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## Overview

This standard is about providing individuals within your team or area of responsibility with opportunities to address their learning needs and develop their potential to the full.

This standard is relevant to managers and leaders at all levels who have individuals reporting to them.

This standard links closely with all the other standards in key area *DC Develop and support individuals* and also with *CFAM&LAA2 Develop your knowledge, skills and competence, which is about self development*.

**Performance  
criteria**

- You must be able to:*
- P1 Promote the benefits of learning to people in your area of responsibility and recognise their willingness and efforts to learn.
  - P2 Give individuals objective, specific and valid feedback on their work performance, discussing and agreeing how they can improve.
  - P3 Engage individuals in identifying and obtaining information on a range of possible learning activities to address identified learning needs.
  - P4 Discuss with individuals future roles and responsibilities that are compatible with their competences and potential.
  - P5 Discuss and agree personal development plans which include learning activities to be undertaken, the learning objectives to be achieved, the required resources and timescales.
  - P6 Support individuals in undertaking learning activities, making required resources available and making efforts to remove any obstacles to learning.
  - P7 Provide individuals with appropriate opportunities to apply their developing competences in the workplace.
  - P8 Recognise and make use of unplanned learning opportunities.
  - P9 Discuss with individuals their experience of learning activities and the extent to which learning objectives have been achieved.
  - P10 Discuss with individuals their progress and their readiness to take on new roles and responsibilities, and agree the support and supervision they will require.
  - P11 Appoint individuals to roles and responsibilities that are compatible with their competences and potential.
  - P12 Provide individuals with the support and supervision they require and ensure they receive specific feedback to enable them to improve their performance.
  - P13 Discuss and agree revisions to personal development plans in the light of their performance, learning activities undertaken and any wider changes.
  - P14 Encourage people to take responsibility for their own learning and development, including practising and reflecting on what they have learned.

## CFAM&LDC2

### Support individuals' learning and development

P15 Seek and make use of specialist expertise, where required.

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 The benefits of learning for individuals and organisations and how to promote these.
- K2 Ways in which you can develop a culture in which learning is valued and willingness and efforts to learn are recognised.
- K3 How to identify potential future roles and responsibilities for individuals.
- K4 How to provide individuals with the support and supervision they need.
- K5 How to provide individuals with objective, specific and valid feedback designed to improve their performance.
- K6 How to prioritise individuals' learning needs, including taking account of organisational needs and priorities and the personal and career development needs of individuals.
- K7 Different types of learning activities, their advantages and disadvantages and the required resources (for example, time, fees, substitute staff).
- K8 How/where to identify and obtain information on different learning activities.
- K9 Why it is important for individuals to have a written personal development plan and what it should contain (for example, identified learning needs, learning activities to be undertaken and the learning objectives to be achieved, timescales and required resources).
- K10 How to set learning objectives which are SMART (Specific, Measurable, Agreed, Realistic and Time-bound).
- K11 What type of support individuals might need to undertake learning activities, the resources needed and the types of obstacles they may face and how they can be resolved.
- K12 How to evaluate whether learning activities have achieved their intended learning objectives.
- K13 The importance of regularly reviewing and updating personal development plans in the light of performance, any learning activities undertaken and any wider changes.
- K14 How to take account of equality legislation, any relevant codes of practice and general diversity and inclusion issues in providing learning opportunities for colleagues.

## Support individuals' learning and development

K15 How to encourage people to take responsibility for their own learning and development, including personal reflection on their performance.

K16 Sources of specialist expertise in relation to identifying and providing learning for colleagues.

### **Industry/sector specific knowledge and understanding**

*You need to know and understand:*

K17 Industry/sector requirements for the development or maintenance of knowledge, skills and competence.

K18 Learning issues and specific initiatives and arrangements that apply within the industry/sector.

K19 Working culture and practices of the industry/sector.

### **Context specific knowledge and understanding**

*You need to know and understand:*

K20 Individuals in your team, their roles, responsibilities, competences and potential.

K21 Identified gaps in individuals' knowledge, skills and competence.

K22 Identified learning needs of individuals.

K23 Learning styles or combinations of styles preferred by individuals.

K24 Individuals' personal development plans.

K25 Learning activities and resources available in/to your organisation.

K26 Opportunities for individuals' career development in your organisation.

K27 Opportunities for applying developing competences in the workplace.

K28 Support and supervision available to individuals within your organisation.

K29 Sources of specialist expertise available in relation to identifying and providing learning and development opportunities for individuals.

K30 Your organisation's learning and personal and professional development policy and practices.

K31 Your organisation's policies in relation to equality and diversity.

K32 Your organisation's performance appraisal systems.

## Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Seize opportunities presented by the diversity of people
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Find practical ways to overcome obstacles
- 4 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 Support others to make effective use of their abilities
- 6 Recognise the achievements and success of others
- 7 Develop knowledge, understanding, skills and performance in a systematic way
- 8 Inspire others with the desire to learn
- 9 Show integrity, fairness and consistency in decision making
- 10 Say no to unreasonable requests
- 11 Address performance issues promptly and resolve them directly with the people involved
- 12 Clearly agree what is expected of others and hold them to account

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Coaching
- Communicating
- Decision-making
- Delegating
- Empathising
- Empowering
- Evaluating
- Inspiring
- Involving others
- Leading by example
- Mentoring
- Monitoring
- Motivating
- Persuading
- Planning
- Problem solving
- Providing feedback
- Questioning
- Reviewing
- Setting objectives
- Thinking strategically
- Valuing and supporting others

## CFAM&LDC2

### Support individuals' learning and development

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