

UNIT TITLE: PLAN AND IMPLEMENT A SERIES OF TRAINING EVENTS		NOMINAL HOURS: 30
UNIT NUMBER: D1.HRD.CL9.05 D1.HHR.CL8.05		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to plan training events in response to identified workplace need and administer the implementation to optimise training effectiveness: this unit reflects a management function and not a trainer function and is likely to be applicable to an organisation that has multiple workplaces/sites		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Plan a series of training events</p> <p>1.1 <i>Verify identified training need</i></p> <p>1.2 <i>Prioritise identified training need</i></p> <p>1.3 Determine <i>resources available</i> to support training events to address identified training need</p> <p>1.4 Identify <i>training events</i> that will address identified workplace training need</p> <p>1.5 <i>Determine availability of learners to attend and participate</i> in identified training events</p> <p>1.6 <i>Involve stakeholders</i> in planning activities</p> <p>1.7 <i>Develop a schedule</i> for implementing identified training events</p> <p>1.8 <i>Develop an operational plan to support the implementation of identified training events</i></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 conduct internal staff training 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 <p>Verify identified training need may include:</p> <ul style="list-style-type: none"> • Reviewing the results of training needs analyses • Reviewing individual input, including requests for training, from staff, co-workers, customers, supervisors, managers and other relevant personnel • Reviewing business plans, directions and objectives 	

<p>1.9 <i>Share the implementation plan for training events with stakeholders</i></p> <p>1.10 Encourage identified learners to engage with established training events</p> <p>Element 2: Implement a series of training events</p> <p>2.1 <i>Provide identified support for learners to attend identified training events</i></p> <p>2.2 <i>Provide required resources for supervisors to maintain required service levels during identified training events</i></p> <p>2.3 Advise learners of <i>attendance requirements</i> as required by the organisation</p> <p>2.4 <i>Capture feedback from learners</i> on individual training events</p> <p>2.5 <i>Modify planned schedule of training events</i> on the basis of feedback and other issues arising</p> <p>2.6 <i>Attend training events</i> to monitor and evaluate their implementation</p> <p>2.7 Maintain contact with training event organisers/providers</p> <p>Element 3: Review planning and implementation of a series of training events</p> <p>3.1 <i>Evaluate the impact of attendance at training events</i></p> <p>3.2 <i>Assess the value-for-money provided by engagement with training events</i></p> <p>3.3 Identify <i>ways in which more cost-effective use of training events could be effected</i></p> <p>3.4 Prepare a <i>report on the use of training events</i> within the organisation</p>	<ul style="list-style-type: none"> • Reviewing existing qualifications, certificates, licenses held by staff • Reviewing changed workplace conditions necessitating staff training, including changes to equipment, procedures, legislation, layout, customer preferences • Clarifying training requirements by site, department, individual worker, workplace teams. <p><i>Prioritise identified training need will include:</i></p> <ul style="list-style-type: none"> • Matching training need against workplace demands, by site, department, individual worker, workplace teams • Factoring in legislated obligations • Determining existing competency levels to cater for anticipated demand • Determining costs associated with immediate and short-term training events to respond to urgent training needs • Identifying the impact of not responding immediately to urgent need • Identifying other priority activities that the organisation is required to accommodate • Integrating complementary imperatives and priorities • Identifying alternative short-term action, other than training events, that can be taken to address immediate priority needs. <p><i>Resources available may include:</i></p> <ul style="list-style-type: none"> • Time • Space/location and venues • Human resources • Financial resources • Physical resources • Network of contacts • Externally available training events.
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Training events include any activity that will result in learner attainment of/or progress towards identified workplace attitudes, skills and/or knowledge and may include:

- Traditional training sessions
- Computer-based learning
- Home study
- Correspondence training and education
- Conferences, seminars, meetings, exhibitions, trade presentations, workshops, symposiums
- Training provided by suppliers, support industries, industry peak bodies and/or government agencies
- Generic training courses, including a series of training events, offered by external training providers
- Field trips, experiential learning, visits to nominated businesses, sites or venues
- Guest speakers
- Demonstrations and talks by acknowledged subject specialists
- Formal and informal learning opportunities relevant to identified need.

Determine availability of learners to attend and participate should relate to:

- Interrogating existing staff rosters to identify flexibility available to accommodate staff absences and attendance at training events
- Liaising with supervisors to identify alternative staff to back-fill those attending training events
- Liaising with the financial department to calculate staffing costs associated with attendance at training events
- Identifying peak and low trading times, days, periods.

Involve stakeholders may include:

- Discussing individual and group preferences for training events
- Identifying individual and group barriers to attendance at training events
- Identifying learner preferences for training events
- Discussing training event options with supervisors, managers and learners
- Explaining the need for the training events
- Identifying the benefits that will flow from participation in training events
- Describing the support available for those who engage with learning events, including travel allowances, payment of fees and charges, per diem allowances, payment for meals and accommodation, where applicable
- Discussing time off to engage with training events, including necessary study, practice, assessment as appropriate to individual training events.

