

Competency Standard

UNIT TITLE: IMPLEMENT, MONITOR AND EVALUATE A TRAINING AND DEVELOPMENT PROGRAM		NOMINAL HOURS: 100
UNIT NUMBER: D1.HRD.CL9.03 D1.HRR.CL8.02 D2.TRD.CL8.08		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to implement, monitor and evaluate a training and development program within a workplace context; it does not address the development of a training and development program.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Implement a workplace training and development program</p> <p>1.1 Identify <i>activities</i> contained in the <i>established plans</i> for the workplace training and development program</p> <p>1.2 <i>Prioritise activities</i> contained in the workplace training and development program</p> <p>1.3 Identify <i>resources</i> required to support the implementation of a workplace training and development program</p> <p>1.4 Allocate <i>roles and responsibilities</i> to achieve the identified outcomes of the established workplace training and development program</p> <p>1.5 Inform <i>relevant personnel</i> of their roles and responsibilities</p>	<p>Unit Variables</p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to all industry sectors that use training and development programs to enhance and maintain staff competency levels within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Front Office 2. Housekeeping 3. Food and Beverage Service 4. Food Production 5. Travel Agencies 6. Tour Operation <p><i>Activities</i> may include:</p> <ul style="list-style-type: none"> • Formal and informal training sessions including self-paced learning, on-the-job, blended learning, e-learning 	

<p>1.6 <i>Train staff</i> as required to enable implementation of the workplace training and development program</p> <p>1.7 <i>Implement the workplace training and development program</i> in accordance with established plans</p> <p>Element 2: Monitor a workplace training and development program</p> <p>2.1 <i>Track implementation and progress</i> of the workplace training and development program</p> <p>2.2 <i>Record monitoring activities</i> for the workplace training and development program</p> <p>2.3 <i>Identify variations</i> from the established workplace training and development program plan</p> <p>2.4 <i>Investigate identified variations</i></p> <p>2.5 Take <i>remedial action</i> to address identified variations</p> <p>Element 3: Evaluate a workplace training and development program</p> <p>3.1 <i>Review the implementation</i> of the identified workplace training and development program</p> <p>3.2 <i>Compare results of workplace training and development program against established targets</i></p>	<ul style="list-style-type: none"> • Practice and drill sessions • Internal and/or external training provision • Mentoring • Coaching • Use of field trips, guest speakers, experiential learning • Involvement of other organisations • Role swapping including opportunities to act in higher positions, job exchange and secondments • Attendance of participants at meetings, seminars, conferences and workshops. <p><i>Established plans</i> refer to the plans developed by the organisation to guide the implementation of training and development programs and may include:</p> <ul style="list-style-type: none"> • Identification of generic and/or individual staff needs • Timelines for implementation • Resources available to support implementation • Roles and responsibilities • Milestones for the program(s) • Targets, goals, expected outcomes and key performance indicators (KPIs) for the program(s) • Review dates • Recording and evaluation processes • Relevant scopes of authority. <p><i>Prioritise activities</i> may include:</p> <ul style="list-style-type: none"> • Identifying immediate need including requirements of the plans, safety, service requirements, risk, upcoming identified staff shortages
--	---

<p>3.3 <i>Solicit feedback</i> from participants in the workplace training and development program</p> <p>3.4 Produce an <i>evaluation report</i> on the workplace training and development program</p> <p>3.5 <i>Distribute the evaluation report</i></p> <p>3.6 File the evaluation report</p> <p>3.7 Initiate approved changes to the workplace training and development program as a result of the evaluation process</p>	<ul style="list-style-type: none"> • Assessing the need for legal and other compliance requirements • Evaluating time-related considerations • Identifying associated costs • Determining resource availability • Determining operational restrictions such as back-filling, levels of business demand, legal imperatives regarding licensing/certificates, organisational policies and procedures relating to service delivery to internal and external customers. <p><i>Resources</i> should include:</p> <ul style="list-style-type: none"> • Physical resources • Human resources • Financial resources • Time-related resources. <p><i>Roles and responsibilities</i> may include:</p> <ul style="list-style-type: none"> • Development of program content • Development of supporting training materials and resources • Research into training and development opportunities • Clarification of individual and group needs • Acquisition of commercially available training materials and resources • Identification of locations/venues to be used • Identification of relevant staff to implement the program • Development of support structure for participants to underpin program implementation. <p><i>Relevant personnel</i> may include:</p> <ul style="list-style-type: none"> • Trainers and assessors
--	--

- Participants in the program
- Training coordinators
- Supervisors
- Senior operational staff
- Subject and technical experts.

Train staff may include:

- Informing staff in relation to internal protocols regarding the training and development program, including obligations, responsibilities, funding, documentation, record keeping
- Providing specialist operational training where required
- Providing train-the-trainer courses for trainers, mentors, coaches.

Implement the workplace training and development program should include:

- Following the guidelines presented in the relevant plans
- Adjusting immediate implementation on the basis of unanticipated issues arising
- Responding to individual needs of the participants and catering for individual differences to the best extent possible
- Avoiding making unauthorised decisions that conflict with directives contained in the approved and established plans.

Track implementation and progress may include:

- Ensuring required and identified records are being maintained and updated as required
- Observing expenses associated with program implementation
- Liaising with participants
- Making personal observations

- Liaising with individuals who are impacted by the program including internal staff, suppliers and customers, as appropriate
 - Comparing actual achievements against projections.
- Record monitoring activities* may include:
- Recording statistical information including time involved/taken, expenses, numbers of staff involved, wastage and usage factors
 - Recording qualitative information including reference to service standards, satisfaction levels, value issues
 - Using paper-based and/or electronic records
 - Making records available to relevant others within the organisation.
- Identify variations* should include:
- Noting significant positive and/or negatives actual results when compared to initially generated targets, goals, expected outcomes and key performance indicators (KPIs).
- Investigate identified variations* may include:
- Undertaking activities designed to identify the root cause(s) of significant positive or negative variations from the established/projected targets, goals, expected outcomes and key performance indicators (KPIs)
 - Analysing implementation activities
 - Investigating individuals involved in the program including trainers and participants
 - Investigating the venue and support materials and resources being used in implementation
 - Interviewing participants
 - Identifying any changes that have occurred within the operational context of the host enterprise
 - Verifying results of monitoring activities to ensure that identified outcomes reflect reality.

