CCSAPAH11
Manage the performance of teams and individuals

Overview

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

This standard is for you if you are a manager with responsibility for
1. allocating work to others
2. achieving specific results by using resources effectively within a defined area of authority, and
3. 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 allocations make 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 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 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.

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Performance criteria

You must be able to:

Allocate work to teams and individuals

P1   Provide opportunities for your team members to recommend how you should allocate work within the team

P2   Ensure that your allocation of work makes the best use of your team's resources and the abilities of all its members

P3   Ensure that your allocation of work provides your team members with suitable learning opportunities to meet their personal development objectives

P4   Ensure that your allocation of work is consistent with your team's objectives, and the objectives, policies and values of your organisation

P5   Clearly define the responsibilities of your team and its individual members, and the limits of their authority

P6   Provide sufficient information on your allocation of work in a manner and at a level and pace appropriate to the individuals concerned

P7   Confirm team and individual understanding of, and commitment to, work allocations at appropriate intervals

P8   Ensure that where team resources are insufficient, you reach agreement with relevant people on the prioritisation of objectives or reallocation of resources

P9   Inform your team and its members of changes to work allocations in a way which minimises the impact on time, cost and inconvenience

Agree objectives and work plans with teams and individuals

P10 Give opportunities to your team members to help define their own objectives and work plans

P11 Develop objectives and work plans which are consistent with team and organisational objectives and agree these with all personnel in your area of responsibility

P12 Ensure that the objectives, work plans and schedules are realistic and achievable within organisational constraints

P13 Ensure that the objectives and work plans take account of team members' abilities and development needs

P14 Explain the objectives and work plans in sufficient detail and at a level and pace appropriate to your individual team members

P15 Confirm team and individual understanding of, and commitment to, objectives and work plans at appropriate intervals

P16 Provide advice and guidance on how to achieve objectives in sufficient detail and at times appropriate to the needs of teams and individuals

P17 Update the objectives and work plans regularly and take account of any individual, team and organisational changes

Assess the performance of teams and individuals

P18 Clearly explain the purpose of monitoring and assessment to all those involved

P19 Provide opportunities for teams and individuals to monitor and assess their own performance against objectives and work plans

P20 Monitor the performance of teams and individuals at times most likely to maintain and improve effective performance

P21 Ensure that your assessment of the performance of teams and individuals is based on sufficient, valid and reliable information

P22 Carry out your assessments objectively, against clear, agreed criteria

P23 Ensure that your assessments take due account of the personal circumstances of team members and the organisational constraints on their work

Provide feedback to teams and individuals on their performance

P24 Provide feedback to teams and individuals in a situation and in a form and manner most likely to maintain and improve their performance

P25 Ensure that the feedback you provide is clear, and is based on your objective assessment of their performance against agreed objectives

P26 Ensure that your feedback acknowledges your team members' achievements

P27 Ensure that your feedback provides your team members with constructive suggestions and encouragement for improving future performance against their work and development objectives

P28 Ensure that the way in which you provide feedback shows respect for individuals and the need for confidentiality

P29 Provide opportunities to teams and individuals to respond to feedback, and to recommend how they could improve their performance in the future

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Knowledge and understanding

You need to know and understand:

K1 How to communicate team and individual responsibilities clearly to those involved

K2 How to develop and present work plans using spoken, written and graphical means

K3 How to match the allocation of work to learning needs and individual development plans

K4 How to prioritise and re-prioritise work allocations according to resource availability

K5 How to encourage and enable team members to provide suggestions on the allocation of work and be committed to their responsibilities

K6 The importance of defining and communicating team and individual responsibilities clearly

K7 The importance of the effective allocation of work to your team's performance and your role and responsibilities in relation to this

K8 The factors which you need to consider when allocating work to individuals within the team

K9 How your changes to work allocations and negotiations around them can impact on cost, time and convenience

K10 Why your team members should have the opportunity to recommend work allocations

K11 Your team objectives, and the organisational policies and values which have a bearing on the allocation of work within your team

K12 The relevant people with whom negotiations on the allocation of resources need to take place

K13 How to encourage and enable team members to define their own work objectives and plans

K14 How to gain the commitment of team members to objectives and work plans

K15 How to identify and devise objectives and work plans for the short, medium and long term

K16 How to match objectives and work plans with individuals' abilities and development needs

K17 The importance of good communication when explaining objectives and work plans

K18 The importance of consulting with team members and achieving consensus and agreement on objectives and work plans

K19 The types of issues on which your team members may need advice and guidance

K20 The organisational objectives and constraints which have a bearing on objectives and work plans

K21 The importance of agreeing objectives and work plans which are realistic and achievable

K22 The importance of regularly updating objectives and work plans

K23 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

K24 How to make fair and objective assessments

K25 How to monitor and assess the performance of teams and individuals

K26 The importance of being clear yourself about the purpose of monitoring and assessment and communicating this effectively to those involved

K27 The importance of monitoring and assessing the ongoing performance of teams and individuals

K28 The different purposes of work monitoring and assessment

K29 The standards against which work is to be assessed

K30 The information needed to assess the performance of teams and individuals

K31 How the necessary information should be gathered and validated

K32 The importance of providing opportunities to team members to monitor and assess their own work, and how to enable this

K33 The organisational constraints which may affect the achievement of objectives

K34 The types of personal circumstances which may impact on individual performance

K35 The importance of providing both positive and negative feedback to team

members on their performance

K36 The importance of choosing an appropriate time and a place to give feedback to teams and individuals

K37 The importance of providing feedback in a way which encourages your team members to feel that you respect them

K38 How to motivate team members and gain their commitment by providing feedback

K39 The importance of good communication skills when providing feedback

K40 The importance of providing clear and accurate feedback to your team members on their performance and your role and responsibilities in relation to this

K41 The principles of confidentiality when providing feedback which people should receive which pieces of information

K42 The importance of being encouraging when providing feedback to team members and showing respect for those involved

K43 The importance of providing constructive suggestions on how performance can be improved

K44 The importance of giving those involved the opportunity to provide suggestions on how to improve their work

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Validity	
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