UNIT SUMMARY

What is the unit about?

This unit is about ensuring that the work required of your team is effectively and fairly allocated amongst team members. It also involves checking on the progress and quality of the work of team members to ensure that the required level or standard or performance is being met.

Who is the unit for?

The unit is recommended for team leaders.

Links to other units

This unit is linked to units **B5 Provide leadership for your team**, **D1 Develop productive working relationships with colleagues** and **D6 Allocate and monitor the progress and quality of work in your area of responsibility** in the overall suite of National Occupational Standards for management and leadership.

Skills

Listed below are the main generic skills which need to be applied in allocating and checking work in your team. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Providing feedback
- Planning
- Reviewing
- Motivating
- Valuing and supporting others
- Problem solving
- Monitoring
- Decision making
- Prioritising
- Team building
- Managing conflict
- Information management
- Leadership
- Coaching
- Delegating
- Setting objectives
- Stress management

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1 Confirm the work required of the team with your manager and seek clarification, where necessary, on any outstanding points and issues.

2 Plan how the team will undertake its work, identifying any priorities or critical activities and making best use of the available resources.

3 Allocate work to team members on a fair basis taking account of their skills, knowledge and understanding, experience and workloads and the opportunity for development.

4 Brief team members on the work they have been allocated and the standard or level of expected performance.

5 Encourage team members to ask questions, make suggestions and seek clarification in relation to the work they have been allocated.

6 Check the progress and quality of the work of team members on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback.

7 Support team members in identifying and dealing with problems and unforeseen events.

8 Motivate team members to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion.

9 Monitor the team for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively.

10 Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with team members.

11 Recognise successful completion of significant pieces of work or work activities by team members and the overall team and advise your manager.

12 Use information collected on the performance of team members in any formal appraisal of performance.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1 You make time available to support others.

2 You clearly agree what is expected of others and hold them to account.

3 You prioritise objectives and plan work to make best use of time and resources.

4 You state your own position and views clearly and confidently in conflict situations.

5 You show integrity, fairness and consistency in decision-making.

6 You seek to understand people's needs and motivations.

7 You take pride in delivering high quality work.

8 You take personal responsibility for making things happen.

9 You encourage and support others to make the best use of their abilities.

10 You are vigilant for possible risks and hazards.

Working with people

Allocate and check work in your team

D5

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1   Different ways of communicating effectively with members of a team.
2   The importance of confirming/clarifying the work required of the team with your manager and how to do this effectively.
3   How to plan the work of a team, including how to identify any priorities or critical activities and the available resources.
4   How to identify and take due account of health and safety issues in the planning, allocation and checking of work.
5   Why it is important to allocate work across the team on a fair basis and how to do so.
6   Why it is important to brief team members on the work they have been allocated and the standard or level of expected performance and how to do so.
7   Ways of encouraging team members to ask questions and/or seek clarification and make suggestions in relation to the work which they have been allocated.
8   Effective ways of regularly and fairly checking the progress and quality of the work of team members.
9   How to provide prompt and constructive feedback to team members.
10 How to select and apply a limited range of different methods for motivating, supporting and encouraging team members to complete the work they have been allocated, improve their performance and for recognising their achievements.
11 The additional support and/or resources which team members might require to help them complete their work and how to assist in providing this.
12 Why it is important to monitor the team for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively.
13 Why it is important to identify unacceptable or poor performance by members of the team and how to discuss the cause(s) and agree ways of improving performance with team members.
14 The type of problems and unforeseen events that may occur and how to support team members in dealing with them.
15 How to log information on the ongoing performance of team members and use this information for performance appraisal purposes.

Industry/sector specific knowledge and understanding

1   Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work.
2   Industry/sector requirements for the development or maintenance of knowledge, understanding and skills.

Context specific knowledge and understanding

1   The members, purpose and objectives of your team.
2   The work required of your team.
3   The available resources for undertaking the required work.
4   The organisation's written health and safety policy statement and associated information and requirements.
5   Your team's plan for undertaking the required work.
6   The skills, knowledge and understanding, experience and workloads of team members.
7   Your organisation's policy and procedures in terms of personal development.
8   Reporting lines in the organisation and the limits of your authority.
9   Organisational standards or levels of expected performance.
10 Organisational policies and procedures for dealing with poor performance.
11 Organisational grievance and disciplinary policies and procedures.
12 Organisational performance appraisal systems.