

Introduction

Summary

This unit is about managing your personal resources (particularly knowledge, understanding, skills, experience and time) and your professional development in order to achieve your work objectives and your career and personal goals. You need to understand your work role and how it fits into the overall vision and objectives of the organisation whilst also understanding what is driving you in terms of your values and your career and wider personal aspirations. Identifying and addressing gaps in your skills and knowledge and understanding is an essential aspect of this unit.

This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit A2.

The unit is divided into two parts. The first part (page 2) describes what you have to do and how you should behave. The second part (page 3) describes the knowledge and understanding you must have.

Target Group

The unit is recommended for first line managers and others working at that level.

The National Standard

Outcomes

You must:

1. Evaluate, at appropriate intervals, the current and future requirements of your work-role taking account of the vision and objectives of your organisation.
2. Consider your values and your career and personal goals and identify information which is relevant to your work role and professional development.
3. Discuss and agree personal work objectives with those you report to and how you will measure progress.
4. Identify the learning styles which work best for you and ensure that you take these into account in identifying and undertaking development activities.
5. Identify any gaps between the current and future requirements of your work-role and your current knowledge, understanding and skills.
6. Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills and support your own career and personal goals.
7. Undertake the activities identified in your development plan and evaluate their contribution to your performance.
8. Review and update your personal work objectives and development plan in the light of performance, any development activities undertaken and any wider changes.
9. Get regular and useful feedback on your performance from those who are in a good position to judge it and provide objective and valid feedback.
10. Ensure that your performance consistently meets or goes beyond agreed requirements.

Behaviours

You must show you are consistently:

1. addressing multiple demands without losing focus or energy.
2. recognising changes in circumstances promptly and adjusting plans and activities accordingly.
3. prioritising objectives and planning work to make best use of time and resources.
4. taking personal responsibility for making things happen.
5. taking pride in delivering high quality work.
6. showing an awareness of your own values, motivations and emotions.
7. agreeing achievable objectives for yourself and giving a consistent and reliable performance.
8. recognising your own strengths and limitations, playing to your strengths and using alternative strategies to minimise the impact of your limitations.
9. making best use of available resources and proactively seeking new sources of support when necessary.
10. reflecting regularly on your own experiences and using these to inform future action.

What you must know and understand

To be competent in this unit, you must know and understand the following

General Knowledge and Understanding

- K1 The principles which underpin professional development.
- K2 The importance of considering your values and career and personal goals and how to relate them to your job role and professional development.
- K3 How to evaluate the current requirements of a work role and how the requirements may evolve in the future.
- K4 How to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
- K5 How to identify development needs to address any identified gaps between the requirements of your work-role and your current knowledge, understanding and skills.
- K6 What an effective development plan should contain and the length of time that it should cover.
- K7 The range of different learning style(s) and how to identify the style(s) which work(s) best for you.
- K8 The type of development activities which can be undertaken to address identified gaps in your knowledge, understanding and skills.
- K9 How to identify whether/how development activities have contributed to your performance.
- K10 How to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes.
- K11 How to monitor the quality of your work and your progress against requirements and plans.
- K12 How to evaluate your performance against the requirements of your work-role.
- K13 How to identify and use good sources of feedback on your performance.

Sector Specific Knowledge and Understanding

- K14 Industry/sector requirements for the development or maintenance of knowledge, skills and understanding and continuing professional development.

Knowledge and Understanding Relevant to Your Organisation

- K15 The requirements of your work-role including the limits of your responsibilities.
- K16 The vision and objectives of your organisation.
- K17 Your own values and career and personal goals.
- K18 Your personal work objectives.
- K19 Your preferred learning style(s).
- K20 Your current knowledge, understanding and skills.
- K21 Identified gaps in your current knowledge, understanding and skills.
- K22 Your personal development plan.
- K23 Available development opportunities and resources in your organisation.
- K24 Your organisation's policy and procedures in terms of personal development.
- K25 Reporting lines in your organisation.
- K26 Possible sources of feedback in your organisation.