



KD TRAINING SOLUTIONS

The Chartered Management Institute Diploma in First Line Management

Work Brief for: Improving Team Performance (3008)

Introduction

The purpose of this assessment brief is to give you the opportunity to demonstrate your knowledge, skills and abilities in the topic of improving team performance.

You are required to produce a formal management report of about 2,500 words in length that addresses performance issues in your work area.

Part A - Managing poor performance

This part has 1 element:

Describe how you might use an informal, counselling approach to deal with a member of your team who was underperforming (1500 words):

When answering this question you might want to use an example from your experience or link your answers to a scenario you are familiar with. You should also consider:

- What is performance management?
- What benefits you might get if you manage performance properly?
- What might constitute under performance in your work area?
- How you might find out about the poor performance?
- What process might you use to deal with poor performance?
- What support you might be able to offer?
- When might you refer issues to a higher authority?
- What is counseling?
- How you would set up and run a counselling session?
- How could you maintain respect for the individual concerned?
- What records would you keep?
- What might happen if you got it all wrong?

Part B - Discipline and grievance

This part has 2 elements.

Element 1:

Describe the process you would use to discipline one of your team members (500 words):

When answering this question you might want to use an example from your experience or link your answers to a scenario you are familiar with. You will also want to consider:

- What is discipline and why it is important in your organisation?
- What is your current level of responsibility in your organization towards discipline?
- What is your organisation's disciplinary process? (use this to explain your example)
- How might you set up and run a disciplinary interview?
- What access would your team member have to an appeal?
- How would you ensure that the process is kept confidential?
- What confidential records are kept?
- Why is it important to manage poor performance whilst taking disciplinary action?

Element 2:

Explain how you might deal with a grievance from one of your team members (500 words):

When answering this question you might want to use an example from your experience or link your answers to a scenario you are familiar with. You will also want to consider:

- What is grievance and why it is important in your organization?
- What is your current level of responsibility in your organization towards grievance?
- What is your organisation's grievance process? (Use this to explain your example)
- How might you set up and run a grievance interview?
- What access would your team member have to an appeal?
- How would you ensure that the process is kept confidential?
- What confidential records are kept?

How your work will be assessed

Below are the learning outcomes and assessment criteria for this unit:

Unit	Learning Outcomes	Assessment
<p>3008 Improving Team Performance</p>	<p>Be able to identify issues which affect performance</p> <p>Know how to select and apply the best course of action to address a performance issue</p> <p>Be able to take action to achieve the performance issue of an individual</p>	<p>Describe how you might use an informal, counselling approach to deal with a member of your team who was underperforming</p> <p>Describe the process you would use to discipline one of your team members:</p> <p>Explain how you might deal with a grievance from one of your team members</p>

Assessment Criteria

When your tutors assess your work they will apply the following criteria in ensuring that you have:

- Demonstrated knowledge of the Unit contents at the relevant depth and breadth
- Understand the topics sufficiently to apply them to your own situation
- Produced a piece of work that is communicated in a professional manner
- Described how you used an informal, counselling approach to deal with a member of your team who was underperforming
- Described the process you used to discipline one of your team members
- Explained how you dealt with a grievance from one of your team members