

ASTLRC9

Contribute to the development of teams and individuals



Overview

This unit comes from the Management National Occupational Standards. The unit 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.

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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 ensure that the **development needs** you identify 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 ensure that contributions to the planning process reflect the identified **development needs** of all those you are responsible for
 - P6 ensure that your contributions are clear, relevant, realistic and take account of team and organisational constraints
 - P7 agree your ideas with individual team 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 ensure that your **contributions** to development activities support your team objectives and plans
 - P10 ensure that your **contributions** meet the agreed objectives of the development activities
 - P11 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

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- 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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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

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You need to know and understand:

- K10 the importance of agreeing development plans with those involved and how to reach such decisions
- 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 the types of contributions which you could make to development

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- 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, 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 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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Additional Information

Scope/range

Contribute to the identification of development needs

- 1 identifying the following types of **development needs**:
 - 1.1 to meet team objectives
 - 1.2 to meet individual aspirations
- 2 presenting 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

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- 3 identifying the following types of **development needs**:
 - 3.1 to meet team objectives
 - 3.2 to meet individual aspirations
- 4 presenting 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

Contribute to development activities

- 5 making 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

Contribute to the assessment of people against development objectives

- 6 assessing for 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 carrying 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 agreeing the purpose of and providing information about **assessment** to the following:
 - 8.1 teams and individuals being assessed
 - 8.2 higher level managers or sponsors
 - 8.3 colleagues working at the same level as yourself
 - 8.4 specialists

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