Overview

This standard covers the competence required to provide leadership to the team. It is about giving direction to the members of the team, and includes motivating and supporting them to achieve team and personal work objectives. This standard also covers the competence required to initiate and manage change. It is about encouraging and supporting the identification and practical implementation of ideas. It includes the planning that is needed to make a specific change, or to put into practice a programme of change. It involves developing a strategy to make the required change, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place. It is also about putting into practice the strategy and associate plans for a specific change or programme of change. This involves putting in place the necessary resources and supporting systems, including monitoring and communications, to turn the 'vision' into practical reality.

This standard also covers the competence required to promote equal opportunity and diversity. This standard is about actively promoting equality of opportunity and diversity in the workplace and within own area of responsibility. It addresses the need to recognise and take steps to prevent any instances of bullying, harassment or discrimination in the workplace. It is intended to go beyond compliance with equality legislation and move towards a situation where there is awareness in your area of and active commitment to the need to ensure equality of opportunity and the benefits of diversity.

Target Group

This standard applies to authorised Port Operations supervisors and line managers who have a responsibility to lead port teams.

There are 5 elements in this standard:

1. Provide leadership for your team
2. Encourage innovation in your team
3. Plan change
4. Implement change
5. Promote equality of opportunity and diversity in own area of responsibility

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Performance criteria	**Provide leadership for your team**

You must be able to:

P1 follow organisational policies and procedures, for providing leadership in own team, that relate to: roles, responsibilities, information and management systems, setting objectives, equality and diversity, and inclusion, monitoring work activities, managing performance

P2 set out and communicate the purpose and objectives of the team to all members

P3 involve members in planning how the team will achieve its objectives

P4 ensure that each member of the team has personal work objectives which will contribute to the achievement of the team's objectives

P5 encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved

P6 win the trust and support of the team for your leadership through your performance

P7 steer the team successfully through difficulties and challenges, including conflict within the team

P8 encourage and recognise creativity and innovation within the team

P9 give team members support and advice when they need it especially during periods of setback and change

P10 motivate team members to present their own ideas and listen to what they say

P11 encourage team members to take the lead when they have the knowledge and expertise, and show willingness to follow this lead

P12 monitor activities and progress across the team without interfering

Encourage innovation in the team

You must be able to:

P13 respond to ideas identified by members of the team and provide constructive feedback

P14 encourage members of the team to share, discuss and work together in developing initial ideas

P15 identify and pursue opportunities to work with other teams to generate and develop ideas

P16 discuss and agree with members of the team those ideas which should be developed further, how they should be developed and the required resources

P17 provide on-going support, encouragement and resources to members of the team who are developing and testing ideas and help to remove any identified obstacles

P18 agree the practical implementation of ideas, based on the identified benefits, risks and required resources, within own authority to do so

P19 support members of the team in submitting formal proposals and plans for the practical implementation of ideas to other people for approval

P20 oversee practical implementation of ideas by the team and monitor and report on progress

P21 encourage members of the team to take acceptable risks in pursuing innovation and to learn from mistakes

P22 ensure that the originators and developers of any ideas which are successfully implemented receive recognition for their achievement

Plan change

You must be able to

P23 identify the procedures, systems, structures and roles that need to be changed, and assess the gap between their current and required future state

P24 identify and assess barriers to change

P25 develop strategies and plans that set out the way forward

P26 assess the risks and benefits associated with the strategies and plans and develop contingency arrangements

P27 ensure plans include short-term 'wins' as well as longer-term deliverables

P28 develop systems for monitoring and assessing progress

P29 develop a communication strategy for the change process that allows people to give feedback

P30 identify training and support needs and plan how to meet these

P31 find practical ways to overcome barriers

P32 present information clearly, concisely, and in ways that promote understanding

P33 provide opportunities for those affected by the plan to give feedback and respond appropriately to the feedback

P34 set demanding but achievable objectives for yourself and others

P35 communicate a clearly defined vision of the future

P36 identify the implications or consequences of a situation

Implement change

You must be able to

P37 put into practice the strategies and plans for change in line with the available resources

P38 design new work processes, procedures, systems, structures and roles to achieve the vision behind the change

