

Respond to poor performance in your team

Overview

As this standard applies across a range of working contexts within the fire and rescue service, the following guidelines apply at element level:

Help team members who have problems affecting their performance

This element concerns your ability to provide constructive and positive support to team members who are experiencing difficulties in their work role. This may include you giving feedback, investigating development needs and referring to other specialist personnel.

Contribute to implementing disciplinary and grievance procedures

This element concerns your ability to make effective and constructive contributions to implementing disciplinary and grievance procedures to deal with instances of poor performance. It may involve you working under supervision to apply relevant internal procedures.

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Performance criteria

You must be able to:

Help team members who have problems affecting their performance

1. identify poor performance and bring it to the attention of team members concerned
2. give team members the opportunity to discuss actual or potential problems affecting their performance
3. discuss issues with team members at a time and place appropriate to the type, seriousness and complexity of the problem
4. gather appropriate information to identify the nature of the problem
5. check appropriate information to identify the nature of the problem
6. discuss with team members a course of action which is appropriate, timely and effective
7. ensure that, where necessary, you refer team members to support services appropriate to their individual circumstances
8. ensure the way you respond to team members problems respects individuals and the need for confidentiality
9. inform others of problems beyond your level of responsibility or competence

Contribute to implementing disciplinary and grievance procedures

10. ensure your team members have clear, accurate and timely information regarding disciplinary and grievance procedures
11. ensure your contributions to disciplinary and grievance procedures are provided in an impartial and timely way
12. ensure your contributions to implementing disciplinary and grievance procedures are consistent with your level of authority
13. implement disciplinary and grievance procedures whilst maintaining respect for individuals and the need for confidentiality

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Knowledge and understanding

You need to know and understand:

Organisational

1. organisational requirements relevant to disciplinary and grievance procedures
2. the range of support services which exists inside and outside your organisation
3. the importance of confidentiality and who may receive what information

Personal and Interpersonal

4. the importance of providing opportunities for team members to discuss problems
5. how to encourage and enable team members to talk frankly about their problems
6. your role and responsibilities in dealing with team members' problems
7. the types of problems which your team members may encounter at work
8. the importance of maintaining respect for the individual
9. the limits beyond which, you should not become involved in the individual's problem

Technical

10. how to identify problems which the individual is experiencing and devise appropriate responses
11. the importance of discussing a course of action with the team member involved
12. how to decide when the problem goes beyond your own level of competence and responsibility
13. the importance of identifying poor performance and bringing it directly to team members' attention
14. the importance of applying disciplinary and grievance procedures and your responsibilities in relation to this
15. situations in which disciplinary and grievance procedures should be implemented
16. the importance of informing team members about disciplinary and grievance procedures and the methods available to use
17. the importance of fairness, impartiality and responding in a timely way when dealing with disciplinary and grievance procedures

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Glossary

These definitions are provided to explain how key words and concepts are used in this unit.

Activities

Actions, processes, operations or services in the workplace which must be carried out in order to achieve objectives

Allocating work

Giving teams and individuals responsibility for tasks which should achieve agreed work objectives

Confidentiality

Only providing information to those who are authorised to have it

Disciplinary procedures

Procedures, which form part of the contract of employment, which must be followed in the event of sub-standard work or gross misconduct; these procedures normally involve a process of verbal and written warnings and, eventually, dismissal

Feedback on performance

Information you give to team members on how well they are performing against the objectives which have been agreed

Grievance procedures

Procedures, which form part of the contract of employment, which must be followed in the event of a team member having a serious complaint against your organisation or someone in it; these procedures normally involve a process of appeals to higher-level managers

Objectives

Clearly defined results which you need to achieve which are specific, measurable, agreed with others, realistic and time-bound

Organisational Constraints

Your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action

Organisational requirements

Organisational policies and procedures, legal requirements and procedures relevant to disciplinary and grievance procedures

Others

Team members, colleagues working at the same level as yourself, higher-level managers, specialists, person(s), organisation(s), department(s), either inside or outside your organisation for whom you are providing services or products team, relevant others, sponsors and people outside your organisation

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Problems affecting team members' performance

Problems at work which may be caused either by work-related factors or external factors from the team members' personal life

Plans

Documents or spoken agreements, which describe the work to be carried out, when, by whom, to what standard and with what resources, in order that requirements and objectives can be met

Respect for individuals

The open acknowledgement that individuals have the right to their own views,

actions and development as long as these do not unduly constrain the rights of others

Support services

Specialist services, such as doctors or counsellors, which may be required to help the team members solve their problems

Schedules

Documents showing the work to be done, when and, sometimes, by whom

Team members

People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working

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