



### Overview

#### **This unit is appropriate for you if your role involves:**

- identifying the learning and development opportunities within the organisation
- identifying the expectations of stakeholders and sponsors, and getting their commitment
- identifying overall learning and training needs
- managing learning and development in the organisation

#### **The activities you are likely to be involved in:**

- using audits, surveys and interviews to identify learning and development needs
- identifying the development needs and opportunities for individual work roles
- reviewing developments in technology-based learning
- identifying the existing abilities and competences of individuals within the organisation and planning future training and development needs
- responding to external factors that influence human resources
- working with other people on major new developments
- getting the commitment of other people

#### **What the unit covers:**

- 1 reviewing how capable the whole organisation is of meeting its development needs
- 2 developing a learning and development programme for the organisation



### Element L2.1: Review how capable the whole organisation is of meeting its development needs

#### Performance criteria

You must be able to do the following:

- a Identify the organisation's needs and expectations of learning and development.
- b Identify how learning and development contributes to the organisation's objectives and confirm this with key stakeholders.
- c Identify the abilities and competences the organisation needs to meet its objectives.
- d Evaluate the effect of the organisation's future needs on its ability to carry out its business.
- e Collect information on the existing levels of skills, knowledge and experience of individuals.
- f Identify the resources and structures available to meet the needs of the organisation.
- g Match the abilities of individuals with the needs of the organisation.
- h Identify priority areas for learning and development across the organisation.

### Element L2.2: Develop a learning and development programme for the organisation

#### Performance criteria

You must be able to do the following:

- a Identify development opportunities for individuals which will improve the organisation.
- b Identify how skills and competences can be shared and transferred between individuals in the organisation.
- c Identify appropriate learning and development opportunities inside and outside the organisation.
- d Consider different ways of structuring and delivering learning and development, including technology-based delivery and support.
- e Identify effective management systems to review and monitor learning programmes.
- f Develop learning and development programmes for individuals and groups within the organisation that recognise the needs of the people involved.
- g Set out how you will put the programmes into practice and the outcomes you need to achieve.
- h Identify the resources you need to put the programmes into practice and how you will get those resources.
- i Identify the roles and responsibilities of the people delivering the programme.
- j Get the commitment of the people who will put the programme into practice.



### 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 the features of and necessary conditions for an organisation that continuously learns and develops
- 2 how to identify and respond to the internal factors that drive learning needs
- 3 how issues of equality, equity, diversity and access influence the planning of learning and development
- 4 how to identify a range of possible training and development outcomes that support the organisation's strategy
- 5 how to identify the things that might affect how training is delivered and how to draw up plans to deal with these
- 6 who the main people in the organisation are who can bring about change and how to influence them
- 7 what responses and objections to training and development aims you are likely to get and how to deal with these

#### Principles and concepts

- 8 how to evaluate different ways of delivering learning and development - and their relevance to the needs of the organisation and individuals
- 9 how to identify and evaluate changes and developments in technology and e-learning - and their relevance to how the organisation delivers learning and development
- 10 how to identify the learning opportunities available and how to use resources to access them
- 11 how to access sources of information to help forecast trends and developments in learning and development
- 12 how to choose appropriate quality control and quality assurance systems when delivering training, and how to take account of current national debates on quality improvement

#### External factors influencing human resource development

- 13 how to identify the external influences on delivering learning and development policies, including economic, social and political
- 14 how to analyse and use developments in learning and new ways of delivery
- 15 how to identify and use developments in e-learning and other technological developments when planning learning