

Overview

This unit is about identifying the team resources that are needed to deliver a particular project, and how the significant factors will impact on your team selection. You will select the project team following contractual and statutory rules and recognised industry processes. You will be able to demonstrate knowledge of the working culture and practices of the industry and how you can work within these practices to understand people's needs and motivations. You will have an active knowledge of the recruitment and the retention of employees. You will confirm the work required in your area, and ensure that the work is allocated to the appropriate individuals. You will demonstrate how you will monitor and motivate the individuals and show a knowledge of formal appraisal systems and also at reviewing and updating plans of work in your area. You will identify stakeholders and establish working relationships with them and your colleagues. You will consult with them in relation to key decisions, fulfil agreements made with them, promptly advise them of any difficulties encountered and resolve any conflicts with them. You will produce evidence to show that you have monitored and reviewed the effectiveness of working relationships.

Performance criteria

You must be able to:

Select and form a project team

- P1 identify the **team resources** that are needed and where they can be obtained, and select those that meet agreed timescales and budget limits
- P2 identify any **significant factors** which will affect the number, type and availability of **team resources**
- P3 evaluate the quality and potential reliability of **team resources** and circulate the results to decision makers
- P4 negotiate and agree proposals of contractual arrangements for **team resources** which are likely to produce an effective team and follow necessary **rules and formalities**
- P5 follow the **rules and formalities** for obtaining **team resources**

Recruit, select and keep colleagues

You must be able to:

- P6 talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving
- P7 identify ways of addressing staff turnover problems, implement those which clearly fall within your authority and communicate others to the relevant people for consideration
- P8 review, on a regular basis, the work required in your area of responsibility, identify any shortfall in the number of colleagues and/or the pool of skills knowledge, understanding and experience
- P9 identify and review the options for addressing any identified shortfalls and decide on the best options to follow
- P10 consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit
- P11 consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved
- P12 ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants
- P13 seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues
- P14 participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective
- P15 make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues
- P16 judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvements

Performance criteria

You must be able to:

Allocate and monitor the progress and quality of work in your area of responsibility

- P17 confirm the work required in your area of responsibility with your manager and seeking clarification, where necessary, on any outstanding points and issues
- P18 plan how the work will be undertaken, seek views from people in your area of responsibility, identifying any priorities or critical activities and making best use of the available resources
- P19 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
- P20 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
- P21 encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work
- P22 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
- P23 support individuals and/or teams in identify and deal with problems and unforeseen events
- P24 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
- P25 monitor your area for conflict, identify the cause when it occurs and deal with it promptly and effectively
- P26 identify unacceptable or poor performance, discuss the cause and agree ways of improving performance with individuals and/or teams
- P27 recognise successful completion of significant pieces of work or work activities by individuals and/or teams
- P28 use information collected on the performance of individuals and/or teams in any formal appraisals of performance
- P29 review and update plans of work for your area and clearly communicating any changes to those affected

Develop productive working relationships with colleagues and stakeholders

You must be able to:

- P30 identify stakeholders and the background to and nature of their interest in the activities and performance of the organisation
- P31 establish working relationships with relevant colleagues and stakeholders.
- P32 recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders

**Performance
criteria**

- P33 provide colleagues and stakeholders with appropriate information to enable them to perform effectively
- P34 consult colleagues and stakeholders in relation to key decisions and activities and taking account of their views, including their priorities, expectations and attitudes to potential risks
- P35 fulfill agreements made with colleagues and stakeholders and letting them know
- P36 advise colleagues and stakeholders promptly of any difficulties or where it will be impossible to fulfil agreements
- P37 identify and sort out conflicts of interest and disagreements with colleagues and stakeholders in ways that minimise damage to work and activities and to the individuals and organisations involved
- P38 monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement
- P39 monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders

Knowledge and understanding

You need to know and understand:

Select and form a project team

- K1 how and why to select **team resources** that meet agreed timescales and budget limits (evaluation)
- K2 what to identify as the **team resources** that are needed and where they can be obtained (understanding)
- K3 what to identify as **significant factors** which will affect the number, type and availability of **team resources** (understanding)
- K4 how to circulate the results of evaluating the quality and reliability of **team resources** to decision makers (application)
- K5 how and why to evaluate the quality and potential reliability of **team resources** (evaluation)
- K6 how and why to negotiate proposals of contractual arrangements for **team resources** (synthesis)
- K7 how and why to agree proposals of contractual arrangements for **team resources** (evaluation)
- K8 how to follow the **rules and formalities** for obtaining **team resources** (application)

Recruit, select and keep colleagues (Imported Standard based on MSC D3)

You need to know and understand:

- K9 why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
- K10 the types of reasons colleagues might give for leaving
- K11 how to measure staff turnover
- K12 the causes and effects of high and low staff turnover
- K13 measures which can be undertaken to address staff turnover problems
- K14 how to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
- K15 different options for addressing identified shortfalls and their associated advantages and disadvantages
- K16 what job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
- K17 different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
- K18 different recruitment and selection methods and their associated advantages and disadvantages
- K19 why it is important to give fair, clear and accurate information on vacancies to potential applicants

