



Overview

This unit is appropriate for you if your role involves:

- providing quality learning and development programmes
- evaluating learning and development programmes
- responding to developments in learning and development
- planning and introducing improvements in learning and development programmes

The activities you are likely to be involved in:

- setting evaluation objectives and criteria, including performance indicators, national standards and organisational standards
- evaluating delivery methods and systems, assessment procedures, how resources are used, including people, finance, time, aims, objectives and outcomes
- reviewing the possibility of greater use of technology-based learning programmes and learner support
- collecting information from learners, practitioners, colleagues and clients through questionnaires, individual interviews, group interviews and desk research
- analysing results
- making proposals for improvements to programmes
- preparing detailed plans with colleagues

What the unit covers:

- 1 choosing how to evaluate programmes
- 2 analysing information to improve learning and development programmes
- 3 making improvements to learning and development programmes



Element L17.1: Choosing how to evaluate programmes

Performance criteria

You must be able to do the following:

- a Identify which of the organisation's objectives the learning and development programme needs to meet and measure how far it does this.
- b Identify the main objectives and outcomes of the programme against the needs of the organisation and the individuals taking part in the programme.
- c Identify the purpose, range and level of the evaluation.
- d Choose appropriate ways of evaluating how learning is delivered.
- e Specify the evaluation criteria for outcomes and delivery.
- f Confirm that the resources are available to carry out the evaluation.
- g Agree with the appropriate people how you will carry out the evaluation.
- h Specify a plan for putting the evaluation into practice.

Element L17.2: Analyse information to improve learning and development programmes

Performance criteria

You must be able to do the following:

- a Identify the information you need to evaluate programmes.
- b Collect relevant information using suitable methods and procedures.
- c Produce samples which are sufficiently representative to give reliable results.
- d Ask questions which are clear.
- e Ensure that your evaluation causes as little disruption as possible to the training and development of learners.
- f Tell learners why you are carrying out the evaluation and encourage them to give their views.
- g Record information accurately and follow the rules of confidentiality.

Element L17.3: Make improvements to learning and development programmes

Performance criteria

You must be able to do the following:

- a Set out the objectives you will achieve by making improvements.
- b Discuss how practical the proposed improvements are with other people.
- c Prioritise improvements according to their cost and benefit.
- d Identify the resources you need to make improvements to programmes.
- e Identify how technology-based delivery and e-learning could be introduced to improve the programme.
- f Ensure that plans to make improvements are practical and realistic.
- g Speak to the people who will put the plans into practice and take account of their views in the final plan.
- h Give the people affected by the plan clear information about the changes and the opportunities to ask for explanations on anything they do not understand.
- i Identify and deal with obstacles and problems when putting the plans into practice and report them to the appropriate people.
- j Collect enough information to monitor how successful the plans are.



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 evaluation within learning and development

- 1 how to identify and apply specific conditions to effectively measure:
 - ◆ the quality of the learning experience
 - ◆ the effectiveness of the delivery methods used, including the potential of technology-based learning and e-learning
 - ◆ the thoroughness of quality assurance arrangements
- 2 how to identify all valid sources of feedback, including learners and colleagues, and examining and inspection authorities
- 3 how to use information taken from evaluations to improve the quality of learning and development programmes

Principles and concepts

- 4 how to analyse information and draw conclusions from it
- 5 how to choose methods and procedures for collecting information
- 6 how to identify and assess the potential of technology-based learning and e-learning when evaluating programmes
- 7 how to establish a representative sample
- 8 how to use appropriate techniques for asking questions

External factors influencing human resource development

- 9 how to keep to data protection legislation
- 10 how to meet the requirements of awarding bodies and inspection authorities
- 11 how to ensure that everyone acts in line with health, safety and environmental protection legislation and best practice
- 12 how to analyse and use developments in learning and new ways of delivery, including technology-based learning and e-learning