MSC D6 Allocate and monitor the progress and quality of work in your area of responsibility (MSC)(SQA Unit Code-H0CD 04)

Overview

This standard 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, whilst also taking into account stress and work-life balance.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation. This standard is recommended for those responsible for allocating and monitoring the work of others.

What you must be able to do:

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. Encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work
6. 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
7. Support individuals and/or teams in identifying and dealing with problems and unforeseen events
8. 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
9. Monitor your area 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 individuals and/or teams
11. Recognise successful completion of significant pieces of work or work activities by individuals and/or teams
12. Use information collected on the performance of individuals and/or teams in any formal appraisals of performance
13. Review and update plans of work for your area, clearly communicating any changes to those affected.

What you must know and understand:

(a) How to select and successfully apply different methods for communicating with people across an area of responsibility
(b) The importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
(c) How to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
(d) 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
(e) 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
(f) Why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
(g) 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
(h) 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
(i) Ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated
(j) 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
(k) How to provide prompt and constructive feedback to individuals and/or teams
(l) 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
(m) 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
(n) The type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them
(o) 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
(p) 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
(q) How to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes
(r) 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
(s) Industry/sector requirements for the development or maintenance of knowledge, understanding and skills
(t) Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work

(u) The individuals and/or teams in your area of responsibility
(v) The vision and objectives for your area of responsibility
(w) The vision and objectives of the overall organisation
(x) The work required in your area of responsibility
(y) The available resources for undertaking the required work
(z) The plan of work for your area of responsibility
(aa) The organisation's written health and safety policy statement and associated information and requirements
(ab) Your organisation's policy and procedures in terms of personal development
(ac) Organisational standards or level of expected performance
(ad) Organisational policies and procedures for dealing with poor performance
(ae) Organisational grievance and disciplinary policies and procedures
(af) Organisational performance appraisal systems.