OCR
Oxford Cambridge and RSA

Unit Title:	**Plan, allocate and monitor work in own area of responsibility**
OCR unit number	3
Sector unit number	D6
Level:	4
Credit value:	5
Guided learning hours:	25
Unit accreditation number:	H/600/9674

Unit purpose and aim

This unit helps learners to plan, allocate and monitor work in own area of responsibility, and make any necessary changes to original work plans using SMART goals and objectives and ensuring compliance with any regulatory or statutory requirements.

Learning Outcomes	Assessment Criteria	Exemplification
1 Be able to produce a work plan for own area of responsibility.	1.1 Explain the context in which work is to be undertaken. 1.2 Identify the skills base and the resources available. 1.3 Examine priorities and success criteria needed for the team. 1.4 Produce a work plan for own area of responsibility.	This may include : • SMART goals and objectives to be achieved; • Regulatory or statutory requirements e.g. Health and Safety, Data Protection Act, • Timelines for completion of whole plan and milestones; • Criteria which constrain or impact upon the plan; • Major tasks • Roles and responsibilities • Requirement for specialist skills • Resources: team, training, financial, accommodation, IT, specialist equipment. • Methods for recording the plan in terms of goal, actions, resources, responsible individual, date for completion of action such as o spreadsheet,

		o template
		o specialist software
2 Be able to allocate and agree responsibilities with team members.	2.1 Identify team members' responsibilities for identified work activities. 2.2 Agree responsibilities and SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives with team members.	This may include : • team members work activities • Appropriate formal and informal communications, e.g. presentation, discussion, meetings (groups, one-to-one), questioning, email. • How to negotiate responsibilities and SMART objectives with team members. Ensure that divisions of responsibility are fair, motivating, developmental • How to record decisions on work plan.

3 Be able to monitor the progress and quality of work in own area of responsibility and provide feedback.	3.1 Identify ways to monitor progress and quality of work.
	
	3.2 Monitor and evaluate progress against agreed standards and provide feedback to team members.
		This may include :
		• How to observe activity;
		• Methods of exception reporting
		• How to manage and inform team meetings,
		• The range of records and statistics required.
		• That all monitoring measures:
		  o Results not effort;
		  o Results that are within the control of the team or individual
		  o Uses existing measures where possible rather than new and untried methods;
		  o Are observable and objective;
		  o Not subjective;
		• That data must be openly available for measurement and staff are aware of this.
		• The appropriate form of the measures: financial, output, impact, reaction of others external to the

		team, time. • The appropriate form of feedback: constructive, relevant, acknowledge excellence and short-comings.

4 Be able to review and amend plans of work for own area of responsibility and communicate changes.	4.1 Review and amend work plan where changes are needed.
	4.2 Communicate changes to team members.
		This may include :
		• The importance of timely comparison of actual results of monitoring and evaluation against the goals and deadlines within the plan;
		• How to adjust work plan to incorporate outcome of the monitoring process.
		• How to feedback to the team including:
		  • timely,
		  • specific,
		  • precise,
		  • centres on things which the team member(s):
		    o can do something about,
		    o consider it worthwhile and useful,
		    o see as clear, understandable and acceptable.
		• How to resolve other any conflict between team members and resolve them using appropriate methods such as:
		    o clarification of goals and objectives,
		    o resource redistribution,
		    o group activities
		    o non-monetary awards.

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which, on request, will need to be made available to the OCR external verifier. Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. An OCR Centre Authentication form is provided in the Centre Handbook and includes a declaration for assessors to sign. It is a requirement of the Ofqual Common Criteria for all Qualifications that proof of authentication is received. Evidence requirements

Evidence requirements

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes, the assessment criteria and all aspects of the knowledge, understanding and skills. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities. Simulation is not allowed for this unit.

Guidance on assessment and evidence requirements

Candidates are encouraged to use evidence, where appropriate across a number of units to reduce repetition. Where ever possible, the evidence should occur naturally within the role of the individual and can include

Reports created for the organisation,

- Plans to achieve local goals and objectives

- Project plans

- Meeting minutes

- Appraisals and associated forms (including 360 degree appraisal, if used within the organisation.

- Reviews of KPIs and actual against planned achievement.

In addition, evidence can be sought in a number of ways, when it is not available through normal work or where ephemeral evidence such as that of behaviour is required, these methods may include:

- Witness testimonies from colleagues, managers and subordinates

- observations of tasks and interactions with others

- case studies where the candidate explains and reflects upon specific events which demonstrate competence, where current evidence is not available.

- Professional discussions where the candidate explains the rationale for a particular approach to the assessor.

This is a level four unit and thus the candidate must demonstrate complex skills and knowledge, often covering more than one element of the assessment criteria. The ability to recognise and develop competence across these criteria is to be encouraged but it does mean that reports, whilst aiming for succinctness and clarity of thought will need to be of sufficient depth and breadth to meet the level four standard. Minutes of meetings must

demonstrate that the candidate's contribution is significant and contributes to the meeting of assessment criteria and be easily identifiable within the document.

Digital evidence such as recordings of meetings, photographs, scanned documents are also permitted.

Resources

Stationery, USB drive or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work.

- GOLD, J. THORPE, R. and MUMFORD, A. (April, 2010) *Leadership and Management Development.* ISBN: 1843982447

- http://www.dalecarnegie.com/

- MacBeath, J. (ed) (2008) Connecting Leadership and Learning: Principles for Practice

- Northouse G., (2009) Leadership: Theory and Practice [Paperback]

- http://www.businesslink.gov.uk

- http://www.smallbusiness.co.uk

- Johnson, C. and Keddy, J (2010) *Managing Conflict at Work: Understanding and Resolving Conflict for Productive Working Relationships* **ISBN-10:** 0749459522

- Eckerson, W (2010) *Performance Dashboards: Measuring, Monitoring, and Managing Your Business, 2nd Ed* **ISBN-10:** 0470589833

Details of relationship between the unit and national occupational standards

Management and Leadership NOS unit D6, Allocate and monitor the progress and quality of work in your area of responsibility

Functional skills signposting

This section indicates where candidates may have an opportunity to develop their functional skills.

Functional Skills Standards					
English		**Mathematics**		**ICT**	
Speaking and Listening	✓	Representing		Use ICT systems	✓
Reading	✓	Analysing		Find and select information	✓
Writing	✓	Interpreting		Develop, present and communicate information	✓

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide:Vocational Qualifications' (A850).*