

Introduction

What is this unit about?

This unit is about ensuring that the work required of your team is effectively and fairly allocated amongst team members. It also involves checking on the progress and quality of the work of team members to ensure that the required level or standard or performance is being met.

Who is this unit for?

The unit is recommended for supervisors or team leaders within settings or services whose main purpose is children's care, learning and development and who have some responsibility for other people and their work.

Principles and values

You must work within the principles and values of the sector in order to achieve this unit.

Origin of unit

This unit is the same as unit D5 from the National Occupational Standards for management and leadership with the addition of item 335K30 and a change to item 335K17 in the knowledge and understanding'

Skills

Listed below are the main generic 'skills' which need to be applied in allocating and checking work in your team. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Valuing and supporting others
- Communicating
- Providing feedback
- Planning
- Reviewing
- Motivating
- Problem solving
- Monitoring
- Decision making
- Prioritising
- Team building
- Managing conflict
- Information management
- Leadership
- Coaching
- Delegating
- Setting objectives
- Stress management

Content of unit

This unit is not divided into individual elements.

Place in the NVQ/SVQ framework

This unit is a group 2 option unit within the Level 3 NVQ/SVQ in Children's Care, Learning and Development.

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This unit will provide some evidence for the following QCA Key Skills:

Key Skills	Core Skills:
Communication: 3.1a, 3.2, 3.3	Communication: Intermediate 2
Working with Others: 4.1, 4.2, 4.3	Working with Others: Higher
Problem Solving: 3.1, 3.2, 3.3	Problem Solving: Intermediate 2

Allocate and check work in your team**Outcomes of effective performance**

This is the National Standard which you must meet:

1. Confirm the work required of the team with your manager and seek clarification, where necessary, on any outstanding points and issues
2. Plan how the team will undertake its work, identifying any priorities or critical activities and making best use of the available resources
3. Allocate work to team members on a fair basis, taking account of their skills, knowledge and understanding, experience and workloads and the opportunity for development
4. Brief team members on the work they have been allocated and the standard or level of expected performance
5. Encourage team members to ask questions, make suggestions and seek clarification in relation to the work they have been allocated
6. Check the progress and quality of the work of team members on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback
7. Support team members in identifying and dealing with problems and unforeseen events
8. Motivate team members to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion
9. Monitor the team for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively
10. Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with team members
11. Recognise successful completion of significant pieces of work or work activities by team members and the overall team and advise your manager
12. Use information collected on the performance of team members in any formal appraisal of performance

Behaviours which underpin effective performance

1. You make time available to support others
2. You clearly agree what is expected of others and hold them to account
3. You prioritise objectives and plan work to make best use of time and resources
4. You state your own position and views clearly and confidently in conflict situations
5. You show integrity, fairness and consistency in decision-making
6. You seek to understand people's needs and motivations
7. You take pride in delivering high quality work
8. You take personal responsibility for making things happen
9. You encourage and support others to make the best use of their abilities
10. You are vigilant for possible risks and hazards

What you must know and understand

To be competent in this unit, you must know and understand the following:

General knowledge and understanding

335K01	Different ways of communicating effectively with members of a team
335K02	The importance of confirming/clarifying the work required of the team with your manager and how to do this effectively
335K03	How to plan the work of a team, including how to identify any priorities or critical activities and the available resources
335K04	How to identify and take due account of health and safety issues in the planning, allocation and checking of work
335K05	Why it is important to allocate work across the team on a fair basis and how to do so
335K06	Why it is important to brief team members on the work they have been allocated and the standard or level of expected performance and how to do so
335K07	Ways of encouraging team members to ask questions and/or seek clarification and make suggestions in relation to the work which they have been allocated
335K08	Effective ways of regularly and fairly checking the progress and quality of the work of team members
335K09	How to provide prompt and constructive feedback to team members
335K10	How to select and apply a limited range of different methods for motivating, supporting and encouraging team members to complete the work they have been allocated, improve their performance and for recognising their achievements
335K11	The additional support and/or resources which team members might require to help them complete their work and how to assist in providing this
335K12	Why it is important to monitor the team for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively
335K13	Why it is important to identify unacceptable or poor performance by members of the team and how to discuss the cause(s) and agree ways of improving performance with team members
335K14	The type of problems and unforeseen events that may occur and how to support team members in dealing with them
335K15	How to log information on the ongoing performance of team members and use this information for performance appraisal purposes

Sector specific knowledge and understanding

335K16	Sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work
335K17	Continuing professional development opportunities within the sector

Context specific knowledge and understanding

335K18	The members, purpose and objectives of your team
335K19	The work required of your team
335K20	The available resources for undertaking the required work
335K21	The organisation's written health and safety policy statement and associated information and requirements
335K22	Your team's plan for undertaking the required work
335K23	The skills, knowledge and understanding, experience and workloads of team members

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335K24	Your organisation's policy and procedures in terms of personal development
335K25	Reporting lines in the organisation and the limits of your authority
335K26	Organisational standards or levels of expected performance
335K27	Organisational policies and procedures for dealing with poor performance
335K28	Organisational grievance and disciplinary policies and procedures
335K29	Organisational performance appraisal systems
335K30	The importance of including the views of children and families, as appropriate