

Unit: CS8 Allocate and monitor the progress and quality of work in your area of responsibility (MSC Unit D6)

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. If your 'area of responsibility' includes contact with customers through ICT systems, your monitoring activities should include use of automated monitoring applications.

Outcomes of effective performance

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| CS8/O1 | You confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues. | CS8/O8 | You 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. |
| CS8/O2 | You 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. | CS8/O9 | You monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively. |
| CS8/O3 | You 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. | CS8/O10 | You identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams. |
| CS8/O4 | You 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. | CS8/O11 | You recognise successful completion of significant pieces of work or work activities by individuals and/or teams. |
| CS8/O5 | You encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work. | CS8/O12 | You use information collected on the performance of individuals and/or teams in any formal appraisals of performance. |
| CS8/O6 | You 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. | CS8/O13 | You review and update plans of work for your area, clearly communicating any changes to those affected. |
| CS8/O7 | You support individuals and/or teams in identifying and dealing with problems and unforeseen events. | | |

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Behaviours which underpin effective performance

- CS8/B1 You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- CS8/B2 You prioritise objectives and plan work to make best use of time and resources.
- CS8/B3 You make time available to support others.
- CS8/B4 You take personal responsibility for making things happen.
- CS8/B5 You show an awareness of your own values, motivations and emotions.
- CS8/B6 You show integrity, fairness and consistency in decision-making.
- CS8/B7 You clearly agree what is expected of others and hold them to account.
- CS8/B8 You seek to understand people's needs and motivations.
- CS8/B9 You take pride in delivering high quality work.
- CS8/B10 You are vigilant for possible risks and hazards.
- CS8/B11 You encourage and support others to make the best use of their abilities.
- CS8/B12 You use a range of leadership styles appropriate to different people and situations.
- CS8/B13 You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work
- CS8/B14 You comply with legal requirements, industry regulations and professional codes

Knowledge and understanding

- 1 How to select and successfully apply different methods for communicating with people across an area of responsibility
- 2 The importance of confirming/clarity 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 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
- 6 Why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
- 7 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
- 8 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
- 9 Ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated.
- 10 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

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| 11 | How to provide prompt and constructive feedback to individuals and/or teams | 23 | The vision and objectives of the overall organisation |
| 12 | 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 | 24 | The work required in your area of responsibility |
| 13 | 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 | 25 | The available resources for undertaking the required work |
| 14 | The type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them | 26 | The plan of work for your area of responsibility |
| 15 | 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 | 27 | The organisation's written health and safety policy statement and associated information and requirements |
| 16 | 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 | 28 | Your organisation's policy and procedures in terms of personal development |
| 17 | How to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes | 29 | Organisational standards or level of expected performance |
| 18 | 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 | 30 | Organisational policies and procedures for dealing with poor performance |
| 19 | Industry/sector requirements for the development or maintenance of knowledge, understanding and skills | 31 | Organisational grievance and disciplinary policies and procedures |
| 20 | Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work | 32 | Organisational performance appraisal systems |
| 21 | The individuals and/or teams in your area of responsibility | | |
| 22 | The vision and objectives for your area of responsibility | | |