Develop a schedule may include:

- Accommodating individual workplace operational needs to the greatest extent possible
- Accommodating individual learner preferences to the greatest extent possible
- Limiting training events and numbers attending to meet imposed budgetary and other operational constraints
- Identifying specific days, dates, times and staff for individual training events at each location/venue
- Coordinating the attendance of learners from multiple sites/departments at the one training event
- Identifying relevant training events that will optimise learning while minimising expenditure, including the need to identify local venues and training events wherever possible

- Communicating a draft schedule to learners and management/supervisors
- Revising attendance at training events, on the basis of feedback received regarding the draft schedule, to the greatest extent possible commensurate with achieving the necessary training objectives.

Develop an operational plan to support the implementation of identified training events may include:

- allocating responsibilities for actions within the plan, including delegation of authority and/or the establishment of revised scopes of authority
- Enrolling and/or registering learners in training events
- Supplying learners with confirmation of enrolment and/or registration, including details of the training event and any necessary preparations and/or pre-requisites that apply
- Developing a framework within which attendees at training events can pass on knowledge and skills learned to other staff in the workplace/organisation
- Authorising staff back-filling arrangements and extensions to labour budgets as appropriate
- Determining criteria to be used when evaluating post-participation in training events.

Share the implementation plan may include:

- Providing hard-copy information, such as letters to staff, notes in pay envelopes, posters in the workplace
- Mentioning the training events at staff meetings and briefings
- Using electronic communication facilities, including email, intranet and facsimiles
- Conducting training event-specific information sessions.

	<p>Identified support for learners to attend identified training events may include:</p> <ul style="list-style-type: none">• Payment, or other arrangements, such as vehicles/per diems, for travel and accommodation• Supply of pre-training event materials, such as pre-event reading matter• Identification and/or confirmation of training event venue and attendance times, locations• Clarification with learners regarding organisational expectations regarding the training event• Provision of time to allow learners to prepare for, and travel to, the training event• Changes to rosters. <p><i>Provide required resources for supervisors to maintain required service levels may include:</i></p> <ul style="list-style-type: none">• Authorising and/or arranging for supplementary staff to replace learners who are attending training events• Modifying normal workloads to factor in the absence of traditional staffing levels• Revising workplace activities to accommodate reduced staff levels• Amending trading hours• Closing sites, where appropriate• Authorising the payment of overtime to normal staff to enable them to back-fill learners. <p><i>Attendance requirements may include:</i></p> <ul style="list-style-type: none">• Punctuality• Attendance for the duration of nominated aspects of the training event• Active participation in activities
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- Engagement with all aspects of the training event
- Undertaking assessment that comprises part of the training event
- Networking with other training event participant/s
- Returning to work with copies of materials or resources provided at the training event
- Focus on nominated training needs as applicable to individual learners, work sites, departments and/or the organisation as an overall entity
- Being able to demonstrate/prove attendance at the training event
- Completing an evaluation of the training event
- Sharing knowledge, skills and attitudes learned at the training event with other staff.

Capture feedback from learners may include:

- Written or verbal feedback
- Compulsory feedback on all participation in training events
- Comments on relevance of the training event content
- Explanation of the extent to which learners believed the training event assisted in addressing identified training needs
- Ensuring feedback represents a valid profile of learners who attended the training event
- Discussing concerns with training event organisers.

Modify planned schedule of training events may include:

- Adding extra learners to nominated training events
- Reducing the number of learners initially identified as participants in training events

- Asking training event organisers/providers to modify training events on the basis of feedback received, or changing workplace needs
- Seeking recompense from training event organisers/providers where the training event failed to deliver as promised
- Removing learners from generic training events and working with organisers/providers to create an organisation-specific training event
- Altering the style of training event with which learners will engage
- Discussing the potential to change facilitators used at training events where learners indicated this was an issue
- Advising training event organisers/providers regarding organisational needs/preferences regarding any aspect of the training event, including starting and finishing times, duration of training events, activities, assessment activities, catering arrangements, plenary sessions
- Discussing impact of proposed changes on operational issues with supervisors, staff, management, customers
- Communicating revisions to schedules to learners and relevant others.

Attend training events may include:

- Gathering first-hand opinion regarding applicability of the training event to identified needs, including evaluation of relevance, currency of ideas/information, presentation style and techniques used, value for money provided by the training event, evidence of appropriate planning by organisers/providers for the training event
- Monitoring the extent to which learners interacted with the training event
- Talking to learners to gain their immediate thoughts on the training event
- Monitoring the activities, presenters, trainers, resources used in the training event
- Actively networking with participants at the training event

- Capturing materials and resources provided at the training event for later use within the organisation
- Monitoring content delivered, and/or actions observed, at the training event with a view to using it and/or adapting it for organisational application at a later date
- Providing tangible support for learners who have attended the training event
- Reaching conclusions about future use of individual training events in addressing identified training needs
- Providing input to the training event to optimise the likelihood that the training event will meet the identified objectives for each event
- Recording learner participation in, and interaction with, the training event.

Evaluate the impact of attendance at training events may include:

- Seeking input from all relevant stakeholders
- Comparing pre-training event workplace practice, operation, statistics with post-training event workplace practice, operation, statistics
- Focusing on the criteria that were identified as being central to evaluating participation in training events in the planning phase
- Comparing the outcomes of attending training events with participation in more standard/traditional training delivery.

