

SCDLMCSA5

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 in 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.

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Performance criteria

You must be able to:

- P1 you confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues
- P2 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
- P3 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
- P4 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
- P5 you encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work
- P6 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
- P7 you support individuals and/or teams in identifying and dealing with problems and unforeseen events
- P8 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
- P9 you monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively
- P10 you identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams
- P11 you recognise successful completion of significant pieces of work or work activities by individuals and/or teams
- P12 you use information collected on the performance of individuals and/or teams in any formal appraisals of performance
- P13 you 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:

Legislation and policy

- K1 industry/sector requirements for the development or maintenance of knowledge, understanding and skills
- K2 industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work
- K3 the vision and objectives of the overall organisation.
- K4 the work required in your area of responsibility
- K5 the plan of work for your area of responsibility
- K6 the organisation's written health and safety policy statement and associated information and requirements
- K7 your organisation's policy and procedures in terms of personal development
- K8 organisational standards or level of expected performance
- K9 organisational policies and procedures for dealing with poor performance
- K10 organisational grievance and disciplinary policies and procedures
- K11 organisational performance appraisal systems

Leadership and management theory and practice

You need to know and understand:

- K12 the individuals and/or teams in your area of responsibility
- K13 the vision and objectives for your area of responsibility
- K14 the available resources for undertaking the required work
- K15 how to select and successfully apply different methods for communicating with people across an area of responsibility
- K16 the importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
- K17 how to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
- K18 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
- K19 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
- K20 why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
- K21 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
- K22 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

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- K23 ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated
- K24 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
- K25 how to provide prompt and constructive feedback to individuals and/or teams
- K26 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
- K27 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
- K28 the type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them
- K29 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
- K30 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
- K31 how to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes
- K32 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

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Additional Information

Scope/range related to knowledge and understanding

Your **knowledge and understanding** for this unit relates to: legal and organisational requirements for care services; employer and employee codes of practice and conduct within care services; the depth and breadth of understanding that will enable you to lead and manage care services effectively, support workers to perform competently, ensure the well being of all within your provision, critically evaluate, assess and intervene appropriately to resolve issues and conflicts and the need to understand and work in collaboration with people, workers and relevant others within and outside your provision to ensure its viability into the short, medium and longer term future.

Competent leadership and management practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent leadership and management in the performance described in this unit.

Behaviours

- 1 You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- 2 You prioritise objectives and plan work to make best use of time and resources.
- 3 You make time available to support others.
- 4 You take personal responsibility for making things happen.
- 5 You show an awareness of your own values, motivations and emotions.
- 6 You show integrity, fairness and consistency in decision-making.
- 7 You clearly agree what is expected of others and hold them to account.
- 8 You seek to understand people's needs and motivations.
- 9 You take pride in delivering high quality work.
- 10 You are vigilant for possible risks and hazards.
- 11 You encourage and support others to make the best use of their abilities.
- 12 You use a range of leadership styles appropriate to different people and situations.

Skills

Listed below are the main generic skills which need to be applied in allocating and monitoring the progress and quality of work in your area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- 1 Setting objectives
- 2 Communicating
- 3 Providing feedback
- 4 Valuing and supporting others

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- 5 Consulting
- 6 Planning
- 7 Prioritising
- 8 Leadership
- 9 Reviewing
- 10 Problem solving
- 11 Monitoring
- 12 Managing conflict
- 13 Decision making
- 14 Motivating
- 15 Information management
- 16 Delegating
- 17 Stress management

External Links

When using this specification it is important to read the knowledge requirements in relation to expectations and requirements of your job role and the content of this unit

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