SCOTTISH QUALIFICATIONS AUTHORITY

Unit D9CR 04 (HS1) **Supervise the work of staff**

This Unit has the following elements:

Element 1 (HS1.1)	**Help to plan the work of staff**
Element 2 (HS1.2)	**Monitor the work of staff**
Element 3 (HS1.3)	**Give staff feedback on their work**

Candidate Name:

Assessment Centre:

I have completed the requirements of this Unit.

Candidate signature: _____ **Date:** _____

I can confirm the candidate has completed all requirements of this Unit.

Assessor signature: _____ **Date:** _____

Assessor counter signature:
(where applicable) _____ **Date:** _____

IV signature: _____ **Date:** _____

IV counter signature:
(where applicable) _____ **Date:** _____

Unit D9CR 04 (HS1) Supervise the work of staff

Unit Summary

Staff are an organisation's most valuable resource. Planning and co-ordinating the work of staff is vital if a business is to run smoothly and efficiently.

You work with the staff on a day-to-day basis and can make an enormous contribution to this process. You help the business to plan the work of staff, making sure that the best use is made of skills and availability. You also observe staff at work, making sure that they are carrying out their work as planned, and helping them with problems when they occur. You also have an important role in giving staff feedback on their work, and motivating them to achieve the high standards that customers expect.

To complete this Unit, you need to be responsible for the work of a team. The team in this case could be two or more staff that you supervise permanently, or staff that you supervise on a temporary basis, for example during special events.

The typical day-to-day activities you might carry out for this Unit include:

- getting ideas from your team members about the best way to organise a piece of work
- planning what your team members will do — for example by working out staff rotas
- briefing your staff on their duties
- altering your plans to take account of changing circumstances, for example staff not turning up for work as planned
- watching your staff carrying out their work
- debriefing your staff and giving them feedback on how well they have done

What some of the words in this Unit mean	
Confidentiality	only providing information to those who are authorised to have it
Contingency plans	plans that allow you to identify, and plan for, things that may go wrong
Feedback	telling other staff how well they have carried out their work and making suggestions for improvement
Organisational constraints	your organisation's policies, objectives and level of resources (time, equipment, materials, staff), which set out the limits of your authority
Other staff	two or more people who work with you as part of a team; other staff may report to you either as their day-to-day supervisor or as the supervisor in charge of a specific project or activity on which they are working
Plans	documents or spoken agreements, which describe the work to be carried out, when, by whom, to what standard and with what resources (time, equipment, materials, staff), in order that requirements and objectives can be met
Resources	the equipment supplies and staff that you need in your area of responsibility
Supervise	planning the work of other staff, briefing them, monitoring their work and providing feedback on their performance

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Unit D9CR 04 (HS1) Supervise the work of staff

Element 1 (HS1.1) Help to plan the work of staff

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Collect information from **relevant people** about the work you must plan	
2	Identify the **requirements** that must be met and the **resources** that will be available	
3	Make best use of available **resources** and take account of your organisation's policies and procedures	
4	Develop contingency plans for things that may go wrong	
5	Check your plans with **relevant people** and use their feedback to improve your plans further	
6	Brief staff on your plans and check that they understand what you want them to do	
7	Update your plans to take account of any changes in **requirements** or **resources**	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Collecting information from the following types of **relevant people**, at least **one** required from the following:*						
manager						
colleagues						
customer						
*Identifying and planning for the following **requirements**, at least **three** required from the following:*						
what must be done						
when it must be done						
specific targets that must be met						
quality standards that must be achieved						
health and safety						
*Making the best use of the following **resources**, at least **all** required from the following:*						
staff						
time						
equipment						
materials						
*Checking your plans with the following **relevant people**, at least **two** required from the following:*						
line manager						
staff who will be carrying out the work						
other colleagues						

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Unit D9CR 04 (HS1) Supervise the work of staff

Element 1 (HS1.1) Help to plan the work of staff

Candidate name:		Assessor initials/date
No	**Activity**	
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Unit D9CR 04 (HS1) Supervise the work of staff

