

**-SQA- SCOTTISH QUALIFICATIONS AUTHORITY**

**HIGHER NATIONAL UNIT SPECIFICATION**

**GENERAL INFORMATION**

**-Unit Number-**                **6490185**  
**-Superclass-**                **GE**  
**-Title-**                        **TRAINING AND DEVELOPING THE WORKFORCE**

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**-DESCRIPTION-**

**GENERAL COMPETENCE FOR UNIT:** Planning the procedures connected with the training and development of the organisation's employees.

**OUTCOMES**

1.     prepare a training strategy for the organisation;
2.     design training programmes to meet specific needs.
3.     advise on the continuous development of employees.

**CREDIT VALUE:**            2 HN Credits

**ACCESS STATEMENT:** Access to this unit is at the discretion of the centre. However, it would be helpful if the candidate had skills in written communication, oral presentation and a general awareness of the role of the training function within organisations.

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For further information contact: Committee and Administration Unit, SQA, Hanover House, 24 Douglas Street, Glasgow G2 7NQ.

Additional copies of this unit may be purchased from SQA (Sales and Despatch section). At the time of publication, the cost is £1.50 (minimum order £5).

**HIGHER NATIONAL UNIT SPECIFICATION****STATEMENT OF STANDARDS**

**UNIT NUMBER:** 6490185

**UNIT TITLE:** TRAINING AND DEVELOPING THE WORKFORCE

Acceptable performance in this unit will be the satisfactory achievement of the standards set out in this part of the specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

**OUTCOME**

1. PREPARE A TRAINING STRATEGY FOR THE ORGANISATION

**PERFORMANCE CRITERIA**

- (a) The strategy prepared is comprehensive and consistent with organisational requirements.
- (b) The strategy prepared is clear and precise and includes the training needs of individuals, groups and the organisation as a whole.
- (c) The strategy prepared is comprehensive and specifies the training responsibilities of different individuals within the organisation.
- (d) The strategy prepared is comprehensive and includes the implications for the organisation of the national training framework.

**RANGE STATEMENT**

Organisational requirements: corporate plan; corporate culture; corporate structure.

Training responsibilities: individuals; line managers; training staff.

National training framework: Training and Enterprise Council (TEC); Local Enterprise Company (LEC); Occupational Standards Councils; training providers; vocational bodies; professional bodies.

**EVIDENCE REQUIREMENTS**

Written statements with possible complementary oral questioning to ensure full coverage of the performance criteria and all classes within the range statement.

**OUTCOME**

2. DESIGN TRAINING PROGRAMMES TO MEET SPECIFIC NEEDS.

**PERFORMANCE CRITERIA**

- (a) Design of the training programme is comprehensive and consistent with the identified needs of individuals, or groups or the organisation as a whole.
- (b) Design of the training programme is comprehensive and contains learning outcomes consistent with identified needs.
- (c) Design of the training programme is comprehensive and includes the use of a variety of delivery methods consistent with accepted theories of learning and the programme content.
- (d) Design of the training programme is comprehensive and includes the use of a variety of audio and/or visual aids consistent with accepted theories of learning and the programme content.
- (e) Design of the training programme is comprehensive and includes an evaluation of its effectiveness in relation to stated objectives and is consistent with accepted good practice.

**RANGE STATEMENT**

Delivery methods: lectures; seminars; role plays; case studies; demonstrations; simulation; programmed learning.

Evaluation: financial; non-financial.

**EVIDENCE REQUIREMENTS**

Written statements with possible complementary oral questioning to ensure full coverage of the performance criteria and all classes within the range statement.

Evidence should cover one training programme designed for individuals or groups or the organisation as a whole.

**OUTCOME**

3. ADVISE ON THE CONTINUOUS DEVELOPMENT OF EMPLOYEES

**PERFORMANCE CRITERIA**

- (a) The advice is comprehensive and includes the objectives of continuous employee development activity.
- (b) The advice is comprehensive and includes the benefits to the organisation of continuous employee development activities.
- (c) The advice is comprehensive and includes the principal strategies for continuously developing employees.

- (d) The advice is comprehensive and includes the individual and organisational responsibilities for continuous employee development.
- (e) The advice is comprehensive and includes the concept of the learning organisation.

### **RANGE STATEMENT**

Objectives: improving performance; identifying potential; succession planning.

Strategies: development on the job; through work experience; structured self-development programmes; formal training; competence assessment.

