

SFJ EFSM15

Develop teams and individuals to enhance work based performance



Overview

This standard is about developing your team's skills and knowledge to ensure the best possible results at work. It covers identifying the development needs of your team and its members, planning their development and using a variety of activities to improve team performance.

There are five elements

1 Identify the development needs of teams and individuals

This involves giving your team members the opportunity to identify their needs. It includes seeking specialist advice if necessary to help you confirm your decisions.

2 Plan the development of teams and individuals

This involves identifying development objectives, resources and timescales to plan the development of individuals and teams.

3 Develop teams to improve performance

This includes selecting and organising activities which support your development objectives. It involves providing all team members with opportunities to access these activities.

4 Deliver individual learning and support for development

This involves providing the support individuals need, monitoring their progress and providing feedback at appropriate times. It includes helping individuals to deal with problems and obstacles to learning which they have.

5 Evaluate the development of teams and individuals

This involves you carrying out objective assessment of team and individual progress and providing them with the opportunity to contribute to their own assessment.

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Performance criteria

Identify the development needs of teams and individuals

You must be able to:

- P1 give opportunities to team members to help identify their own development needs and those of the team as a whole
- P2 identify development needs based on information gathered about individual performance
- P3 identify development needs for all the personnel you are responsible for
- P4 seek guidance from competent specialists, to support your development of people
- P5 provide information on development needs to authorised people in an appropriate manner
- P6 confirm records of identified development needs comply with organisational procedures

Plan the development of teams and individuals

You must be able to:

- P7 produce plans which address the identified training and development needs for all the personnel you are responsible for
- P8 identify the processes you will use and the resources you need
- P9 produce plans that are capable of being implemented within defined timescales
- P10 present your plans to relevant people within required timescales
- P11 update your plans at regular intervals after discussion and agreement with relevant people

Develop teams to improve performance

You must be able to:

- P12 organise development activities which support your team and organisational objectives
- P13 make best use of available resources to deliver development activities
- P14 provide all team members with equal access to relevant development activities
- P15 demonstrate your commitment to individual and team development through your personal support for, and involvement in, the development activities
- P16 take appropriate action to minimise the effect of actual and potential risks

Deliver individual learning and support for development

You must be able to:

- P17 provide support which is consistent with the individuals' needs, their objectives and preferred learning styles
- P18 provide support which takes account of the individuals' work constraints and overall team objectives
- P19 give all team members equal access to support relevant to their learning

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needs

- P20 monitor the individuals' learning and development so that you can modify support, according to their needs
- P21 gather feedback from individuals on the quality of support you provide
- P22 give feedback to individuals to reinforce learning and development
- P23 identify and remove any obstacles to learning effectively and with the agreement of the individuals involved

Evaluate the development of teams and individuals

You must be able to:

- P24 agree the purpose of the assessment and your role in it with relevant people
- P25 give opportunities to team members to contribute to their own and their team's assessments
- P26 give all team members equal access to assessment against development objectives
- P27 carry out assessments objectively against agreed criteria using sufficient, valid and reliable information
- P28 provide information on the results of the assessments to authorised people only, in an appropriate format and to agreed deadlines

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Knowledge and understanding

You need to know and understand:

- K1 how to present development needs and plans to relevant people in a way which is likely to influence their decision-making positively
- K2 the importance of human resource development to organisational effectiveness
- K3 the importance of equality of opportunity in human resource development
- K4 the importance of providing opportunities for teams and individuals to contribute to their own assessments and how to ensure this
- K5 how to collect and validate the information you need to identify development needs
- K6 the importance of good record-keeping
- K7 the importance of confidentiality when carrying out and reporting assessments
- K8 the importance of providing your team members with opportunities to identify their development needs and those of the team as a whole and how to encourage this
- K9 the importance of agreeing developmental plans with those involved, and processes which may be used to achieve such agreement
- K10 how to motivate staff and win their commitment to, and participation in, development activities through effective leadership
- K11 how to monitor and evaluate individual progress and make adjustments according to a range of factors which you identify
- K12 the importance of providing accurate, objective and constructive feedback to individuals on their progress
- K13 how to provide feedback according to the individual and the circumstances
- K14 the importance of agreeing the purpose of the assessments with relevant people
- K15 the importance of team members contributing to the assessment of their progress and how to encourage and enable them to do so
- K16 the team objectives and organisational values which have a bearing on the identification of training needs
- K17 how to identify development needs for your team and the information needed to do so
- K18 the types of support and guidance which may be needed from specialists and how to get it
- K19 the principles of good practice which underpin human resource development planning
- K20 the range of activities which you may use to develop your team
- K21 how to select and implement development activities which are appropriate to:
 - K21.1 the team members
 - K21.2 their development needs and work

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- K21.3 the context in which you are operating
- K21.4 the available resources
- K22 how to ensure that development activities meet agreed objectives and plans
- K23 the importance of assessing team members against development activities
- K24 the range of assessments methods and the purpose of each
- K25 the principles of fair and objective assessment
- K26 the importance of showing your commitment to development activities
- K27 how to present a positive role model to team members
- K28 the importance of managers supporting individual learning and development
- K29 the range of obstacles to learning and development which individuals may encounter, how to identify these and strategies to use in response to them

Additional Information

Glossary

Assessment against development objectives: Using various techniques such as tests, observations of performance and discussions to measure team members' current skills, knowledge and performance against the agreed objectives for development

Confidentiality: Only providing information to those who are authorised to have it

Development activities: Any activities you organise to develop knowledge and skills, such as carrying out work-based projects or assignments, observing an expert colleague at work, reading books and specialist journals, undertaking open learning or computer-based training, attending training courses or conferences

Equal access: Giving every member of your team the same opportunity to be involved in activities or to use resources

Feedback on performance: Information you give to team members on how well they are performing against the objectives which have been agreed

Identification of development needs: Identification of the gap between the demands of your and team members' jobs (both now and in the foreseeable future) and your and team members' current level of performance, knowledge and skills

Individual aspirations: The personal wishes of individual team members to improve their performance at work, their career prospects or their personal circumstances

Objectives: Clearly defined results which you need to achieve which are specific, measurable, agreed with others, realistic and time-bound

Obstacles to learning: Physical obstacles, such as lack of resources, time or appropriate development opportunities, or mental obstacles, such as the attitude of the learner, yourself or your colleagues, which need to be modified if effective learning is to take place

Organisational objectives: Clearly defined and measurable results which your organisation is scheduled to achieve

Organisational procedures: Procedures to be followed in your organisation when developing teams and individuals and recording information

Personnel: All people working for your organisation; these may be internal or external workers, permanent or temporary, full-time or part-time, paid or voluntary

Plans for the development of teams and individuals: Documents or spoken plans, which describe the development to be undertaken, when, by whom, to what standard and with what resources, in order that requirements and objectives can be met

Relevant people: Team members, colleagues working at the same level as yourself, higher-level managers or sponsors, personnel specialists and people outside your organisation

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Resources: The people, time, equipment, materials, services, energy and premises which you have at your disposal

Team members: People who work with you as part of a functional or project team; team members may report to you either as their line manager or as the manager in charge of a specific project or activity on which they are working

Values: The values of your organisation which may be reflected in your organisation's mission, standards of work, relationships between individuals at work, relationships with suppliers, customers and other stakeholders, personnel management and reward systems, training, equal opportunities, health and safety and, relationships between individuals at work, relationships with suppliers, customers and other stakeholders, personnel management and reward systems, training, equal opportunities, health and safety and environmental policies

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