Element 2 (HS1.2) Monitor the work of staff

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Check the work of staff	
2	Make sure their work meets the agreed **requirements**	
3	Provide staff with the support they need	
4	Cause as little disruption as possible, when monitoring staff	
5	**Deal** with any problems that occur within the limits of your responsibility	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Making sure that staff achieve the following **requirements**, at least **three** required from the following:*						
what must be done						
when it must be done by						
specific targets that must be met						
quality standards that must be achieved						
health and safety						
***Dealing** with problems in the following ways, at least **one** required from the following:*						
solving the problem personally						
seeking advice from your line manager						

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Unit D9CR 04 (HS1) Supervise the work of staff

Element 2 (HS1.2) Monitor the work of staff

Candidate name:		Assessor initials/date
No	**Activity**	
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Unit D9CR 04 (HS1) Supervise the work of staff

Element 3 (HS1.3) Give staff feedback on their work

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Give feedback to staff in a **situation** most likely to maintain and improve their performance	
2	Give staff feedback that is clear and objective	
3	Praise staff's achievements	
4	Give staff constructive suggestions and encouragement for improving their work	
5	Show respect for staff when you give them feedback	
6	Treat all feedback confidentially	
7	Give staff opportunities to respond to your feedback and suggest how they could improve their work	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Giving feedback in the following types of **situation**, at least **two** required from the following:*						
during normal day-to-day activities						
when you need to maintain or improve motivation						
during formal appraisals						
in team meetings or briefings						
during confidential discussions of work						

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Unit D9CR 04 (HS1) Supervise the work of staff

Element 3 (HS1.3) Give staff feedback on their work

Candidate name:		Assessor initials/date
No	**Activity**	
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Unit D9CR 04 (HS1) Supervise the work of staff

What you must know for the Unit	
For the whole Unit	
K1	The importance of supervising the work of other staff so that they carry out work as planned
K2	Relevant areas of employment and health and safety legislation
K3	The limits of your responsibility when it comes to supervising other staff
K4	Your organisation's procedures that are relevant to supervising the work of other staff
Element 1 (HS1.1) Help to plan the work of staff	
K5	The importance of understanding the requirements for a piece of work
K6	The importance of knowing about the resources that will be available to you
K7	How to identify the requirements for a piece of work and the resources that will be available to you
K8	How to develop plans — for example, staff rotas and schedules
K9	The importance of contingency planning and how to develop contingency plans
K10	How to make the best use of your resources, including staff skills
K11	The importance of consulting with other relevant people about your work plans
K12	They types of organisational constraints which influence your planning
K13	How to brief your staff on your plans for their work
K14	The importance of checking that other staff understand your plans for their work
K15	The types of situations that may cause you to update your plans
Element 2 (HS1.2) Monitor the work of staff	
K16	The importance of making sure that staff are meeting agreed requirements for their work
K17	How to check the work of staff without causing disruption
K18	The types of support that staff may need and how to provide such support
K19	The types of problems that may occur and how to deal with these effectively
Element 3 (HS1.3) Give staff feedback on their work	
K20	The importance of giving feedback to staff and making sure that feedback is clear and objective
K21	How to choose a time and a situation to give feedback to staff
K22	How to give feedback to staff
K23	The importance of praising staff's achievements
K24	The importance of identifying areas of work where staff could improve their performance
K25	How to give constructive suggestions and encouragement to staff
K26	Why it is important to show respect for staff when you provide feedback and how to do so
K27	The principles of confidentiality when providing feedback — which people should receive which pieces of information
K28	How to motivate and gain staff's commitment by providing feedback

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Unit D9CR 04 (HS1) Supervise the work of staff

Candidate name:		Assessor initials/date
Ref	**Supplementary evidence**	
A		
B		
C		
D		
E		
F		
G		
H		

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Unit D9CR 04 (HS1) Supervise the work of staff

Knowledge evidence retained

Assessor Feedback

Assessor signature: _____ **Date:** _____

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