

## **ILM Level 3 Award/Certificate in Leadership and Management Practice for the Construction and Built Environment Sector**

**MKC Training's 3-day Part 1 course covers the following 2 units:**

### **Unit 8626-300 Leadership and Management Practice for the Construction and Built Environment Sector**

**Unit Aim:** To develop knowledge and understanding of using leadership and management skills to ensure safety and quality requirements and appropriate standards of behaviour are met when achieving project and work plans as required by a practising or potential team leader or site supervisor.

#### **Learning outcomes (LO's) and Assessment Criteria**

##### **LO1-Understand the roles and responsibilities of a site supervisor or team leader**

- Describe the responsibilities of the site supervisor or team leader in ensuring safety on site
- Describe the responsibilities of the site supervisor or team leader in ensuring quality requirements are met
- Describe the responsibilities of the site supervisor or team leader in ensuring productivity targets are achieved
- Describe the responsibilities of the site supervisor or team leader in ensuring behavioural standards on site are appropriate and contribute to the achievement of project and work plans
- Explain the role of the site supervisor or team leader in organisational procedures relating to poor performance or behaviour

##### **LO2-Understand the differences between leadership and management and the relationship between the two**

- Explain why a site supervisor or team leader needs to be both a manager and a leader
- Explain the site supervisor's or team leader's role as a manager in achieving team objectives and outcomes
- Describe how you apply a range of leadership styles
- Describe how you set direction and communicate this to others
- Describe how you motivate and empower your team
- Identify and prioritise areas for personal development to improve own ability to lead

### **LO3-Understand the role of quality management in site management**

- Explain, with examples, what is meant by the 'cost of quality'
- Describe one quality standard for internal customers and one quality standard for external customers
- Describe the record-keeping process for maintaining quality

### **LO4-Understand the importance of health and safety in site management**

- List current legislation and industry regulations relating to health and safety at work that are relevant to the responsibilities of a site supervisor or team leader
- Describe your organisation's policy in relation to one specific item of legislation or regulation
- Describe how to conduct a risk assessment
- Explain the difference between a risk assessment and a method statement
- Describe how to ensure the team is aware of health and safety requirements
- Explain why it is important to monitor health and safety and keep accurate records
- Explain the supervisor's or team leader's role in monitoring health and safety and maintaining accurate records

## **Unit 8626-301 Delivery of Site Operations and Logistics**

**Unit Aim:** To develop knowledge and understanding of planning and putting team members to work on site to improve quality and team performance as required by a practising or potential site supervisor.

### **Learning Outcomes and Assessment criteria**

#### **LO1-Understand how to plan work on site**

- Identify organisational targets relevant to the team
- Explain how to set SMART objectives for the team to achieve the targets
- Describe a technique to plan to achieve the objectives
- Explain how to monitor and control a planned activity
- Explain the importance of the supply chain in delivering results and meeting customer requirements
- Explain how environmental issues impact upon the planning of site operations and logistics
- Describe what action the supervisor can take to enable the organisation to fulfil its environmental responsibilities

#### **LO2-Know how to put team members to work**

- Identify resources required to complete a planned activity

- Explain how to allocate work to team members
- Describe how individual performance can be improved through a clear allocation of responsibilities
- Explain how to assess and support individual and team performance in achieving objectives

### **LO3-Understand how to improve the performance of a team in delivering to plan**

- Identify a possible cause of variance from a planned activity
- Identify actions to overcome causes of variance
- Describe how to recognise and rectify poor performance
- Explain how to involve team members in identifying ways to improve performance to meet objectives

### **LO4-Understand the importance of quality management within the workplace**

- Explain why quality is important to internal and external customers
- Describe the quality system used on site
- Explain how a supervisor will locate and interpret the appropriate quality specifications
- Explain how quality is monitored, documented and recorded on site
- Explain the importance of method statements in achieving the required quality standards
- Explain how the supervisor can take practical and positive steps to improve quality on site

## **Learners are awarded the C-ILM Level 3 Award in Leadership and Management Practice on successful completion of the assessments for units 300 and 301.**

### **MKC Training's 4-day Part 2 course covers the following 3 units:**

#### **Unit 8626-302 - Understanding Commercial Awareness**

**Unit Aim:** To develop an understanding of how stakeholder and client relationships and the monitoring and control of costs and waste contribute to making an organisation commercially successful as required by a practising or potential site supervisor.

