City Skills

Learning and Development Practitioner Knowledge Skills and Behaviours

The L&D Practitioner apprenticeship requires the development of the following professional behaviours, knowledge and skills.

Professional Knowledge

The L&D Practitioner will have an understanding of:

Technical Expertise-

K1 Foundation level theories and models that underpin effective adult learning and group behaviour. For example, training/learning cycle, group dynamics, continuing professional development, evaluation.

K2 How different learning delivery channels – face-to-face, blended or digital – contribute to effective learning.

K3 How to measure the impact of a learning intervention on delegates, eg L1/L2 Kirkpatrick, improvement in skills.

K4 The latest learning practice.

K5 How diversity and inclusion influence the planning and delivery of L&D interventions.

Business and Commercial understanding-

K6 What their organisation does, its structure, values and its external market and sector.

K7 The commercial context and drivers and process behind learning needs and solutions.

L&D function-

K8 The various L&D roles that may be required for effective learning and development in an organisation.

K9 Their roles and responsibilities within the L&D structure.

K10 The policies and processes required for effective organisational learning.

Management information and technology-

K11 The role of data to analyse learning needs and ensure effective delivery.

K12 How internal information systems can support learning.

K13 How technology supports learning, including an understanding of digital platforms/delivery channels as relevant.

Professional Skills

The L&D Practitioner will be able to:

Identification of training/ learning needs-

S1 Identify and analyse learning needs: establish a team and individual capability and learning gaps, in line with organisational performance outcomes and to enable effective evaluation.

S2 Use sound questioning and active listening skills to understand requirements and establish root causes i.e. establishing that it really is a learning/training need, before developing L&D solutions.

S3 Consult with stakeholders to draw out relevant information and provide feedback to inform learning and training needs requirements.

S4 Use effective analytical skills to seek out and analyse information.

S5 Take ownership through to resolution, escalating complex situations as appropriate.

Training / Learning Design-

S6 Design, construct and structure training/learning resources to meet a variety of needs, which will include:

- Research of delivery options and resources including digital/online/ blended solutions (including identifying existing resources)

- Planning programmes / sessions / modules
- Selecting appropriate delivery methods
- Designing creative, engaging, appropriate, and inclusive learning activities (could be e-learning, digital collaboration, group sessions, blended etc.)
- Developing materials and resources to support learning.

Training/ Learning delivery-

S7   Confidently engage all learners in structured learner-centred training, primarily of 'content-driven' training resources.

S8   Plan, organise and prepare for a training/learning event/intervention in a timely fashion.

S9   Interact with learners of varying abilities, using a broad range of techniques and carefully planned and executed questioning techniques.

S10   Facilitate and deliver learning in a face-to-face, blended and digital environment as appropriate.

S11   Monitor a learner's progress and deliver motivational and developmental feedback.

S12   Manage participation, attitudes and behaviours to reach learning objectives.

S13   Use effective coaching skills to enable learners to achieve learning objectives.

Evaluation-

S14   Evaluate the impact of learning solutions - measure and assess development initiatives for effectiveness, business relevance, efficiency, and continually seek ways to improve learning solutions.

S15   Build evaluation mechanisms for learning outcomes including the use of quantitative and qualitative feedback where appropriate.

S16   Apply techniques to analyse the impact of training from learners' experience.

Communication and Interpersonal-

S17 Communicate and influence through a range of media e.g. phone, face-to-face, email, online/virtual, adapting their style to their audience.

S18 Build trust and sound relationships with customers/learners/colleagues.

S19 Handle conflict and sensitive situations professionally and confidentially.

Teamwork and Collaboration-

S20 Consistently support colleagues / collaborate within the team and L&D to achieve results.

S21 Build and maintain strong working relationships with others in the L&D team, HR and the wider business as required.

Professional Behaviours

The Practitioner will be able to demonstrate:

Constant and Curious Learner-

B1 Proactively look, listen and question to understand and learn.

B2 An interest in new ideas and techniques, seeking and taking on board feedback, identifying areas for self-development.

B3 A willingness to explore and take risks to learn something new.

Collaborative Partner-

B4 Consideration of the needs of others alongside the needs of the business.

B5   They act with integrity and demonstrate organisational values in the way they interact with others.

B6   They deliver the outcomes of their work through co-design, with a willingness. to question and challenge as appropriate.

Passionate and Agile Deliverer-

B7   In energy and enthusiasm for their work, ensuring the focus is always on delivering the best learning outcomes and impacts.

B8   Responsiveness and flexibility to changing business and learner needs.

B9   Personal resilience to manage competing priorities.

B10   Confidence in delivery.

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