
Overview

This standard is about managing people's performance to ensure the objectives of your area of responsibility are achieved. This standard is relevant to managers and leaders who are responsible for managing people's performance across the organisation or their area of responsibility.

This standard covers effective delegation and therefore links closely with *CFAM&LFA1 Implement and evaluate strategic business plans*, *CFAM&LFA2 Implement operational plans*, *CFAM&LFA4 Manage programmes* and *CFAM&LFA5 Manage projects*.

Performance criteria

- You must be able to:*
- P1 Plan with individuals how overall objectives for your area of responsibility will be achieved, identifying any priorities or critical activities and making best use of the available resources.
 - P2 Delegate responsibilities to individuals on a fair basis taking account of:
 - P2.1 their skills, knowledge and competence
 - P2.2 their backgrounds and experience,
 - P2.3 their existing workloads, and
 - P2.4 opportunities for their development.
 - P3 Agree SMART (Specific, Measurable, Agreed, Realistic and Time-bound) objectives with individuals, including the standard of performance expected.
 - P4 Agree with individuals how and when progress towards, and achievement of, objectives will be monitored, reviewed and evaluated.
 - P5 Ensure individuals are committed to achieving their objectives and understand their unique contribution to team and organisational objectives.
 - P6 Discuss and agree with individuals effective methods for achieving their objectives and the resources, support and supervision they require.
 - P7 Provide individuals with the resources, support and supervision agreed and, where required, additional support and/or resources to deal with problems or unforeseen events.
 - P8 Monitor progress against objectives and evaluate performance against the standard expected at agreed times.
 - P9 Provide individuals with prompt, specific feedback, designed to maintain and improve their performance.
 - P10 Identify any unsatisfactory performance, discuss the causes and agree ways of improving performance with the individuals concerned.
 - P11 Review objectives with individuals at agreed times and evaluate the extent to which they have been achieved.
 - P12 Recognise successful achievement of objectives in line with your organisation's policy.
 - P13 Review plans, responsibilities and objectives periodically and in the light

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of changes in personnel and any significant changes to organisational plans and objectives.

P14 Communicate plans, responsibilities and objectives and any changes to these clearly to those affected.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to plan to meet objectives, identify priorities and critical issues, and use resources effectively.
- K2 How to delegate fairly and effectively.
- K3 How to develop SMART (Specific, Measurable, Agreed, Realistic and Time-bound) objectives with individuals.
- K4 How to clarify with individuals the standards of performance required.
- K5 How to develop and agree with individuals a plan for monitoring, reviewing and evaluating their progress and achievement of objectives.
- K6 How to gain individuals' commitment to their objectives.
- K7 The methods, resources, support and supervision necessary for achieving objectives.
- K8 Cultural differences and how to take these into account when managing people's performance.
- K9 How to provide individuals with feedback designed to maintain and improve their performance.
- K10 The importance of identifying and addressing unacceptable or poor performance, and how to do so.
- K11 The importance of reviewing objectives and performance regularly, and how to do so.
- K12 How to recognise performance in line with your organisation's policy.
- K13 Principles and methods of effective communication and how to apply them.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K14 Industry/sector requirements for the development or maintenance of knowledge, skills and competences.
- K15 Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work.

Context specific knowledge and understanding

You need to know and understand:

- K16 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.

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- K17 The objectives for your area of responsibility.
- K18 The available resources for undertaking the required work.
- K19 The plan of work for your area of responsibility.
- K20 Your organisation's personal and professional development policy and procedures.
- K21 The diversity of your workforce.
- K22 Your organisation's standards or level of expected performance.
- K23 Your organisation's policies and procedures for dealing with poor performance.
- K24 Your organisation's grievance and disciplinary policies and procedures.
- K25 Your organisation's performance appraisal systems.
- K26 Your organisation's reward policy.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Seize opportunities presented by the diversity of people
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Support others to make effective use of their abilities
- 6 Give feedback to others to help them maintain and improve their performance
- 7 Act within the limits of your authority
- 8 Show integrity, fairness and consistency in decision making
- 9 Prioritise objectives and plan work to make the effective use of time and resources
- 10 Clearly agree what is expected of others and hold them to account
- 11 Take pride in delivering high quality work
- 12 Create a sense of common purpose
- 13 Use a range of leadership styles appropriate to different people and situations

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Acting assertively
- Communicating
- Decision-making
- Delegating
- Empowering
- Evaluating
- Involving others
- Leadership
- Monitoring
- Motivating
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Reviewing
- Setting objectives
- Team building
- Valuing and supporting others

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