SCOTTISH QUALIFICATIONS AUTHORITY

Unit D9EA 04 (HS25) **Contribute to the development of teams and individuals**

This Unit has the following elements:

Element 1 (HS25.1)	**Contribute to the identification of development needs**
Element 2 (HS25.2)	**Contribute to planning the development of teams and individuals**
Element 3 (HS25.3)	**Contribute to development activities**
Element 4 (HS25.4)	**Contribute to the assessment of people against development objectives**

Candidate Name:

Assessment Centre:

I have completed the requirements of this Unit.

Candidate signature: _____ **Date:** _____

I can confirm the candidate has completed all requirements of this Unit.

Assessor signature: _____ **Date:** _____

Assessor counter signature:
(where applicable) _____ **Date:** _____

IV signature: _____ **Date:** _____

IV counter signature:
(where applicable) _____ **Date:** _____

Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Unit Summary

Businesses need skilled and competent people to deliver high quality services to their customers. They can do this by recruiting good staff. But this is never enough. These days every member of staff needs a proper induction into their job. They also need to develop their skills and knowledge to keep up with the pace of change in the industry, and to keep abreast of changes in their organisation's procedures.

You have an important role to play in this process. You are closest to your staff, recognise their strengths, weaknesses and potential and have a good idea what sort of training a member of staff could benefit from. You are also well placed to deliver some training yourself and to assess your staff to see how effective the training has been.

The typical day-to-day activities you might carry out for this Unit include:

- asking your staff about the types of training they feel they need
- checking the work of your staff and identifying where they could benefit form further training
- recommending this training to your line manager or other appropriate people in your organisation
- helping to plan training sessions (these could be on-the-job training sessions)
- helping to run training sessions (for example, by giving staff new information, giving them instructions on new or better ways of doing the job or showing them new or better ways)
- helping to assess the work of your staff to see if training has had the desired effect

This Unit is the same as the Management Standards Centre Unit C9.

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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

What some of the words in this Unit mean	
Assess/assessment	using various techniques such as tests, observations of performance and discussions to measure team members' current skills, knowledge and performance against the agreed objectives for development; this does not require you to be an N/SVQ assessor
Authorised people	team members, colleagues working at the same level as yourself, higher-level managers, personnel specialists and members of selection teams or boards
Confidentiality	only providing information to those who are authorised to have it
Constraints	what you can and cannot do according to the limits of your job role
Development activities	any activities undertaken by team members to develop their knowledge and skills, such as carrying out work-based projects or assignments, watching more experienced colleagues at work, reading books and specialist journals, undertaking open learning or computer-based training, attending training courses or conferences
Equal access	giving every member of your team the same opportunity to be involved in activities or to use resources
Identification of development needs	identification of the gap between what team members need to do in their jobs (both now and in the foreseeable future) and their current level of performance, knowledge and skills
Individual aspirations	the personal wishes of individual team members to improve their performance at work or their career prospects
Objectives	clearly defined results which you need to achieve which are specific, measurable, agreed with others, realistic and time-bound
Organisational constraints	your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action
Personnel	all people working for your organisation; these may be internal or external workers, permanent or temporary, full-time or part-time, pair or voluntary
Specialists	your organisation's personnel or training staff, if relevant to your workplace
Team members	people who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working
Values	the values of your organisation which may be reflected in your organisation's mission, standard of work, relationships between individuals at work, relationships with suppliers, customers and other stakeholders, personnel management and reward systems, training, equal opportunities, health and safety and environmental policies

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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Element 1 (HS25.1) Contribute to the identification of development needs

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Give opportunities to team members to help them identify their own **development needs**	
2	Identify their **development needs** accurately and use sufficient reliable and valid information	
3	Identify **development needs** that are consistent with team objectives and organisational values	
4	Present information on **development needs** to **authorised people** only, in the required format and to agreed deadlines	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Identify **both** of the following types of **development needs**:*						
to meet team objectives						
to meet individual aspirations						
*Present the necessary information to at least **two** of the following types of **authorised people**:*						
team members						
colleagues working at the same level as yourself						
higher-level managers or sponsors						
specialists						

Note

You must, however, show that you could present information to all of the types of **authorised people** listed above. Evidence from simulated activities is **not** acceptable for this element.

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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Element 1 (HS25.1) Contribute to the identification of development needs

Candidate name:		Assessor initials/date
No	**Activity**	
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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Element 2 (HS25.2) Contribute to planning the development of teams and individuals

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Make contributions to the planning process that reflect the identified **development needs** of all those you are responsible for	
2	Make contributions that are clear, relevant, realistic and take account of team and organisational constraints	
3	Agree your ideas with individual team members, taking account of their work activities, learning abilities and personal circumstances	
4	Present your contributions to **authorised people** only, in the required format and to agreed deadlines	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Make contributions that meet **both** of the following types of **development needs**:*						
to meet organisational objectives						
to meet individual aspirations						
*Present your contributions to at least **two** of the following types of **authorised people**:*						
team members						
colleagues working at the same level as yourself						
higher-level managers or sponsors						
specialists						

Note

You must, however, show that you could present information to all of the types of **authorised people** listed above. Evidence from simulated activities is **not** acceptable for this element.

