

## Higher National Unit Specification

### General information for centres

**Unit title:** Learning and Development: Planning and Managing Training Programmes

**Unit code:** DN3M 34

**Unit purpose:** This Unit is designed to enable candidates to develop knowledge and skills to work on training programmes in a learning and development context. It provides candidates with the knowledge and understanding required to plan and manage training programmes related specifically to organisational level.

On completion of the Unit the candidate should be able to:

1. Plan a training and development programme for an organisation.
2. Develop an implementation plan for a training programme.
3. Evaluate the implementation plan.

**Credit points and level:** 1 HN Credit at SCQF level 7: (8 SCQF credit points at SCQF level 7\*)

*\*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

**Recommended prior knowledge and skills:** Access to this Unit is at the discretion of the centre. However, candidates would normally be expected to have competence in communication skills at Intermediate 2 (SCQF Level 5) or similar qualifications. It would also be helpful if they had experience and some knowledge of the training cycle and the trainer's role within the training process.

**Core skills:** There may be opportunities to gather evidence towards core skills in this Unit, although there is no automatic certification of core skills or core skills components.

**Context for delivery:** If this Unit is delivered as part of a group award, it is recommended that it should be taught and assessed within the subject area of the group award to which it contributes. It is an Optional Unit in the HNC Learning and Development.

**Assessment:** This Unit is assessed holistically by evidence of an appropriate implementation plan and a related report covering all three Outcomes.

## **Higher National Unit specification: statement of standards**

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

### **Outcome 1**

Plan a training and development programme for an organisation

#### **Knowledge and/or skills**

- ◆ Range of possible training options
- ◆ Advantages and limitations of options
- ◆ Criteria used to select best options
- ◆ Problem-solving skills
- ◆ Prioritisation of options
- ◆ Components of a training programme
- ◆ Challenges involved in co-ordinating a training programme

#### **Evidence Requirements**

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ identify possible training options
- ◆ explain advantages and limitations of training options
- ◆ apply problem-solving skills in order to prioritise options
- ◆ describe the components of a training programme
- ◆ identify the challenges involved in the co-ordination of the training programme

#### **Assessment Guidelines**

This Unit is assessed holistically by an implementation plan based on the programme identified in Outcome 1, and an accompanying report covering all three Outcomes.

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Learning and Development: Planning and Managing Training Programmes

### **Outcome 2**

Develop an implementation plan for a training programme

#### **Knowledge and/or skills**

- ◆ Range of methods for delivering training
- ◆ The ability to produce a clear and structured plan
- ◆ Potential problems in producing a training plan
- ◆ Possible solutions to these problems

#### **Evidence requirements**

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ describe the process of co-ordinating a training programme
- ◆ identify the training and development needs of an organisation,
- ◆ select training options to meet these needs
- ◆ prioritise the selected options.

This Unit is assessed holistically. In addition to the production of an implementation plan, candidates must produce a written report of approximately 800 words.

This written report should integrate knowledge from all three Outcomes and should be structured to cover the following points:

Candidate will be required to describe at least five different training options, clearly stating the advantages and limitations of each. They will identify and correctly use the criteria to select their preferred options, making it clear why they have rejected other options.

The components of a training programme will be correctly identified and the report should indicate an understanding of the challenges involved in co-ordinating a training programme.

Candidates will also need evidence to demonstrate their knowledge and/or skills by showing that they can create an implementation plan for the programme identified in Outcome 1. The plan will include a minimum of three training methods selected, allocation of resources to each aspect of the training, personnel responsible and costs. The plan should be accompanied by a rationale detailing how the plan was developed. This should show a clear understanding of potential problems in implementing the plan and possible solutions to these.

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Learning and Development: Planning and Managing Training Programmes

### **Assessment guidelines**

Where possible, the assessment should be based on actual work practice. Where this is not possible it may be based on a case study. Either approach will allow the candidates to devise a training and development programme for an organisation, explain the process of co-ordinating the programme and produce a detailed training plan.