Knowledge and understanding

- K20 how to judge whether applicants meet the stated requirements of the vacancy
- K21 sources of specialist expertise in relation to recruitment, selection and retention
- K22 how to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues
- K23 how to review the effectiveness of recruitment and selection in your area
- K24 turnover rates within similar organisations in the industry/sector
- K25 recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector
- K26 working culture and practices of the industry/sector
- K27 current people resources available to your area, including skills, knowledge, understanding and experience of colleagues
- K28 work requirements in your area
- K29 agreed operational plans and changes in your area
- K30 the staff turnover rate in your area
- K31 job descriptions and person specifications for confirmed vacancies
- K32 local employment market conditions
- K33 the organisations structure, values and culture
- K34 employment policies and practices within the organisation including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions
- K35 sources of specialist expertise in relation to recruitment, selection and retention used by your organisation

Allocate and monitor the progress and quality of work in your area of responsibility (Imported Standard based on MSC D6)

You need to know and understand:

- K36 how to select and successfully apply different methods for communicating with people across an area of responsibility
- K37 the importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
- K38 how to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
- K39 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
- K40 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
- K41 why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively

Knowledge and understanding

- K42 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
- K43 the importance of showing individuals and/or teams how their work fits with the vision and objectives of the area and those of the organisation
- K44 ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated
- K45 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
- K46 how to provide prompt and constructive feedback to individuals and/or teams
- K47 why it is important to monitor your area for conflict and how to identify the cause of conflict when it occurs and deal with it promptly and effectively
- K48 why it is important to identify unacceptable or poor performance by individuals and/or teams and how to discuss the cause and agree ways of improving performance with them
- K49 the types of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them
- K50 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
- K51 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, improve their performance and for recognising their achievements
- K52 how to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes
- K53 the importance of reviewing and updating plans of work for your area in the light of developments, how to reallocate work and resources and clearly communicate the changes to those affected
- K54 industry/sector requirements for the development or maintenance of knowledge, understanding and skills.
- K55 industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work.
- K56 the individuals and/or teams in your areas of responsibility.
- K57 the vision and objectives for your area of responsibility.
- K58 the vision and objectives of the overall organisation.
- K59 the work required in your area of responsibility.
- K60 the available resources for undertaking the required work.
- K61 the plan of work for your area of responsibility.

Knowledge and understanding

- K62 the organisation's written health and safety policy statement and associated information and requirements.
- K63 your organisation's policy and procedures in terms of personal development.
- K64 organisational standards or level of expected performance.
- K65 organisational policies and procedures for dealing with poor performance.
- K66 organisational grievance and disciplinary policies and procedures.
- K67 organisational performance appraisal systems.

Develop productive working relationships with colleagues and stakeholders (Imported Standard based on MSC D2)

You need to know and understand:

- K68 the benefits of developing productive working relationships with colleagues and stakeholders.
- K69 different types of stakeholder and key principles which underpin the stakeholder concept.
- K70 how to identify your organisation's stakeholders, including background information, and the nature of their interest in your organisation.
- K71 principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders.
- K72 why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders.
- K73 how to identify and meet the information needs of colleagues and stakeholders.
- K74 what information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration
- K75 how to consult with colleagues and stakeholders in relation to key decisions and activities.
- K76 the importance of taking account, and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks.
- K77 why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important.
- K78 how to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them.
- K79 how to identify disagreements with colleagues and stakeholders and the techniques for sorting them out.
- K80 the damage which conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and organisations.
- K81 how to take account of diversity issues when developing working relationships with colleagues and stakeholders.

Knowledge and understanding

- K82 how to recognise and take account of political issues when dealing with colleagues and stakeholders.
- K83 how to manage the expectations of colleagues and stakeholders.
- K84 how to monitor and review the effectiveness of working relationships with colleagues and stakeholders.
- K85 how to obtain and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders.
- K86 how to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships.
- K87 the importance of monitoring wider developments in relation to stakeholders and how to do so effectively.
- K88 current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector.
- K89 sector-specific legislation, regulations, guidelines and codes of practice.
- K90 standards of behaviour and performance in the industry or sector.
- K91 the culture of the industry or sector.
- K92 developments, issues and concerns of importance to stakeholders in the industry or sector.
- K93 the vision, values, objectives, plans, structure and culture of your organisation.
- K94 relevant colleagues, their work roles and responsibilities.
- K95 identified stakeholders, their background and interest in the activities and performance of the organisation.
- K96 agreements with colleagues and stakeholders.
- K97 the identified information needs of colleagues and stakeholders.
- K98 mechanisms for consulting with colleagues and stakeholders
- K99 the organisation's planning and decision making processes.
- K100 mechanisms for communicating with colleagues and stakeholders.
- K101 power, influence and politics within the organisation.
- K102 standards of behaviour and performance that are expected in the organisation.
- K103 mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders.

Scope/range

- 1 Team Resources:
 - 1.1 management
 - 1.2 technical staff
 - 1.3 specialist sub-contractors
 - 1.4 specialist services
 - 1.5 workforce
- 2 Significant factors:
 - 2.1 location
 - 2.2 cost
 - 2.3 time
 - 2.4 skills, experience and knowledge required and availability
 - 2.5 training and development requirements
 - 2.6 diversity
- 3 Rules and formalities:
 - 3.1 contractual
 - 3.2 statutory
 - 3.3 recognised industry processes
 - 3.4 organisational processes
 - 3.5 certification of competence

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