SFJCJHD14
Lead the work of teams and individuals to achieve their objectives

Overview

This unit is about the worker making best use of their team and its members so that they can achieve their objectives. It covers planning and assessing work, and providing feedback to team members. Workers need to plan their team's work in ways which make the best use of their individual skills. They need to agree objectives with individuals, plan their work in line with effective practice, appraise individuals against their agreed objectives, demonstrate where individual and team objectives have been achieved, and, where they have not, and provide constructive feedback, development or training to improve performance.

There are three elements

1   Plan the work of teams and individuals
2   Assess the work of teams and individuals
3   Provide feedback to teams and individuals on their work

Target Group

This unit is applicable across the community justice sector. It is designed to be applicable to a wide range of workers who have responsibility for leading work teams. It is likely that those workers for whom it is relevant will have functional responsibility for others, such as community service supervisors.

SFJCJHD14
Lead the work of teams and individuals to achieve their objectives

Plan the work of teams and individuals

You must be able to:

P1 give opportunities to **team members** to contribute to the planning and organisation of their work

P2 ensure that their **plans** are consistent with their team's objectives

P3 ensure that their **plans** cover all those personnel for whose work they are responsible

P4 ensure that their **plans** and schedules are realistic and achievable within **agency constraints**

P5 take full account of team members' abilities and development needs in **plans** and in allocating work

P6 explain **plans** and work activities to team members in sufficient detail and at level and pace appropriate to them

P7 confirm the team members' understanding of the **plans** and their work activities at appropriate times

P8 update **plans** at regular intervals and take account of individual, team and agency changes

Assess the work of teams and individuals

P9 explain clearly the **purpose** of **assessment** to everyone involved

You must be able to:

P10 give team members opportunities to assess their own work

P11 ensure that their **assessment** of work takes place at times most likely to maintain and improve effective performance

P12 base assessments on sufficient, valid and reliable **information**

P13 make assessments objectively against clear and agreed criteria

Provide feedback to teams and individuals on their work

You must be able to:

P14 provide feedback to team members in a situation and in a form and manner most likely to maintain and improve performance

P15 give clear feedback based on an objective assessment of team members' work

P16 give feedback which recognises team members' achievements and provides constructive suggestions and encouragement for improving their work

P17 give feedback in a way which shows respect for the individuals involved

P18 treat all feedback to individuals and teams confidentially

P19 give team members opportunities to
   P19.1 respond to feedback
   P19.2 recommend how they could improve their work

SFJCJHD14

Lead the work of teams and individuals to achieve their objectives

Knowledge and understanding

Communication

You need to know and understand:

K1   the importance of effective communication when explaining work plans and allocations

K2   how to present work plans in a way that gains the support and commitment of those involved

K3   the importance of the worker being clear about the purpose of assessment and of communicating this effectively to those involved

K4   the importance of good communication skills when providing feedback

K5   how to provide both positive and negative feedback to team members on their performance

K6   how to choose an appropriate time and a place to give feedback to teams and individuals

K7   how to provide feedback in a way which encourages team members to feel that the worker respects them

Continuous improvement

You need to know and understand:

K8   the importance of regularly reviewing work

K9   the importance of assessing the ongoing work of teams and individuals and the worker's role and responsibilities in relation to this

K10 the importance of providing clear and accurate feedback to team members on their performance and the worker's role and responsibilities in relation to this

Involvement and motivation

You need to know and understand:

K11 the importance of providing team members with the opportunity to contribute to the planning and organisation of their work

K12 the importance of providing opportunities to team members to assess their own work and how to encourage and enable this involvement

K13 how to motivate team members and gain their commitment by providing feedback

K14 the importance of being encouraging when providing feedback to team members and showing respect for those involved

K15 why it is important to provide constructive suggestions on how performance can be improved

K16 the importance of giving those involved the opportunity to provide suggestions on how to improve their work

Agency context

You need to know and   K17 the types of agency constraints which influence the worker's planning

SFJCJHD14

Lead the work of teams and individuals to achieve their objectives

Planning

You need to know and understand:

K18   the importance of planning work activities to agency effectiveness and the worker's role and responsibilities in relation to this

K19   how to develop realistic and achievable work plans for teams and individuals both in the short and medium term

K20   the team's objectives and how the worker's plans succeed in meeting these

Working relationships

You need to know and understand:

K21   the difference between someone who is within the worker's line management control and someone for whom the worker has functional responsibility, and the implications this difference may have for planning work

SFJCJHD14
Lead the work of teams and individuals to achieve their objectives

Additional Information

Scope/range related to performance criteria

1. **Team members**
   1.1. people for whom the worker has line responsibility
   1.2. people for whom the worker has functional responsibility

2. **Plans**
   2.1. short-term
   2.2. medium-term

3. **Agency constraints**
   3.1. agency objectives
   3.2. agency policies
   3.3. resources

4. **Purpose**
   4.1. assuring that objectives have been achieved
   4.2. assuring that quality and customer requirements have been met
   4.3. appraising team or individual performance
   4.4. recognising competent performance and achievement

5. **Assessment**
   5.1. specific to one activity or objective
   5.2. general to overall performance of the team or individual

6. **Information**
   6.1. qualitative
   6.2. quantitative

7. **Feedback**
   7.1. positive
   7.2. negative

8. **Situations**
   8.1. during normal day-to-day activities
   8.2. when required to maintain motivation, morale and effectiveness
   8.3. during formal appraisals
   8.4. at team meetings and briefings
   8.5. during confidential discussions of work

9. **Form** of **feedback**
   9.1. spoken
   9.2. written

SFJCJHD14

Lead the work of teams and individuals to achieve their objectives

SFJCJHD14

Lead the work of teams and individuals to achieve their objectives

Developed by	Skills for Justice
Version number	2
Date approved	May 2010
Indicative review date	May 2012
Validity	Current
Status	Tailored
Originating organisation	MSC
Original URN	MSC C12
Relevant occupations	Public Services; Public Service and Other Associate Professionals
Suite	Community Justice
Key words	Lead, teams, individuals, achieve, objectives