DR3Y 04 (CFA MLD6) — Allocate and Monitor the Progress and Quality of Work in your Area of Responsibility

Overview

This Unit is about ensuring that the work required in your area of responsibility is effectively planned and fairly allocated to individuals and/or teams. It also involves monitoring the progress and quality of the work of individuals and/or teams to ensure that the required level or standard of performance is being met and reviewing and updating plans of work in the light of developments.

The ‘area of responsibility’ may be, for example, a branch or department or functional area or an operating site within an organisation.

The Unit is recommended for first line managers and middle managers.

This Unit is linked to all other Units in the overall suite of National Occupational Standards for Management and Leadership where work must be allocated and progress and quality must be monitored.

If your organisation is a small firm, you should look at Unit K1 Make sure your staff can do their work, which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which may be more suitable to your needs. You can obtain information on the Unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website (www.sfedi.co.uk).

Additional Information

Behaviours

1 You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2 You prioritise objectives and plan work to make best use of time and resources.
3 You make time available to support others.
4 You take personal responsibility for making things happen.
5 You show an awareness of your own values, motivations and emotions.
6 You show integrity, fairness and consistency in decision-making.
7 You clearly agree what is expected of others and hold them to account.
8 You seek to understand people's needs and motivations.
9 You take pride in delivering high quality work.
10 You are vigilant for possible risks and hazards.
11 You encourage and support others to make the best use of their abilities.
12 You use a range of leadership styles appropriate to different people and situations.

Skills

Listed below are the main generic 'skills' that need to be applied in obtaining additional finance for the organisation. These skills are explicit/implicit in the detailed content of the Unit and are listed here as additional information:

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

Performance Criteria — What you do in your job

You must provide evidence to meet all the 14 Performance Criteria for this Unit. The Performance Criteria are grouped under headings to assist you with planning how best to meet these points.

Place the number of the piece of work where this Performance Criteria has been met in the evidence box after each criteria.

Establish and monitor procedures and practices for work with families

	Performance Criteria	**Evidence Number where this criteria has been met**
1	Confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues.	
2	Plan how the work will be undertaken, seeking views from people in your area of responsibility, identifying any priorities or critical activities and making best use of the available resources.	
3	Ensure that work is allocated to individuals and/ or teams on a fair basis taking account of skills, knowledge and understanding, experience and workloads and the opportunity for development.	
4	Ensure that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance.	
5	Recognise and seek to find out about differences in expectations and working methods of any team members from a different country or culture and promote ways of working that take account of their expectations and maximise productivity.	
6	Encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work.	

Establish and monitor procedures and practices for work with families (cont)

	Performance Criteria	**Evidence Number where this criteria has been met**
7	Monitor the progress and quality of the work of individuals and/or teams on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback.	
8	Support individuals and/or teams in identifying and dealing with problems and unforeseen events.	
9	Motivate individual and/or teams to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion.	
10	Monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively.	
11	Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams.	
12	Recognise successful completion of significant pieces of work or work activities by individuals and/or teams.	
13	Use information collected on the performance of individuals and/or teams in any formal appraisals of performance.	
14	Review and update plans of work for your area, clearly communicating any changes to those affected.	

Knowledge and Understanding — Why and how you do what you do in your job

You must provide evidence of your knowledge and understanding to meet all the 35 knowledge points for this Unit. The knowledge points are grouped under headings to assist you with planning how best to meet them.

Place the number of the piece of work where each knowledge point has been met in the ‘evidence number ‘box after each point.

General Knowledge and Understanding

	Knowledge and Understanding *You need to know and understand:*	**Evidence Number where this knowledge point has been met**
1	How to select and successfully apply different methods for communicating with people across an area of responsibility.	
2	The importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively.	
3	How to identify and take due account of health and safety issues in the planning, allocation and monitoring of work.	
4	How to produce a plan of work for your area of responsibility, including how to identify any priorities or critical activities and the available resources.	
5	How to identify sustainable resources and ensure their effective use when planning the work for your area of responsibility.	
6	The importance of seeking views from people working in your area and how to take account of their views in producing the plan of work.	
7	The values, ethics, beliefs, faith, cultural conventions, perceptions and expectations of any team members from a different country or culture and how your own values, ethics, beliefs, faith, cultural conventions, perceptions, expectations, use of language, tone of voice and body language may appear to them.	

General Knowledge and Understanding (cont)

	Knowledge and Understanding *You need to know and understand:*	**Evidence Number where this knowledge point has been met**
8	Why it is important to allocate work to individuals and/ or teams on a fair basis and how to do so effectively.	
9	Why it is important that individuals and/or teams are briefed on allocated work and the standard or level of expected performance and how to do so effectively.	
10	The importance of showing individuals and/or team show their work fits with the vision and objectives of the area and those of the organisation.	
11	Ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated.	
12	Effective ways of regularly and fairly monitoring the progress and quality of work of individuals and/or teams against the standards or level of expected performance.	
13	How to provide prompt and constructive feedback to individuals and/or teams.	
14	Why it is important to monitor your area for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively.	
15	How to take account of diversity and inclusion issues when supporting and encouraging individuals and/or teams to complete the work they have been allocated.	
16	Why it is important to identify unacceptable or poor performance by individuals and/or teams and how to discuss the cause(s) and agree ways of improving performance with them.	
17	The type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them.	

General Knowledge and Understanding (cont)

	Knowledge and Understanding *You need to know and understand:*	**Evidence Number where this knowledge point has been met**
18	The additional support and/or resources which individuals and/or teams might require to help them complete their work and how to assist in providing this.	
19	How to select and successfully apply different methods for encouraging, motivating and supporting individuals and/or teams to complete the work they have been allocated and improve their performance, and for recognising their achievements.	
20	How to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes.	
21	The importance of reviewing and updating plans of work for your area in the light of developments, how to reallocate work and resources and how to clearly communicate the changes to those affected.	

Industry/sector specific Knowledge and Understanding

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

Context specific Knowledge and Understanding

	Knowledge and Understanding *You need to know and understand:*	**Evidence Number where this knowledge point has been met**
24	The individuals and/or teams in your area of responsibility.	
25	The vision and objectives for your area of responsibility.	
26	The vision and objectives of the overall organisation.	
27	The work required in your area of responsibility.	
28	The available resources for undertaking the required work.	
29	The plan of work for your area of responsibility.	
30	The organisation's written health and safety policy statement and associated information and requirements.	
31	Your organisation's policy and procedures in terms of personal development.	
32	Organisational standards or level of expected performance.	
33	Organisational policies and procedures for dealing with poor performance.	
34	Organisational grievance and disciplinary policies and procedures.	
35	Organisational performance appraisal systems.	

The candidate and assessor must only sign below when all Performance Criteria and knowledge points have been met.

Unit assessed as being complete

Candidate's name	
Candidate's signature	
Date submitted to Assessor as complete	

Assessor's name	
Assessor's signature	
Date assessed complete	

Internal Verification

To be completed in accordance with centre's internal verifier (IV) strategy.

Evidence for this Unit was sampled on the following date/s	Internal verifier's signature	Internal verifier's name

This Unit has been subject to an admin check in keeping with the centre's IV strategy.

Date of admin check	Internal verifier's signature	Internal verifier's name

Unit completion confirmed

Internal verifier's name	
Internal verifier's signature	
Date completed	