

CORE MANAGEMENT RESPONSIBILITIES

<i>Core Task</i>	<i>Components</i>	<i>Accountability</i>	<i>Knowledge</i>	<i>Skills</i>
<i>Staffing</i>		To staff the department to meets the workload demands in order to deliver the desired outcomes effectively in terms of cost, quality, time and output	Department and Team goals Workload levels and profile Working arrangements and contractual conditions Basic employment law	
	Resourcing	To recruit, select and appoint the ‘right’ person for each position within the budgeted headcount or establishment for the department and in accordance with the person specification	Budgeted Headcount Job Descriptions Person Specifications Competencies Recruitment Policy	Interviewing and Selection
	Attendance Management	To ensure maximum attendance of employees in the department for the hours required and to manage exceptions to full attendance	T&A System Attendance Policy & Procedure Shift and holiday rostering	RTW Interviewing
<i>Workload Allocation</i>		To allocate the workload amongst employees in an effective and efficient manner to meet the desired outcomes, in a way that balances skills, effort, physical and mental demands, time, safety, welfare, etc.	Planning Systems Work Systems SOPs SSW Work Assignments Projects	Job Design Instructions Basic Project Management Delegation
<i>Performance Management</i>		To set delivery expectations and maintain performance standards & conduct in a way that creates an environment in which each employee can succeed, so that targets and schedules are met	KPIs Appraisal System Performance Environment Checklist Discipline Procedure Fair and unfair dismissal laws	Target setting Monitoring Dialogue and Feedback Appraising Investigating Discipline hearing
<i>Development</i>		To equip each employee with the knowledge and skills to fulfil their process tasks to the required standards	SOPs Person Specification	

	Sourcing Training	To identify and source training and development tools, courses and interventions to raise the capability of the team and individual employees	Competencies PDP Process Training solutions available	Competency ratings Basic TNA
	Coaching	To enhance the capability and reinforce prior training of individual employees through 1-2-1 guidance		Coaching
<i>Communications</i>		To impart information concisely and succinctly		
	Briefings	To conduct briefing sessions to the team so that employees are up to date with information on relevant policies, procedures, practices and performance		Preparing a brief Delivering messages Handling Questions
	Presentations	To convince or inform an audience on a specific topic through a formal presentation		Presenting
	Meeting Management	To plan and run a meeting	SPACER	Chairing
<i>Employee Relations</i>		To develop and maintain a positive employee relations atmosphere	Components of a positive employee relations environment Discrimination Laws	
	Management by Walking About (MBWA)	To see and be seen To keep in touch		'Zooming' Influencing skills
	Grievances	To deal with concerns and complaint from employees in a fair and equitable manner	Grievance Procedure	Investigation Grievance meeting
	Change Management	The (micro) management of the planned change of any of the above elements	Planned Change Models Consultation Procedure	Consultation Skills Handling Objections