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Unit A1 Maintain activities to meet requirements

Unit Summary

Overview

This unit is about ensuring that the activities for which you are responsible meet the requirements of your organisation and your customers. This involves agreeing, planning and monitoring work activities, maintaining suitable work conditions and continuously looking for ways to improve work activities.

This unit is for you if you are a manager or supervisor with

- **a tightly defined area of responsibility**
- **some limited opportunity for taking decisions and managing budgets**
- **responsibility for achieving specific results by using resources effectively, and**
- **responsibility for allocating work to team members, colleagues or contractors.**

This unit contains three elements

A1.1 Maintain work activities to meet requirements

A1.2 Maintain healthy, safe and productive working conditions

A1.3 Make recommendations for improvements to work activities.

In order to maintain work activities to meet requirements, you need to agree these requirements with your customers, plan appropriate work activities, allocate tasks and monitor work performance. You also need to take decisive action to deal with situations where requirements are not being met.

To maintain healthy, safe and productive working conditions, you need to make sure that all members of your team are aware of their legal and organisational responsibilities for health and safety. You must continuously seek ways to improve working conditions and take action when there are breaches in health and safety requirements.

You must continuously look for opportunities to make recommendations for improvements to work activities, taking into account the effect any changes to these will have on other people and parts of your organisation. You must also encourage others to make their suggestions for improvements.

Key words and concepts

These definitions are provided to explain how key words and concepts are used in this unit

activities	actions, processes, operations or services in the workplace which must be carried out in order to achieve objectives
corrective action	altering activities, modifying the use of resources or re-negotiating the allocation of resources in response to deviations from plans
customer	the person(s), organisation(s) or department(s), either inside or outside your organisation for whom you are providing services or products

improvements	changes to work conditions or practices designed to improve efficiency or effectiveness
monitoring	keeping a close eye on how resources are being used and comparing this with budgets and other plans
relevant people	team members, colleagues working at the same level as yourself, higher-level managers or sponsors, specialists and people outside your organisation
requirements	the outputs of work agreed with customers, specified in terms of quality, quantity, delivery and health and safety
team members	people who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working
working conditions	the circumstances in which you and your team work; these include the physical environment, equipment, materials and working procedures

Knowledge and Understanding

To perform effectively in this unit, you need to have knowledge and understanding in the areas of

- Analytical techniques
- Communication
- Continuous improvement
- Customer relations
- Health and safety
- Involvement and motivation
- Monitoring and evaluation
- Organisational context
- Planning
- Workplace organisation.

You will find detailed knowledge requirements listed with each element.

Personal Competencie

In performing effectively in this unit, you will show that you

- Building teams**
- keep others informed about plans and progress
 - clearly identify what is required of others
 - invite others to contribute to planning and organising work

- Communicating**
- identify the information needs of listeners
 - adopt communication styles appropriate to listeners and situations, including selecting an appropriate

time and place

- use a variety of media and communication aids to reinforce points and maintain interest

Focusing on results

- maintain a focus on objectives
- tackle problems and take advantage of opportunities as they arise
- actively seek to do things better
- use change as an opportunity for improvement
- monitor quality of work and progress against plans

Thinking and taking decisions

- break processes down into tasks and activities
- identify a range of elements in and perspectives on a situation
- identify implications, consequences or causal relationships in a situation
- take decisions which are realistic for the situation.

Element A1.1 Maintain work activities to meet requirements

The National Standard

This section provides criteria to assess whether you maintain work activities to meet requirements to the National Standard of competence. It also lists the knowledge and understanding which are essential for effective performance.

Performance criteria

You must ensure that :

- a) you agree requirements with customers in sufficient detail to allow work to be planned
- b) you explain requirements to relevant people in sufficient detail and at an appropriate level and pace
- c) you confirm with relevant people their understanding of, and commitment to, meeting requirements
- d) your monitoring of your team's work takes place at appropriate intervals and complies with your organisation's procedures
- e) the work under your control normally meets agreed requirements
- f) when products, services and processes do not meet agreed requirements, you take prompt and effective corrective action
- g) records relating to the work under your control are complete, accurate and in line with your organisation's procedures.
- h) you give opportunities to relevant people to make recommendations for improving work activities.

