

## Workbook 2

Name	
ILM Registration	
Unit(s) covered in this submission	Delivery of Site Operations and Logistics for the Construction Sector
Date Submitted	
Learner Signature	
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**Please note that the suggested word counts given are a MINIMUM. If you write less than this, you are unlikely to have given enough information to pass that question and might be asked to provide a longer answer. Within reason, writing more words can give you a better chance of a “pass” or even a “good pass”.**

## Guidance for Delegates

*Please refer to the notes and exercises from Module 3 to help answer these questions. Answer from the position of your own role and use examples where you feel they will help explain your thinking.*

### Section 1

#### 1.1 Identify organisational targets relevant to the team

*For each of the below, provide one example of your team targets and detail how they contribute to a well-run site.*

**DAILY**

**WEEKLY**

**MONTHLY**

#### 1.2 Explain how to set SMART objectives for the team to achieve the targets

*What is a SMART objective?*

*How do SMART objectives help you to achieve your team targets?*

*Give an example of a SMART objective you have set previously - was it successful and why/why not?*

### 1.3 Describe a technique to plan to achieve the objectives

*What is the S.T.O.P approach?*

*How does the S.T.O.P approach help you to plan your day to achieve your SMART objectives?*

### 1.4 Explain how to monitor and control a planned activity

*How do you use a site plan to monitor and control your team's activities on site?*

*Give three specific examples of when you have used the site plan to make sure your team was doing the right things at the right time:*

1.

2.

3.

**1.5 Explain the importance of the supply chain in delivering results and meeting customer requirements**

*What is involved in Supply Chain Management?*

*Why is Supply Chain Management important in getting the right results and meeting customer requirements?*

*Pick one element of the Supply Chain Management process and give an example of when you have taken charge of a situation within that area.*

**1.6 Explain how environmental issues impact upon the planning of site operations and logistics**

*Describe at least TWO environmental issues that you have to consider when running a site:*

**1)**

***The issue is:***

***Its impact on planning site operations and logistics is:***

***I manage this by:***

**2)**

***The issue is:***

***Its impact on planning site operations and logistics is:***

***I manage this by:***

**1.7 Describe what action the supervisor can take to enable the organisation to fulfil its environmental responsibilities**

*Choose one example (e.g., waste, water, utilities) of how site management professionals can contribute to improving environmental impact on site. Please reference any relevant legislation or CALA policies and procedures.*

## Section 2

### 2.1 Identify resources required to complete a planned activity

*What is a Scope of Works (SOW)?*

*What is the relationship between the SOW and the resources needed to build?*

*Why is it important to get the SOW correct and what can happen to resources if it is incorrect?*

### 2.2 Explain how to allocate work to team members

*What is important to get right when allocating work to team members, and why?*

*What is your process for allocating tasks to team members?*

*How do you make sure the team member has understood their responsibilities?*

### 2.3 Describe how individual performance can be improved through a clear allocation of responsibilities

*When you give a team member some clear responsibilities and tasks, how does this help to improve their performance?*

**2.4 Explain how to assess and support individual and team performance in achieving objectives**

*In what ways can an ASM or SM assess individual and team performance in achieving objectives? (By “assess”, we mean weigh up the strengths and weaknesses to decide what is going well and what could be improved.)*

*In what ways can an ASM or SM support individual and team performance in achieving objectives?*

## Section 3

### 3.1 Identify a possible cause of variance from a planned activity

*Consider a time on your site where a variance (deviation problem) occurred, and something did not go according to the plan:*

***What was the planned activity?***

***How did you identify that a variance had occurred?***

***What do you think caused the variance?***

### 3.2 Identify actions to overcome causes of variance

***Using the same example of a variance that you wrote about in 3.1, please describe what action you took or could have taken to overcome the cause of the variance:***

### 3.3 Describe how to recognise and rectify poor performance

*Describe three examples of poor performance you have dealt with on site previously.*

**1.**

I knew there was a performance issue because...

I improved the performance by...

**2.**

I knew there was a performance issue because...

I improved the performance by...

**3.**



I knew there was a performance issue because...

I improved the performance by...

**3.4 Explain how to involve team members in identifying ways to improve performance to meet objectives**

*How do you involve team members in identifying ways to improve performance in order to meet the team's objectives? Your answer could include one or more of the following: assumption busting, absence thinking, brainstorming techniques, meetings and planning events, or other methods of your own.*

## Section 4

### 4.1 Explain why quality is important to internal and external customers

*Why does quality matter to internal and external customers? Provide two reasons for each.*

Internal stakeholders (e.g. other departments, management)

- 1.
- 2.

External stakeholders (e.g. customers, suppliers, subcontractors)

- 1.
- 2.

### 4.2 Describe the quality system used on site

### 4.3 Explain how a supervisor will locate and interpret the appropriate quality specifications

*How do you make sure you understand what they require you to do? (Consider things such as receiving training, asking questions to check understanding, etc.)*

### 4.4 Explain how quality is monitored, documented and recorded on site

*How is quality on site documented (i.e. planning on paper or digitally what needs to be done) by you and other people?*

*How is quality on site monitored (i.e. reviewed and checked) by you and other people?*

*How is quality on site recorded (i.e. a record of what actually happened) by you and other people?*

### 4.5 Explain the importance of method statements in achieving the required quality standards

*What is a method statement?*

*What should it include?*

*How does it contribute to delivering quality homes?*

#### **4.6 Explain how the supervisor can take practical and positive steps to improve quality on site**

*Using the D.M.A.I.C\_ Lean Six Sigma approach give TWO examples of ways a manager can use this approach to improve quality on site.*

*Example One*

*Example Two*