

## **Unit AJ6          Develop teams and individuals**

### **Elements**

**AJ6.1    Identify the development needs of teams and individuals**

**AJ6.2    Develop teams to improve performance**

### **Unit Commentary**

This unit is about monitoring and evaluating your team's work providing feedback to them on their performance. This unit 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.

## AJ6 Develop teams and individuals

### AJ6.1 Identify the development needs of teams and individuals

#### Performance Required

*This will involve:*

- a) giving opportunities to team members to help identify their own **development needs** and those of the team as a whole
- b) identifying **development needs** accurately and basing your decisions on sufficient reliable and valid information
- c) identifying **development needs** for all the **personnel** you are responsible for
- d) where required, seeking guidance from competent specialists
- e) providing information on **development needs** to authorised people only, in the format required and to agreed deadlines
- f) ensuring that your records of identified **development needs** comply with organisational procedures.

#### Occupational Context

##### 1 Development needs

- to meet organisational objectives
- to meet individual aspirations.

##### 2 Types of personnel

- internal
- external
- permanent
- temporary
- full-time
- part-time
- paid
- voluntary.

#### Knowledge Requirements

*You need to know and understand how to:*

- Present development needs to relevant people in a way which is likely to influence their decision-making positively.
- Collect and validate the information you need to identify development needs
- Encourage and enable team members to identify development needs.
- Identify development needs for your team and the information needed to do so

*You need to know about:*

##### Continuous improvement

- The importance of human resource development to organisational effectiveness.

##### Equal opportunities

- The importance of equality of opportunity in human resource development.

##### Information handling

- The importance of good record keeping.

##### Involvement and motivation

- The importance of providing your team members with opportunities to identify their own development needs and those of the team as a whole

##### Organisational context

- The team objectives and organisational values which have a bearing on the identification of training needs.

##### Training and development

- The types of support and guidance which may be needed from specialists and how to get them.

**AJ6 Develop teams and individuals**

**AJ6.1 Identify the development needs of teams and individuals**

**Required Skills**

N/A

**Evidence Required**

*You should provide evidence that you can identify the development needs of teams and individuals*

*The candidate should be questioned, based upon the documentation provided, to explore how they:*

- identify the development needs of teams and individuals

Observation of the candidate or witness testimony will be essential as evidence of performance

**Evidence Rules**

The candidate should have been involved in developing teams and individuals for a diverse range of activities

## AJ6 Develop teams and individuals

### AJ6.2 Develop teams to improve performance

#### Performance Required

*This will involve:*

- a) ensuring that the **development activities** which you organise support your team and organisational objectives
- b) ensuring that the **development activities** which you organise make best use of available resources
- c) providing all team members with equal access to relevant **development activities**
- d) demonstrating your own commitment to individual and team development through your personal support for, and involvement in, the **development activities**.

#### Occupational Context

##### 1 Types of development activities

- naturally occurring learning opportunities at work
- specifically designed learning opportunities at work
- formal training
- informal training.

#### Knowledge Requirements

*You need to know and understand how to:*

- Motivate staff and win their commitment to, and participation in, development activities.
- Present a positive role model in this regard to team members.
- 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
- Ensure that development activities meet agreed objectives and plans.

*You need to know about:*

##### Equal opportunities

- The importance of equality of opportunity in implementing development activities and how to ensure this.

##### Leadership styles

- The importance of showing your own commitment to development activities

##### Training and development

- The range of activities which you may use to develop your team

**AJ6 Develop teams and individuals**

**AJ6.2 Develop teams to improve performance**

**Required Skills**

N/A

**Evidence Required**

*You should provide evidence that you can develop teams to improve performance*

*The candidate should be questioned, based upon the documentation provided, to explore how they:*

- develop teams to improve performance.

Observation of the candidate or witness testimony will be essential as evidence of performance

**Evidence Rules**

The candidate should have been involved in developing teams and individuals for a diverse range of activities