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## Overview

This NOS is about helping members of your team address problems affecting their performance. These may be work-related problems or problems arising from their personal circumstances.

The NOS involves identifying problems affecting people's performance and discussing these in a timely way with the team members concerned to help them find a suitable solution to their problem. Sometimes you may need to refer the team member to specialist support services.

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

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### Performance criteria

- You must be able to:*
- P1 give team members opportunities to approach you with problems affecting their performance
  - P2 identify performance issues and bring these promptly to the attention of the team members concerned
  - P3 discuss problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem
  - P4 gather and check information to accurately identify the problem and its cause
  - P5 discuss the range of alternative courses of action and agree with the team member a timely and effective way of dealing with the problem
  - P6 refer the team member to support services or specialists, where necessary
  - P7 keep a confidential record of your discussions with team members about problems affecting their performance
  - P8 ensure your actions are in line with your organisation's policies for managing people

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### Knowledge and understanding

*You need to know and understand:*

- K1 the importance in giving team members opportunities to approach you with problems affecting their performance
- K2 how to encourage team members to approach you with problems affecting their performance
- K3 the importance of identifying performance issues and bringing these promptly to the attention of the team members concerned
- K4 the importance of discussing problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem
- K5 how to gather and check the information you need to identify the problem and its cause
- K6 the importance of identifying the problem accurately
- K7 the range of alternative courses of action to deal with the problem
- K8 the importance of discussing and agreeing with the team member a timely and effective way of dealing with the problem
- K9 when to refer the team member to support services or specialists
- K10 the importance of keeping a confidential record of your discussions with team members about problems affecting their performance, and how to do so
- K11 the importance of ensuring your actions are in line with your organisation's policies for managing people and their performance

#### **Industry/sector specific knowledge and understanding**

- K12 industry/sector requirements for helping team members address problems affecting their performance

#### **Context specific knowledge and understanding**

- K13 the types of problems that your team members may encounter which can affect their performance
- K14 your role, responsibilities and limits of authority when dealing with team members' problems
- K15 the range of support services or specialists that exist inside and outside your organisation
- K16 your organisation's policies for managing people and their performance

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### Additional Information

#### Skills

Listed below are the main generic 'skills' which need to be applied in helping team members address problems affecting their performance. These skills are explicit/implicit in the detailed content of the NOS and are listed here as additional information.

1. Acting assertively
2. Communicating
3. Consulting
4. Decision-making
5. Empathising
6. Information management
7. Managing conflict
8. Monitoring
9. Problem solving
10. Providing feedback
11. Reviewing
12. Setting objectives
13. Team building
14. Valuing and supporting others.

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**Developed by** IMI Ltd

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**Version number** 1

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**Date approved** January 2010

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**Indicative review date** January 2012

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**Validity** Current

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**Status** Original

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**Originating organisation** IMI Ltd

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**Original URN** (MSC D8)

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**Relevant occupations** Engineering; Vehicle Trades

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**Suite** Accident Repair - Body

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**Key words** developing staff

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