

**Overview**

This Unit is about making the best use of your team so that they can achieve the organisations objectives. It covers delegating responsibility and agreeing objectives for delegated work. It also involves monitoring and evaluating the work of your team and providing feedback on their performance.

You will need to demonstrate how a manager delegates work. You will also need to include assessments of those capable of carrying out the work, ensuring sufficient resources and support is available for the work to be carried out and monitoring the work throughout the process. This will involve providing clarification, encouragement and reviews of progress.

You will need to need to demonstrate how targets are agreed, communicated, achieved, reviewed and revised if necessary.

You will need to demonstrate how assessments are carried out on the performance of teams and individuals. The process will include the monitoring of performance and the carrying out of assessments. This involves being clear, fair, and allowing team members to assess themselves.

You will need to demonstrate how feedback is used to maintain and improve performance of teams and individuals. This includes being clear, fair, inclusive and encouraging

## Performance criteria

*You must be able to:*

### **Delegate responsibility and authority to others**

P1 give equal opportunities to all those who have the necessary ability or potential, to take on **delegated responsibility and authority**

P2 **delegate responsibility** and authority to people capable of delivering the required outcomes

P3 **delegate responsibility** and **authority** in a way which is clear, explicit and allows sufficient time for the work to be carried out

P4 **delegate responsibility** and **authority** in a way that inspires commitment and enthusiasm in the people involved

P5 **delegate responsibility** and **authority** in a way that takes account of the development needs of the people involved

P6 provide sufficient resources and support for the delegated work to take place in required timescales

P7 review **delegated responsibility** and **authority** at appropriate intervals and revise the arrangements as necessary

### **Agree targets for delegated work**

P8 agree clear and explicit **targets** with the people to whom you have **delegated work**

P9 ensure that the **targets** agreed are consistent with the objectives of the organisation and the **delegated work**

P10 ensure that the **targets** are realistic and achievable within organisation constraints

P11 ensure that the **targets** take into account the capabilities of the individuals and teams involved

P12 ensure that the **targets** specify the measures to be used and the points at which progress is reviewed

P13 communicate and explain these **targets** in ways which encourage commitment, ownership and creative thinking from those responsible for meeting them.

P14 ensure that, when revising **targets** the implications for other parts of the organisation are clearly communicated to those affected

### **Assess the performance of teams and individuals**

*You must be able to:*

P15 explain how to explain clearly the involved **##** explaining clearly the involved

**purpose of monitor and assessment** to all those **purpose of monitor**

**and assessment** to all those

P16 give opportunities to teams and individuals to **monitor and assess** their own performance against objectives and work plans

P17 **monitor** the performance of teams and individuals at times most likely to maintain and improve effective performance

P18 ensure that the **assessment** of the performance of teams and individuals is based on sufficient, valid and reliable **information**

P19 carry out **assessments** objectively, against clear, agreed criteria

P20 ensure that **assessments** take due account of the personal circumstances of team members and the **organisational constraints** on their work

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

*You must be able to:*

P21 provide **feedback** to teams and individuals in a **situation** and in a **form** and manner most likely to maintain and improve their performance

P22 provide **feedback** that is clear, and is based on an objective assessment of their performance against agreed objectives

P23 ensure that **feedback** acknowledges team member' achievement

P24 ensure that **feedback** provides team members with constructive suggestions and encouragement for improving future performance against their work and development objectives

P25 provide **feedback** in a way which shows respect for individuals and the need for confidentiality

P26 give opportunities to teams and individuals to respond to **feedback**, and to recommend how they could improve their performance in the future

## Knowledge and understanding

*You need to know and understand:* **Delegate responsibility and authority to others**

K1 the importance of making limits of delegated responsibility and authority clear and explicit how to communicate the limits of delegated responsibility and authority effectively

K2 the importance of effective delegation to your role as manager

K3 the factors which discourage effective delegation and strategies to overcome these

K4 principles of delegation, responsibility, accountability and authority

K5 how to identify responsibilities and authorities which should be delegated to others