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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Element 2 (HS25.2) Contribute to planning the development of teams and individuals

Candidate name:		Assessor initials/date
No	**Activity**	
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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Element 3 (HS25.3) Contribute to development activities

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Make **contributions** to development activities that support your team objectives and plans	
2	Make **contributions** that meet the agreed objectives of the development activity	
3	Make sure your **contributions** take into account the work activities, learning abilities and personal circumstances of your individual team members	
4	Encourage and use feedback from those taking part in the activities to improve your future **contributions** to development activities	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Make at least **three** of the following types of **contributions**:*						
providing information to team members						
instructing team members in aspects of their work						
skills training						
providing learning opportunities at work						
providing feedback on their work						

Note

You must, however, show that you could present information to all of the types of **authorised people** listed above. Evidence from simulated activities is **not** acceptable for this element.

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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Element 3 (HS25.3) Contribute to development activities

Candidate name:		Assessor initials/date
No	**Activity**	
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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Element 4 (HS25.4) Contribute to the assessment of people against development objectives

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Agree the **purpose** of the **assessment** and your role in it with relevant people	
2	Give opportunities to team members to contribute to their own **assessments**	
3	Give equal access to all team members to be assessed against development objectives	
4	Carry out your role in the **assessments** objectively against clear, agreed criteria	
5	Base your **assessments** on sufficient, valid and reliable information	
6	Provide information about **assessments** to authorised people only, in the required format and to agreed deadlines	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Contribute to assessments that have at least **two** of the following types of **purpose**:*						
identification of further training and development needs						
evaluation of the effectiveness of the training and development process						
appraisal of performance						
recognition of knowledge, skills and competence at work						
*Carry out at least **two** of the following types of **assessments**:*						
testing of knowledge and skills						
observation of performance at work						
appraisal discussions						
*Agree the purpose of and provide information about **assessment** to at least **two** of the following:*						
teams and individuals being assessed						
higher-level managers or sponsors						
colleagues working at the same level as yourself						
specialists						

Note

You must, however, show that you could present information to all of the types of **authorised people** listed above. Evidence from simulated activities is **not** acceptable for this element.

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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Element 4 (HS25.4) Contribute to the assessment of people against development objectives

Candidate name:		Assessor initials/date
No	**Activity**	
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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

What you must know for the Unit	
Element 1 (HS25.1) Contribute to the identification of development needs	
K1	How to present development needs to people in a way which is likely to influence their decision making positively
K2	The importance of team development to the continuing effectiveness of your organisation and your role and responsibilities in contributing to this
K3	How to collect and validate the information needed to identify development needs
K4	The importance of providing team members with opportunities to help them identify their own development needs
K5	How to encourage and enable team members to identify their development needs
K6	Team objectives and organisational values which have a bearing on development needs
K7	How to decide whether development needs are consistent with organisational objectives and values
K8	How to identify development needs in the team
K9	What information is needed to identify development needs
Element 2 (HS25.2) Contribute to planning the development of teams and individuals	
K10	The importance of agreeing development plans with those involved and how to reach such agreements
K11	The team and organisational constraints which influence the planning of development activities
K12	How to contribute to planning the development of teams and individuals
K13	The training needs you have identified and how your contributions to the planning process will help meet these needs
K14	How to take account of team and organisational constraints in the planning process
K15	The importance of taking account of team members' work activities, their learning abilities and personal circumstances and how to build these factors into development activities
K16	The correct procedures for presenting your contributions to planning development activities
Element 3 (HS25.3) Contribute to development activities	
K17	The importance of monitoring and reviewing development activities and taking note of feedback from those who are taking part
K18	How to encourage and gather useful feedback from team members on the development activities they are involved in
K19	The types of contribution which you could make to development activities for your team members
K20	How to choose contributions which are appropriate to your team members, they type of development activity which is planned and your own abilities and objectives
K21	How to ensure your own contribution is meeting agreed objectives and plans for the activities
K22	Why development activities should take account of team members' work activities, their learning abilities and personal circumstances

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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

What you must know for the Unit (cont)	
Element 4 (HS25.4) Contribute to the assessment of people against development objectives	
K23	The information needed to assess team members' progress
K24	How to collect and check the validity of information
K25	The importance of confidentiality when carrying out and reporting assessments what types of information should be provided to which people
K26	The importance of team members contributing to the assessment of their own progress
K27	How to encourage and enable them to do so
K28	The organisational procedures for reporting the results of assessment
K29	The importance of assessing team members' development
K30	The range of purposes which the assessment may have
K31	The importance of agreeing the purpose of the assessment with team members, line managers, colleagues and specialists
K32	The importance of fair and objective assessment
K33	How to assess team members' progress against development objectives
K34	Methods which may be used to assess the progress of team members objectively and fairly

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Unit D9EA 04 (HS25) Contribute to the development of teams and individuals

Candidate name:		Assessor initials/date
Ref	**Supplementary evidence**	
A		
B		
C		
D		
E		
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H		

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Unit D9EA 04 (HS25) **Contribute to the development of teams and individuals**

Knowledge evidence retained

Assessor Feedback

Assessor signature: _____ **Date:** _____

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