#### **Learning Outcomes and Assessment Criteria**

##### **LO1-Understand the importance of stakeholder relationships in making an organisation successful**

- Identify your key internal and external stakeholders and explain why they are important to the organisation
- Explain the role of the supervisor in maintaining good communications with stakeholders
- Explain how customer service standards and procedures are used to meet customer needs

## **LO2-Understand the role of the supervisor in meeting client requirements**

- Explain how the supervisor monitors client requirements
- Explain how feedback on client expectations can be used by the supervisor to improve how the business meets client requirements

## **LO3-Understand the role of the supervisor in managing and controlling costs**

- Explain the responsibility of the supervisor in controlling costs
- Explain what opportunities the supervisor has to impact on cost
- Describe mechanisms in the organisation used by the supervisor to maintain control of labour and materials costs
- Explain how the budget to build can be used as a control mechanism for managing cost

## **LO4-Understand the role of the supervisor in minimising waste in an organisation**

- Identify potential waste in the organisation
- Describe the techniques and/or methods used by the supervisor for measuring and monitoring waste in the organisation
- Identify the main benefits of managing waste in the organisation
- Compile a simple action plan to minimise waste on site

## **LO5-Understand how keeping records contributes to making an organisation successful**

- Explain the purpose of record-keeping for the organisation
- Identify key information to be recorded by the supervisor to meet organisational and legal guidelines
- Explain the supervisor's role in maintaining accurate records of the allocation of labour, plant and materials

## **Unit 8626-303: Handling Difficult Situations**

**Unit Aim:** To develop knowledge and understanding of handling difficult situations regarding performance, discipline, conflict, stress and diversity as required by a practising or potential site supervisor.

### **Learning Outcomes and Assessment criteria**

#### **LO1-Understand how to use assessment and active listening and feedback to manage the performance of team members on site**

- Explain the role of the supervisor in performance management
- Describe the value of formal and informal assessment of performance on site
- Explain how to ensure fair and objective formal assessment

- Explain the importance of active listening and feedback in improving performance
- Explain how to give effective feedback on performance

### **LO2-Understand how to manage poor performance and discipline of team members on site**

- Explain why it is important to correctly identify the root cause of poor performance if it is to be managed appropriately
- Explain the difference between disciplinary procedures and procedures for dealing with poor performance
- Identify the organisation's employment policies and procedures that support the supervisor in dealing with disciplinary issues
- Describe at which point in the organisational procedures the supervisor should seek assistance from his or her line manager or human resources when dealing with the management of poor performance
- Explain how a supervisor should prepare for a meeting regarding probable poor performance

### **LO3-Understand how to manage conflict on site**

- Describe how conflict can affect individual and team performance on site
- Explain one recognised technique a supervisor can use to resolve conflict
- Explain how a supervisor can promote a positive atmosphere in order to minimise the adverse effects of conflict

### **LO4-Understand how to identify and manage work-related stress**

- Explain what is meant by work-related stress and how work-related stress develops
- Explain the responsibilities of the supervisor in ensuring the risks from work related stress are effectively managed and controlled

### **LO5-Understand how to manage a diverse workforce**

- Explain the benefits of an inclusive working environment to the organisation
- Describe the role and responsibilities of a supervisor in promoting equality and diversity
- Provide an example of inappropriate behaviour in relation to equality and diversity and explain how it should be addressed by a supervisor

## **Unit 8626-304 - Reading and Executing a Short-Term Programme**

**Unit Aim:** To develop knowledge and understanding of managing site plans and programme requirements that meet quality and health and safety standards to achieve plan and programme milestones as required by a practising or potential site supervisor.

### **LO1-Understand site planning and programme requirements in order to lead and manage people and activities**

- Explain the difference between a site plan and a site programme
- Describe the roles and responsibilities of the site supervisor and team leader in the planning process
- Explain the importance of the critical path and the sequencing of tasks on a programme
- Explain how to ensure the programmed activities achieve the short-term goals to comply with the budget to build

### **LO2-Understand the impact of managing resources, time and materials on the plan and programme**

- Explain how to identify resource requirements from a plan
- Explain the processes involved in monitoring resource, time and material
- Explain the role of standard industry outputs to inform the achievement of the plan / programme
- Describe how to identify and record waste by theoretical versus actual comparisons
- Describe what is meant by the budget to build
- Explain how the budget to build is used to compare actual spend on a weekly basis

### **LO3-Understand different work methods and their impact on quality, health and safety and the achievement of plans**

- Describe two commonly used work methods
- Explain how the choice of work method is influenced by its impact upon quality, health and safety and achievement of plans
- Explain how to prepare a simple method statement

### **LO4-Understand how to leverage their leadership and management skills to achieve plan and programme milestones**

- Explain why it is important to maintain accurate records of plant, materials and labour used on site
- Explain the supervisor's responsibilities for the ordering, receipt and storage of materials
- Explain the importance of liaising with other supervisors / foremen and construction managers on a regular basis to manage interface and coordination issues
- Describe two situations when work can be halted to ensure achievement of plan

**Learners are awarded the C-ILM Level 3 Certificate in Leadership and Management Practice on successful completion of all 5 units (Part 1 units: 300 and 301 plus Part 2 units: 302, 303 and 304).**