### **Outcome 3**

Evaluate the implementation plan

#### **Knowledge and Skills**

- ◆ Feedback techniques
- ◆ Evaluation skills
- ◆ Reflective account

#### **Evidence requirements**

- ◆ apply evaluation techniques
- ◆ prepare a short reflective account of own performance

#### **Assessment Guidance**

This Unit is assessed holistically. The short reflective account should form part of the holistic report.

## **Administrative Information**

<b>Unit code:</b>	DN3M 34
<b>Unit title:</b>	Learning and Development: Planning and Managing Training Programmes
<b>Superclass category:</b>	GE
<b>Date of publication:</b>	August 2004
<b>Version:</b>	01
<b>Source:</b>	SQA

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## **Higher National Unit specification: support notes**

### **Unit title: Learning and Development: Planning and Managing Training Programmes**

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

### **Guidance on the content and context for this Unit**

This Unit is an optional Unit in the HNC in Learning and Development and should provide the candidate with the necessary knowledge and skills to plan and manage a training programme for an organisation.

A training programme is defined as a set of learning opportunities for a variety of learners with varied learning needs. It should normally run over a period of time, usually 6 months, but it may be 12 months if this is more appropriate for the candidate.

The principal context will be the training environment, with evidence generated through a case study, but if a candidate has access to a workplace where evidence can be generated this should be encouraged.

For Outcome 1 candidates will require knowledge of budgeting, as they will need to understand that unlimited funds are seldom an option in the real world. They should also have some knowledge of costing and estimating and possible sources of finance for training programmes. An awareness of the variety of issues involved in co-ordinating a training programme will be required. These should include human and physical resources, time management skills and how to draw up a basic contract. It would be helpful for candidates to have some knowledge of how to identify and prioritise improvements to a programme.

For Outcome 2 candidates will require to be familiar with a variety of planning techniques, including milestones and Gantt charts. It is suggested that a variety of case studies of good organisational training strategies should be provided for candidates to analyse.

The above suggestions are (neither prescriptive exhaustive and) are intended as a guideline only.

### **Guidance on the delivery and assessment of this Unit**

This Unit is offered as an optional Unit in the HNC in Learning and Development. (and should be delivered as part of this group award.) It may be possible to integrate Outcome 1 of this Unit with the core Unit, *Identification of Individual Learning Needs*. Evidence for both Outcomes could be provided by a case study, which would allow the candidates to produce a report, accompanied by an implementation plan

## **Higher National Unit specification: support notes (cont)**

**Unit title:** Learning and Development: Planning and Managing Training Programmes

### **Open learning**

This Unit can be delivered by open learning as it stands. Both learning Outcomes are suitable for delivery and assessment by a variety of open learning methods with tutor support at all stages.

Difficulties in authenticating evidence will have to be addressed by the centre. For further information and advice please refer to Assessment and Quality Assurance for Open and Distance Learning (SQA, February 2001 – publication code A1030)

### **Candidates with additional support needs**

This Unit specification is intended to ensure that there are no artificial barriers to learning or assessment. The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs*, which is available on the SQA website [www.sqa.org.uk](http://www.sqa.org.uk).

## **General information for candidates**

### **Unit Title: Learning and Development: Planning and Managing Training Programmes**

It is important for the effectiveness of training within an organisation that the training manager is able to plan and manage the training programme efficiently. This Unit introduces you to the process and allows you to explore the relationship between the training function and a commercial environment.

Outcome 1 develops your knowledge and understanding of the issues involved in producing a training and development programme for an organisation. It develops an understanding of the variety of training options available, the many components of a training programme and the challenges of co-ordinating a training programme within an organisation.

Outcome 2 provides you with the skill to produce an implementation plan for the programme taking account of the many conflicting and complementary needs of an organisation.

Outcome 3 develops your skills in self- evaluation.