

## Overview

This standard covers the competence required to provide direction to team members and includes motivating and supporting them to achieve the objectives of the team and their personal work objectives. It is about ensuring that the work required of the team is effectively and fairly allocated. It also involves checking on the progress and quality of the work of team members to ensure that the required level of performance is being met.

### Target Group

This standard applies to port workers who are required to lead teams of operatives

There are 2 elements in this standard:

- Provide leadership for your team (PCs 1-8)
- Allocate and check work in your team (PCs 9-17)

## Performance criteria

*You must be able to:*

1. set out and positively communicate the purpose and objectives of the team to all members
2. involve members in planning how the team will achieve its objectives
3. establish that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives
4. support team members to achieve their personal work objectives
5. provide recognition when objectives have been achieved
6. steer the team successfully through difficulties and challenges, including conflict within the team
7. ask for ideas from within the team
8. monitor activities and progress across the team
9. confirm the work required of the team with own manager and seek clarification on any outstanding points and issues
10. plan how the team will undertake its work, identifying any priorities or critical activities and making best use of the available resources
11. allocate work to team members on a fair basis taking account of the skills, knowledge and understanding, experience and workloads and the opportunity for development
12. brief team members on the work that they have been allocated and the standard or level of expected performance
13. provide opportunities for team members to ask questions, make suggestions and seek clarification in relation to the work they have been allocated
14. check the progress and quality of the work of team members on a regular basis against the standard or level of expected performance and provide prompt and constructive feedback
15. support team members in identifying and dealing with problems and unforeseen events
16. motivate team members to complete the work that they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion
17. monitor the team for conflict, identifying the cause(s) when it occurs and deal with it effectively

## Knowledge and understanding

*You need to know and understand:*

1. the legal responsibilities for maintaining own and others' health and safety in the workplace 2. the principal different ways to communicate effectively with members of a team 3. how to plan the achievement of team objectives and the importance of involving team members in the process 4. the importance of and being able to show team members how personal work objectives contribute to achievement of team objectives 5. that different styles of leadership exist 6. how to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievement 7. the types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them 8. the importance of encouraging others to take the lead and ways in which this can be achieved 9. the benefits of and how to encourage and recognise ideas from the team 10. the legal, regulatory and ethical requirements in the ports industry 11. the types of support and advice that team members are likely to need and how to respond to these 12. the standards of performance for the work of the team 13. the principal different ways of communicating effectively with members of a team 14. the importance of confirming/clarifying the work required of the team with own manager and how to do this effectively 15. how to plan the work of a team, including how to identify any priorities or critical activities and the available resources 16. how to identify and take due account of health and safety issues in the planning, allocation and checking of work 17. why it is important to allocate work across the team on a fair basis and how to do so 18. why it is important to brief team members on the work that they have been allocated and the standard or level of expected performance required 19. why it is important to encourage team members to ask questions and/or seek clarification and make suggestions in relation to the work which they have been allocated 20. effective ways of regularly and fairly checking the progress and quality of the work of team members and how to provide prompt and constructive feedback

## Lead teams of operatives

---

**Developed by** Port Skills & Safety

---

**Version Number** 3

---

**Date Approved** 01 Dec 2020

---

**Indicative Review Date** 01 Dec 2025

---

**Validity** Current

---

**Status** Original

---

**Originating Organisation** Port Skills and Safety

---

**Original URN** PSSPO112

---

**Relevant Occupations** Port Operations

---

**Suite** Port Operations

---

**Keywords** ports, port operations, cargo, loading, unloading

---