




| Curriculum Document | | | | |
|------------------------------------|---|----------------------|----------------|--|
| Curriculum Code | Curriculum Title | | | Logo |
| 242401002 | Occupational Certificate: Learning and Development Advisor | | |  |
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Learner QDF Signature

Date

QDF Signature

Date

DQP Representative Signature

Date

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SECTION 1: CURRICULUM SUMMARY

1. Occupational Information

1.1 Associated Occupation

242401: Training and Development Professional

1.2 Occupation or Specialisation Addressed by this Curriculum

1.3 242401002: Learning and Development Advisor

1.4 Alternative Titles used by Industry

- None

2. Curriculum Information

2.1 Curriculum Structure

This qualification is made up of the following compulsory Knowledge, Practical Skill and Workplace Experience Modules:

Knowledge Modules:

- 242401002-KM-01, Learning and Development in a Knowledge Economy, NQF Level 7, 5 Credits
- 242401002-KM-02, Impact of Organisational Development and Change on Learning and Development, NQF Level 7, 6 Credits
- 242401002-KM-03, Leading and managing skills development function, NQF Level 8, 10 credits
- 242401002-KM-04, Managing Learning and Development Suppliers, NQF Level 7, 10 Credits
- 242401002-KM-05, Career and Succession Planning, Recognition of Prior Learning (RPL) and Talent Management, NQF Level 6, 8 Credits

Total number of credits for Knowledge Modules: 39 Credits

Practical Skill Modules:

This qualification also requires the following Practical Skills Modules:

- 242401002-PM-01, Promote best practices in learning and development interventions, NQF Level 8, 24 Credits
- 242401002-PM-02, Evaluate and report on the efficiency and effectiveness of learning and development interventions in an organisation, NQF Level 7, 25 Credits
- 242401002-PM-03, Perform quality assurance on learning provision, assessment and moderation practices, NQF Level 7, 15 Credits
- 242401002-PM-04, Consult, validate, and recommend the appointment of skills development providers for learning and development provisioning and of accreditation, NQF Level 7, 10 Credits
- 242401002-PM-05, Promote career and succession planning, talent development and management in an organisation, NQF Level 6, 10 Credits

Total Number of Credits for the Practical Skills Module: 84

Workplace Experience Modules

This qualification also requires the following Work Experience Modules:

- 242401002-WM-01, Learning and development improvement processes, NQF Level 8, 15 Credits
- 242401002-WM-02, Learning and development effectiveness and efficiency monitoring processes, NQF Level 7, 16 Credits
- 242401002-WM-03, Validation of learning and development practices and processes, NQF Level 7, 8 Credits
- 242401002-WM-04, Skills development providers accreditation and appointment processes, NQF Level 7, 25 Credits

- 242401002-WM-05, RPL processes and practices, NQF Level 7, 8 Credits

Total number of credits for Workplace Experience Modules: 72 Credits

2.2 Entry Requirements

- Certificate: Occupationally-Directed Education, Training and Development Practices, NQF Level 6, or;
- National Diploma in Human Resources Management or Human Resources Development at NQF Level 6, or;
- Occupational Certificate in related field of study at NQF Level 6 with minimum 5 years experience at an operational level in the Learning and Development field.

3 Assessment Quality Partner Information

Name of body: ETDP SETA

Address of body: Private Bag X105 Melville 2109

Contact person name: Maswazi Tshabalala

Contact person work telephone number: (011) 10 003 2559

4 Part Qualification Curriculum Structure

- None

SECTION 2: OCCUPATIONAL PROFILE

1. Occupational Purpose

The purpose of this qualification is to prepare a learner to perform as a Training and Development Professional (Learning and Development Advisor)

A Learning and Development Advisor researches, plans, designs, develops, monitors, evaluates, validates and manages the quality of learning and development interventions, to ensure management and staff acquire the required competencies to meet organisational strategic goals and objectives.

2. Occupational Tasks

- Consult and guide management on the alignment of learning and development with national and organisational strategic objectives, NQF Level 8
- Examine and review organisational policies and procedures applicable to skills development for statutory compliance, NQF Level 7
- Evaluate and review organisational skills development practices within the organisation, NQF Level 8
- Monitor and report learning and development quality on a continuous basis, NQF Level 6
- Evaluate the design and development of learning materials and supplementary aids for learning and development interventions, NQF Level 7
- Validate and report on the learning and development processes and interventions, NQF Level 7

3. Occupational Task Details

3.1 Consult and guide management on strategic and complex matters related to Learning and Development, NQF Level 7

Unique product(s) or service(s)

- Learning and Development Matrix
- Compliant learning and development strategy

Occupational Responsibilities

- Promote and liaise with stakeholders to share best practices in Learning and Development interventions, NQF Level 7
- Consult with relevant role-players and advise as a subject matter expert on learning and development matters, NQF Level 7

Occupational Contexts:

Learning and development improvement processes, NQF Level 7

3.2 Examine and review statutory compliance, organisational policies and procedures applicable in skills development practices, NQF Level 7

Unique Product

- Quality Assurance Report

Occupational Responsibilities

- Evaluate learning and development stakeholder effectiveness in terms of responsiveness in skills development provision, NQF Level 7
- Evaluate and report on the effectiveness of learning and development implemented with respect to strategic objectives, productivity and Return on Investment(ROI), NQF Level 7

Occupational Context

- Learning and development statutory compliance review processes, NQF Level 7

3.3 Evaluate and review organisational skills development practices within the organisation, NQF Level 7

Unique Product or Service

- Annual Skills Development Report

Occupational Responsibility(ies):

- Develop and review skills development processes and systems, NQF Level 7

Occupational Contexts:

- Skills development management processes and systems, NQF Level 7

3.4 Monitor and evaluate training quality on a continuous basis, NQF Level 6

Unique Products or Services

- Learning and Development Validation Report

Occupational Responsibilities

- Evaluate the transfer of learning outcomes in relation to the improvement of performance and productivity levels of employees in the organisation, NQF Level 6
- Manage the moderation of assessment practices and processes and liaise with quality assurers on quality assurance requirements, NQF Level 6

Occupational Contexts:

- Quality management processes, NQF Level 6

3.5 Evaluate the design and development processes of learning materials for learning and supplementary aids for development interventions, NQF Level 6

Unique Product or Service:

- Comprehensive and aligned learning material and supplementary learning aids

Occupational Responsibility(ies):

- Moderate learning materials and supplementary learning aids to meet relevant curriculum standards and specifications, NQF Level 6

Occupational Contexts:

- Learning materials design and development processes, NQF Level 6

3.6 Validate learning and report on learning and development processes including interventions, NQF Level 7

Unique Product or Service:

- Learning and Development Validation Report

Occupational Responsibilities

- Plan and coordinate the implementation of learning and development programmes, NQF Level 7
- Evaluate the efficiency of learning and development interventions, NQF Level 7

Occupational Context(s):

- Learning and development interventions processes, NQF Level 7

SECTION 3: CURRICULUM COMPONENT SPECIFICATIONS

SECTION 3A: KNOWLEDGE MODULE SPECIFICATIONS

List of Knowledge Modules for which Specifications are included

- 242401002-KM-01, Learning and Development in a Knowledge Economy, NQF Level 7, 5 Credits
- 242401002-KM-02, Impact of Organisational Development and Change on Learning and Development, NQF Level 7, 6 Credits
- 242401002-KM-03, Leading and managing skills development function, NQF Level 8, 10 credits
- 242401002-KM-04, Managing Learning and Development Suppliers, NQF Level 7, 10 Credits
- 242401002-KM-05, Career and Succession Planning, Recognition of Prior Learning (RPL) and Talent Management, NQF Level 6, 8 Credits

Total number of credits for Knowledge Modules: 39 Credits

1. 242401002-KM-01, Learning and Development in a Knowledge Economy, NQF Level 7, 5 Credits

1.1 Purpose of the Knowledge Module

The main focus of this knowledge module is to build an understanding of the research process and the use of information and metrics in contemporary Learning and Development practice.

