
Overview

This standard is about monitoring and evaluating your team's work providing feedback to them on their performance. This standard is for you if you are a manager with responsibility for allocating work to others, achieving specific results by using resources effectively within a defined area of authority, and contributing to, or controlling operational programmes and budgets.

To identify the development needs of teams and individuals, you need to give all team members the opportunity to identify their needs. You need to make your own judgement about these and may need to seek specialist advice to help you confirm your decisions.

To develop teams to improve performance, you need to select and organise activities which support your development objectives. You need to provide all team members with equal access to these activities and demonstrate your own commitment through your personal support and involvement.

**Performance
criteria**

You must be able to:

Identify the development needs of teams and individuals

- P1 identify and apply relevant technical and ethical standards
- P2 give opportunities to team members to help identify their own development needs and those of the team as a whole
- P3 identify development needs accurately, basing your decisions on sufficient reliable and valid information
- P4 identify development needs for all the personnel you are responsible for
- P5 seek guidance from competent specialists as appropriate
- P6 provide information on development needs to authorised people only, in the format required and to agreed deadlines
- P7 ensure that your records of identified development needs comply with organisational procedures

Develop teams to improve performance

You must be able to:

- P8 ensure that the development activities which you organise support your team and organisational objectives
- P9 ensure that the development activities which you organise make best use of available resources
- P10 provide all team members with equal access to relevant development activities in line with relevant legislation and organisational policies
- P11 demonstrate your own commitment to individual and team development through your personal support for, and involvement in, the development activities

Knowledge and understanding

You need to know and understand:

- K1 how to present development needs to relevant people in a way which is likely to influence their decision making positively
- K2 how to collect and validate the information you need to identify development needs
- K3 how to encourage and enable team members to identify development needs
- K4 how to identify development needs for your team and the information needed to do so
- K5 the importance of human resource development to organisational effectiveness
- K6 the importance of equality of opportunity in human resource development
- K7 the importance of good record keeping
- K8 the importance of providing your team members with opportunities to identify their own development needs and those of the team as a whole
- K9 the team objectives and organisational values which have a bearing on the identification of training needs
- K10 the types of support and guidance which may be needed from specialists and how to get them
- K11 how to motivate staff and win their commitment to, and participation in, development activities
- K12 how to present a positive role model in this regard to team members
- K13 how to select and implement development activities which are appropriate to the team members, their development needs and work, the context in which you are operating and the available resources
- K14 how to ensure that development activities meet agreed objectives and plans
- K15 the importance of equality of opportunity in implementing development activities and how to ensure this
- K16 the importance of showing your own commitment to development activities
- K17 the range of activities which you may use to develop your team

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Develop teams and individuals

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