
Overview

This NOS is about ensuring that the work required in your area of responsibility is effectively planned and fairly allocated to 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.

The NOS is recommended for first line managers and middle managers.

IMIARBG11

Supervisory skills

Performance criteria

You must be able to:

- P1 confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues
- P2 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 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 opportunities for development
- P4 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 recognise and seek to find out about differences in expectations and working methods of any team members from a different country or culture and promote ways of working that take account of their expectations and maximise productivity
- P6 encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work
- P7 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
- P8 support individuals and/or teams in identifying and dealing with problems and unforeseen events
- P9 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
- P10 monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively
- P11 identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams
- P12 recognise successful completion of significant pieces of work or work activities by individuals and/or teams
- P13 use information collected on the performance of individuals and/or teams in any formal appraisals of performance
- P14 review and update plans of work for your area, clearly communicating any changes to those affected

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Supervisory skills

Knowledge and understanding

You need to know and understand:

- K1 how to select and successfully apply different methods for communicating with people across an area of responsibility
- K2 the importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
- K3 how to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
- K4 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
- K5 how to identify sustainable resources and ensure their effective use when planning the work for your area of responsibility
- K6 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
- K7 the values, ethics, beliefs, faith, cultural conventions, perceptions and expectations of any team members from a different country or culture and how your own values, ethics, beliefs, faith, cultural conventions, perceptions, expectations, use of language, tone of voice and body language may appear to them
- K8 why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
- K9 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
- K10 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
- K11 ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated
- K12 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
- K13 how to provide prompt and constructive feedback to individuals and/or teams
- K14 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 how to take account of diversity and inclusion issues when supporting and encouraging individuals and/or teams to complete the work they have been allocated
- K15 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
- K16 the type of problems and unforeseen events that may occur and how to

IMIARBG11

Supervisory skills

- support individuals and/or teams in dealing with them
- K17 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
- K18 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
- K19 how to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes

Industry/sector specific knowledge and understanding

- K20 industry/sector requirements for the development or maintenance of knowledge, understanding and skills
- K21 industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work

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Supervisory skills

Additional Information

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 NOS and are listed here as additional information.

1. Communicating
2. Consulting
3. Decision making
4. Delegating
5. Information management
6. Leadership
7. Managing conflict
8. Monitoring
9. Motivating
10. Planning
11. Problem solving
12. Providing feedback
13. Prioritising
14. Reviewing
15. Setting objectives
16. Stress management
17. Valuing and supporting others.

IMIARBG11

Supervisory skills

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