Remedial action may include:

- Revising the established plans in the widest context
- Adding and/or amending resource provision including physical and time-related resources
- Removing, replacing or amending the structure and composition of groups involved in training and development programs
- Changing the focus of the program on the basis of information discovered
- Involving key stakeholders in the process
- Cancelling or postponing the program.

Review the implementation may include:

- Interviewing participants
- Reflecting on problems encountered
- Considering the existing/revised environment within which the training and development program is operating to identify changes that need to be accommodated into the future
- Gathering all relevant data and information that has been captured/recorded during program implementation
- Identifying the business and strategic plans of the organisation.

Compare results of workplace training and development program against established targets may include:

- Matching actual outcomes against expected outcomes
- Identifying points of significant variation
- Factoring in the intangible factors that impact on overall results of the program
- Noting extraordinary factors that impacted on program implementation including identification of the effects produced as a result
- Calculating effectiveness of resources expended against outcomes achieved independently of projected targets/requirements.

Solicit feedback may include:

- Conducting review and feedback sessions
- Providing evaluation and feedback forms
- Facilitating electronic feedback
- Asking for feedback in an active manner
- Ensuring 360 degree feedback is received, as appropriate.

Evaluation report may include:

- Précis of initial training and development program, including expected outcomes
- Resources used
- Individuals involved
- Problems and issues encountered
- Actual outcomes achieved
- Identified issues and training and development pending
- Recommendations for change and future action related to training and development programs.

Distribute the evaluation report may include:

- Electronic and/or paper-based distribution
- Explaining the report
- Providing specific examples of issues and problems
- Interpreting data contained in the report
- Encouraging questions
- Facilitating discussion and debate
- Seeking approval and authorisations for recommendations contained in the report.

Assessment Guide

The following skills and knowledge must be assessed as part of this unit:

- Knowledge of enterprise policies and procedures in regard to training and development
- Knowledge of training and development programs and plans that exist within the organisation
- Knowledge of training and development needs for the organisation
- Knowledge of resources allocated to underpin the delivery of training and development programs
- Ability to apply principles of access and equity
- Ability to use management techniques relating to implementation, monitoring and evaluation of programs
- Knowledge of expertise and other resources available to assist in the implementation of training and development programs.

Linkages To Other Units

- Maintain a paper-based filing and retrieval system
- Manage and implement small projects
- Evaluate the effectiveness of an assessment system
- Manage an assessment system for training outcomes
- Monitor and evaluate the effectiveness of training outcomes
- Plan and implement a series of training events
- Prepare and deliver training sessions
- Analyse competency requirements
- Develop assessment tools and procedures

- Plan and promote training courses
- Review training outcomes
- Prepare and monitor budgets
- Design and establish a training system.

Critical Aspects of Assessment

Evidence of the following is essential:

- Understanding of host enterprise policies and procedures in regard to training and development
- Demonstrated ability to effectively implement a nominated workplace training and delivery program for a nominated industry context and group of participants that may include:
 - Prioritising listed activities and explaining the rationale for such prioritisation
 - Identifying human, physical and financial resources required for implementation
 - Allocating necessary roles and responsibilities for implementation
 - Describing how relevant personnel will be notified of their roles and responsibilities
 - Identifying training that is required to be delivered to trainers and relevant others to enable effective program delivery
- Demonstrated ability to monitor a nominated workplace training and development program identifying:
 - Processes and procedures for tracking implementation and progress of the program
 - Aspects of the program that will be monitored
 - How monitoring data will be recorded
 - Remedial action that may be taken in response to positive and negative results

- Demonstrated ability to evaluate a nominated workplace training and development program refers to:
 - Identifying participants who may be involved
 - Identifying techniques to involve participants, capture and record feedback
 - Producing a hard copy evaluation report to reflect findings, including recommendations for action
 - Presenting a verbal explanation of the evaluation report.

Context of Assessment

This unit may be assessed on or off the job:

- Assessment should include practical demonstration either in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge
- Assessment must relate to the individual's work area or area of responsibility.

Resource Implications

Training and assessment to include access to a real or simulated workplace; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

Assessment Methods

The following methods may be used to assess competency for this unit:

- Observation of practical candidate performance
- Analysis of portfolio of documentation including plans, feedback, monitoring activities, responses to issues, communications with personnel
- Case studies
- Project work
- Oral and written questions
- Third party reports completed by a supervisor
- Project and assignment work.

Key Competencies in this Unit		
<i>Level 1 = competence to undertake tasks effectively</i>		
<i>Level 2 = competence to manage tasks</i>		
<i>Level 3 = competence to use concepts for evaluating</i>		
Key Competencies	Level	Examples
Collecting, organising and analysing information	3	Evaluate the implementation and progress of the training and development program
Communicating ideas and information	2	Share information regarding implementation of the training and development program with relevant personnel
Planning and organising activities	2	Manage implementation, monitoring and evaluation activities
Working with others and in teams	2	Arrange support for participants in a training and development program
Using mathematical ideas and techniques	2	Manage budgets associated with implementation of training and development programs
Solving problems	2	Amend established programs to address identified issues
Using technology	2	Use software to track and record information related to training and development program implementation