The learning will enable learners to demonstrate an understanding of:

KM-01-KT01: Research process for Learning and Development practice (30%)

KM-01-KT02: Using Information, Metrics and Developing Business Cases for Learning and Development (60%)

KM-01-KT03: Digital and blended learning solutions (10%)

(Weight: 100%)

1.2 Guidelines for Topics

1.2.1 KM-01-KT01: Research process for Learning and Development practice (30%)

Topic elements to be covered include:

KT0101 Organisation theory for research and development

KT0102 Types of research methodologies, tools, techniques and applications

KT0103 Research methods and support systems

KT0104 Brain-based learning

KT0105 Ethics and research

KT0106 Different types of learning methods, mechanisms, delivery and processes

Associated Internal Assessment Criteria and Weight

- Explain the organisation theory to the practice of research and development
- Explain the importance of evaluating learning and development in an organisation
- Compare and contrast the various types of research methodologies and techniques in relation to their applicability in the learning and development environment
- Discuss the qualitative and quantitative approaches and tools for research, systematic problem-solving and decision-making
- Explain the interdependence of research and development technologies and their applications
- Explain the importance of ethics in research support systems
- Explain various styles and stages in report and proposal writing
(Weight 100%)

1.2.2 KM-01-KT02: Using Information, Metrics and Developing Business Cases for Learning and Development (60%)

Topic elements to be covered include:

KT0201 Concepts, strategies, tools and techniques of Knowledge Management

KT0202 Different theories, tools and techniques for evaluating learning and development activities

KT0203 Process of evaluating learning and development provisioning

Associated Internal Assessment Criteria and Weight

- Explain the concept of Knowledge Management and its benefits in an organisation
- Discuss the strategies, tools and techniques of knowledge management and indicate how a knowledge management strategy can maximise the value of L&D within an organisation
- Explore the meaning, purpose and process of evaluating L & D within an organisation from theories through the specifics of the 'who, what, where and how'

- Evaluate the tools and techniques used for evaluating L & D activities including provisioning in an organisation
- Analyse current trends, process and practices in developing business case for L & D solution in a sector
- Justify the importance of using information and metrics in L & D practice

1.2.3 (Weight 100%)KM-01-KT03: Digital and blended learning solutions (10%)

- KT0301 Educational change for inclusive learning
- KT0302 Different learning technologies and social media tools
- KT0303 Processes in designing and developing digital learning content
- KT0304 Different models of collective and social learning
- KT0305 Learning and development solutions and systems for training

Associated Internal Assessment Criteria and Weight

- Explain the different types and requirements for special needs in terms of their impact on digital, blended learning and future learning solutions
- Analyse the impact of digital and blended learning on inclusive learning
- Investigate the various legal requirements for the use of digital and blended learning systems in inclusive learning
- Evaluate the different learning management systems in terms of their properties, functionality, reliability, credibility and adaptation for learners with special needs
- Evaluate the various types of learner management systems
- Explain the various approaches to current and innovative learning solutions
- Discuss the advantages and disadvantages of applying technology in learning and how technology evolved in the past decades
- Explore different models of collective and social learning and their application in the workplace
- Explain the benefits and challenges of facilitating collective and social learning in organisations

- Evaluate current digital technologies and their contribution to learning and development solutions including their implications for learners, facilitators, skills development line managers and organisations
- Explain the processes involved in designing digital learning content
- Explain the issues involved in the implementation of digital and blended learning solutions in terms of their successes and possible failures

(Weight 100%)

1.3 Programme Accreditation Criteria for the Knowledge Module

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources (database, tools, records)

Human Resource Requirements:

- Facilitators must possess Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development environment
 - Assessors must have assessment expertise in the subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning or assessment sessions are delivered

1.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

2. 242401002-KM-02, Impact of Organisational Development and Change on Learning and Development, NQF Level 7, 6 Credits

2.1 Purpose of the Knowledge Module

The main focus of this knowledge module is to build an understanding of the concepts and principles underlying the impact of organisational development and change to foster shared attitudes and values relevant to the organisation's learning culture.

The learning will enable learners to demonstrate an understanding of:

KM-02-KT01: Principles and process of organisational development and change in an organisation (20%)

KM-02-KT02: Organisational learning culture (80%)

(Weight: 100%)

2.2 Guidelines for Topics

2.2.1 KM-02-KT01: Principles and process of organisational development and change (20%)

Topic elements to be covered include:

KT0101 Fundamentals, processes and models of organisational development

KT0102 Strategies for organisational change

KT0103 Change management, diversity and inclusion

Associated Internal Assessment Criteria and Weight

- Explain the various terms relating to organisational development and organisational change
- Discuss contemporary issues in organisational change including technology, work stress and stimulating innovation within learning and development context

- Explain the theories and current research concerning individuals, groups, and organisations to the process of change
- Discuss the process of change as applied to an organisational learning culture and human behaviour
- Analyse the different organisational operational situations that would benefit from organisational development interventions
- Evaluate the various methods for collecting diagnostic data in organisations, and the benefits and shortfalls of each

(Weight 100%)

2.2.2 KM-02-KT02: Organisational learning culture (80%)

Topic elements to be covered include:

KT0201: Definitions and concepts of a learning culture

KT0202: Strategies for the promotion and development of a learning culture

Associated Internal Assessment Criteria

- Define the concept of a 'learning culture' and explain its importance in organisations
- Investigate and analyse the status of the learning culture within the organisation in terms of quantitative and qualitative indicators
- Analyse and validate the various strategies for the promotion of a learning culture in an organisation in terms of their application
- Explore ways of maintaining a learning culture in an organisation
- Discuss the concept of life-long learning and a culture of learning in response to socio-economic needs

2.3 Programme Accreditation Criteria for the Knowledge Module

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources (database, tools, records)

Human Resource Requirements:

- Facilitators must possess a Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development environment
- Assessors must have assessment expertise in terms of subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning or assessment sessions are delivered

2.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

3. 242401002-KM-03, Leading and managing skills development function, NQF Level 8, 10 credits

3.1 Purpose of the Knowledge Module

The main focus of this knowledge module is to build an understanding of the scope and roles of leading and managing the learning and development function including enhancing stakeholder engagement and participation in the learning process.