Assess the value-for-money provided by engagement with training events may include:

- Undertaking a cost-benefit analysis, including identification and quantification of hidden costs that were unknown prior to actual engagement with training events
- Comparing pre-engagement cost-benefit analysis figures with post-participation cost-benefit analysis, including identification of hidden costs that emerged when individual training events were attended

- Identifying alternative training that could have been provided at the same actual cost figure involved in participating in training events
- Obtaining positive and/or negative emotional issues experienced by learners as a result of engaging with training events.

Ways in which more cost-effective use of training events could be effected may include:

- Seeking group discounts for participation with future training events
- Organising internal training events and offering these events to internal learners and attendees from other organisations
- Undertaking joint venture/cost sharing arrangements with others
- Requiring learners to contribute to the cost of the training event, including free-of-charge provision of their time
- Working with the organiser/provider to present a shorter duration training event
- Developing a more structured internal approach to the sharing of knowledge and skills gained by learners at training events with other employees.

Report on the use of training events may include:

- An outline and overview of the training events that were used, including rationale for the on-going use of training events
- Identification of the costs involved and benefits that resulted
- Identification of numbers of staff who engaged with training events
- An overview of learners' evaluations of participation in training events
- Comparative cost analysis of providing learner training using alternative means
- Description of up-coming training events that have been identified as having the potential for future learners, including identification of training events that have already been committed to but not attended.

Assessment Guide

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

- Knowledge of the enterprise's policies and procedures in regard to workplace training and assessment
- Ability to apply principles of adult training in a workplace context
- Ability to follow principles of identifying workplace training needs for individuals, groups, departments and work sites
- Ability to source suitable training events to meet identified workplace training needs
- Understanding of the range of appropriate training events available to address adult vocational training in a nominated industry context
- Ability to negotiate, research, liaise with others, communicate and motivate
- Ability to plan, schedule and evaluate training events,
- Understanding of the impact of staff shortages on a business when learners are attending training events.

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
- Prepare and deliver training sessions
- Analyse competency requirements
- Plan, conduct and evaluate a staff performance assessment

- Develop assessment tools and procedures
- Plan and promote training courses
- Review training outcomes
- Prepare and monitor budgets
- Design and establish a training system
- Implement, monitor and evaluate a training and development program
- Design, prepare and present various types of reports.

Critical Aspects of Assessment

Evidence of the following is essential:

- Understanding of host enterprise policies and procedures in regard to workplace training and assessment
- Demonstrated ability to plan an effective and practical series of at least eight training events for a nominated organisation to enable twelve identified learners from multiple departments/sites to attain specified training objectives and outcomes relevant to the industry context in which the candidate is working, including:
 - Identifying and quantifying the complete range of expenses involved
 - Describing the training events, including organisers/providers, dates and times, content, nature of the activities within the training events, pre-event preparation that learners are expected to complete prior to attendance
 - Identifying back-filling staffing requirements to enable release of learners to attend all the identified (8) training events
 - Preparing an operational plan to guide implementation of the identified training events, including resources allocation and development of criteria that will be used to evaluate the effectiveness of those training events

- Demonstrated ability to implement a nominated series of training events, which may be the ones identified in the above assessment activity, by:
 - Evaluating the effectiveness of the training events using pre-determined criteria, which may be the ones developed for the above assessment activity
 - Evaluating the extent of learner satisfaction with the training events
 - Determining:
 - Whether or not continued engagement with previous training events is appropriate
 - Whether the training events previously used should be replaced
 - Whether the training events previously used should be modified in some way, and if so, how
 - Possible suitable alternative to using a series of training events to provide workplace training
 - Determining actual cost of using the identified training events, including all relevant expenses associated with travel, attendance, back-filling
 - Providing a personal account of attendance at one nominated training event
 - Developing a report outlining the relevant factors, including costs and benefits, alternatives, future training events relating to the use of training events for the organisation in question.

Context of Assessment

This unit may be assessed on or off the job:

- Assessment should include practical demonstration of planning and implementing a series of training events 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:

- Case studies
- Observation of practical candidate performance
- Oral and written questions
- Portfolio evidence
- Problem solving
- Role plays
- Third party reports completed by a supervisor
- Project and assignment work.

Key Competencies in this Unit

Level 1 = competence to undertake tasks effectively

Level 2 = competence to manage tasks

Level 3 = competence to use concepts for evaluating

Key Competencies	Level	Examples
Collecting, organising and analysing information	3	Gather feedback to use as the basis for evaluating engagement with training events

	Communicating ideas and information	3	Share information relating to training events with participants and relevant other stakeholders
	Planning and organising activities	3	Schedule training events to optimise learner attendance and interaction
	Working with others and in teams	2	Liaise with learners and supervisors to provide support for their objectives
	Using mathematical ideas and techniques	2	Calculate costs associated with engagement with training events
	Solving problems	2	Resolve operational issues created by an absence of staff due to their attendance at training events
	Using technology	1	Use software to monitor training events, record feedback and generate relevant reports and communications