SFJPK3.1
Support individuals to develop and maintain their performance

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Overview

This unit is about supporting individuals to develop and maintain their performance at work. These may be people in your own team or individuals from another work group to whom you are providing support. This unit is based on a commonly-used coaching model where you and the individual clearly agree the improvements in performance required and plan a step-by-step process to achieve a desired standard. You will usually help the individual to develop new skills and experiment with alternative behaviours in a safe environment before applying these for real in the workplace. You will work with the individual to monitor their progress over time, providing specific feedback to help them progress, until they have achieved the desired standard or no longer need your support in developing and/or maintaining their progress.

The unit is recommended particularly for first line managers and middle managers.

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Performance criteria

You must be able to:

P1   support the individual in identifying their particular needs, abilities and preferences and take these into account when planning and providing support

P2   ensure that the support requirements of the individual are in line with the business objectives of the organisation

P3   establish with the individual
- P3.1 the area(s) in which they want to develop their performance
- P3.2 the standard of performance they wish to achieve
- P3.3 why they want to develop their performance
- P3.4 the support they can expect from you, and the commitment you expect from them
- P3.5 the process by which you will support them

P4   establish with the individual
- P4.1 the timescale of the process
- P4.2 the frequency and duration of meetings
- P4.3 points at which progress will be reviewed
- P4.4 how progress will be measured and assessed.

P5   explore with the individual the skills they need to develop and the behaviours they need to change in order to meet the desired standard of performance

P6   explore with the individual obstacles which could hinder their progress and how to remove these obstacles

P7   plan with the individual how they can develop new skills and behaviours in a logical step-by-step sequence

P8   provide opportunities for the individual to develop new skills and experiment with alternative behaviours in a safe environment

P9   encourage the individual to identify and seize opportunities to apply their newly-developed skills and behaviours to their work

P10 explore with the individual any risks involved in applying their newly-developed skills and behaviours to their work and help them plan how to reduce these risks to levels which are acceptable to them and the organisation

P11 encourage the individual to reflect on their progress and articulate their thoughts and feelings about it

P12 monitor the individual's progress and provide specific feedback designed to improve their skills, reinforce effective behaviours and enhance their motivation to achieve the desired standard of performance

P13 use alternative approaches or enlist the support of colleagues and/or specialists, if the individual is not making satisfactory progress

P14 agree with the individual when they have achieved the desired standard of performance, or when they no longer require your support

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P15 encourage and empower individuals to take responsibility for developing and maintaining their own self-awareness, performance and impact

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

K1   how to identify the particular needs, abilities and preferences of individuals and to take these into account when planning and providing support

K2   the principles, methods, tools and techniques involved in planning and providing support to individuals to improve their performance

K3   the principles, methods, tools and techniques for assessing an individual's performance

K4   the importance of establishing with individuals the course of action, the areas of performance to be targeted and the standard of performance they want to achieve

K5   the principles, methods, tools and techniques for assessing an individual's knowledge, skills and personal qualities and identifying learning needs, and the importance of exploring these with the individual

K6   how to identify obstacles which could hinder an individual's progress and the importance of removing these obstacles

K7   learning and development opportunities for the individual to develop new skills and experiment with alternative behaviours in a safe environment

K8   the importance of encouraging individuals to identify and seize opportunities to apply their newly developed skills and behaviours to their work

K9   how to identify risks involved in the application of newly-developed skills and behaviours to the individual's work and how to reduce these risks to levels which are acceptable to them and the organisation

K10 the principles, methods, tools and techniques involved in monitoring individuals' progress of developing their performance

K11 the principles, methods, tools and techniques involved in providing specific feedback to improve their skills, reinforce effective behaviours and enhance their motivation to achieve the desired standard of performance

K12 alternative approaches and how to make use of these if the individual is not making satisfactory progress

K13 the importance of agreeing with the individual when they have achieved the desired standard of performance, or when they no longer require your support

Industry/sector specific knowledge and understanding

You need to know and understand:

K14 Industry/sector requirements for supporting individuals to improve their performance

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Context specific knowledge and understanding

You need to know and understand:

K15 individual's needs, abilities and preferences

K16 possible obstacles, either organisational or individual related, which could hinder the individual's progress

K17 risks to individuals when applying their newly developed skills and behaviours to their work

K18 sources of advice, guidance and support from colleagues and/or specialists

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Additional Information

Behaviours

1. You constantly seek to develop performance.
2. You find practical ways to overcome barriers.
3. You keep people informed of plans and developments.
4. You make time available to support others.
5. You encourage and support others to make best use of their abilities.
6. You give feedback to others to help them develop their performance.
7. You recognise the achievements and the success of others.
8. You inspire others with the excitement of learning.
9. You confront performance issues and resolve them directly with the people involved.
10. You identify clearly the value and benefits to people of a proposed course of action.

Skills

Active listening
Analysing
Asking powerful questions
Assessing
Coaching
Communicating
Empathising
Inspiring
 Learning
Monitoring
Motivating
Planning
Providing feedback
Reviewing
Risk management
Self-assessment
Setting objectives
Valuing and supporting others

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Developed by	Skills for Justice
Version number	1
Date approved	July 2010
Indicative review date	July 2013
Validity	Current
Status	Tailored
Originating organisation	MSC
Original URN	D13
Relevant occupations	Public Services; Public Service Professionals; Government and Related Organisations
Suite	NOS for Operational Delivery Processing roles
Key words	Operational Delivery, Processing, support individuals, devlop and maintain performance, identify and establish needs,