The learning will enable learners to demonstrate an understanding of:

KM-03-KT01: Skills development and legislative compliance (10%)

KM-03-KT02: The learning and development business environment (50%)

KM-03-KT03: Stakeholder engagement and management in the learning process (20%)

KM-03-KT04: Marketing and stakeholder care (20%)

(Weight 100%)

3.2 Guidelines for Topics

3.2.1 KM-03-KT01: Skills development and legislative compliance (10%)

Topic elements to be covered include:

KT0101 Skills development, legislation, policies and strategies

KT0102 Principles of good governance

KT0103 Concepts of learning governance and its application

Associated Internal Assessment Criteria and Weight

- Explain the role of learning and development in the wider, organisational and environmental context
- Comment on the implications of legislative and policy frameworks governing learning and development Analyse and interpret the National Skills Development Strategy and advise on its implementation in the workplace and communities
- Explain the role of governance in facilitating learning and development transformation in the workplace and its benefits at individual and organisational levels
- Explain the principles of good governance in terms of their application to ensure that the organisation has a structured and accountable approach to the management of learning and development
- Explain the importance of skills development in the context of national, provincial and local economic transformational initiatives
- Analyse the various governance structures in an organisation in terms of their roles and responsibilities for formulating, implementing, monitoring and evaluating learning and development strategies

3.2.2 KM-03-KT02: The learning and development environment (50%)

Topic elements to be covered include:

KT0201 Concepts and perspectives on leadership and management in an L & D context

KT0202 Learning and development strategy development and management within an L & D environment

KT0203 Role of leadership and management in promoting L & D

KT0204 Types of risks, causes and consequences impacting on L & D

KT0205 Risk control measures and mitigation plan

Associated Internal Assessment Criteria and Weight

- Explain the roles and responsibilities of a Learning and Development Advisor in managing and coordinating an L & D function effectively
- Explain the concept and principles of strategic planning and management
- Explain contemporary perspectives, theories and styles in leadership and management
- Discuss the role of leadership and management in learning and development
- Discuss the evolving nature, purpose and business improvement activities of learning and development function in contemporary organisations
- Explain the different models for delivering the learning and development function
- Explain the different aspects of the learning and development function
- Examine the key roles and tasks of corporate leaders and managers in learning and development
- Explain the different approaches to developing leaders and managers and the role of the learning and development function
- Analyse the organisation's strategic plan and suggest ways to meet organisational learning and development objectives and priorities
- Examine the different models of delivering L & D solutions and explain how they contribute to business outcomes and change agenda in organisations
- Discuss the principles for effective business planning and the different formats of business plans
- Discuss the importance of communication and its effects on the business environment
- Explain the role and impact of ethics on business performance
- Explain ways of implementing an inclusive process in handling conflict
- Explain the concept of 'Emotional Intelligence' and the interrelationship between effective communication and emotional intelligence in the workplace
- workplace Discuss the communication process, barriers, styles, techniques and strategies for effective communication in the workplace
- Explain the contributing factors and impact of resistance to change and the methods of managing change given case scenarios

3.2.3 KM-02-KT03: Stakeholder engagement and management in the learning process (20%)

Topic elements to be covered include:

KT0301: Stakeholder management theory, concepts, principles of engagement, participatory tools and methods of engagement

KT0302: Classical and contemporary theories and models on psychology

KT0303: Stakeholder identification, mapping, analysis techniques and tools, ranking and resource identification

KT0304: Benefits and risks associated with stakeholder arrangements

KT0305: Networking, partnerships, agreements, roles and responsibilities, communication modes

Associated Internal Assessment Criteria and Weight

- Appraise stakeholder management theories, concepts and principles in relation to stakeholder engagement
- Explain motivation theory as it relates to the learning process
- Explore contemporary behavioural and learning models and their usefulness for L & D practice
- Discuss the use of neuroscience and psychology to enhance stakeholder engagement throughout the learning process in an organisation
- Explain the benefits of stakeholder participation and engagement in L & D practice
- Analyse the levels of participation and methods of stakeholder engagement to inform the learning process
- Evaluate the various tools for stakeholder identification and mapping
- Discuss the stakeholder engagement process in line with the organisational business plan, and particular needs of stakeholders
- Evaluate the various mechanisms to facilitate structured, meaningful participation and engagement of stakeholders and role-players in L & D initiatives

- Analyse key messages to be communicated to L & D stakeholders for effective engagement between partnerships
- Discuss the principles for establishing and sustaining strategic partnerships
- Discuss the various risks and benefits associated with stakeholder arrangements and discuss the mitigation strategies to maintain strategic stakeholder partnerships
- Evaluate existing networks, strategic L & D events to foster, maintain and sustain effective relationships and partnerships

3.2.4 KM-06-KT04: Marketing and stakeholder care (20%)

Topic elements to be covered include:

KT0401 Concept and principles of marketing

KT0402 Marketing planning, Imaging and Branding

KT0403 Concepts and tools of internal and external customer relationship management

Associated Internal Assessment Criteria and Weight

- Explain the concept and principles of marketing and its application from the organisational and occupational contexts
- Explain the key elements of a business profile and plan, marketing and promotion initiatives for learning and development to address clients needs
- Examine the role and impact of imaging and branding in learning and development context
- Explain the type and sources of data required to develop content for marketing, branding and imaging L & D
- Explain the legal obligations of marketing
- Discuss the concept of customer relationship management in terms of its importance to customer acquisition and retention
- Evaluate tools used to measure customer relationship

3.3 Programme Accreditation Criteria for the Knowledge Module

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources (database, tools, records)

Human Resource Requirements:

- Facilitators must possess Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development environment
- Assessors must have assessment expertise in terms of subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning or assessment sessions are delivered

3.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

4 242401002-KM-04, Managing Learning and Development Suppliers, NQF Level 7, 10 Credits

4.1 Purpose of the Knowledge Module

The main focus of this knowledge module is to equip learners with an understanding of the principles and practice of supplier management within the context of learning and development projects.

The learning will enable learners to demonstrate an understanding of:

- KM-04-KT01: Principles and practice of learning and development supplier management (70%)
- KM-04-KT02: Fundamentals of L & D project managements (30%)

4.2 Guidelines for Topics

4.2.1 KM-04-KT01: Principles and practice of learning and development supplier management (Weight 70%)

Topic elements to be covered include:

- KT0101 Principles of financial management in contract development
- KT0102 Sources and processes of acquiring funding for learning and development
- KT0103 Processes of procurement of learning and development suppliers
- KT0104 Concepts of Cost-Benefit Analysis and Return on Investment (ROI)

Associated Internal Assessment Criteria *and Weight*

- Discuss the role and responsibilities of the Learning and Development Advisor in supplier management
- Discuss the accreditation policies and requirements for learning and development provision

- Explore the strategies and tactics for working effectively with suppliers, managing their performance and potential risks during supplier life-cycle
- Explain the importance of financial statements and interrelationship between a balance sheet and income statement
- Explain the key elements of budgeting, financial management and accounting terminologies and their application in the L & D environment
- Explain the standards and criteria for the evaluation proposals/tenders for L & D provisioning
- Explain the procurement process, procedure and protocol and the importance of adhering to the supply chain and procurement policies in an organisation
- Explain the guidelines and process for drafting the Terms of Reference for sourcing L & D related services
- Explain types and sources of funding for skills development and ways on maximising all types of grants and funding opportunities to fund learning and development programmes in the workplace
- Explain the concepts of cost-benefit analysis and Return on Investment (ROI) and their application in assessing the benefits of learning and development interventions
- Explain the concept of business ethics and impact of unethical behaviour in the context of L & D business effectiveness

4.2.2 KM-04-KT02: Fundamentals of project management in an L & D environment (30%)

Topic elements to be covered include:

KT0401 Fundamentals of project management

KT0402 Project planning, implementation, monitoring and control

KT0403 L & D risk management principles

Associated Internal Assessment Criteria and Weight

- Explain the concept of project management, its key elements, planning tools and techniques in managing an L & D project
- Explain the principles of planning and planning tools for an L & D project including managing and monitoring change and issues within the project
- Identify and analyse potential risks that may occur in project implementation in terms of their impact and suggest the mechanisms to prevent or mitigate the identified risks
- Explain the process of cost and scheduling an L & D project
- Explain the value of planning, prioritising and delegating effectively for productivity and increased employee engagement
- Explain the types of risks, causes, consequences and principles of managing risks in the L & D environment
- Identify and classify risks in terms of their impact in the L & D environment

4.3 Programme Accreditation Criteria for the Knowledge Module

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources (database, tools, records)

Human Resource Requirements:

- Facilitators must possess a Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development environment
- Assessors must have assessment expertise in terms of subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning or assessment sessions are delivered

4.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

5 242401002-KM-05, Career and Succession Planning, Recognition of Prior Learning (RPL) and Talent Management, NQF Level 6, 8 Credits

5.1 Purpose of the Knowledge Module

The main focus of this knowledge module is to build an understanding of the strategic L & D role and processes involving effective career and succession planning, RPL and talent management in an organisation.

