Overview

This unit is appropriate for you if your role involves:

- identifying the strategic requirements of learning and development
- contributing to the learning and development of the organisation
- working out what resources are needed to deliver learning and development
- developing strategies to help organisations respond to external forces and new ways of structuring and delivering learning and development

The activities you are likely to be involved in:

- reviewing structures and systems for the resources needed for learning and development
- identifying the things that influence learning and development within the organisation and ways of bringing about change in response to them
- reviewing the potential of technology-based learning and development, including e-learning and support
- matching people, systems and resources to identified needs
- developing systems to manage the overall learning and development programme
- developing detailed plans on resources
- auditing existing systems
- setting up delivery systems
- developing quality assurance systems and quality control procedures
- selling the benefits of learning to other people and getting their commitment

What the unit covers:

1   developing a plan for learning and development
2   producing a learning and development programme for the organisation
3   evaluating how effective the learning and development process is

Element L1.1: Develop a plan for learning and development

Performance criteria
You must be able to do the following:

a   Identify the external factors that influence the organisation to change.
b   Assess the effect on and risk to the organisation of changes and their consequences for learning and development.
c   Identify the value of learning and development to achieving the goals of the organization and individuals.
d   Identify the potential and role of technology-based learning when designing an overall learning and development plan.
e   Balance the interests and objectives of the organisation and individuals in relation to learning and development opportunities.
f   Quantify the learning and development requirements of the organisation.
g   Evaluate alternative learning plans and ways of providing development opportunities within and outside the organisation.
h   Develop flexible structures for managing and delivering of learning opportunities against clear criteria for success.
i   Ensure that the interests of all stakeholders are considered when developing effective learning partnerships with individuals and learning providers.
j   Accurately identify the resources needed to put the plans into practice.

Element L1.2: Produce a learning and development programme for the organisation

Performance criteria
You must be able to do the following:

a   Identify the cultural and structural changes necessary to introduce the learning and development programme.
b   Identify the key agents needed to bring about change and their roles and responsibilities in learning and development.
c   Ensure that plans identify expected outcomes and criteria for success which relate to other areas of the wider Human Resource strategy.
d   Investigate alternative ways of achieving the results needed to put the plans within the overall Human Resource strategy into practice.
e   Develop learning and development opportunities which take account of different learning styles and methods of delivering learning.
f   Develop plans which get the most cost-effective use out of e-learning opportunities for delivering and supporting learners.
g   Ensure that the plans clearly promote equal opportunities and good practice in Human Resource development.
h   Ensure that the plans clearly show how they help to achieve the specific objectives of the organisation and individuals.
i   Agree with all key stakeholders how learning and development opportunities will be delivered.

Element L1.3: Evaluate how effective the learning and development process is

Performance criteria
You must be able to do the following:

a   Apply the criteria for success which the learning and development process will be measured by, along with how effective the process will be.
b   Collect and analyse information about how effective the learning and development programme is and how effectively resources are used.
c   Identify specific measures for evaluating changes in how technology and e-learning are delivered, which could improve the learning and development programme.
d   Build stakeholder feedback into the monitoring process.
e   Ensure that the information you collect is valid, reliable and comprehensive.
f   Evaluate the information against the objectives of the organisation and individuals.
g   Make recommendations to alter the learning and development programme or keep it as it is.
h   Put the recommendations into practice and/or incorporate them into the process of analysing the organisation's needs.

Knowledge requirements

You need the following knowledge to perform this Unit of Competence. You will show this through the outcome of your work activities and through evaluations of your systems and processes.

You need to be able to show that you have general knowledge and understanding of the following:

The nature and role of learning and development within the organisation

1   how to identify and prioritise the main internal and external factors that influence change within the organisation
2   how learning and development can contribute to the growth of the organisation and a learning culture in times of change
3   how to identify existing structures and systems and alternative ways of delivering learning
4   how to identify and respond to the internal factors that drive learning and development needs
5   how to begin and maintain programmes of change in learning and development within the organisation
6   how to respond to the possibilities and limits within existing systems
7   how to work out what resources are needed for different approaches to learning

Principles and concepts

8   how to identify and use criteria of success in persuading people how important learning and development is
9   where to find, and how to use, information about learning and development opportunities and alternative methods of delivering learning, including technology-based learning and support for learners
10 how to compensate for the limits of published information
11 how to choose and apply appropriate techniques of collecting and analysing information, including checking how reliable the information is
12 how to identify the things that motivate people and affect their behaviour, which will make sure that learning and development is delivered effectively within the organisation
13 how to evaluate the ways resources are used against efficiency and other appropriate criteria
14 how to evaluate information learning and development against a range of criteria, including the budget, the marketplace, individual goals, the organisation's strategy and legal requirements
15 how to summarise and present information

External factors influencing learning and development

16 how to identify the external influences on putting learning and development policies into practice, including economic, social and political factors
17 how to analyse and use developments in learning and new ways of delivering learning
18 how to identify and use developments in e-learning and other technological developments when planning learning