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## Overview

This Standard is about monitoring utilities' work and resolving work-related problems affecting outputs. People could be employed or sub-contracted and be working in a single utility or a multi-utility environment.

This includes allocating work and briefing team members, checking quality of work, addressing poor performance, identifying when processes, materials or equipment are affecting performance, finding or recommending solutions, dealing with conflict amongst team members, recognising achievement and keeping records.

This Standard is for people who supervise teams in the utilities sector including supervisors, first line managers and the competent person on site.

## Performance criteria

### *You must be able to:*

1. use information from organisational approved sources to determine work requirements and schedules
2. check that team members have valid and current qualifications and registrations
3. allocate work to team members in line with their competence
4. brief team members on expected work methods, schedules and technical specifications at appropriate times
5. check progress and quality of work against technical specifications on an ongoing basis
6. give prompt and constructive feedback to team members about their work
7. give team members opportunity to discuss and resolve problems affecting their work in line with organisational procedures
8. assist team members to identify problems with work processes, materials or equipment affecting work outputs in line with organisational procedures
9. gather and check information to analyse the nature of problems with work processes, materials or equipment in line with organisational procedures
10. make sure contingency plans are followed when deviations from original plans are necessary
11. adjust work methods and plans within your level of responsibility to resolve work related problems
12. suggest solutions to relevant people to resolve problems that are beyond your level of responsibility
13. inform relevant team members of any changes to work methods, processes, materials or equipment that will affect them in line with organisational procedures
14. identify the cause of any conflict within teams that is affecting work outputs and deal with it in line with organisational processes
15. report progress or successful completion of significant pieces of work or work activities to team members at appropriate times
16. check all components operate to specification when network configuration is complete
17. maintain records about problems and performance in line with organisational procedures

## Knowledge and understanding

### *You need to know and understand:*

1. relevant health and safety regulations, procedures and guidelines relating to yourself and others including duty of care, hazardous substances, personal protective equipment (PPE), use of equipment and machinery, confined spaces, excavations, lifting machinery, manual handling and other relevant industry specific regulations
2. network engineering legislation, regulatory frameworks, codes of practice, associated permits, compliance agency standards, principles and processes relevant to the network being worked upon
3. relevant environmental legislation and environmentally responsible work practices and organisational policy and their importance, including waste disposal standards
4. technical specifications for work activities within your control
5. configuration and installation principles and processes including those relating to planned, unplanned, emergency or temporary operating conditions and to re-establishing normal conditions
6. how to manage a complex engineering operation with critical adherence to the engineering, safety, and environmental aspects of the work specifications and schedules
7. relevant permit and licence requirements and legal authority documentation, what each should contain and procedures for resolving discrepancies
8. sources of information on work requirements
9. approved work methods, work processes and schedules
10. the training, qualifications, skills, knowledge and experience that make up the competence of team members
11. the permits that are required for work activities
12. communication methods including how to check understanding
13. types of work problems which team members may encounter and how to identify their causes
14. how to encourage and enable robust discussion
15. your role and responsibilities in dealing with team members' problems and how to decide when to escalate them
16. the range of support services which exists inside and outside your organisation
17. the importance of fairness and impartiality

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18. confidentiality requirements
  19. how to motivate team members
  20. when it is appropriate to request additional resources or adjustments to work schedules
  21. the effects that conflict between team members can have on work activities and how to recognise conflict
  22. reporting structures
  23. organisational information systems and how to use them and comply with data protection requirements organisational and legal requirements relevant to disciplinary and grievance procedures

EUSUM3

Monitor people's work and resolve work related problems affecting outputs



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