The learning will enable learners to demonstrate an understanding of:

KM-05-KT01: Principles and processes of career and succession planning, and talent management (70%)

KM-05-KT02: RPL Monitoring and Evaluation (30%)

5.2 Guidelines for Topics

5.2.1 KM-05-KT01: Principles and processes of career and succession planning, and talent management (70%)

Topic elements to be covered include:

KT0101 Concepts, theories and definitions of career planning, talent development and management including succession planning

KT0102 Role of Learning and Development in talent development

KT0103 Building blocks of talent management

KT0104 Tools, techniques and processes of career pathing and talent management

KT0105 Strategies and processes for career planning and career development

KT0106 Concept of Performance Management

KT0107 Strategies of talent retention

Associated Internal Assessment Criteria and Weight

- Explain the concepts of career planning', 'career pathing', and 'succession planning
 - Compare and contrast the various theories of career choice and development
 - Explain the factors influencing employees and their careers in the workplace
 - Explain the role of research in career development
 - Define and discuss the concepts of talent management, talent retention, succession planning and performance management and explain why they are critical for the success of any organisation
 - Analyse and discuss the theories, principles and processes of career planning, development and management
 - Explain the building blocks of talent management and discuss the processes for searching and recognising talent in the workplace
 - Analyse the role of the learning and development function in developing talent
 - Examine different ways of organising and managing talent development in a team in different contexts
 - Explain the strategies, tools, techniques and processes for career planning, talent retention and succession planning
 - Explore best practices for developing talent
- (Weight 100%)***

5.2.2 KM-05-KT02: Recognition of Prior Learning (RPL) Monitoring and Evaluation (30%)

Topic elements to be covered include:

KT0201 National and institutional RPL policies and processes

KT0202 RPL systems, processes and practices

Associated Internal Assessment Criteria and Weight

- Explore the best practice models including systems for RPL implementation from the international, regional and national perspectives

- Critique the RPL policy in terms its application within an occupational context identifying the benefits, challenges and barriers to implementation
- Discuss the value of RPL at individual and organisational levels considering the systems, processes and practices
- Critique the results of implementation of RPL at national and organisational levels

5.3 Programme Accreditation Criteria for all Knowledge Modules

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources (database, tools, records)

Human Resource Requirements:

- Facilitators must possess Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development environment
- Assessors must have assessment expertise in terms of subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning or assessment sessions are delivered

5.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

SECTION 3B: PRACTICAL SKILL MODULE SPECIFICATIONS

List of Practical Skill Modules Specifications

- 242401002-PM-01, Promote best practices in learning and development interventions, NQF Level 8, 24 Credits
- 242401002-PM-02, Evaluate and report on the efficiency and effectiveness of learning and development interventions in an organisation, NQF Level 7, 25 Credits
- 242401002-PM-03, Perform quality assurance on learning provision, assessment and moderation practices, NQF Level 7, 15 Credits
- 242401002-PM-04, Consult, validate, and recommend the appointment of skills development providers for learning and development provisioning and of accreditation, NQF Level 7, 10 Credits
- 242401002-PM-05, Promote career and succession planning, talent development and management in an organisation, NQF Level 6, 10 Credits

Total Number of Credits for the Practical Skills Module: 84

1. 242401002-PM-01, Promote best practices in learning and development interventions, NQF Level 8, 20 Credits

1.1. Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to develop competencies to explore and share best practices in learning and development interventions.

The learner will be required to:

- PM-01-PS01: Promote the adoption and use of best practices in learning and development interventions

1.2 Guidelines for Practical Skills

1.2.1 PM-01-PS01: Promote the adoption and use of best practices in learning and development interventions

Scope of Practical Skill

Given task instructions and relevant documentation, the learner must be able to:

- PA0101 Identify and evaluate L & D interventions in organisations
- PA0102 Conduct small-scale research in an area of L & D to support a business case
- PA0103 Organise and conduct a stakeholder forum to promote best practices for adoption and use in L & D interventions
- PA0104 Identify opportunities to provide the necessary support to maintain commitment to best practices in L & D

Applied Knowledge

- AK0101 Research models, methods and tools
- AK0102 Best practice analysis methods
- AK0103 Sources of information

- AK0104 Data gathering methods and analysis
- AK0105 Stakeholder engagement
- AK0106 Stakeholder management techniques

Associated Internal Assessment Criteria

- Different contexts on L & D interventions are explored in terms of types of learning programmes, innovative technologies and methodologies or modes of delivery and their effectiveness in improving individual and organisation productivity levels
- Various sources of information gathering identified and utilised to examine best practices on L & D interventions
- Appropriate L & D data is gathered from relevant data sources and findings are analysed, and conclusions and recommendations are made for continuous improvement
- A business case is developed for an L & D initiatives and solution based on valid metrics, evidence and current practice
- A stakeholder forum is planned and organised and coordinated to publicise best practice on L & D issues and interventions to solicit stakeholder opinions for improved L & D practice
- Stakeholder feedback/responses are obtained, discussed and responded to by selected L & D professionals
- A L & D Community of Practice is set up to facilitate collaboration, cooperation and dissemination of learning and development best practice
- Funding mechanisms for the implementation of L & D programmes are identified and analysed to support organisations that will implement L & D best practice

1.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources

Human Resource Requirements:

- Facilitators must possess Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development environment
- Assessors must have assessment expertise in terms of subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

1.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

1.5 Additional Assignments to be Assessed Externally

- None

2. 242401002-PM-02, Evaluate and report on the efficiency and effectiveness of learning and development interventions in an organisation, NQF Level 7, 25 Credits

2.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to develop competencies to evaluate the efficiency and effectiveness of learning and development in an organisation and determine the value-added at individual and organisational levels.

The learner will be required to:

- PM-02-PS01: Evaluate the efficiency and effectiveness of learning and development interventions including RPL
- PM-02-PS02: Conduct Return on Investment (ROI) analysis
- PM-02-PS03: Evaluate the transfer of learning outcomes for the improvement of performance and productivity levels of employees in the organisation

2.2 Guidelines for Practical Skills

2.2.1 PM-02-PS01: Evaluate the efficiency and effectiveness of learning and development interventions including RPL

Scope of Practical Skill

Given task instructions, strategic plan document, a report on L & D interventions and relevant documentation, the learner must be able to:

- PA0101 Analyse the strategic plan and extract relevant information relating to learning and development interventions
- PA0102 Analyse and review Learning and Development policies and activities
- PA0102 Analyse the Learning and Development budget and determine the alignment and variance on budget allocations

- PA0103 Compile a report on the efficiency and effectiveness of Learning and Development interventions
- PA0104 Obtain and evaluate stakeholder feedback on organisational learning culture and compile a report
- Interview personnel

Applied Knowledge

- AK0101 Evaluation methodologies
- AK0102 Strategic planning process
- AK0103 Productivity factors, ratios and indicators
- AK0104 Budgeting process
- AK0105 Types of reports
- AK0106 Report-writing techniques

