Plan and contribute to the development of teams and individuals

Overview

As this standard applies across a range of working contexts within the fire and rescue service, the following guidelines apply at element level:

Plan and contribute to the identification of development of teams and individuals

This element concerns your ability to take part in the active identification of training and development needs for individuals and teams. It includes your ability to accurately assess gaps in workplace performance.

Contribute to planning the development of teams and individuals

This element concerns your ability to prepare effective and efficient plans to meet identified gaps in performance for individuals and teams.

Contribute to development activities

This element concerns your ability to take part in the development of individuals and teams, including feedback and support.

Contribute to the assessment of teams and individuals against development objectives

This element concerns your ability to take part in the assessment of improvements in performance resulting from development activities. This will include evaluation of the effectiveness of your training and development activities.

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Performance criteria

You must be able to:

Plan and contribute to the identification of development of teams and individuals needs

1. give opportunities to team members to help identify their own development needs
2. identify their development needs in using sufficient, reliable and valid information
3. ensure the development needs identified are consistent with team objectives and organisational values

Contribute to planning the development of teams and individuals

4. ensure your contributions to the planning process reflect the identified development needs of all those you are responsible for
5. ensure your contributions are clear, relevant, realistic and take account of team and organisational constraints
6. agree your contributions with individual team members, taking account of their individual needs
7. present your contributions to authorised people only, in the required format and to agreed deadlines

Plan and contribute towards development activities

8. ensure your contributions to development activities support your team objectives and plans
9. ensure your contributions meet the agreed objectives of the development activity
10. ensure your contributions take into account the needs of individual team members

Plan and contribute to the assessment and feedback of teams and individuals against development objectives

11. agree the purpose of assessments and your role in them with others
12. give opportunities to team members to contribute to their own assessments
13. give equal access to all team members to be assessed against development objectives
14. carry out your role in assessments objectively against clear, agreed criteria
15. base your assessments on sufficient, valid and reliable information
16. provide information about assessments to authorised people only, in the required format and to agreed deadlines

Contribute to the evaluation of development needs

17. evaluate the success of the development of teams and individuals
18. encourage feedback from those taking part in activities to improve your future contributions to development activities
19. use feedback from those taking part in activities to improve your future

contributions to development activities

Plan and contribute to the development of teams and individuals

Knowledge and understanding

You need to know and understand:

Organisational

1. how team objectives and organisational values affect development needs
2. how to ensure development needs are consistent with organisational objectives and values
3. the team and organisational constraints which influence the planning of development activities
4. the organisational procedures for recording the results of assessment
5. the importance of team development to the continuing effectiveness of your organisation and your role and responsibilities in contributing to this
6. how to take account of team and organisational constraints in the planning process

Personal and Interpersonal

7. how to present development needs to teams and individuals in a way which could influence their decision-making positively
8. how to encourage and gather feedback from team members on the development activities they are involved in
9. the importance of providing team members with opportunities to help identify their own development needs
10. how to encourage and enable team members to identify their development needs

Technical

11. the importance of monitoring and reviewing development activities and recording feedback
12. how to collect and validate the information needed to identify development needs
13. the information needed to assess team members' progress
14. how to collect and check the validity of information
15. the importance of confidentiality when carrying out and reporting assessments and who may receive what information
16. the importance of agreeing development plans with those involved and how to reach such agreements
17. the importance of team members contributing to the assessment of their own progress
18. how to identify development needs
19. how to contribute to planning the development of teams and individuals
20. how your contributions to the planning process will help meet identified

training needs

21. the importance of taking account of team members' individual needs

22. the importance of valid, sufficient and reliable assessment

Plan and contribute to the development of teams and individuals

Glossary	These definitions are provided to explain how key words and concepts are used in this unit.

Activities

Actions, processes, operations or services in the workplace which must be carried out in order to achieve objectives

Allocating work

Giving teams and individuals responsibility for tasks which should achieve agreed work objectives

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

Authorised people

Team members, colleagues working at the same level as yourself, higher-level managers or sponsors, personnel specialists and members of selection teams or boards

Confidentiality

Only providing information to those who are authorised to have it

Development activities

Any activities undertaken by team members to develop knowledge and skills, such as carrying out work-based projects or assignments, observing expert colleagues 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

Evidence Requirements

Any evidence provided during assessment should be:

Valid - It must relate to the criteria being tested and be a significant indicator of the individual's ability to perform to the required standard

Sufficient – there should be enough evidence made available that will cover all the elements and performance criteria

Current - evidence must be capable of being reproduced in appropriate circumstances and on different occasions (not just a one off)

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 team members' jobs (both now and in the foreseeable future) and their 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

Individual needs

Consideration should be made for the individuals learning styles, any disabilities, work constraints and any other individual needs

Objectives

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

Organisational constraints

Your organisation's policies, objectives and level of resources, which limit your freedom to take decisions and action

Others

Team members, colleagues working at the same level as yourself, higher-level managers, specialists, person(s), organisation(s),department(s), either inside or outside your organisation for whom you are providing services or products team, relevant others, sponsors and people outside your organisation

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

Documents or spoken agreements, which describe the work to be carried out, when, by whom, to what standard and with what resources, in order that requirements and objectives can be met

Records

An organisational reporting mechanism

Schedules

Documents showing the work to be done, when and, sometimes, by whom

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 environmental policies

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Developed by	Skills for Justice
Version Number	3
Date Approved	December 2014
Indicative Review Date	December 2019
Validity	Current
Status	Original
Originating Organisation	Management Standards Centre
Original URN	MSC C9
Relevant Occupations	Fire and Rescue Watch Managers
Suite	Watch Management
Keywords	Personal, development, skills, working relationships