K6 how to assess the suitability of people to whom you could delegate responsibility and authority

K7 the importance of regularly reviewing delegation and factors which may influence the adjustment of arrangements

K8 the principles of fairness and equal opportunities when delegating responsibility and authority and how to ensure these are put into practice

K9 how to inspire commitment and enthusiasm in those to whom you have delegated work

K10 how to identify the resources and support required for delegated work, and negotiate agreement on their availability

### **Agree targets for delegated work**

K11 the importance of agreeing clear and explicit targets with those who must achieve them

K12 the importance of those responsible being well motivated

K13 how to negotiate targets for teams and individuals in the organisation

K14 how to achieve motivation and commitment in relation to targets

K15 the organisational objectives and programmes of work which influence the setting of targets

K16 how to define measures which are appropriate to the achievement of targets and to plan review points

K17 how to assess the achievement of targets and make revisions as necessary

K18 the importance of identifying the implications of revisions to targets

for other parts of the organisation.

K19 the importance of setting targets for teams and individuals

K20 how to set both qualitative and quantitative targets for the short term, medium term and long term

K21 how to ensure that targets match the capabilities of those involved and are realistic and achievable for them.

### **Assess the performance of teams and individuals**

K22 the importance of being clear yourself about the purpose of monitoring and assessment and communicating this effectively to those involved

K23 the importance of monitoring and assessing the ongoing performance of teams and individuals different purposes of work

K24 how to make fair and objective assessments

K25 how to monitor and assess the performance of teams and individuals the standards against which work is to be assessed the information needed to assess the performance of teams and individuals

K26 how the necessary information should be gathered and validated

K27 the importance of providing opportunities to team members to monitor and assess their own work, and how to enable this

K28 the organisational constraints which may affect the achievement of objectives

K29 the types of personal circumstances which may impact on individual performance

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

K30 the importance of good communication skills when providing feedback how to provide both positive and negative feedback to team members on their performance

K31 how to choose an appropriate time and place to give feedback to teams and individuals

K32 how to provide feedback in a way which encourages your team members to feel that you respect them

K33 the importance of providing clear and accurate feedback to you team members on their performance and your role and responsibilities in relation to this

K34 the principles of confidentiality when providing feedback which people should receive with pieces of information

K35 how to motivate team members and gain their commitment by providing feedback

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K36 the importance of being encouraging when providing feedback to team members and showing respect to those involved

K37 the importance of providing constructive suggestions on how performance can be improved

K38 the importance of giving those involved the opportunity to provide suggestions on how to improve their work

## Delegate work and manage performance

### Scope/range

Delegate responsibility and authority to others

1 Delegate responsibility and authority

1.1 individuals

1.2 teams

1.3 specific posts

2 Types of responsibility and authority:

2.1 for all of a programme work

2.2 for part of a programme of work

2.3 for a one-off action

Agree targets for delegated work

3 Types of targets:

3.1 qualitative

3.2 quantitative

4 Types of targets:

4.1 short-term

4.2 medium-term

4.3 long-term

4.4 stage targets

5 Types of delegated work:

5.1 all of a programme of work

5.2 part of a programme of work

Assess the performance of teams and individuals

6 Purpose of Assessment:

6.1 assuring that objectives have been achieved

6.2 assuring that quality and customer requirements have been met

6.3 appraising team or individual performance

6.4 assessing performance for reward

6.5 recognising competent performance and achievement

7 Monitoring and assessment

7.1 specific to one activity or objective

7.2 general to overall performance of the team or individual

8 Information

8.1 qualitative

8.2 quantitative

9 Organisation constraints:

9.1 organisational objectives

9.2 organisation policies

9.3 resources

Provide feedback to teams and individuals on their performance

10 Types of feedback:

10.1 positive

10.2 negative

11 Forms of feedback:

11.1 spoken

11.2 written

12 Types of situation:

12.1 during normal day-to-day activities

12.2 when required to maintain motivation, morale and effectiveness

12.3 during formal appraisals

12.4 at team meetings and briefings

12.5 during confidential discussions of work



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