

---

### Overview

This unit is about the worker making the best use of their team and its members so that they can achieve the agency's objectives. It covers allocating work, agreeing objectives, and setting out plans and methods of working. It also involves monitoring and evaluating the work of the team and its members and providing feedback to them on their performance.

#### **There are four elements**

- 1 Allocate work to teams and individuals
- 2 Agree objectives and work plans with teams and individuals
- 3 Assess the performance of teams and individuals
- 4 Provide feedback to teams and individuals on their performance

#### **Target Group**

This unit is relevant to workers with responsibility for allocating work to others, achieving specific results by using resources effectively within a defined area of authority and contributing to, or controlling, substantial operational programmes and budgets. This unit is applicable across the community justice sector.

### Performance criteria

#### Allocate work to teams and individuals

*You must be able to:*

- P1 give team members opportunities to recommend how work should be allocated within the team
- P2 **allocate** work to make the best use of the team's resources and the abilities of all its members
- P3 **allocate** work to provide team members with suitable learning opportunities to meet their personal development objectives
- P4 **allocate** work consistent with the team's objectives, and the objectives, policies and values of the agency
- P5 clearly define the responsibilities of the team and its individual members, and the limits of their authority
- P6 provide sufficient **information** on work allocation in a manner, and at a level and pace, appropriate to the individuals concerned
- P7 confirm team and individual understanding of, and commitment to, work allocations at appropriate intervals
- P8 reach agreement with **relevant people** on the prioritisation of objectives or the reallocation of resources where team resources are insufficient
- P9 inform the team and its members of changes to work allocations in a way which minimises the impact on time, cost and inconvenience

#### Agree objectives and work plans with teams and individuals

*You must be able to:*

- P10 give opportunities to **team members** to help define their own **objectives and work plans**
- P11 develop **objectives and work plans** which are consistent with team and agency objectives and agree these with all personnel in the worker's area of responsibility
- P12 ensure that objectives, work plans and schedules are realistic and achievable within **agency constraints**
- P13 ensure that **objectives and work plans** take account of team members' abilities and development needs
- P14 explain the **objectives and work plans** in sufficient detail, and at a level and pace, appropriate to the individual **team members**
- P15 confirm team and individual understanding of, and commitment to, **objectives and work plans** at appropriate intervals
- P16 provide advice and guidance on how to achieve objectives in sufficient detail for, and at times appropriate to, the needs of teams and individuals
- P17 update **objectives and work plans** regularly and take account of any individual, team and agency changes

### Assess the performance of teams and individuals

*You must be able to:*

- P18 clearly explain the **purpose of monitoring and assessment** to all those involved
- P19 give opportunities to teams and individuals to monitor and assess their own performance against objectives and work plans
- P20 monitor the performance of teams and individuals at times most likely to maintain and improve effective performance
- P21 base the assessment of team and individual performance on sufficient, valid and reliable **information**
- P22 carry out assessments objectively against clear, agreed criteria
- P23 take due account of the personal circumstances of team members and the **agency constraints** on their work in the assessments

### Provide feedback to teams and individuals on their performance

*You must be able to:*

- P24 provide **feedback** to teams and individuals in a situation, and in a **form** and manner, most likely to maintain and improve their performance
- P25 provide clear **feedback** which is based on an objective assessment of teams' and individuals' performance against agreed objectives
- P26 ensure that their **feedback** acknowledges team members' achievement
- P27 provide team members with constructive suggestions and encouragement for improving future performance against their work and development
- P28 provide **feedback** in a way which shows respect for individuals and the need for confidentiality
- P29 give opportunities to teams and individuals to
  - P29.1 respond to **feedback**
  - P29.2 recommend how they could improve their performance in the future

# SFJCJHD15

## Manage the performance of teams and individuals

---

### Knowledge and understanding

*You need to know and understand:*

#### Communication

- K1 the importance of defining and communicating team and individual responsibilities clearly
- K2 how to communicate team and individual responsibilities clearly to those involved
- K3 how to develop and present work plans using spoken, written and graphical means
- K4 the importance of good communication when explaining objectives and work plans
- K5 the importance of the worker being clear about the purpose of monitoring and assessment and communicating this effectively to those involved
- K6 the importance of good communication skills when providing feedback
- K7 how to provide both positive and negative feedback to team members on their performance
- K8 how to choose an appropriate time and place to give feedback to teams and individuals
- K9 how to provide feedback in a way which encourages team members to feel respected

#### Delegation

*You need to know and understand:*

- K10 the importance of the effective allocation of work to the team's performance and the worker's role and responsibilities in relation to this
- K11 the factors which need to be considered when allocating work to individuals within the team
- K12 how to match the allocation of work to learning needs and individual development plans
- K13 how to prioritise and re-prioritise work allocations according to resource availability
- K14 how changes to work allocations and negotiations around them can impact on cost, time and convenience
- K15 why team members should have the opportunity to recommend work allocations

#### Involvement and motivation

*You need to know and understand:*

- K16 how to encourage and enable team members to provide suggestions on the allocation of work and be committed to their responsibilities
- K17 the importance of consulting with team members and achieving consensus and agreement on objectives and work plans
- K18 how to encourage and enable team members to define their own work objectives and plans