Associated Internal Assessment Criteria

- A learning and development intervention report is analysed and transformational and productivity indicators are identified
- Given a typical organisational strategic plan and Annual Training Report, success indicators are measured against the strategic objectives
- The existing learning and development policies and activities are analysed and reviewed to respond to or support achievement of the strategic aims of organisations in a variety of contexts
- Stakeholder feedback is obtained, analysed and a report is produced containing findings and recommendations
- A Survey checklist is designed and developed to gather data on current learning culture status of the organisation
- A survey is conducted on current learning and culture status in an organisation and a report is compiled with recommendations for improvement
- The results, impact and effectiveness of RPL are evaluated

- The role, limitations and opportunities of learning and development are explained from the broader, organisational and environmental contexts
- , The cost effectiveness of the intervention is determined for a given learning and development budget
- A report is compiled addressing variances, strategic and cost effectiveness of the interventions and recommendations are made for improvement given case scenarios

2.2.2. PM-02-PS02: Conduct Return on Investment analysis

Scope of Practical Skill

Given task instructions, needs analysis results, sample learning and development budget and documentation, the learner must be able to:

- PA0201 Determine the validity of the need for learning and development intervention
- PA0202 Apply the ROI formula to determine the net financial impact of L & D intervention
- PA0203 Evaluate ROI results and recommend improvements on learning and development investment

Applied Knowledge

- AK0201 Report writing techniques
- AK0202 Methods of ROI calculation and application
- AK0203 Analytical and problem-solving techniques

Associated Internal Assessment Criteria

- Calculations are done regarding time management, resource management, wastage, quality control, processes, customer satisfaction given case studies outcomes

- Appropriate learning and development data is scrutinised, the findings analysed, conclusions are drawn and recommendations are made for L&D practice.
- Given business cases, ROI analysis is conducted and findings establish and justify cost and benefits of learning and development interventions
- An ROI report is compiled with recommendations for improvement on approaches and decision-making on learning and development interventions
- Results of training needs analysis are analysed and correlated to actual training interventions

2.2.3. PM-02-PS03: Evaluate the transfer of learning outcomes for the improvement of performance and productivity levels of employees in the organisation

Scope of Practical Skill

Given task instructions, job profile, skills audit results, training report and documentation, the learner must be able to:

- PA0301 Analyse employee job profiles to determine best practice in terms of occupational relevance
- PA0302 Analyse the skills audit results and identify skills gaps based on the job profiles
- PA0303 Determine the appropriateness of learning and development interventions
- PA0304 Gather and analyse evidence of employee performance to determine the transfer of learning outcomes within the workplace
- PA0305 Analyse behaviour that affect employee performance in the workplace
- PA0306 Develop an L & D business case
- PA0307 Compile and present a report to key stakeholders

Applied Knowledge

- AK0301 Research methodologies
- AK0302 Report-writing techniques
- AK0303 Types of reports
- AK0304 Analytical and problem-solving
- AK0305 Job profiling methods

Associated Internal Assessment Criteria

- Various factors that affect employee behaviours and performance are analysed and areas of improvement are recommended
- Small-scale research in an area of learning and development is conducted to support a business case for an L & D solution in an organisation.
- A report compiled contains the analysis process of successes, shortcomings, challenges on performance and recommendations for improvement
- Evidence to determine the transfer of learning outcomes of employee performance is gathered
- A business report is presented to the relevant stakeholders for decision-making

2.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources

Human Resource Requirements:

- Facilitators must possess a Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development
- Assessors must have assessment expertise in terms of subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

2.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

2.5 Additional Assignments to be Assessed Externally

- None

3 242401002-PM-03, Perform quality assurance on learning provision, assessment and moderation practices, NQF Level 7, 15 Credits

3.1 Purpose of the Practical Skill Module

The focus of the learning in this module is on providing the learner an opportunity to gain competency in quality assurance practices of L & D in an organisation.

The learner will be required to:

- PM-03-PS01: Review learning and development processes
- PM-03-PS02: Participate in the designing of branding and imaging for learning provisioning

3.2 Guidelines for Practical Skills

3.2.1 PM-03-PS01: Review learning and development processes

Scope of Practical Skill

Given learning provision, assessment and moderation results, the learner must be able to:

- PA0101 Review the L & D data, systems, tools, policies and procedures
- PA0102 Review facilitation and assessment processes
- PA0103 Review the moderation of assessment processes
- PA0104 Review work-integrated learning process and practices

Applied Knowledge

- AK0101 Review processes
- AK0102 Management Information Systems
- AK0103 Service Level Agreements
- AK0104 Legislative and regulatory requirements including Occupational Health and Safety requirements

Associated Internal Assessment Criteria

- Review checklists are compiled to facilitate the review processes
- Checklists are used in conjunction with other relevant quality assurance documents and resources
- Given product sample of learning materials, supplementary aids and resources, the development process is reviewed, and appropriate improvements are recommended
- Stakeholder engagement process is reviewed in the implementation of learning and development in order to suggest improvement
- Using a sample Service Level Agreement between stakeholders, the appropriateness of agreement is determined with specific reference to the Terms of Reference including the Scope of Work, duration, roles and responsibilities, financial implications, reporting requirements as well as risks and associated mitigation plan, Breach of Contract and relevant contact details and signatures
- Given screenshots of the management information system, documents contributing to evidence to be uploaded to the MIS are produced
- The process of stakeholder engagement is reviewed in the implementation of learning and development to suggest improvements
- Using a checklist, the moderation of work-integrated learning process and practices in the workplace are evaluated and strengths, weakness and gaps are recorded and communicated to key stakeholders using role-plays
- A review report is compiled and it contains evidence of orientation and on-boarding, qualified mentor/coaches, appropriateness of workstations and rotations, learner-employee contract, work-integrated records as well as recommendations for improvements
- Factors contributing to drop-out and absenteeism are evaluated to determine ways in which they are addressed

3.2.2 PM-03-PS02: Participate in the designing of branding and imaging for learning provisioning

Scope of Practical Skill

Given task instructions, sample marketing strategy, marketing policy and guidelines, the learner must be able to:

PA0201: Provide input on the design of branding material and imaging products related to L & D and brand positioning

PA0202: Provide content for marketing and promotional materials for L & D

Applied Knowledge

AK0201: Branding techniques

AK0202: Media channels and platforms

AK0203: Budgeting methods

AK0204: Market analysis

Associated Internal Assessment Criteria and Weight

- L & D related information is extracted from the marketing strategy, and a marketing solution is developed in a document aligned to client profile
- Relevant personnel are consulted to identify marketing parameters
- Recommendations for the L & D branding material and imaging products including brand positioning are valid and credible
- Content for marketing and promotional materials is relevant, sufficient and appealing to the audience

3.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources

Human Resource Requirements:

- Facilitators must possess a Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development
- Assessors must have assessment expertise in terms of subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

3.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

3.5 Additional Assignments To Be Assessed Externally

- None

4 242401002-PM-04, Consult, validate, and recommend the appointment of skills development providers for learning and development provisioning and for accreditation, NQF Level 7, 10 Credits

4.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to consult, monitor and evaluate provider compliance with standard requirements for L & D learning provisioning procurement and accreditation

The learner will be required to:

- PM-04-PS01: Consult with skills development providers for accreditation compliance with relevant accrediting bodies and professional bodies requirements
- PM-04-PS02: Monitor and evaluate skills development providers operational compliance for quality control
- PM-04-PS03: Evaluate skills development provider applications and proposals for compliance of learning and development provisioning

4.2 Guidelines for Practical Skills

- **PM-04-PS01: Consult with skills development providers for accreditation compliance with relevant accrediting bodies and professional bodies requirements**

Scope of Practical Skill

Given task instructions, accreditation policies and guidelines, organisational QMS and checklists for self-evaluation, the learner must be able to:

- PA0101 Plan and prepare for evaluations
- PA102 Evaluate the provider's quality assurance system.
- PA0103 Design and develop a Quality Management System

- PA0104 Evaluate the implementation of a quality assurance system for learning provisioning and assessment.
- PA0105 Report findings and make recommendations.