Knowledge requirements

You need to know and understand

Communication

- how to communicate effectively with team members, colleagues, line managers and people outside your organisation.

Customer relations

- the importance of a focus on customer requirements and quality issues, and your role and responsibilities in relation to this
- the differences between internal and external customers
- how to identify customer requirements to a level of detail sufficient for planning work.

Involvement and motivation

- how to encourage and enable team members, colleagues and line managers to help to improve efficiency.

Monitoring and evaluation

- how to monitor work activities and take corrective action to ensure requirements are being met.

Organisational context

- the records which need to be completed and how this should be done.

Planning

- the principles of planning work activities, setting objectives and priorities to ensure requirements are met Efficiently.

Element A1.1 Maintain work activities to meet requirements

Assessment for best practice

If you wish to aspire to best practice, this section shows you how the Standards can be used for either organisational or self-assessment purposes and how to recognise success. It includes specific evidence requirements and general examples of evidence.

Evidence requirements

You must prove that you *maintain work activities to meet requirements* to the National Standard of competence.

To do this, you must provide evidence to convince your assessor that you consistently meet all the performance criteria.

Your evidence must be the result of real work activities undertaken by yourself. Evidence from simulated activities is not acceptable for this element.

You must show evidence that you agree all the following types of requirements

- quality
- quantity
- delivery
- health and safety.

You must show evidence that you agree requirements with one of the following types of customer

- internal
- external.

You must also show that you explain work activities and provide opportunities for making recommendations to one of the following types of relevant people

- team members
- colleagues working at your level
- higher-level managers or sponsors
- people outside your organisation.

You must, however, convince your assessor that you have the necessary knowledge, understanding and skills to be able to perform competently in respect of all types of customer and relevant people, listed above.

Examples of evidence

Here are a few examples to give you some ideas about the sort of evidence you might be able to find easily in your daily work.

Work activities

- leading team meetings
- negotiations with colleagues.

Products or outcomes

- printouts of your scheduling records and revised work plans
- your memos to staff explaining changes to plans
- your team briefing notes.

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing

- the opportunities and constraints of your organisation's expected standards and management systems
- the requirements for work under your control
- your role in scheduling and allocating workloads
- how you anticipated potential problems
- how you identified possible solutions.

Witness testimony

- statements from relevant people about how you explained work plans
- statements from individuals whose understanding and commitment you confirmed.

Element A1.2 Maintain healthy, safe and productive working conditions

The National Standard

This section provides criteria to assess whether you *maintain healthy, safe and productive working conditions* to the National Standard of competence. It also lists the knowledge and understanding which are essential for effective performance.

Performance criteria

You must ensure that

- a) you inform relevant people about their legal and organisational responsibilities for maintaining healthy, safe and productive working conditions
- b) you give sufficient support to relevant people to ensure they are able to work in a healthy, safe and productive way
- c) you give opportunities to relevant people to make recommendations for improving working conditions
- d) working conditions under your control conform to organisational and legal requirements
- e) working conditions under your control are as conducive to the work activity as possible within organisational constraints
- f) you respond to breaches in health and safety requirements in ways which are prompt and consistent with organisational and legal requirements

- g) you make recommendations for improving working conditions clearly and promptly to relevant people
- h) your records relating to health and safety and working conditions are complete, accurate and comply with organisational and legal requirements.

Knowledge requirements

You need to know and understand

Analytical techniques

- how to assess current working conditions and identify possible areas for improvement.

Communication

- how to communicate effectively with team members, colleagues, line managers and people outside your organisation.

Health and safety

- the importance of health and safety at work and your role and responsibility in relation to this
- the organisational and legal requirements for maintaining a healthy, safe and productive work environment
- the types of support it may be necessary to provide on health and safety issues and how to provide such support
- how to monitor work conditions to ensure they meet health and safety requirements.

Organisational context

- how to respond to contradictions between health and safety requirements and organisational demands and constraints
- the procedures to follow in order to recommend improvements in working conditions
- the records which need to be kept and the organisational and legislative requirements for doing so.

Workplace organisation

- the types of work conditions which are most conducive to productive work.

Element A1.2 Maintain healthy, safe and productive working conditions

Assessment for best practice

If you wish to aspire to best practice, this section shows you how the Standards can be used for either organisational or self-assessment purposes and how to recognise success. It includes specific evidence requirements and general examples of evidence.

