

MSC D5 Allocate and check work in your team (MSC)(SQA Unit Code-H0CC 04)

Overview

This standard 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.

This standard is recommended for team leaders.

Links to other standards

This standard is linked to standards 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 standard 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.

What you must be able to do:

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.

What you must know and understand:

- (a) The members, purpose and objectives of your team
- (b) Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work
- (c) Different ways of communicating effectively with members of a team
- (d) The importance of confirming/clarifying the work required of the team with your manager and how to do this effectively
- (e) The work required of your team
- (f) The available resources for undertaking the required work
- (g) How to plan the work of a team, including how to identify any priorities or critical activities and the available resources
- (h) The organisation's written health and safety policy statement and associated information and requirements
- (i) How to identify and take due account of health and safety issues in the planning, allocation and checking of work

- (j) Your team's plan for undertaking the required work
- (k) Why it is important to allocate work across the team on a fair basis and how to do so
- (l) 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
- (m) The skills, knowledge and understanding, experience and workloads of team members
- (n) 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
- (o) Your organisation's policy and procedures in terms of personal development
- (p) Effective ways of regularly and fairly checking the progress and quality of the work of team members
- (q) Reporting lines in the organisation and the limits of your authority
- (r) How to provide prompt and constructive feedback to team members
- (s) Organisational standards or levels of expected performance
- (t) Organisational policies and procedures for dealing with poor performance
- (u) 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
- (v) Organisational grievance and disciplinary policies and procedures
- (w) The additional support and/or resources which team members might require to help them complete their work and how to assist in providing this
- (x) Organisational performance appraisal systems
- (y) 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
- (z) 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
- (aa) The type of problems and unforeseen events that may occur and how to support team members in dealing with them
- (bb) How to log information on the ongoing performance of team members and use this information for performance appraisal purposes.