

CONDUCT LEARNING AND DEVELOPMENT

UNIT CODE: BUS/OS/HRM/CR/02/5

Unit Description

This unit specifies the competencies required to coordinate training and development in an organization. It requires an individual to identify, plan, coordinate and evaluate training and development.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that make up workplace function.	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Carry out training needs assessment	1.1 Organization objectives are identified according to SOPs 1.2 Functional units within the organization are identified according to SOPs 1.3 Training needs assessment tools are developed and disseminated according to SOPs. 1.4 Competencies within each function are identified according to SOPs 1.5 Performance appraisal reports are reviewed as per the

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	performance appraisal guidelines 1.6 Gaps in the performance appraisal reports are identified as per the SOPs 1.7 Training needs assessment reports are prepared as per the SOPs
2. Prepare capacity building programmes and calendar	2.1 Training requirements for each functional unit are determined as per the SOPs 2.2 The training programme that will bridge the gap are identified as per the SOPs 2.3 Training objectives are determined as per the SOPs 2.4 Training methods are identified -Who, when, where, what and why resource persons and venue identified as per the SOPs 2.5 Budgetary allocation for training and development are determined as per the SOPs 2.6 The training calendar is drawn as per the SOPs

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<p>3. Conduct Capacity Building</p>	<p>3.1 Training calendar is communicated to the employees and resource persons as per the SOPs</p> <p>3.2 Training manuals are prepared according to the training programmes identified</p> <p>3.3 Training is conducted as per the SOPs and professional body</p> <p>3.4 Monitoring and evaluation of the training is done and changes initiated as per the identified needs</p>
<p>4. Coordinate coaching and mentoring programmes</p>	<p>2.1 Goals, objectives and duration are identified as per the SOPs</p> <p>2.2 Individuals who require mentoring and coaching are identified and selected as per the SOPs</p> <p>2.3 Coaches and mentors are identified as per the SOPs.</p> <p>2.4 Coaching and mentoring are conducted as per the SOPs</p> <p>2.5 Monitoring, evaluation and reporting is done as per the SOPs</p>

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5. Update knowledge management system	5.1 Training and development reports are received and compiled 5.2 Coaching and mentoring evaluation reports are received and compiled 5.3 Reports are uploaded in the data base as per the SOPs
6. Conduct training impact assessment	6.5 Training impact assessment objectives are identified according to SOPs 6.6 <i>Training impact assessment tools</i> are developed and disseminated according to SOPs 6.7 Training impact assessment reports are prepared as per the SOPs
7. Review training and development programmes	7.1 Recommendations in the training reports are compiled as per the SOPs. 7.2 Training programmes are reviewed as per the recommendations in the training reports

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
Functional Units May include but not limited to:	1.1 Finance 1.2 Administration 1.3 Human resource 1.4 Supply chain management services 1.5 Accounts 1.6 Sales and marketing
Training Needs Assessment Tools May include but not limited to:	1.1 Questionnaires 1.2 Surveys 1.3 Performance appraisal reports 1.4 Interviews schedules 1.5 Accident reports records 1.6 Complaints register
Training Impact Assessment Tools May include but not limited to:	1.1 Individual training reports 1.2 Monitoring and evaluation reports 1.3 Coaching and mentoring reports
Training Methods May include but not limited to:	1.1 Simulation 1.2 Lecture 1.3 Demonstration 1.4 Role play

Variable	Range
	1.5 Project 1.6 Case studies 1.7 Exchange programmes

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Communication
- Data analysis and presentation
- Listening
- Organizing
- Team building
- Leadership
- Time management
- Conflict management and resolution
- Budgeting
- Decision making
- Emotional intelligence
- Interpersonal relations
- Crisis management
- Analytical
- Data analysis and presentation
- Public relations
- Negotiation
- Computer application

- Operations of the organization

Required Knowledge

The individual needs to demonstrate knowledge and understanding of:

- Emerging issues
- SOPs
- Work place procedures
- Human resource procedures and manuals
- Management functions
- Work planning and documentation
- Human resource legislations, policies and regulations
- Development and administration of data collection tools
- Training principles

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidences that the individual:</p> <p>1.1 Demonstrated the ability to identify organizational objectives.</p> <p>1.2 Demonstrated the ability to develop training and development programmes</p> <p>1.3 Demonstrated the ability to develop training needs assessment tools and training impact assessment tools</p> <p>1.4 Demonstrated the ability to administer the tools, analyze and write reports</p>
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	<p>1.5 Demonstrated ability to prepare capacity building programmes and calendar</p> <p>1.6 Demonstrated expertise in coordinating, coaching and mentoring</p>
2. Resource implications	<p>The following resources MUST be provided:</p> <p>2.1 Human resource polices, guidelines, regulations and strategic plans</p> <p>2.2 Work plans and programmes/schedules</p> <p>2.3 Career progression manuals</p> <p>2.4 Organization structure, policies and procedures</p>
3. Methods of assessment	<p>Competency may be assessed through:</p> <p>3.1 Written questions</p> <p>3.2 Oral questions</p> <p>3.3 Observations</p> <p>3.4 Projects</p> <p>3.5 Review of portfolios</p> <p>3.6 Third party workplace reports</p>
4. Context for assessment	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)</p>
5. Guiding information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended</p>