Applied Knowledge

- AK0101 Report writing techniques
- AK0102 Evaluation methods
- AK0103 Legislative, regulatory and policy frameworks
- AK0104 Quality Management Systems
- AK0105 Management Information Systems

Associated Internal Assessment Criteria

- Policies and guidelines for accreditation and professional registration are analysed to determine accreditation and registration requirements
- A checklist is developed to evaluate skills development provider's quality assurance compliance
- The evaluation process takes into account evidence to be gathered against the accreditation criteria
- The skills development providers' legal status is checked and validated to meet institutional accreditation requirements
- An organisation's QMS system is analysed and gaps are identified and recorded
- A Quality Management System is designed and developed and incorporates the scope of training, learner management, organisational policies and procedures

- Criteria and evidence requirements for accreditation are evaluated and communicated to providers in a manner that facilitates understanding of the evaluation process and clear direction for provider preparation.

4.2.1 PM-04-PS02: Monitor and evaluate skills development providers' operational compliance for quality control

Scope of Practical Skill

Given task instructions, organisational learning and development strategy and business plan, and relevant documentation, the learner must be able to:

- PA0201 Evaluate skills development provider evidence for accreditation
- PA0202 Monitor the performance and compliance of skills development providers with existing contracts and/or Service Level Agreement

Applied Knowledge

- AK0201 Monitoring and evaluation processes, systems and tools
- AK0202 Quality Management System
- AK0203 Legislation, regulatory and policy requirements
- AK0204 Modes of communication

Associated Internal Assessment Criteria

- Development plans and self-evaluations carried out by the provider are reviewed to establish possible impacts on the current evaluation.
- An evaluation of a provider's quality assurance system is evaluated to determine compliance with the relevant accreditation policy requirements
- The evaluation identifies strengths and weaknesses of the implementation of the quality assurance system, resources and provision, and identifies opportunities for improvement in relation to pre-determined and agreed criteria

- The documentation for accreditation is evaluated and gaps are identified, recommendations are made and relevant documents are developed to close the identified gaps
- Ethical considerations such as potential conflicts of interest and the protection of confidentiality of information are evident in the facilitation of accreditations processes
- The provider's evidence is evaluated and the evaluation identifies variances between the provider's planned and actual quality of provision
- The evaluation identifies shortcomings in the provider's planned provision in relation to pre-determined criteria and general fitness-for-purpose
- The evaluation identifies strengths and weaknesses of the implementation of the quality assurance system, resources and provision, and identifies opportunities for improvement in relation to pre-determined and agreed criteria.
- The evaluation identifies shortcomings in the provider's planned provision in relation to pre-determined criteria and general fitness-for-purpose
- Findings are made in terms of pre-determined evaluation criteria and on the basis of sufficient and verifiable evidence
- The progress of the evaluation, including any circumstances that could alter planned arrangements, is communicated to relevant parties in a timely and confidential manner
- Management of contingencies during the evaluation ensures that the integrity of the evaluation is not compromised
- Reports identify the extent of compliance with quality standards, areas requiring corrective action and recommendations for improvement
- The nature and quality of recommendations facilitate a common understanding of principles of quality assurance in general, the accreditation requirements in particular, and ways of addressing shortcomings.

- The report covers the full scope of the evaluation and reflects all findings in a manner appropriate to the provider.
- Opportunities for improving the evaluation process are identified and documented in a form that facilitates planning for future evaluations and provision is made for the provider to contribute to this review

4.2.2 PM-05-PS03: Evaluate skills development provider applications and proposals for compliance of learning and development provisioning

Scope of Practical Skill

Given task instructions, copy of Terms of Reference, relevant procurement documentation, and checklists, the learner must be able to:

- PA0301 Advise and contribute in the development of the Terms of Reference
- PA0302 Plan and prepare for proposal evaluation
- PA0303 Link service provider's project implementation methodology or approaches to meet the project's scope of work
- PA0304 Participate in the interview and selection process
- PA0305 Conduct an introductory meeting with the appointed skills development provider

Applied Knowledge

- AK0301 Cultural diversity
- AK0302 Communication process, methods and techniques
- AK0303 Interview processes
- AK0304 Professionalism and Ethics
- AK0305 Knowledge Management
- AK0306 Project Management

Associated Internal Assessment Criteria

- A brief to inform the interview and selection process including the selection criteria are prepared for the selection of a preferred skills development provider
- An interview and selection process are facilitated, a leadership role is evident during the interview and panel presentation
- A follow-up with the relevant department is conducted to monitor the progress and the appointment of the provider to intervene where necessary
- An introductory meeting is conducted to orientate the service provider to matters such as chains of command, channels of communication, role-players and facilities
- On-boarding of the appointed skills development providers is simulated and recommendations are made for improvement

4.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources
- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

Human Resource Requirements:

- Facilitators must possess Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development environment
- Assessors must have assessment expertise in terms of subject matter related to this module

- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

4.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

4.5 Additional Assignments To Be Assessed Externally

- None

5 242401002-PM-05, Promote career and succession planning, talent development and management in an organisation, NQF Level 6, 10 Credits

5.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to develop competencies to participate in the processes of recruitment and implement effective career and succession planning including talent development and management for business continuity.

The learner will be required to:

- PM-05-PS01: Design and implement a talent management plan
- PM-05-PS02: Lead the recruitment team to recruit, retain and motivate employees
- PM-05-PS03: Develop succession plan for the organisation

5.2 Guidelines for Practical Skill

5.2.1 PM-05-PS01: Design and implement a talent management plan

Scope of Practical Skill

Given task instructions, sample business strategy, job descriptions, grading structures, competencies required per job specifications and relevant documentation, the learner must be able to:

- PA0101 Evaluate a business strategy and identify business strategic priorities and risks
- PA0102 Design and develop a talent management plan
- PA0103 Evaluate and identify key gaps between existing and required talent for organisational success

- PA0104 Develop a system to track and measure the impact of talent management in the organisation
- PA0105 Pilot talent management plan

Applied Knowledge

- AK0101 Talent management process
- AK0102 Talent management planning and techniques
- AK0103 Talent management model and approaches
- AK0104 Career development approaches
- AK0105 Succession planning techniques
- AK0106 Analytical and problem-solving techniques

Associated Internal Assessment Criteria

- The organisation's business strategy is analysed, key business drivers, future and current priorities and business risks are identified to balance business investment to mitigate the risks
- A Talent management plan is designed with the involvement of senior or top management and employees' engagement and the contribution of ideas and suggestions are recorded accordingly
- A talent management plan indicates the purpose and principles for talent management and integrates the organisation's strategic objectives and priorities
- Talent management is aligned with business and workforce planning and illustrates how information flows to and from Human Resources processes regarding talent identification and development
- Given talent management processes and frameworks, talent gaps and talents required to drive business performance and success are identified and recommended and communicated to key stakeholders

- Talent management methods are applied in the talent management process
- A report on the implementation of talent management is compiled and contains successes, weaknesses and recommendations for improvement
- Using talent management piloting report, a tracking tool is developed and implemented to measure the impact of talent management

