

## Appendix VI

### Key Tasks - Skills

Key Task 1: .....

How well is the task done?

Could this be improved?

What action is required?

Key Task 2: ..... ..

How well is the task done?

Could this be improved?

What action is required?

Key Task 3:.....

How well is the task done?

Could this be improved?

What action is required?

Key Task 4:.....

How well is the task done?

Could this be improved?

What action is required?

Key Task 5: .... ..

How well is the task done?

Could this be improved?

What action is required?

## People

Having considered the main tasks, we now need to consider the people who work within the business. In doing so, it is important to consider everyone who contributes to the business, and not just those that might be employed full-time. This includes you as either the Owner/Manager, any family if this is a family business and other part-time staff, as well as those that work full-time.

For each person, put down their Name and Job Title (even if they don't really have a formal title - the description should give you a feel for the role they play).

Consider people's age and how long they have been in the job. Age and experience are important. Individuals have different needs at different stages of their working life and it is important that, as a manager, you recognise this. A younger person may require more development than an older staff member. An individual moving towards retirement may have experience and expertise that will need to be replaced.

Identify what the individual does. If they have a job description all well and good, but perhaps they don't have one - what do they actually do, and is their job what you think it should be? If job descriptions don't exist, an interesting exercise would be for you to list what you see as being their job and ask them to do the same. You might be surprised at how the two lists differ! If you work in a family business, you may well find that job descriptions don't exist, so there is even more reason to clarify who actually does what.

What are the areas of performance that could/should be improved on? Remember, even experienced people can improve their performance. In fact those who have done the job longest can be the most complacent, and can benefit from being updated in new techniques.

Finally, if you have identified areas where only one individual has the ability to carry out that task - what would happen if that person was unavailable for a period of time? Do you need to develop anyone to provide cover? - What will happen if and when you retire?

Note: We are trying to develop the people in the business to enhance business success, and success for your business may well be a new enterprise or some other diversification we are not trying to find training courses to send people on. If there are no really pressing development needs for an individual, so be it.

## People Development Review

Name:

Job Title:

Age ..

Years in Job:

What they do well?

What could be improved?

New tasks/responsibilities

Possible/real areas for training/development:

Name:

Job Title

Age:

Years in job:

What they do well?

What could be improved?

New tasks/responsibilities

Possible/real areas for training/development

Name

Job Title

Age

Years in Job

What they do well?

What could be improved?

New tasks/responsibilities

Possible/real areas for training/development:

## Assessing Performance

Having looked at the business and considered your business Key Tasks and the People Development Review, there is merit in now looking at how well you feel that your business performs across a range of more general business skills.

To do this we need to use a logical approach and consider those skills that are used in the business. The following pages are designed to provide the basics for you to assess the performance in your own business. To complete the process, look down the lists of skills and in the first column score the existing level of skill across the business.

Use the scale where 1 = poor, 3 satisfactory and 5 = excellent.

When you have done that, use the second column and rate how well the skill should be performed. Use the same scale as before.

Try not to dwell on a skill area - your first reaction will nearly always be the best one.

Leave blank those skill areas that you do not use in the business.

Where you indicate that the skill could be improved or where you don't have the skill, but it would be useful – then indicate how high a priority you think action should be to address the issue. Categorise your priority as follows:

- |          |   |  |
|----------|---|--|
| Priority | A | - High priority - must action with urgency |
|          | B | - A priority - must action within 6 months |
|          | C | - Priority for the next 12 months          |
|          | D | -Not a high priority                       |