

## Unit AJ12 Deal with poor performance in your team

### Elements

**AJ12.1 Support team members who have problems affecting their performance**

**AJ12.2 Implement disciplinary and grievance procedures**

**AJ12.3 Dismiss team members whose performance is unsatisfactory**

### Unit Commentary

This unit is about dealing with poor 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 *support team members* you need to identify poor performance promptly and provide opportunities for team members to discuss any problems they may have. You will need to provide advice and guidance to team members and agree a course of action to improve unsatisfactory performance.

In order to *implement disciplinary and grievance procedures* and *dismiss team members* you need to ensure that your actions are impartial and fair and that any procedures comply with organisational and legal requirements

## AJ12 Deal with poor performance in your team

### AJ12.1 Support team members who have problems affecting their performance

#### Performance Required

*This will involve:*

- a) Promptly identifying poor performance and bringing it directly to the attention of the **team member** concerned
- b) Giving the team member the opportunity to discuss actual or potential **problems** affecting their performance
- c) Discussing these issues with the team member at a time and place appropriate to the type, seriousness and complexity of the problem
- d) Gathering and checking as much information as possible to identify the nature of the **problem**
- e) Agreeing with the team member a course of action which is appropriate, timely and effective
- f) Ensuring that where necessary, you refer the team member to support services appropriate to their individual circumstances
- g) Ensuring that the way you respond to team members' problems maintains respect for the individual and the need for confidentiality
- h) Planning and agreeing follow-up action with the team member concerned, to ensure positive outcomes
- i) Promptly informing relevant people of problems beyond your level of responsibility or competence

#### Occupational Context

##### 1 Team members:

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

##### 2 Problems:

- arising from work-related factors
- arising from external personal factors
- immediate/ ongoing
- educational/ social/ psychological/ professional

#### Knowledge Requirements

*You need to know and understand how to:*

- Encourage and enable team members to talk frankly about their problems
- Identify problems which the individual is experiencing and devise appropriate responses
- Decide when the problem goes beyond your own level of competence and responsibility

*You need to know about:*

##### Approach

- The importance of providing opportunities for team members to discuss problems

##### Strategy issues

- The importance of confidentiality
- The importance of promptly identifying poor performance and bringing it directly to team members' attention
- Your role and responsibilities in dealing with team members' problems

##### Problems themselves

- The types of problems which your team members may encounter at work
- The importance of agreeing a course of action with the team member and following this up

##### Capacity

- The range of support services which exist inside and outside your organisation
- The importance of maintaining respect for the individual
- The limits beyond which you should not go in becoming involved in the individual's problem

## **AJ12 Deal with poor performance in your team**

### **AJ12.1 Support team members who have problems affecting their performance**

#### **Required Skills**

*You should demonstrate:*

- Listening skills

#### **Evidence Required**

*You should provide evidence that you can support team members who have problems affecting their performance*

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

- support team members who have problems affecting their performance.

#### **Evidence Rules**

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

## AJ12 Deal with poor performance in your team

### AJ12.2 Implement disciplinary and grievance procedures

#### Performance Required

*This will involve:*

- a) Ensuring that team members have clear, accurate and timely **information** regarding disciplinary procedures
- b) Ensuring that you implement disciplinary and grievance procedures in a fair, impartial and timely way
- c) Ensuring that you implement disciplinary and grievance procedures in accordance with your organisational values and policies, and the relevant legal requirements
- d) Ensuring that the way you implement disciplinary and grievance procedures maintains respect for the individual and the need for confidentiality
- e) Ensuring that your records of the proceedings and their outcomes are accurate and complete, and that you make them available only to authorised people

#### Occupational Context

##### 1 Information:

- organisational
- legal

#### Knowledge Requirements

*You need to know about:*

##### Disciplinary and grievance procedures

- the importance of effectively applying disciplinary and grievance procedures and your responsibilities in relation to this
- situations in which disciplinary and grievance procedures should be implemented
- the importance of informing team members about disciplinary and grievance procedures, appropriate times to do so and methods to use
- the importance of fairness, impartiality and responding in a timely way when dealing with disciplinary and grievance procedures

##### Information handling

- the importance of confidentiality when dealing with disciplinary and grievance procedures – who may receive what information
- the importance of good record keeping and how to do so

##### Legal requirements

- the legal requirements relevant to disciplinary and grievance procedures

##### Organisational context

- the organisational values and policies relevant to disciplinary and grievance procedures

**AJ12 Deal with poor performance in your team**

**AJ12.2 Implement disciplinary and grievance procedures**

**Required Skills**

N/A

**Evidence Required**

*You should provide evidence that you can implement disciplinary and grievance procedures*

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

- implement disciplinary and grievance procedures.

You must show evidence that you provide both organisational and legal information.

**Evidence Rules**

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

## AJ12 Deal with poor performance in your team

### AJ12.3 Dismiss team members whose performance is unsatisfactory

#### Performance Required

*This will involve:*

- a) Ensuring that the way you dismiss individuals is fair, impartial and takes place at an **appropriate time**
- b) Obtaining appropriate advice on dismissal from **relevant people**
- c) Giving clear reasons for dismissal to the individual concerned at a level and pace appropriate to them
- d) Ensuring that the process of dismissal complies with the organisation's disciplinary and grievance procedures and legal requirements
- e) Ensuring that the process of dismissal maintains respect for the individual and the need for confidentiality
- f) Keeping accurate records of the dismissal
- g) Providing accurate and non-confidential information regarding the dismissal to other team members and colleagues in a way which maintains confidence and morale

#### Occupational Context

##### 1 Appropriate time

- before damage/accidents occur
- giving fair chances
- with regard to contractual agreements
- to ensure discretion
- to avoid security issues

##### 2 Relevant people

- supervisors/ managers
- mentors/ advisors
- professional organisations/ unions

#### Knowledge Requirements

*You need to know about:*

##### Dismissal functions

- your role and responsibilities regarding the dismissal of staff
- the types of situations in which the dismissal of staff is necessary
- the importance of fairness and impartiality when dismissing staff

##### Strategy

- the situations in which the advice and support of others may be required - who to contact according to the context
- the importance of giving the reasons for dismissal clearly to the individual concerned and how to do so according to the context, individual and reason for dismissal
- the importance of confidentiality when dealing with disciplinary and grievance procedures
- the importance of good record-keeping
- the importance of explaining the dismissal and the reasons for dismissal to team members and colleagues
- the legal requirements covering the dismissal of staff
- the organisational requirements and procedures covering the dismissal of staff
- the importance of maintaining respect for the individual when dismissing staff

**AJ12 Deal with poor performance in your team**

**AJ12.3 Dismiss team members whose performance is unsatisfactory**

**Required Skills**

N/A

**Evidence Required**

*You should provide evidence that you can dismiss team members whose performance is unsatisfactory*

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

- dismiss team members whose performance is unsatisfactory.

**Evidence Rules**

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