5.2.2 PM-05-PS02: Participate in the recruitment, retention and motivation of employees

Scope of Practical Skill

Given task instructions, sample business strategy, job descriptions, grading structures, competencies, organisational recruitment strategy and relevant documentation, the learner must be able to:

- PA0201 Examine the organisation's recruitment and selection strategy
- PA0202 Promote job task and job rotation in an organisation
- PA0203 Develop and implement a retention plan

Applied Knowledge

- AK0201 Recruitment and selection strategies and processes
- AK0202 Employee retention planning techniques

Associated Internal Assessment Criteria

- The organisation's recruitment strategy is examined and capacity projections and gaps in relation to talent are determined in terms of quality and quantity of existing talent based on job specifications
- Workforce information is analysed and integrated with financial data processes for hiring talent and the organisation's contribution to talent development and management is summarised

- A recruitment and selection process is implemented, and the selection ensures sufficient supply of talent at all levels to meet organisational capacity requirements
- Methods and processes for searching and recognising talent are applied to ensure that the right people with the right skills for current and future roles critical to business performance are selected
- Using demonstrations, the role and benefits of job rotation is demonstrated in relation to the opportunities for self-development
- A simple employee retention plan developed is focused and aligned with the organisation's strategy and contains benefits such as learning and development opportunities and other rewards
- The retention plan developed contains ways on increasing employee engagement in the organisation

5.2.3 PM-05-PS03: Develop succession plan for the organisation

Scope of Practical Skill

Given task instructions, sample organisational strategy plan, sample organisational structure and associated job descriptions, the learner must be able to:

- PA0301 Analyse the organisation's strategic plan and determine the strategic directions
- PA0302 Organise and conduct a succession planning process
- PA0303 Link the succession plan to the organisation's strategy plan
- PA0304 Develop a succession action plan
- PA0305 Develop the monitoring tool to evaluate the succession plan implementation

Applied Knowledge

- AK0301 Succession planning processes
- AK0302 Succession planning monitoring systems and tools
- AK0303 Organisational development and planning strategies

Associated Internal Assessment Criteria

- Key business drives of the organisation are evaluated to align the succession plan to organisational strategy
- People with high potential are identified and the acceleration of their development within the organisation is supported
- Action plans for succession planning are concrete, with measurable goals, specified timeframes and various role-players accountable for the various actions
- A succession plan monitoring tool is developed and implemented to evaluate the implementation of succession planning

5.3 Provider Programme Accreditation Criteria

Physical Requirements:

- Learning and development resources aligned to the scope and content of the module
- Learner assessment resources

Human Resource Requirements:

- Facilitators must possess a Learning and Development Practices related qualification or equivalent at NQF level 6 with minimum 5 years' experience and exposure in the learning and development environment

- Assessors must have assessment expertise in terms of subject matter related to this module
- Moderation of assessment processes must be a person with evaluative expertise

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

5.4 Exemptions

- No exemptions are currently recognised for any of the listed knowledge modules. An RPL approach is recommended for all listed knowledge modules.

5.5 Additional Assignments to be Assessed Externally

- None

SECTION 3C: WORK EXPERIENCE MODULE SPECIFICATIONS

List of Work Experience Modules Specifications

- 242401002-WM-01, Learning and development improvement processes, NQF Level 8, 15 Credits
- 242401002-WM-02, Learning and development effectiveness and efficiency monitoring processes, NQF Level 7, 16 Credits
- 242401002-WM-03, Validation of learning and development practices and processes, NQF Level 7, 8 Credits
- 242401002-WM-04, Skills development providers accreditation and appointment processes, NQF Level 7, 25 Credits
- 242401002-WM-05, RPL processes and practices, NQF Level 7, 8 Credits

Total number of credits for Workplace Experience Modules: 72 Credits

1. 242401002-WM-01, Learning and development improvement processes, NQF Level 8, 15 Credits

1.1. Purpose of the Work Experience Modules

The focus of the work experience is on providing the learner an opportunity to gain exposure in the processes of consulting with relevant role-players in sharing best practices in learning and development in the real-life learning and development organisation.

The learner will be required to:

- WM-01-WE01: Review and validate learning and development policies, procedures and practices under the guidance of a subject matter expert

1.2 Guidelines for Work Experiences

1.2.1 WM-01-WE01: Review and validate learning and development policies, procedures and practices under the guidance of a subject matter expert

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Analyse the assessment, moderation, mentoring and facilitation policies and procedures of the organisation
- WA0102 Develop and apply best practice template to align policies, procedures and practices to best practice
- WA0103 Document recommendations for improvement and obtain stakeholder feedback and approval

Supporting Evidence

- SE0101 Completed Best Practice template dated and signed-off by supervisor/mentor/stakeholders and the learner
- SE0102 Stakeholder feedback on recommendations on best practice

- SE0103 Workplace, Observation and Experiential Record signed-off and dated by the learner and the mentor/supervisor

1.3 Contextualised Workplace Knowledge

- Organisational learning and development related policies, procedures and practices
- Verification reports
- Accreditation documentation from Quality Assurance and regulating bodies

1.4 Criteria for Workplace Approval

Physical Requirements:

- Access to an operational learning and development environment
- Access to a workstation and office equipment such as a computer, printer and internet

Human Resource Requirements:

- Access to subject matter expertise to provide support and guidance to the candidate through formal employment relations or through a contractual agreement established with a third party.
- Subject matter expertise is evident from professional designations, or experiential competence or prior qualifications

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

1.5 Additional Assignments to be Assessed Externally

- None

2. 242401002-WM-02, Learning and development effectiveness and efficiency monitoring processes, NQF Level 7, 16 Credits

2.1 Purpose of the Work Experience Modules

The focus of the work experience is on providing the learner an opportunity to gain exposure in the processes of evaluating the efficiency and effectiveness of learning and development in organisation and determining the value-added at individual and organisational levels.

The learner will be required to:

- WM-02-WE01: Evaluate the efficiency and effectiveness of learning and development processes under the guidance of a subject matter expert
- WM-02-WE02: Conduct Return on Investment Analysis under the guidance of a subject matter expert
- WM-02-WE03: Evaluate the transfer of learning to improve performance and productivity levels of employees under the guidance of a subject matter expert

2.2 Guidelines for Work Experiences

2.2.1 WM-02-WE01: Evaluate the efficiency and effectiveness of learning and development processes under the guidance of a subject matter expert

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Analyse the strategic plan to determine the strategic objectives of learning and development interventions
- WA0102 Evaluate the learning and development budget and relevant document and determine the alignment and variance on budget allocations
- WA0103 Develop transformational and productivity indicators for learning and development interventions and processes

- WA0104 Compile a reflective report on the efficiency and effectiveness of learning and development interventions and processes

Supporting Evidence

- SE0101 Copy of organisational strategic plan/operational plan
- SE0102 Reflective Report on learning and development interventions and processes

2.2.2 WM-02-WE02: Conduct Return on Investment analysis under the guidance of a subject matter expert

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Investigate the current business metric status
- WA0202 Identify the learning and development needs and determine possible solutions
- WA0203 Apply ROI formula to determine the net financial impact of learning and development intervention
- WA0203 Evaluate ROI results and recommend improvements on learning and development investment

Supporting Evidence

- SE0201 Copy of ROI related business document
- SE0202 ROI Report

2.2.3 WM-02-WE03: Evaluate the impact of learning and development interventions under the guidance of a subject matter expert

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0301 Design a template to determine the efficiency, effectiveness and impact of learning and development
- WA0302 Gather and analyse data related to at least one (1) completed learning and development intervention
- WA0303 Populate the template with learning and development impact results
- WA0304 Report on the impact of learning and development intervention to the relevant stakeholders

Supporting Evidence

- SE0301 Sales Business results
- SE0302 Agenda and Minutes of stakeholder meeting
- SE0303 Business report

2.3 Contextualised Workplace Knowledge

- Organisational policies, procedures and practices
- Business reports and results
- Documentation related to learning and development

2.4 Criteria for Workplace Approval

Physical Requirements:

- Access to an operational learning and development environment
- Access to a workstation and office equipment such as a computer, printer and internet

Human Resource Requirements:

- Access to subject matter expertise to provide support and guidance to the candidate through formal employment relations or through a contractual agreement established with a third party.