Responsibilities: individuals; line managers; training staff; senior managers.

Learning organisation: facilitation of learning; organisational transformation.

### **EVIDENCE REQUIREMENTS**

Written statements with possible complementary oral questioning to ensure full coverage of the performance criteria and all classes within the range statement.

Evidence for Performance Criterion (b) should cover at least 5 benefits.

**MERIT** Pass with merit may be awarded to candidates who have successfully achieved all outcomes and performance criteria and who, in so doing, consistently demonstrate superior performance with respect to one or more of the following:

- (a) devising original/non-standard solutions to problems - eg designing an innovative training programme to meet an identified need;
- (b) demonstrating capability to work independently - eg utilising a variety of non-standard sources for assessed work (a candidate who uses only one standard text is unlikely to achieve merit);
- (c) exceptional contribution to group/team work - eg. demonstrating leadership skills in the organisation of the group/team in terms of its approach to tasks; the duties assigned to each member; collating results;
- (d) demonstrating clarity of expression and/or presentation by producing clear, precise and unambiguous documentation;
- (e) providing examples of best practice currently being used by employers.

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**ASSESSMENT**

In order to achieve this unit, candidates are required to present sufficient evidence that they have met all the performance criteria for each outcome within the range specified. Details of these requirements are given for each outcome. The assessment instruments used should follow the general guidance offered by the SQA assessment model and an integrative approach to assessment is encouraged. (See references at the end of support notes.)

Accurate records should be made of the assessment instruments used showing how evidence is generated for each outcome and giving marking schemes and/or checklists, etc. Records of candidates' achievements should also be kept. These records will be required for external verification.

**SPECIAL NEEDS**

Proposals to modify outcomes, range statements or agreed assessment arrangements should be discussed in the first place with the external verifier.

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**HIGHER NATIONAL UNIT SPECIFICATION****SUPPORT NOTES**

**UNIT NUMBER:** 6490185

**UNIT TITLE:** TRAINING AND DEVELOPING THE WORKFORCE

**SUPPORT NOTES:** This part of the unit specification is offered as guidance. None of the sections of the support notes is mandatory.

**NOTIONAL DESIGN LENGTH:** SQA allocates a notional design length to a unit on the basis of the time estimated for achievement of the stated standards by a candidate whose starting point is as described in the access statement. The notional design length for this unit is 80 hours. The use of notional design length for programme design and timetabling is advisory only.

**CONTENT/CONTEXT** This unit should be seen in the context of an employing organisation of 200 or more employees in any sector of employment, private or public.

The emphasis should be on the contribution that individuals can make to an organisation and in particular upon the management and use of that contribution.

The unit should also be taught within the context of achieving organisational goals and how the skills and potential of individuals and groups can be harnessed to achieve these. The various ways in which the return from an organisation's human resources may be optimised should be stressed.

Corresponding to Outcomes

Outcome 2: Theories of learning can include operant conditioning; classical conditioning; cognitive learning. Possible audio-visual aids are black/white boards; flip charts; OHP transparencies; handouts; video; audio; multi-media.

Outcome 3: Benefits of continuous employee development include increased motivation; realisation of potential; reduced labour turnover; organisational stability; multi-skilling; flexibility; fewer skills shortages; unifying forces.

**APPROACHES TO GENERATING EVIDENCE** Candidates should be encouraged to make use of their own experience, particularly any work experience which included personal training and/or development. Failing this candidates should be encouraged to make use of the wide range of academic and professional literature available.

Reference to current training and development issues is to be encouraged and the use of case study material to compare practices could be used to justify recommended strategies and procedures.

**ASSESSMENT PROCEDURES** This is at the discretion of the centre. Clear and comprehensive procedures should be in place and efforts should be made to incorporate a variety of assessment techniques such as written reports, projects, oral presentations, role plays and case studies. Where cross unit/outcome assessment opportunities exist these should be used.

Efforts should be made to ensure the originality, authenticity and currency of the assessed work.

## REFERENCES

1. Guide to unit writing.
2. For a fuller discussion on assessment issues, please refer to SQA's Guide to Assessment.
3. Information for centres on SQA's operating procedures is contained in SQA's Guide to Procedures.
4. For details of other SQA publications, please consult SQA's publications list.

An exemplar assessment pack for this unit is available from SQA. Please call our Sales and Despatch section on 0141 242 2168 to check availability and costs. Quote product code C053.

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