SKAA320 (SQA Unit Code FD3K 04) V2
Allocate and monitor the progress and quality of work in your area of responsibility

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. The `area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

The unit is divided into three parts. The first part describes what you have to do. The second part describes the knowledge and understanding you must have. The third part describes how you should behave.

The unit is recommended for first line managers and middle managers.

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performance criteria

you must be able to:

P1   explore alternative ways of filling vacant posts

P2   confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues

P3   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

P4   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

P5   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

P6   encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work

P7   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

P8   support individuals and/or teams in identifying and dealing with problems and unforeseen events

P9   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

P10   monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively

P11   identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams

P12   recognise successful completion of significant pieces of work or work activities by individuals and/or teams

P13   use information collected on the performance of individuals and/or teams in any formal appraisals of performance

P14   review and update plans of work for your area, clearly communicating any changes to those affected

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

K1   how to select and successfully apply different methods for communicating with people across an area of responsibility

K2   the importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively

K3   how to identify and take due account of health and safety issues in the planning, allocation and monitoring of work

K4   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

K5   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

K6   why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively

K7   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

K8   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

K9   ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated

K10 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

K11 how to provide prompt and constructive feedback to individuals and/or teams

K12 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

K13 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

K14 the type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them

K15 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

K16 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

K17 how to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes

K18 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

You need to know and understand:

Sector specific knowledge and understanding

K19 industry/sector requirements for the development or maintenance of knowledge, understanding and

K20 industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying outwork

You need to know and understand:

Knowledge and understanding relevant to your organisation

K21 the individuals and/or teams in your area of responsibility

K22 the vision and objectives for your area of responsibility

K23 the vision and objectives of the overall organisation

K24 the work required in your area of responsibility

K25 the available resources for undertaking the required work

K26 the plan of work for your area of responsibility

K27 the organisation's written health and safety policy statement and associated information and

K28 your organisation's policy and procedures in terms of personal development

K29 organisational standards or level of expected performance

K30 organisational policies and procedures for dealing with poor performance

K31 organisational grievance and disciplinary policies and procedures

K32 organisational performance appraisal systems

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Additional Information

Behaviours

1. Recognising changes in circumstances promptly and adjusting plans and activities accordingly
2. Prioritising objectives and planning work to make best use of time and resources
3. Making time available to support others
4. Taking personal responsibility for making things happen
5. Showing an awareness of your own values, motivations and emotions
6. Showing integrity, fairness and consistency in decision-making
7. Clearly agreeing what is expected of others and holding them to account
8. Seeking to understand people's needs and motivations
9. Taking pride in delivering high quality work
10. Vigilant for possible risks and hazards
11. Encouraging and supporting others to make the best use of their abilities
12. Using a range of leadership styles appropriate to different people and situations

Links to other NOS

This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit D6

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