
Overview

This standard relates to planning and implementing work activities on a daily basis to ensure effective service delivery. It includes planning and allocating work to those for whom you have responsibility, managing resources and evaluating work plans and achievements against objectives. It also includes making recommendations for change to secure continuous improvement.

There are four elements

1 Plan and allocate work activities to meet service delivery needs

This includes allocating work to people with suitable levels of competence and experience and identifying shortfalls in resource requirements. It includes instigating action to meet shortfalls and providing sufficient information to enable individuals to undertake their allocated activities

2 Agree resources for work activities

This involves preparing, submitting and managing resource plans within your area of responsibility. It involves negotiating and preparing contingency plans to deal with actual and potential shortfalls. It also includes investigating possible sources of alternative funding and confirming resource plans.

3 Implement and evaluate work plans to achieve objectives

This includes implementing work plans against individual, departmental and organisational objectives, negotiating and agreeing adjustments as required to meet changing demands and ensuring that sufficient resources are available, with support, to meet operational needs.

4 Make recommendations for improvements to work activities

This involves reviewing performance, collating information, analysing data to identify possible improvements in work activities and submitting recommendations for action to relevant people

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Plan and implement activities to meet service delivery needs

Performance criteria

Plan and allocate work activities to meet service delivery needs

You must be able to:

- P1 provide individuals with opportunities to utilise and develop their existing skills
- P2 allocate work activities to people with relevant experience, skills and competence
- P3 make optimum use of the resources available to you
- P4 plan to ensure all objectives are met and take action to meet any shortfall between requirements and resources
- P5 instigate action to provide development to individuals to enable them to undertake the required work activities
- P6 provide sufficient information to individuals to enable them to undertake the required work activities
- P7 set measurable objectives for work activities
- P8 clarify how individual objectives are linked to departmental and organisational goals
- P9 ensure that sufficient support is available to enable work activities to be undertaken
- P10 establish and maintain a supportive review system to measure performance against objectives

Agree resources for work activities

You must be able to:

- P11 show the costs involved and anticipated benefits to be expected from the investment in your requests for resources
- P12 present proposals that include evaluation of expected benefits
- P13 define the boundaries for negotiation in respect of resources
- P14 make contingency plans to allow for shortfalls in requests and resources available
- P15 investigate possible sources of funding and resources and evaluate their potential for future use
- P16 agree resources in line with accepted policies and practice

Implement and evaluate work plans to achieve objectives

You must be able to:

- P17 review work plans against individual, departmental and organisational objectives and negotiate adjustment where necessary
- P18 ensure that personnel have objectives and understand the significance of their achievement to organisational goals
- P19 ensure that sufficient support is available to enable work objectives to be met
- P20 respond to requests for additional support in line with organisational procedures

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Plan and implement activities to meet service delivery needs

P21 review progress against work plans with those responsible for their achievement

P22 update plans to meet emerging needs and changes in priorities

Make recommendations for improvements to work activities

You must be able to:

P23 access sufficient, relevant and current information to assist with recommendations

P24 investigate the specific reasons for successful achievement and any apparent shortfall in work requirements and establish the key influencing factors

P25 evaluate the options for action to improve work activities

P26 identify options which are unrealistic due to cost, time, or other influencing factors

P27 prioritise options which are realistic and would result in improvement

P28 determine the improvements which might be obtained from selected options and how these can be measured

P29 discuss and agree measures for improvement with relevant people

P30 present your recommendations in a sufficient level of detail and in a style and format suitable for intended recipients

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Plan and implement activities to meet service delivery needs

Knowledge and understanding

You need to know and understand:

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| K1 | the current roles, responsibilities, competences and level of authority of self and others |
| K2 | how to set SMART objectives |
| K3 | the range, type and level of detail of information required by people to enable them to undertake the required work activities |
| K4 | the range and type of resources within your control and how to allocate these to meet service delivery needs |
| K5 | organisational goals and objectives and how your work activities contribute to their achievement |
| K6 | procedures, processes and responsibilities for resource planning |
| K7 | your organisation's financial policies and practice |
| K8 | the range of sources of funding and resources available |
| K9 | evaluation methods and measures at individual, departmental and organisational level and their interaction |
| K10 | the range and type of support to be made available to enable achievement of objectives and how to implement this |
| K11 | how to consult with relevant people to assist with improvement in achievement of objectives |
| K12 | processes and requirements for performance review, including recording systems |
| K13 | sources of relevant information and how to access these, including confidentiality and security requirements |
| K14 | tools and techniques for analysis of data and evaluation of options for action |
| K15 | methods and systems in place to support individual development and organisation continuous improvement |
| K16 | how to communicate effectively to gain information, inform, advise, promote and gain commitment to action |
| K17 | how to adapt presentation of information to meet the needs of the intended audience |
| K18 | how to assess and identify individual potential and development needs |

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Additional Information

Glossary

Contingency plans

Your plans to ensure that arrangements are in place to manage shortfalls

Sources of funding and resources

Internal and external sources within your sphere of responsibility

Resources

The people, time, equipment, materials, services, energy and premises which you have at your disposal

Service delivery

The full range of services within the responsibility of the person

SMART Objectives

Specific, measurable, achievable, realistic and time based objectives

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