- Subject matter expertise is evident from professional designations, or experiential competence or prior qualifications

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

2.5 Additional Assignments to be Assessed Externally

- None

3. 242401002-WM-03, Validation of learning and development practices and processes, NQF Level 7, 8 Credits

3.1 Purpose of the Work Experience Modules

The focus of the work experience is on providing the learner an opportunity to gain exposure in the processes of validating and advising on learning and development practices performed in a learning and development organisation.

The learner will be required to:

- WM-03-WE01: Validate statutory, regulatory and legislative compliance under the guidance of a subject matter expert
- WM-03-WE02: Evaluate and validate learning and development practices and processes for at least two learning programmes under the guidance of a subject matter expert

3.2 Guidelines for Work Experiences

3.2.1 WM-03-WE01: Validate organisational compliance with statutory, regulatory and legislative requirements under the guidance of a subject matter expert

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Plan, prepare and coordinate for the validation process
- WA0102 Analyse and interpret legal, policy and regulatory requirements for learning and development provision
- WA0103 Validate evidence against a prescribed validation checklist
- WA0104 Provide advice for best practice to all stakeholders
- WA0104 Conduct a follow-up on a validation visit to check compliance

Supporting Evidence

SE0101 Copy of a letter to stakeholders confirming validation process

SE0102 Copy of a validation checklist

SE0103 Copies of legal supporting documentation required for compliance

SE0104 Follow-up report, where required

3.2.2 WM-03-WE02: Evaluate and validate learning and development practices and processes for at least two learning programmes under the guidance of a subject matter expert

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Plan, prepare and coordinate a validation process
- WA0102 Validate evidence of learning and development documentation against a prescribed validation checklist in respect of learning material alignment, moderation practices, RPL practices and review reports
- WA0104 Provide advice for best practice to the organisation
- WA0105 Conduct a follow-up on a validation visit to check compliance

Supporting Evidence

SE0101 Letter to stakeholders confirming validation

SE0102 Completed validation checklist signed-off by both the verifier and the organisation

SE0103 Attendance Register for the validation session or Completed Control Form

SE0104 Copies of supporting documentation required for compliance

SE0105 Follow-up report, where required

3.3 Contextualised Workplace Knowledge

- Organisational policies and procedures
- Relevant documentation
- Learning materials and supplementary learning resources

3.4 Criteria for Workplace Approval

Physical Requirements:

- The capacity to provide experiential learning and development opportunities to the candidate in all the areas listed within the scope of this module
- Experiential learning and development opportunities can be available in a specific workplace or through agreements established between different workplaces or between the candidate and specific workplaces

Human Resource Requirements:

- Access to subject matter expertise to provide support and guidance to the candidate through formal employment relations or through a contractual agreement established with a third party.
- Subject matter expertise is evident from professional designations, or experiential competence or prior qualifications

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

3.5 Additional Assignments to be Assessed Externally

- None

4. 242401002-WM-04, Skills development providers accreditation and appointment processes, NQF Level 7, 25 Credits

4.1 Purpose of the Work Experience Modules

The focus of the work experience is on providing the learner an opportunity to gain exposure to the processes of facilitating the accreditation of skills development providers with relevant accreditation bodies under the guidance of a subject matter expert.

The learner will be required to:

- WM-04-WE01: Facilitate skills development providers accreditation
- WM-04-WE02: Participate in skills development provider selection processes for learning and development provision

4.2 Guidelines for Work Experiences

4.2.1. WM-04-WE01: Facilitate skills development providers accreditation

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Analyse regulatory requirements for skills development provider accreditation
- WA0102 Prepare relevant documentation and resources required for accreditation
- WA0103 Complete and evaluate accreditation documentation
- WA0104 Conduct a follow-up with relevant accrediting body

Supporting Evidence

- SE0101 Completed checklist of relevant documents for accreditation signed-off by both the learner and the supervisor/mentor
- SE0102 Copies of accreditation documentation

4.2.2 WM-04-WE02: Participate in skills development provider selection processes for learning and development provision

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Advise and contribute in the development of the Terms of Reference to source skill development providers for learning and development provision
- WA0202 Plan and prepare for proposals evaluation
- WA0203 Link service provider's project implementation methodology to the Terms of Reference
- WA0204 Participate in the interview and selection process of skills development providers

Supporting Evidence

- SE0201 Copy of Terms of Reference for learning and development provision
- SE0202 Record of interviews with skills development providers

4.3 Contextualised Workplace Knowledge

- Organisational policies and procedures
- Relevant documentation
- Tendering processes and procedures

4.4 Criteria for Workplace Approval

Physical Requirements:

- The capacity to provide experiential learning and development opportunities to the candidate in all the areas listed within the scope of this module
- Experiential learning and development opportunities can be available in a specific workplace or through agreements established between different workplaces or between the candidate and specific workplaces

Human Resource Requirements:

- Access to subject matter expertise to provide support and guidance to the candidate through formal employment relations or through a contractual agreement established with a third party.
- Subject matter expertise is evident from professional designations, or experiential competence or prior qualifications

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

4.5 Additional Assignments to be Assessed Externally

- None

5. 42401002-WM-05, RPL processes and practices, NQF Level 7, 8 Credits

5.1 Purpose of the Work Experience Modules

The focus of the work experience is on providing the learner an opportunity to gain exposure in the processes of consulting in the provision of Recognition of Prior Learning practices in the learning and development environment.

The learner will be required to:

- WM-05-WE01: Develop, support and promote RPL practices

5.2 Guidelines for Work Experiences

5.2.1 WM-05-WE01: Develop, support and promote RPL practices

- WA0101 Investigate current RPL practice and opportunities in an organisation and various sectors
- WA0102 Develop RPL systems, practices and documentation
- WA0103 Apply RPL practice on at least one (1) candidate for one (1) learning event
- WA0104 Provide RPL advice and support
- WA0105 Plan and organise at least one (1) RPL advocacy campaigns

Supporting Evidence

- SE0101 Copy of RPL documentation
- SE0102 Proof of Advocacy campaign for the promotion of RPL practices
- SE0103 Completed RPL piloted documentation

5.3 Contextualised Workplace Knowledge

- Organisational policies and procedures
- Relevant documentation

5.4 Criteria for Workplace Approval

Physical Requirements:

- The capacity to provide experiential learning and development opportunities to the candidate in all the areas listed within the scope of this module
- Experiential learning and development opportunities can be available in a specific workplace or through agreements established between different workplaces or between the candidate and specific workplaces

Human Resource Requirements:

- Access to subject matter expertise to provide support and guidance to the candidate through formal employment relations or through a contractual agreement established with a third party.
- Subject matter expertise is evident from professional designations, or experiential competence or prior qualifications

Legal Requirements:

- Access to facilities that comply with occupational health and safety standards where contact learning sessions are delivered and included in the delivery model of this module

5.5 Additional Assignments to be Assessed Externally

- None