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## Overview

This standard is about dealing with poor 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 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.

**Performance criteria**

*You must be able to:*

**Support team members who have problems affecting their performance**

- P1 promptly identify poor performance and bring it directly to the attention of the team member concerned
- P2 provide the team member the opportunity to discuss actual or potential problems affecting their performance
- P3 discuss these issues with the team member at a time and place appropriate to the type, seriousness and complexity of the problem
- P4 gather and check as much information as possible to identify the nature of the problem
- P5 agree with the team member a course of action which is appropriate, timely and effective
- P6 ensure that where necessary, you refer the team member to support services appropriate to their individual circumstances
- P7 ensure that the way you respond to team members' problems maintains respect for the individual and the need for confidentiality
- P8 plan and agree follow-up action with the team member concerned, to ensure positive outcomes
- P9 promptly inform relevant people of problems beyond your level of responsibility or competence

**Implement disciplinary and grievance procedures**

*You must be able to:*

- P10 ensure that team members have clear, accurate and timely information regarding disciplinary procedures
- P11 ensure that you implement disciplinary and grievance procedures in a fair, impartial and timely way
- P12 ensure that you implement disciplinary and grievance procedures in accordance with your organisational values and policies, and the relevant legal requirements
- P13 ensure that the way you implement disciplinary and grievance procedures maintains respect for the individual and the need for confidentiality
- P14 ensure that your records of the proceedings and their outcomes are accurate and complete, and that you make them available only to authorised people

*You must be able to:*

**Dismiss team members whose performance is unsatisfactory**

- P15 ensure that the way you dismiss individuals is fair, impartial and takes place at an appropriate time
- P16 obtain appropriate advice on dismissal from relevant people
- P17 provide clear reasons for dismissal to the individual concerned at a level and pace appropriate to them
- P18 ensure that the process of dismissal complies with the organisation's

## CCSAPAH12

### Deal with poor performance in your team

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- disciplinary and grievance procedures and legal requirements
- P19 ensure that the process of dismissal maintains respect for the individual and the need for confidentiality
- P20 keep accurate records of the dismissal
- P21 provide accurate and non-confidential information regarding the dismissal to other team members and colleagues in a way which maintains confidence and morale

### Knowledge and understanding

*You need to know and understand:*

- K1 how to encourage and enable team members to talk frankly about their problems
- K2 how to identify problems which the individual is experiencing and devise appropriate responses
- K3 how to decide when the problem goes beyond your own level of competence and responsibility
- K4 the importance of providing opportunities for team members to discuss problems
- K5 the importance of confidentiality
- K6 the importance of promptly identifying poor performance and bringing it directly to team members' attention
- K7 your role and responsibilities in dealing with team members' problems
- K8 the types of problems which your team members may encounter at work
- K9 the importance of agreeing a course of action with the team member and following this up
- K10 the range of support services which exist inside and outside your organisation
- K11 the importance of maintaining respect for the individual
- K12 the limits beyond which you should not go in becoming involved in the individual's problem
- K13 the importance of effectively applying disciplinary and grievance procedures and your responsibilities in relation to this
- K14 the situations in which disciplinary and grievance procedures should be implemented
- K15 the importance of informing team members about disciplinary and grievance procedures, appropriate times to do so and methods to use
- K16 the importance of fairness, impartiality and responding in a timely way when dealing with disciplinary and grievance procedures
- K17 the importance of confidentiality when dealing with disciplinary and grievance procedures - who may receive what information
- K18 the importance of good record keeping and how to do so
- K19 the legal requirements relevant to disciplinary and grievance procedures
- K20 the organisational values and policies relevant to disciplinary and grievance procedures
- K21 your role and responsibilities regarding the dismissal of staff
- K22 the types of situations in which the dismissal of staff is necessary
- K23 the importance of fairness and impartiality when dismissing staff
- K24 the situations in which the advice and support of others may be required - who to contact according to the context
- K25 the importance of giving the reasons for dismissal clearly to the

## CCSAPAH12

### Deal with poor performance in your team

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- individual concerned and how to do so according to the context, individual and reason for dismissal
- K26 the importance of confidentiality when dealing with disciplinary and grievance procedures
- K27 the importance of good record-keeping
- K28 the importance of explaining the dismissal and the reasons for dismissal to team members and colleagues
- K29 the legal requirements covering the dismissal of staff
- K30 the organisational requirements and procedures covering the dismissal of staff
- K31 the importance of maintaining respect for the individual when dismissing staff

## CCSAPAH12

### Deal with poor performance in your team

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**Developed by** Creative and Cultural Skills

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**Version number** 2

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**Date approved** January 2012

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**Indicative review date** January 2016

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**Validity** Current

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**Status** Original

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**Originating organisation** Creative and Cultural Skills

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**Original URN** CCSAPAH12

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**Relevant occupations** Archaeologist; Conservation Officer;

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**Suite** Archaeological Practice

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**Key words** Archaeology; Archaeological Practice; Performance Management; Conservation; Heritage;