

## Overview

This standard is about making a significant contribution to developing the knowledge and skills of individuals and teams to ensure that they produce the best possible results at work. It covers helping to identify people's development needs, planning to meet those needs, carrying out development activities and assessing members of your team to see how they have progressed.

This standard is for you if you are a manager or supervisor with:

- 1 a tightly defined area of responsibility
- 2 some limited opportunity for taking decisions and managing budgets
- 3 responsibility for achieving specific results by using resources effectively *and*
- 4 responsibility for allocating work to team members, colleagues or contractors.

To achieve your standard you must show that you:

- 1 Contribute to the identification of development needs
- 2 Contribute to planning the development of teams and individuals
- 3 Contribute to development activities
- 4 Contribute to the assessment of people against development objectives

In order to *contribute to the identification of development needs*, you must give all team members the opportunity to contribute their own ideas. You need to make your own judgements about their development needs and present this information to the appropriate people, in the required format and at the appropriate time.

In order to *contribute to planning the development of teams and individuals*, you need to make clear, relevant and realistic recommendations to authorised people for the development of team members. You need to agree these recommendations with the team members concerned and take account of their work activities, learning abilities and personal circumstances.

In order to *contribute to development activities*, you need to provide information, instructions or training, make other learning opportunities available and give feedback to those involved. These contributions must be appropriate to the work

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activities, learning abilities and personal circumstances of the individuals concerned.

In order to *contribute to the assessment of people against development objectives*, you need to use assessment techniques, such as tests, observation of performance or discussions, and help all members of your team assess their progress against clear, objective criteria. You need to ensure that the results of these assessments are available, when required, to authorised people only.

**Performance criteria**

**Contribute to the identification of development needs**

- You must be able to:
- P1 give opportunities to team members to help identify their own development needs
  - P2 identify their development needs accurately and use sufficient, reliable and valid information
  - P3 identify development needs which are consistent with team objectives and organisational values
  - P4 present information on development needs to authorised people only, in the required format and to agreed deadlines

**Contribute to planning the development of teams and individuals**

- You must be able to:
- P5 make contributions to the planning process which reflect the identified development needs of all those you are responsible for
  - P6 make contributions which are clear, relevant, realistic and take account of team and organisational constraints
  - P7 agree your ideas with individual members, taking account of their work activities, learning abilities and personal circumstances
  - P8 present your contributions to authorised people only, in the required format and to agreed deadlines

**Contribute to development activities**

- You must be able to:
- P9 make contributions to development activities which support your team objectives and plans
  - P10 make contributions which meet the agreed objectives of the development activity
  - P11 make contributions which take into account the work activities, learning abilities and personal circumstances of your individual team members
  - P12 encourage and use feedback from those taking part in the activities to improve your future contributions to development activities

**Contribute to the assessment of people against development objectives**

You must be able to:

- P13 agree the purpose of the assessment and your role in it with relevant people
- P14 give opportunities to team members to contribute to their own assessments
- P15 give equal access to all team members to be assessed against development objectives
- P16 carry out your role in the assessments objectively against clear, agreed criteria
- P17 base your assessments on sufficient, valid and reliable information
- P18 provide information about assessments to authorised people only, in the required format and to agreed deadlines

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Contribute to the development needs of teams and individuals

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**Knowledge and understanding**

You need to know and understand:

**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 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

**Contribute to planning the development of teams and individuals**

You need to know and understand:

- 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

### **Contribute to development activities**

You need to know and understand:

- 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 types of contributions which you could make to development activities for your team members
- K20 how to choose contributions which are appropriate to your team members, the 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

### **Contribute to the assessment of people against development objectives**

You need to know and understand:

- 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

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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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**Additional information**

**Scope / range:**

**Contribute to the identification of development needs**

You must prove that you contribute to the identification of development needs consistently, over a period of time.

You must show that:

- 1 you identify both of the following types of development needs:
  - 1.1 to meet team objectives
  - 1.2 to meet individual aspirations
  
- 2 you present the necessary information to the following types of authorised people:
  - 2.1 team members
  - 2.2 colleagues working at the same level as yourself
  - 2.3 higher-level managers or sponsors
  - 2.4 specialists

You must also have the necessary knowledge, understanding and skills to be able to perform competently in respect of all aspects of the authorised people, listed above.

**Contribute to planning the development of teams and individuals**

You must contribute to planning the development of teams and individuals consistently, over a period of time.

You must show that:

- 3 your contributions meet both of the following types of development needs
  - 3.1 to meet organisational objectives
  - 3.2 to meet individual aspirations
  
- 4 you present the necessary information to the following types of authorised people:

- 4.1 team members
- 4.2 colleagues working at the same level as yourself
- 4.3 higher-level managers or sponsors
- 4.4 specialists

You must also have the necessary knowledge, understanding and skills to be able to perform competently in respect of all types of authorised people, listed above.

### **Contribute to development activities**

You must contribute to development activities consistently, over a period of time.

You must show that:

- 5 you make the following types of contributions:
  - 5.1 providing information to team members
  - 5.2 instructing team members in aspects of their work
  - 5.3 skills training
  - 5.4 providing learning opportunities at work
  - 5.5 providing feedback on their work

You must also have the necessary knowledge, understanding and skills to be able to perform competently in respect of all types of contributions, listed above.

### **Contribute to the assessment of people against development objectives**

You must contribute to the assessment of people against development objectives consistently, over a period of time.

You must show that:

- 6 your assessments have the following types of purpose:
  - 6.1 identification of further training and development needs
  - 6.2 evaluation of the effectiveness of the training and development process
  - 6.3 appraisal of performance
  - 6.4 recognition of knowledge, skills and competence at work

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- 7 you carry out the following types of assessments:
    - 7.1 testing of knowledge and skills
    - 7.2 observation of performance at work
    - 7.3 appraisal discussions
  
  - 8 you agree the purpose of and provide information about assessment to the following:
    - 8.1 teams and individuals being assessed
    - 8.2 higher-level managers and sponsors
    - 8.3 colleagues working at the same level as yourself
    - 8.4 specialists

You must also have the necessary knowledge, understanding and skills to be able to perform competently in respect of all types of purposes and assessments listed above.

**Scope / range related to performance criteria:**

**Work activities**

- 1 involving your team members in identifying their development needs and planning their development
- 2 identifying and reporting the development needs of your team
- 3 presenting proposals for the development of team members
- 4 taking part in development activities
- 5 providing opportunities for learning at work
- 6 modifying development activities to take account of the feedback you have received
- 7 running feedback interviews with individual team members
- 8 clarifying the purpose of assessments

**Products or outcomes**

- 9 your reports on training and development needs
- 10 your written proposals and contributions to planning the development of teams and individuals
- 11 your briefing documents and instructional documents regarding development activities
- 12 your written assessments of team members against training and development objectives

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