

Overview

This unit is for you if you manage the effectiveness of those who work for you.

This unit is about allocating work, agreeing personal development objectives and setting out plans and methods of working. It is also about monitoring the work of the project workforce and providing feedback to them on their performance. It also invites the project workforce to state their own development objectives and assisting them in the realisation of their objectives.

Performance criteria

You must be able to:

1. clarify and agree with the relevant person(s):
 - the scope of your responsibilities and to whom you should report
 - the deadlines and standards you are expected to reach
 - the persons for whom you are responsible
2. inform those who work for you about their job responsibilities and limitations in a way which promotes good working relationships
3. confirm that those who report to you understand the method statements and risk assessment relevant to the project
4. develop a plan of work activities which includes yourself, the project workforce and the individuals within that workforce
5. break down project activities in a manner that is understood by all members of the project workforce and communicate this information in a format that is appropriate to the recipient and the location
6. provide individuals with the opportunity to contribute with regard to their personal development objectives
7. provide advice and guidance on how to achieve the personal development objectives of the individual at times appropriate to the needs of the project and the individual
8. inform those who report to you that you will be monitoring their performance at work
9. make it clear to the project workforce how they should address potential problems during the project
10. objectively monitor the work of individuals within the project workforce in accordance with organisational procedures and which must include :
 - obtaining sufficient and reliable information
 - taking account of operational constraints
 - providing opportunities to receive feedback
11. find workable solutions for any conflicts which impact on personal and project workforce productivity

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12. provide feedback to all those who work for you on the overall project and its progress
13. consult the project workforce for:
 - constructive suggestions to improve future performance
 - opportunities to improve productivity and information flow

Knowledge and understanding

You need to know and understand:

1. your own responsibilities and the relevant person(s) to whom you should report
2. the deadlines and standards that you are expected to meet
3. how to communicate the job responsibilities of the project workforce and any limitations to those responsibilities in a positive manner which promotes good working relationships
4. how to ensure that those reporting to you fully understand the relevant method statements and risk assessments
5. how to develop a plan of work activities for yourself, the project workforce and individuals within the workforce
6. how to explain and communicate project activities in a manner that is comprehensible to all members of the project workforce and in a format that is appropriate to the recipient and the location
7. how to communicate with all the project workforce members in a manner that encourages them to state their personal development objectives
8. how to advise and guide the project workforce and individual workforce members on how to achieve objectives at times that are appropriate to the workforce and individual workforce members
9. how to inform those reporting to you that their work performance will be monitored in a polite and constructive manner
10. how to ensure that those reporting to you understand that any problems arising during the project should be discussed
11. organisational procedures in relation to discipline, basic industrial relations, disciplinary procedures and contractual agreements
12. how to monitor the work of individuals objectively in accordance with organisational procedures
13. the importance of obtaining sufficient and reliable information, taking account of operational constraints and providing opportunities for feedback
14. how to find workable solutions for any conflicts which impact on personal and project workforce productivity
15. the importance of involving those who work for you in understanding the overall project and its progress
16. the importance of discussing constructive suggestions to improve future performance and opportunities to improve productivity and information flow with the project workforce

Glossary

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