

ASTH404

Manage and develop individuals



Overview

This standard is about recruiting, managing and developing people. A 'team' in this context could be one or more people who are in your area of responsibility.

ASTH404

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Performance criteria

- You must be able to:*
- P1 ensure that work in your area is regularly reviewed to identify any shortfall in staffing, skills, knowledge or experience
 - P2 review the options for addressing any identified shortfalls and follow your organisation's arrangements for resolving the concerns
 - P3 provide support during the selection, interview and recruitment process
 - P4 provide an appropriate induction programme for new staff
 - P5 ensure that your team clearly understands the vision, objectives and operational plans of your area of work and how these contribute to the organisation as a whole
 - P6 manage the performance of your team in order to meet organisational objectives
 - P7 manage difficulties, challenges and conflicts within the team and develop a culture which encourages positive engagement, cooperation and creativity
 - P8 delegate responsibilities to team members to provide development opportunities
 - P9 demonstrate a range of management styles and apply them to appropriate situations and people
 - P10 make effective use of different methods to establish clear lines of communication with your team, demonstrating respect for their views, choices, wishes and privacy
 - P11 motivate and empower your team to achieve their work and development objectives, recognise success and provide support and advice when needed
 - P12 work with colleagues to identify and prioritise learning and development needs based on their work roles and make recommendations for action in line with organisational policy
 - P13 monitor and review whether learning activities undertaken have achieved the required outcomes

ASTH404

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Knowledge and understanding

You need to know and understand:

- K1 organisational procedures for identifying and addressing staffing or skills shortfalls
- K2 the roles, responsibilities, accountability and duties of other departments when organising recruitment or staff development
- K3 legal obligations, policies and codes of practice that apply to recruitment in your organisation
- K4 organisational procedures for equality, health and safety, discrimination, rights, confidentiality and information sharing
- K5 how to select and successfully apply different methods for communicating with people across your area of responsibility
- K6 the vision, objectives, culture and operational plans for your area of responsibility and for the wider organisation
- K7 a range of different leadership styles and how to select and apply these to different situations and people
- K8 how to empower people effectively
- K9 how to manage and improve the performance of people in your area of responsibility in accordance with organisational policies and procedures
- K10 how to select and successfully apply different methods for encouraging, motivating, recognising achievement and supporting people
- K11 how to create and maintain a positive working culture that encourages cooperation and creativity
- K12 your own strengths and limitations in the leadership role
- K13 the strengths, limitations and potential of people that you lead
- K14 the leadership style and wider culture of your organisation
- K15 the requirements of the performance appraisal and staff development system of your organisation
- K16 the resources available for staff development

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