## Manage the performance of teams and individuals

---

- K19 how to gain the commitment of team members to objectives and work plans
- K20 the types of issues on which team members may need advice and guidance
- K21 the importance of providing opportunities to team members to monitor and assess their own work, and how to enable this
- K22 how to motivate team members and gain their commitment by providing feedback
- K23 the importance of being encouraging when providing feedback to team members and showing respect for those involved
- K24 the importance of providing constructive suggestions on how performance can be improved
- K25 the importance of giving those involved the opportunity to provide suggestions on how to improve their work

### Agency context

*You need to know and understand:*

- K26 team objectives, and the agency policies and values which have a bearing on the allocation of work within the team
- K27 the relevant people with whom negotiations on the allocation of resources need to take place
- K28 the agency objectives and constraints which have a bearing on objectives and work plans
- K29 the agency constraints which may affect the achievement of objectives

### Planning

*You need to know and understand:*

- K30 how to identify and devise objectives and work plans for the short, medium and long term
- K31 the importance of agreeing objectives and work plans which are realistic and achievable
- K32 how to match objectives and work plans with individuals' abilities and development needs
- K33 the importance of regularly updating objectives and work plans
- K34 the difference between someone who is within the manager's line management control and someone for whom the manager has functional responsibility, and the implications this difference may have for planning work

### Continuous improvement

*You need to know and understand:*

- K35 the importance of monitoring and assessing the ongoing performance of teams and individuals
- K36 different purposes of work monitoring and assessment
- K37 how to make fair and objective assessments

## SFJCJHD15

### Manage the performance of teams and individuals

---

- K38 how to monitor and assess the performance of teams and individuals
- K39 the standards against which work is to be assessed
- K40 the information needed to assess the performance of teams and individuals
- K41 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

#### **Information handling**

*You need to know and understand:*

- K42 how the necessary information should be gathered and validated
- K43 the principles of confidentiality when providing feedback - which people should receive which pieces of information

#### **Providing support**

*You need to know and understand:*

- K44 the types of personal circumstances which may impact on individual performance

### Additional Information

#### Scope/range related to performance criteria

1. **Allocating work in the following situations**
  - 1.1. normal working contexts
  - 1.2. emergencies
2. **Information**
  - 2.1. spoken
  - 2.2. written
  - 2.3. graphical
3. **Relevant people**
  - 3.1. team members
  - 3.2. colleagues working at the same level as the worker
  - 3.3. higher-level managers or sponsors
  - 3.4. customers
  - 3.5. suppliers
4. **Team members**
  - 4.1. people for whom the worker has line responsibility
  - 4.2. people for whom the worker has functional responsibility
5. **Objectives and work plans**
  - 5.1. short-term
  - 5.2. medium-term
  - 5.3. long term
6. **Agency constraints**
  - 6.1. agency objectives
  - 6.2. agency policies
  - 6.3. resources
7. **Purpose**
  - 7.1. assuring that objectives have been achieved
  - 7.2. assuring that quality and customer requirements have been met
  - 7.3. appraising team or individual performance
  - 7.4. assessing performance for reward
  - 7.5. recognising competent performance and achievement
8. **Monitoring and assessment**
  - 8.1. specific to one activity or objective
  - 8.2. general to overall performance of the team or individual
9. **Information**

## SFJCJHD15

### Manage the performance of teams and individuals

---

- 9.1. qualitative
  - 9.2. quantitative
- 10. **Feedback**
  - 10.1. positive
  - 10.2. negative
- 11. **Situations**
  - 11.1. during normal day-to-day activities
  - 11.2. when required to maintain motivation, morale and effectiveness
  - 11.3. during formal appraisals
  - 11.4. at team meetings and briefings
  - 11.5. during confidential discussions of work
- 12. **Forms**
  - 12.1. spoken
  - 12.2. written



## SFJCJHD15

### Manage the performance of teams and individuals

---

#### Links to other NOS

HD14 Lead the work of teams and individuals to achieve their objectives (E11) (MCIC12)

HE8 Support the efficient use of resources (E10) (MCI B1)

HF25 Manage activities to meet requirements (E14) (MCI A2)

HD16 Develop teams and individuals to enhance performance (E08)(MCI C10)

# SFJCJHD15

## Manage the performance of teams and individuals

---

<b>Developed by</b>	Skills for Justice
---------------------	--------------------

---

<b>Version number</b>	2
-----------------------	---

---

<b>Date approved</b>	May 2010
----------------------	----------

---

<b>Indicative review date</b>	May 2012
-------------------------------	----------

---

<b>Validity</b>	Current
-----------------	---------

---

<b>Status</b>	Tailored
---------------	----------

---

<b>Originating organisation</b>	MSC
---------------------------------	-----

---

<b>Original URN</b>	MSC 13
---------------------	--------

---

<b>Relevant occupations</b>	Public Services; Public Service and Other Associate Professionals
-----------------------------	---

---

<b>Suite</b>	Community Justice
--------------	-------------------

---

<b>Key words</b>	Manage, performance, teams, individuals
------------------	---