

You need to know and understand how to:

- Encourage and enable team members to define their own work objectives and plans
- Gain the commitment of team members to objectives and work plans
- Identify and devise objectives and work plans for the short, medium and long term
- Match objectives and work plans with individuals' abilities and development needs

You need to know about:

- The importance of good communication when explaining objectives and work plans
- The importance of consulting with team members and achieving consensus and agreement on objectives and work plans
- The types of issues on which your team members may need advice and guidance
- The organisational objectives and constraints which have a bearing on objectives and work plans
- The importance of agreeing objectives and work plans which are realistic and achievable
- The importance of regularly updating objectives and work plans
- The difference between someone who is within the manager's line management control and someone for whom the manager has functional responsibility, and the implications this difference may have for planning work

AJ11 Manage the performance of teams and individuals

AJ11.2 Agree objectives and work plans with teams and individuals

Required Skills

N/A

Evidence Required

You should provide evidence that you can agree objectives and work plans with teams and individuals.

The candidate should be questioned, based upon the documentation provided, to explore how they:

- agree objectives and work plans with teams and individuals.

Evidence Rules

The candidate should have been involved in managing the performance of teams and individuals in a diverse range of contexts

AJ11 Manage the performance of teams and individuals

AJ11.3 Assess the performance of teams and individuals

Performance Required

This will involve:

- a) Clearly explaining the **purpose** of monitoring and **assessment** to all those involved
- b) Giving opportunities to teams and individuals to monitor and assess their own performance against objectives and work plans
- c) **Monitoring** the performance of teams and individuals at times most likely to maintain and improve effective performance
- d) Ensuring that your assessment of the performance of teams and individuals is based on sufficient, valid and reliable **information**
- e) Carrying out your assessments objectively, against clear, agreed criteria
- f) Ensuring that your assessments take due account of the personal circumstances of team members and the **organisational constraints** on their work

Occupational Context

- 1 Purpose:**
 - assuring that objectives have been achieved
 - assuring that quality and customer requirements have been met
 - appraising team or individual performance
 - assessing performance for reward
 - recognising competent performance and achievement.
- 2 Assessment of:**
 - teams
 - individuals.
- 3 Monitoring:**
 - specific to one activity or objective
 - general to overall performance of the team or individual.

4 Information

- qualitative
- quantitative.

5 Organisational constraints:

- organisational objectives
- organisational policies
- resources

Knowledge Requirements

You need to know and understand how to:

- Make fair and objective assessments
- Monitor and assess the performance of teams and individuals

You need to know about:

Monitoring and assessment

- The importance of being clear yourself about the purpose of monitoring and assessment and communicating this effectively to those involved
- The importance of monitoring and assessing the ongoing performance of teams and individuals
- Different purposes of work monitoring and assessment
- The standards against which work is to be assessed

Information

- The information needed to assess the performance of teams and individuals
- How the necessary information should be gathered and validated

Contingency and variance

- The importance of providing opportunities to team members to monitor and assess their own work, and how to enable this
- The organisational constraints which may affect the achievement of objectives
- The types of personal circumstances which may impact on individual performance

AJ11 Manage the performance of teams and individuals

AJ11.3 Assess the performance of teams and individuals

Required Skills

You should demonstrate:

- Assessment skills

Evidence Required

You should provide evidence that you can assess the performance of teams and individuals

The candidate should be questioned, based upon the documentation provided, to explore how they:

- assess the performance of teams and individuals.

Observation of the candidate or witness testimony will be essential as evidence of performance

- Your evidence must be the result of real work activities undertaken by yourself.

Evidence Rules

The candidate should have been involved in managing the performance of teams and individuals in a diverse range of contexts

AJ11 Manage the performance of teams and individuals

AJ11.4 Provide feedback to teams and individuals on their performance

Performance Required

This will involve:

- a) Providing **feedback** to teams and individuals in a **situation** and in a form and manner most likely to maintain and improve their performance
- b) Ensuring that the feedback you provide is clear, and is based on your objective assessment of their performance against agreed objectives
- c) Ensuring that your feedback acknowledges your team members' achievement
- d) Ensuring that your feedback provides your team members with constructive suggestions and encouragement for improving future performance against their work and development objectives
- e) Ensuring that the way in which you provide feedback shows respect for individuals and the need for confidentiality
- f) Giving opportunities to teams and individuals to respond to feedback, and to recommend how they could improve their performance in the future

Occupational Context

1 Feedback

- positive /negative.
- spoken /written
- constructive

2 Feedback situation:

- during normal day-to-day activities
- when required to maintain motivation, morale and effectiveness
- during formal appraisals
- at team meetings and briefings
- during confidential discussions of work.

Knowledge Requirements

You need to know and understand how to:

- Provide both positive and negative feedback to team members on their performance
- Choose an appropriate time and a place to give feedback to teams and individuals
- Provide feedback in a way which encourages your team members to feel that you respect them
- Motivate team members and gain their commitment by providing feedback

You need to know about:

Importance of feedback

- The importance of good communication skills when providing feedback

The effects of feedback

- The importance of providing clear and accurate feedback to your team members on their performance and your role and responsibilities in relation to this
- The principles of confidentiality when providing feedback which people should receive which pieces of information
- The importance of being encouraging when providing feedback to team members and showing respect for those involved
- The importance of providing constructive suggestions on how performance can be improved
- The importance of giving those involved the opportunity to provide suggestions on how to improve their work

AJ11 Manage the performance of teams and individuals

AJ11.4 Provide feedback to teams and individuals on their performance

Required Skills

You should demonstrate:

- Negotiation skills
- Observation skills

Evidence Required

You should provide performance evidence that you can provide feedback to teams and individuals on their performance

The candidate should be questioned, based upon the documentation provided, to explore how they:

- provide feedback to teams and individuals on their performance.
- Observation of the candidate or witness testimony will be essential as evidence of performance

Evidence Rules

The candidate should have been involved in managing the performance of teams and individuals in a diverse range of contexts