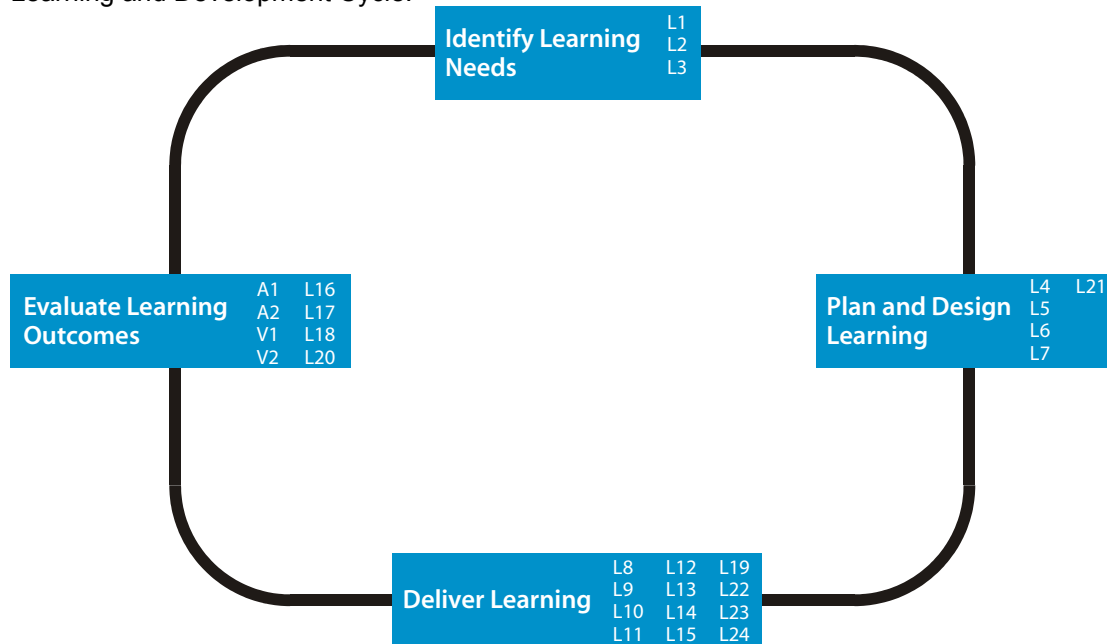




This table and diagram shows how the new Learning and Development Units fit into the Learning and Development Cycle:



A. Identify Learning Needs

L1	Develop a strategy and plan for learning and development
L2	Identify the learning and development needs of the organisation
L3	Identify individual learning aims and programmes

B. Plan and design Learning

L4	Design learning programmes
L5	Agree learning programmes with learners
L6	Develop training sessions
L7	Prepare and develop resources to support learning
L21	Plan how to provide basic skills in the workplace

C. Deliver Learning

L8	Manage the contribution of other people to the learning process
L9	Create a climate that promotes learning
L10	Enable learning through presentations
L11	Enable learning through demonstrations and instruction
L12	Enable individual learning through coaching
L13	Enable group learning
L14	Support learners by mentoring in the workplace
L15	Support and advise individual learners
L19	Provide learning and development in international settings
L22	Introduce training for basic skills in the workplace
L23	Support how basic skills are delivered in the workplace
L24	Support people learning basic skills in the workplace

D. Evaluate Learning Outcomes

A1	Assess candidates using a range of methods
A2	Assess candidates' performance through observation



V1	Conduct internal quality assurance of the assessment process
V2	Conduct external quality assurance of the assessment process

L16	Monitor and review progress with learners
L17	Evaluate and improve learning and development programmes
L18	Respond to changes in learning and development
L20	Support competence achieved in the workplace