

Overview

This standard is about supporting employees' learning and development. You promote a learning culture and encourage employees to seek and learn from feedback. You help employees to identify the knowledge, skills and competence they need to develop in to meet the demands of their current and future work roles, and to fulfil their personal aspirations. You agree development plans and enable employees to undertake learning and development to meet their objectives. You also help employees to identify the types of learning activity, methods and platforms for learning which are most effective for them, making use of unplanned opportunities. The standard includes giving opportunities for employees to apply their skills at work and encouraging them to take on new roles and responsibilities.

This standard is for all managers and leaders.

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Performance criteria

You must be able to:

1. promote the benefits of learning to employees in your area of responsibility
2. encourage employees to seek feedback on their performance from colleagues who can provide objective, specific and valid feedback
3. give employees objective, specific and valid feedback on their work performance, discussing and agreeing how they can improve
4. agree the knowledge, skills and competence required to meet the demands of their current and potential future work roles with employees
5. provide opportunities and tools for employees to make an accurate assessment of their current levels of knowledge, skills and competence and of their potential
6. evaluate any additional, or higher levels of, knowledge, skills and competence employees need for their current work roles, potential future work roles and their personal aspirations
7. engage employees in identifying and obtaining information on the learning activities available to address identified learning needs
8. agree personal development plans which include learning activities to be undertaken, the learning objectives to be achieved, the required resources and timescales
9. identify and evaluate any learning difficulties or specific needs employees may have
10. provide opportunities and tools for employees to identify the types of learning they find most effective
11. provide learning and development activities that match their learning preferences
12. identify the range of learning methods, platforms and technologies to suit individual needs or preferences
13. encourage employees to focus on their prioritised learning needs when selecting learning activities and planning their development
14. arrange advice and support from learning and development specialists, when required
15. support employees in undertaking learning activities, making required resources available
16. remove any obstacles to learning, if required
17. provide opportunities for employees to apply their developing competences in the workplace
18. identify and make use of unplanned learning opportunities
19. discuss progress towards the achievement of learning objectives
20. discuss readiness to take on new roles and responsibilities with employees
21. agree the support and supervision employees will require to take

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- on new roles and responsibilities
- 22. appoint employees to roles and responsibilities that are compatible with their competences and potential
- 23. provide employees with the support and supervision they require
- 24. provide specific feedback to enable employees to improve their performance
- 25. discuss and agree revisions to personal development plans based on performance, learning activities undertaken and any wider changes
- 26. encourage people to take responsibility for their own learning and development, including practising and reflecting on what they have learned
- 27. evaluate learning and development activities to identify improvements for future support
- 28. follow the legal, organisational, codes of practice and policies relevant to supporting employees' learning and development

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. the benefits of learning for employees and the ways you can develop a culture where learning is valued and the willingness and efforts to learn are recognised
2. how to identify potential future roles and responsibilities for employees
3. how to provide employees with specific feedback designed to improve their performance
4. the tools available for assessing knowledge, skills and competence
5. how to analyse the gaps between current levels of knowledge, skills and competence and the levels required
6. how to develop learning and development plans based on a sound analysis of learning needs
7. why it is important for employees to have a written personal development plan and what it should contain (for example, identified learning needs, learning activities to be undertaken and the learning objectives to be achieved, timescales and required resources)
8. how to prioritise employees' learning needs, including taking account of organisational needs and priorities, and the personal and career development needs
9. the different types of learning activities, their advantages and disadvantages and the required resources (for example, time, fees, substitute staff)
10. the range of methods, platforms and technologies for learning and development

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11. how and where to obtain information on different learning activities and how to match them to different individual learning preferences and learning content.
12. how to set learning objectives which are Specific, Measurable, Achievable, Realistic and Time-bound (SMART)
13. the types of support employees might need to undertake learning activities, the types of obstacles they may face and how these can be resolved
14. how to monitor and evaluate whether learning activities have achieved their intended learning objectives
15. the importance of regularly reviewing and updating personal development plans based on performance, learning activities undertaken and any wider changes
16. how to encourage employees to take responsibility for their own learning and development, including personal reflection on their performance
17. the sources of specialist expertise in relation to identifying and providing learning for employees

Industry and sector specific knowledge and understanding

18. the industry and sector requirements for the development or maintenance of knowledge, skills and competence and specific initiatives and arrangements
19. the legal, organisational, codes of practice and policies relevant to supporting employees' learning and professional development

Context specific knowledge and understanding

20. the employees in your team, their roles, responsibilities, competences and potential

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21. the knowledge, skills and competence requirements for different roles within your area of responsibility the identified gaps in employees' knowledge, skills and competence
22. the tools used in your organisation to identify individual learning needs and preferences
23. the identified learning needs of employees and their personal development plans linked to performance management or appraisal
24. the learning activities and resources available in your organisation
25. the opportunities for employees' learning and career development in your organisation
26. the support and supervision available to employees within your organisation
27. your organisation's learning and personal and professional development policy and practices
28. the sources of internal and external specialist advice and support available to you

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Skills

1. Coaching
2. Communicating
3. Decision-making
4. Delegating
5. Empathising
6. Empowering
7. Evaluating
8. Influencing
9. Inspiring
10. Involving others
11. Leading by example
12. Mentoring
13. Monitoring
14. Motivating
15. Persuading
16. Planning
17. Presenting information
18. Prioritising
19. Problem solving
20. Providing feedback
21. Questioning
22. Reviewing
23. Setting objectives
24. Thinking strategically
25. Valuing and supporting members of staff

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Developed by Skills CFA

Version Number 1

Date Approved 12 Feb 2021

Indicative Review Date 01 Mar 2026

Validity Current

Status Original

Originating Organisation Instructus

Original URN CFAM&LDC1, CFAM&LDC2

Relevant Occupations Managers and Senior Officials

Suite Management and Leadership

Keywords Management & leadership; support; learning & development
