

Overview

This standard is about managing and quality assuring work in your team. You plan how objectives will be achieved by considering existing workloads and the skills and experience that your team members have. You agree individual objectives and the quality of work required, checking that employees are committed to achieving them. You also provide resources, support and feedback to maintain and improve performance. The standard includes reviewing plans and communicating changes to those affected when required. You monitor work outputs against your organisation's quality standards and motivate your team, recognising their achievement of objectives. This standard also covers resolution of issues, disagreements or conflicts as part of managing the team.

This standard is for all managers and leaders.

Performance criteria

You must be able to:

1. communicate the standards of work and behaviours expected from team members
2. help team members understand how the roles of different team members interface, complement and support each other
3. plan how overall objectives can be achieved, identifying any priorities or priority activities
4. review employees' existing workloads to make the best use of the available resources
5. delegate responsibilities to employees on a fair basis taking account of their skills, knowledge and competence, backgrounds and experience
6. identify opportunities for employees' development
7. agree smart (specific, measurable, agreed, realistic and time-bound) objectives with employees, including the standard of performance expected
8. agree with employees how and when progress towards, and achievement of, objectives will be monitored, reviewed and evaluated
9. check that employees are committed to achieving their objectives and understand their unique contribution to team and organisational objectives
10. discuss and agree effective methods for achieving individual objectives and the resources, support and supervision required
11. provide employees with the resources, support and supervision agreed
12. monitor progress against objectives and evaluate performance against the standard expected at agreed times
13. provide employees with constructive feedback to maintain and improve their performance
14. identify any unsatisfactory performance, discuss the causes and agree ways of improving performance with the employees concerned
15. recognise successful achievement of objectives in line with your organisation's policy
16. review plans, responsibilities and objectives as agreed and following any significant changes to organisational plans and objectives
17. communicate plans, responsibilities and objectives and any changes to those affected
18. check the quality of team members work outputs against the standard of

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performance expected

19. motivate team members to complete their allocated work on time and to the quality standard required
20. provide additional support and resources team members require to complete their work on time and to the quality standard required
21. motivate team members to maintain and continuously improve their performance
22. use information collected on the performance of team members in formal appraisals of performance
23. identify potential conflicts between team members and take preventative action to avoid these
24. encourage team members to resolve their own problems and conflicts amongst themselves
25. manage conflicts when the team members concerned are not able to resolve the conflicts themselves
26. acknowledge and show respect for team members' emotions regarding the conflict and manage any negative emotions
27. investigate the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict
28. agree with team members how to resolve the conflict, without apportioning blame
29. accept help from colleagues or specialists, where necessary
30. maintain complete, accurate and confidential records of conflicts and their outcomes, in line with organisational policy
31. follow the industry legal, organisational, codes of practice and policies relevant to your role in managing and quality assuring the work of your team

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. how to plan to meet objectives, identify priorities and critical issues, and the methods, resources, support and supervision necessary for achieving objectives
2. how to develop Specific, Measurable, Achievable, Realistic and Time-bound (SMART) objectives, delegate fairly and clarify the standards of performance required with employees
3. how to gain employees' commitment to their objectives including how to develop and agree a plan for monitoring, reviewing and evaluating individual progress and achievement of objectives
4. how to take cultural differences into account when managing individual performance
5. how to provide employees with constructive feedback to maintain and improve their performance
6. the importance of identifying and addressing unacceptable or poor performance, and how to do so
7. the importance of reviewing objectives and performance regularly, and how to do so
8. how to select and apply different methods for motivating, supporting and encouraging team members to complete the work they have been allocated and continuously improve their performance
9. how to select and apply different methods for recognising team members' achievements
10. the importance of identifying potential conflicts between team members, taking preventative action to avoid these, and how to do so
11. the importance of giving team members opportunities to discuss serious problems

that directly or indirectly affect their work, and how to encourage team members to do so

12. the importance of taking prompt action to bring up and deal with conflicts when they arise if the team members concerned are unable to resolve the conflicts themselves

13. the ways of dealing with conflicts when they arise, what types of action should be taken and when

14. the importance of acknowledging and showing respect for team members' emotions about the conflict and how to manage any negative emotions

15. how to remain impartial when identifying the causes of the conflict, giving all parties opportunities to present the facts and their perceptions about the conflict

16. the importance of identifying and agreeing with team members how to resolve the conflict, without apportioning blame, and how to do so

17. the additional support and resources which team members might require to help them complete their work on time and to the quality standard required and how to assist in providing this

Industry and sector specific knowledge and understanding

18. the industry and sector requirements for the development or maintenance of knowledge, skills and competences

19. the industry and sector specific legislation, regulations, guidelines, codes of practice relating to managing and quality assuring work

Context specific knowledge and understanding

20. the standards of work and behaviour expected of your team members

21. how to help your team understand how the roles of different team members interface, complement and support each other

22. the employees within your area of responsibility, their roles, responsibilities, competences and potential

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23. the objectives for your area of responsibility
24. the planned work for your area of responsibility and the available resources for undertaking the required work
25. your organisation's quality standards or level of expected performance
26. your organisation's policies and procedures for dealing with poor performance
27. your organisation's grievance and disciplinary policies and procedures
28. your organisation's performance appraisal systems and reward policies and procedures
29. your organisation's policies and procedures for personal and professional development
30. your organisation's requirements for resolving conflicts and maintaining records of conflicts and their outcomes
31. the reporting lines in your organisation and the limits of your authority

Skills

1. Acting assertively
2. Communicating
3. Decision-making
4. Delegating
5. Empowering
6. Evaluating
7. Involving others
8. Leadership
9. Managing conflict
10. Monitoring
11. Motivating
12. Planning
13. Presenting information
14. Prioritising
15. Problem solving
16. Providing feedback
17. Reviewing
18. Setting objectives
19. Team building
20. Valuing and supporting members of staff

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Suite Management and Leadership, Smart Metering, Wind Turbines,
Resilience and Emergencies

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