Evidence requirements

You must prove that you *maintain healthy, safe and productive working conditions* to the National Standard of competence.

To do this, you must provide evidence to convince your assessor that you consistently meet all the performance criteria.

Your evidence must be the result of real work activities undertaken by yourself. Evidence from simulated activities is not acceptable for this element.

You must show evidence that you provide information, support and recommendations to two of the following types of relevant people

- team members

- colleagues working at your level
- higher-level managers or sponsors
- people outside your organisation.

Your evidence must cover the following working conditions

- physical environment
- equipment
- materials
- working procedures.

You must, however, convince your assessor that you have the necessary knowledge, understanding and skills to be able to perform competently in respect of all types of relevant people, listed above.

Examples of evidence

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities

- conducting inspections and audits
- leading team training events and meetings
- running fire drills and evacuation tests.

Products or outcomes

- induction packs you have contributed to
- your team briefing notes and handouts
- your procedures for dealing with accidents, emergencies and evacuations (fire and bomb alerts)
- accident book and records of drills and tests
- your reports recording real incidents
- your plans, reports and recommendations to line management for improvements.

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing

- how your organisation's systems meet legal requirements and the implications if they do not
- initial induction training and how you make staff aware of changes to procedures
- how you encourage people to take responsibility for a healthy and safe environment
- how you dealt with emergencies and accidents.

Witness testimony

- statements from those who have seen you providing information, support and opportunities to make recommendations.

Element A1.3 Make recommendations for improvements to work activities

The National Standard

This standard provides criteria to assess whether you *make recommendations for improvements to work activities* to the National Standard of competence. It also lists the "knowledge and understanding which are essential for effective performance.

Performance criteria

You must ensure that

- a) you provide opportunities for relevant people to suggest ways of improving activities

- b) your recommendations for improvements to activities are based on sufficient, valid and reliable information
- c) your recommendations for improvements are consistent with the objectives of your team and your organisation
- d) your recommendations take into account the impact of introducing changes on other parts of your organisation
- e) you make recommendations promptly to the relevant people
- f) you present your recommendations in a manner and form consistent with your organisation's procedures.

Knowledge requirements

You need to know and understand

Analytical techniques

- how to assess current working practices and identify possible areas for improvement
- how to identify the implications of change for other parts of your organisation.

Communication

- how to communicate effectively with team members, colleagues, line managers and people outside your organisation
- how to present and argue a case for change most effectively.

Continuous improvement

- the importance of continuous improvement in the management of activities and your responsibilities in relation to this.

Organisational context

- the procedures to follow in order to recommend improvements in working practices.

Element A1.3 Make recommendations for improvements to work activities

Assessment for best practice

If you wish to aspire to best practice, this section shows you how the Standards can be used for either organisational or self-assessment purposes and how to recognise success. It includes specific evidence requirements and general examples of evidence.

Evidence requirements

You must prove that you *make recommendations for improvements to work activities* to the National Standard of competence.

To do this, you must provide evidence to convince your assessor that you consistently meet all the performance criteria.

Your evidence must be the result of real work activities undertaken by yourself. Evidence from simulated activities is not acceptable for this element.

You must show evidence that you provide opportunities for suggestions and make recommendations to two of the following types of relevant people

- team members
- colleagues working at the same level
- higher-level managers or sponsors
- specialists.

You must, however, convince your assessor that you have the necessary knowledge, understanding and skills to be able to perform competently in respect of all types of relevant people, listed above.

Examples of evidence

Here are a few examples to give you some ideas about the sort of evidence you might be able to find in your daily work.

Work activities

- presenting recommendations to team members and higher-level managers.

Products or outcomes

- project proposals, plans and budgets to which you have contributed
- your evaluation reports and status report printouts
- minutes of relevant meetings
- your briefing notes and presentation materials.

You may also provide short reports of your own, or statements from others who have observed your performance.

Written or spoken reports, describing

- how you developed recommendations and the extent to which it was an individual or team effort
- the rationale and justification for accepting your recommendations and their associated costs
- the extent to which your recommendations contributed to meeting your organisation's objectives and any other potential benefits likely to result
- the impact of your recommendations on other parts of the organisation.

Witness testimony

- statements from people who saw you presenting recommendations.