

Title	Demonstrate delegation skills in a road transport operation		
Level	5	Credits	6

Purpose	People credited with this unit standard, in road transport operation, are able to: explain delegation; explain common barriers to effective delegation and how to overcome them; and delegate activities and tasks.
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Classification	Commercial Road Transport > Road Transport Operations
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Available grade	Achieved
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Guidance Information

- 1 Legislation, regulations, references and/or industry standards relevant to this unit standard include but are not limited to the:

- Employment Relations Act 2000;
- Health and Safety at Work Act 2015;
- Land Transport Act 1998.

Any new, amended or replacement Acts, regulations, Rules, standards, codes of practice, or authority requirements or conditions affecting this unit standard will take precedence for assessment purposes, pending review of this unit standard.

- 2 Definitions

Delegation refers to despatching drivers and vehicles and supervising loading operations.

Resources refer to vehicles, equipment, or materials.

A *road transport operation* may form part of an organisation or it may constitute the whole organisation.

Workplace procedures refers to organisation policies and procedures that are documented in memo, electronic, or manual format and available in the workplace. They may include but are not limited to – standard operating procedures, site specific procedures, site safety procedures, equipment operating procedures, quality assurance procedures, product quality specifications, manufacturer's requirements, references, approved codes of practice, housekeeping standards, environmental considerations, on-site briefings, supervisor's instructions, and procedures to comply with legislative and local body requirements relevant to the commercial road transport sector.

- 3 Assessment information

Evidence presented for assessment against this unit standard must be consistent with safe working practices and be in accordance with applicable service information, workplace procedures and legislative requirements.

Outcomes and performance criteria

Outcome 1

Explain delegation in a road transport operation.

Performance criteria

1.1 The purpose of delegation as applied in a road transport operation is explained.

Range upwards, downwards, outwards.

1.2 The key components of delegation are explained.

Range includes but is not limited to – defining task or activity, assessing people's capabilities, resources required, setting deadlines, budget constraints, key performance indicators, communications and training, assigning authority, monitoring.

1.3 The benefits of delegation for those delegating, those receiving delegated tasks, and the road transport operation itself are explained.

1.4 The impact of the 24-hour-a-day/seven-days-a-week nature of the road transport industry on delegations in own road transport operation are explained in terms of managing emergencies and staff exceeding delegated authority.

Range managing emergencies includes – at night-time, in remote locations.

Outcome 2

Explain common barriers to effective delegation in the road transport industry and how to overcome them.

Performance criteria

2.1 Environmental barriers to effective delegation in the road transport industry are explained.

Range remote control of drivers and loaders, prescriptive legislation, active enforcement regime, level of education of drivers compared with legal responsibilities.

2.2 Barriers imposed by managers to avoid delegation are explained.

Range no-one else capable, lack skills to delegate, do not have time to delegate, lack of trust in employee, preferential treatment of some employees.

- 2.3 Barriers imposed by managers when delegating tasks are explained.
- Range failure to set performance standards, failure to train, treating all people the same way, accepting incompetence, failure to monitor, lack of job descriptions, lack of resources.
- 2.4 Employee-imposed obstacles are explained.
- Range lack of skills and experience, resistance to accepting responsibility, fear of criticism, lack of time to take on additional tasks, lack of confidence.
- 2.5 The impact of a manager's expectations, attitude, and tone of voice on a staff member's performance are explained.
- Range high expectations, low expectations, interfering when job is underway, talking down to staff, use of sarcasm, use of negative expressions.
- 2.6 Good practices for delegating work which overcome the identified barriers are explained.
- Range a minimum of twelve good practices is required.

Outcome 3

Delegate activities and tasks in a road transport operation.

Performance criteria

- 3.1 The work situation is assessed in terms of any barriers to successful delegation, and plans are prepared to overcome the barriers.
- 3.2 Activities and tasks are defined with timelines, achievable outcomes, resources required, and levels of authority in the context of operational goals.
- 3.3 Activities and tasks are delegated to match people's actual skills and potential capabilities with training provided where required to assist staff to extend their skills in order to achieve delegated tasks.
- 3.4 Performance of people with delegated activities and tasks is monitored in terms of agreed performance standards and feedback given frequently and in appropriate situations with tasks being altered or additional coaching provided as required.
- Range positive feedback, negative feedback.

Planned review date	31 December 2029
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Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	27 July 2005	31 December 2017
Review	2	16 April 2015	31 December 2022
Review	3	29 April 2021	N/A
Review	4	25 July 2024	N/A

Consent and Moderation Requirements (CMR) reference

0014

This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

Comments on this unit standard

Please contact Hanga-Aro-Rau Manufacturing, Engineering and Logistics Workforce Development Council qualifications@hangaarorau.nz if you wish to suggest changes to the content of this unit standard.