P39 identify, assess and deal with problems and barriers to change

P40 monitor, document and communicate progress to all involved

P41 recognise and reward people and teams who achieve results

P42 maintain the momentum for change

P43 measure the effectiveness of change

P44 recognise changes in circumstances promptly and adjust plans and activities accordingly

P45 present information clearly, concisely, and in ways that promote understanding

P46 make time available to support others

P47 recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal

P48 recognise the achievements and the success of others

Promote equality of opportunity and diversity in own area of responsibility

You must be able to

P49 ensure commitment within own area of responsibility to promoting equality of opportunity and diversity, including making it a priority area in terms of informing the vision and objectives for own area and planning and decision-making

P50 ensure that your own behaviour, words and actions and those of people working in your area of responsibility support a commitment to equality of opportunity and diversity

P51 identify own personal responsibilities and liabilities under equality legislation and any relevant codes of practice

P52 identify the diversity and needs of own area's current customers and potential customers and identify areas where needs could be better satisfied and where the diversity of customers could be improved

P53 ensure that the organisation's written equality and diversity policy is clearly communicated to all people in own area of responsibility and other relevant parties

P54 implement the organisation's written equality and diversity policy in own area, including relevant parts of any accompanying organisation-wide action plan, seeking and making the required resources available

P55 ensure regular consultation with people in own area of responsibility or their representatives on equality and diversity issues

P56 seek and make use of specialist expertise in relation to equality and diversity issues

P57 ensure that working arrangements, resources and business processes in own area of responsibility respond to different needs, abilities, values and ways of working

P58 monitor, review and report to the relevant people on progress in relation to equality of opportunity and diversity within own area of responsibility, identifying required actions and changes to practice

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You need to know and understand:

K1 the principal different ways to communicate effectively with members of a team

K2 how to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)

K3 how to plan the achievement of team objectives and the importance of involving team members in the process

K4 the importance of and being able to show team members how personal work objectives contribute to achievement of team objectives

K5 that different styles of leadership exist

K6 how to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievement

K7 the types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them

K8 the importance of encouraging others to take the lead and ways in which this can be achieved

K9 the benefits of and how to encourage and recognise creativity and innovation within a team

K10 the legal, regulatory and ethical requirements in the ports industry

K11 the members, purpose, objectives and plans of own team

K12 the personal work objectives of members of own team

K13 the types of support and advice that team members are likely to need and how to respond to these

K14 the standards of performance for the work of your team

K15 the benefits of innovation to the team, the overall organisation and its customers

K16 the key differences between creativity and innovation

K17 how to make time available for identifying and developing ideas

K18 how to motivate people to generate and develop ideas

K19 how to provide constructive feedback on ideas to individuals

K20 the importance of communication in innovation and how to encourage communication across the team

K21 the potential obstacles to creativity and whether/how they can be removed

K22 the reasons for selecting initial ideas for further development

K23 how initial ideas might be further developed and tested

K24 how to recognise and manage risk in innovation

K25 how to develop formal proposals and plans for the practical implementation of an idea and how to support others in doing this

K26 how to develop creativity in own self and others

K27 the resources required for creativity and innovation, particularly time

K28   how to learn from mistakes

K29   how to recognise the achievements of the originators/developers of ideas which have been successfully implemented.

K30   the sector(s) in which the organisation works

K31   the limits of own authority

K32   the organisational guidelines and procedures for developing and implementing ideas, including to whom formal proposals and plans should be submitted

K33   the needs of the customers

K34   the opportunities to work with other teams in the organisation

K35   the main models and methods for managing change effectively, and their strengths and weaknesses

K36   effective planning techniques that may be used in developing a plan

K37   the theory and application of the change/performance curve

K38   the theory of teams, including an understanding of team-building techniques and how to apply them

K39   how to identify the features that need to be changed and the associated priorities and reasons

K40   how to assess the risks and benefits associated with strategies and plans

K41   the importance of contingency planning and how to do so effectively

K42   how to make critical decisions

K43   current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors

K44   the organisation's current position in the sector and market in which it works, compared with its main competitors, relevant to the change programme

K45   the range of information sources that are relevant to the sector, and related sectors, in which the organisation operates

K46   the political, bureaucratic and resource barriers to change and techniques for managing them

K47   stakeholder expectations and how they influence the change process

K48   the vision for the future, and how to state the reasons for change, the risks and expected benefits

K49   your organisation's business critical activities and interdependencies

K50   how to identify your own organisation's formal and informal communication channels

K51   problem solving techniques

K52   how to identify development and other support needs and ways in which these needs can be met

K53   how to manage expectations during change

K54   different definitions of diversity

K55   the different forms which discrimination and harassment might take

K56   the business case for ensuring equality of opportunity and promoting

diversity

K57 the probable effects of not promoting equality of opportunity and diversity within own area of responsibility

K58 how commitment within own area of responsibility to promoting equality of opportunity and diversity might be demonstrated

K59 why it is important to make equality and diversity a priority area and how to do so effectively

K60 why it is important to lead by example in terms of behaviour, words and actions supporting a commitment to equality of opportunity and diversity

K61 how to recognise when the behaviour, words and actions of others does and does not support a commitment to equality of opportunity and diversity

K62 how and where to identify personal responsibilities and liabilities under equality legislation and any relevant codes of practice

K63 the importance of identifying the diversity and needs of own area's current and potential customers in order to identify areas for improvement and how to do so effectively

K64 how to communicate the organisation's written equality and diversity policy to people who work in own area of responsibility and other relevant parties

K65 the importance of implementing an organisation's written equality and diversity policy and any supporting action plan

K66 the type of resources which might be required to support implementation of an equality and diversity policy and any supporting action plan

K67 how and when to consult with people in own area of responsibility or their representatives on equality and diversity issues

K68 the sources of specialist expertise in relation to equality and diversity

K69 how to provide working arrangements, resources and businesses processes in own area of responsibility that respond to different needs, abilities, values and ways of working

K70 how to monitor, review and report on progress in relation to equality of opportunity and diversity within own area of responsibility.

K71 sector-specific legislation, regulations, guidelines and codes of practice relating to equality and diversity

K72 equality and diversity issues and developments that are particular to the industry or sector

K73 the information sources on equality and diversity in the industry or sector

K74 the vision, objectives and operational plans for own area of responsibility

K75 the planning and decision-making processes within own area of responsibility

K76 the overall vision, values, objectives, plans and culture of the organisation

K77 the diversity of the people working in own area of responsibility

K78 current and potential customers and their needs within own area of responsibility and other relevant parties with an interest in diversity

K79 the organisation's written equality and diversity policy and any accompanying action plan and how they are communicated to all people who work for the organisation

K80 sources of specialist expertise in relation to equality and diversity used in own area of responsibility

K81 the support and resources allocated to and across own area of responsibility to promote equality of opportunity and diversity

K82 understand employment policies and practices within the organisation

K83 working arrangements, resources and business processes within area of responsibility

K84 the systems in place in for monitoring, reviewing and reporting on progress in relation to equality of opportunity and diversity

K85 the allocated responsibilities for promoting equality of opportunity and diversity in your own of responsibility and the organisation in general

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Additional Information

External Links

This standard is applicable to team leadership and innovation, planning and implementing change and promoting equal opportunity and diversity in ports.

The performance criteria, knowledge and understanding requirements are related to the individual's own organisation, job role and area of operations. This includes but is not limited to the individual's immediate place of work. It extends to areas, operations and persons that may be impacted upon by the individual's activity in the workplace.

The performance criteria, knowledge and understanding requirements are specific to the: regulations, industry and other guidance recognised by the individual's employer, employing organisation's objectives, policies, procedures, and working practices; that relate to the elements covered in this standard.

The performance criteria, knowledge and understanding requirements are specific to the individual's own level of authority and responsibility.

Ports and the activities which take place there vary. Employers and any other duty holders must comply with the legal duties imposed on them by health and safety legislation, including the Health and Safety at Work Act 1974. This will also involve careful and continuing risk assessments to enable duty holders to plan, implement, manage and review policies and procedures which address the risks associated with the conduct of their business. The statutory duty of the employee to take reasonable care for the health and safety of themselves and other persons who may be affected by their acts or omissions at work and to cooperate with the employer with regard to the employer's health and safety duties, are an essential part of this standard.

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