

Your L&D Career Pathway

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Introduction

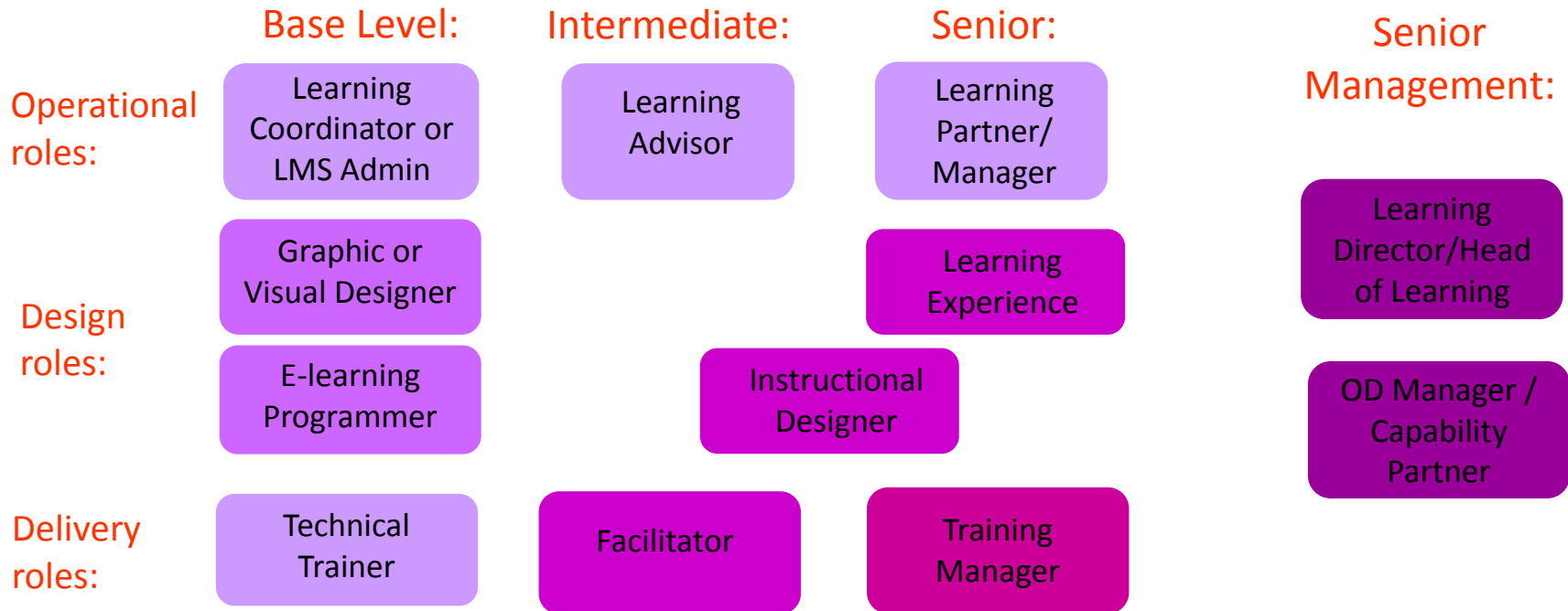
- This pack has been developed through consultation with the Learning & Development Community and the L&D Advisory Panel.
- The pathways pack is designed to be used to provide some role definition and development ideas for those wanting to or already working in the learning profession, and wanting to grow your skills, experience and career.
- It also provides guidance on how to work through the levels of being a Professional Associate with APPNZ.



L&D Career Map



The map below sets out some of the different roles you may work through in a Learning career.



L&D Role Notes



Design Roles:

In smaller L&D teams, Graphic Designers/E-learning programmers and Instructional Designers are often combined into an instructional designer. We expect this role to work with stakeholders to scope, design, develop, implement and evaluate a piece learning. Often an ID will work in partnership with an L&D Advisor who may take on the relationship management. In some teams the Learning Advisor may be responsible for Instructional Design.

In a highly specialised environment, the ID role may be narrow and solely focused on graphic design, or e-learning or instructional design

In this area there are shifts in terminology, moving away from instructional to learning design or learning experience. LMS development and administration may be part of e-learning design and development or sit in the learning administration function, if the LMS structure and processes around it had been previously developed and agreed on by the Head of OD and Learning.



L&D Role Notes



Technical Trainers:

Within corporate organisations, this area of learning is often embedded in business units with a solid line into the business and a dotted line into the corporate L&D function. It can also be administered externally.

Management and Leadership programmes:

Within corporate organisations, this area of learning is often embedded in HR and works across the organisation to deliver learning to a range of leadership levels including self leaders, emerging leaders, leaders, leaders of leaders and executive leaders. Leadership covers management (operational) and leadership (aspirational) as well as people based and technical leadership. It may also sit in a Head of Learning or OD Manager role.



Base Level: Role Overviews



Learning Co-ordinator or LMS Admin (Operational)

This role is entry level for an L&D career.

Previous experience for a Learning Co-ordinator role includes:

- **Events Management**
- **Administration roles**
- **Operations roles**
- **Payroll or HR Admin.**

A Learning Coordinator is usually responsible for:

- Scheduling or booking logistics & venues for training
- Administering or coordinating assessments, evaluations and producing reporting on this
- Advising on what training is available to employees or managers or clients (NOT designing training) to connect people with learning
- Developing or administering processes for learning logistics
- Liaising with vendors on training logistic details
- Understanding learning outcomes to articulate to the business or employees
- Executing processes that identify, validate and assess need

The LMS Admin part of the role is responsible for:

- Keeping people details of the LMS up to date
- Completing reporting
- Other LMS administration as required

Base Level: Role Overviews



E-learning Programmer (Design)

An e-learning programmer will actually programme a module. They will work closely with an Instructional Designer and Graphic or Visual Designer on the content, layout and look of the module. A learning background would be useful, however this roles needs excellent technical skills, project management and time management.

Graphic or Visual Designer (Design)

A Graphic or Visual Designer takes the content from the Instructional Designer and then designs the graphics, layout and look of the e-learning module. They may have a learning or graphics background.

Base Level: Role Overviews



Technical Trainer (Delivery)

A **technical trainer** delivers training on a technical area like a new product, a service, computer systems or processes. There is specific content that they most cover and they need to be well prepared to discuss the product/service/system with learners. This is a push role.

Industry Standard:

- Effectively delivers content so that your learners walk away with the knowledge and skills required from the learning outcomes.
- Creates a learning environment where learners are positive and engaged with the product, service or system and the learning process.

Skills & experience required:

- Clear and structured communication
- Having attention to detail
- Being prepared and knowledgeable about the technical area you are training on and the workshop content
- Logical and structured
- Able to apply learning principles
- Confidence in front of a group

Intermediate: Role Overviews



Learning Advisor (Operational)

This role is an intermediate level so will usually need 1 – 3 years in learning coordination, events or admin.

This role can be called an L&D Advisor, or Senior L&D Advisor, Junior L&D Manager or Senior Instructional Designer.

They are usually responsible for:

- Scoping needs
- Working with subject matter expert to create content
- Delivering technical training
- Starting to facilitate short sessions
- Knowledge of competency frameworks
- Designing workshops

Intermediate: Role Overviews



Instructional Designer

An Instructional Designer is usually an intermediate to senior role, where they are responsible for designing workshops, e-learning, webinars or other learning.

An entry level position will assist with design but will not be responsible for the final content delivered.

An Instructional Designer is usually responsible for:

- Researching content or materials and liaising with Subject Matter Experts on content
- Knowledge of learning principles and styles and instructional design tools and techniques
- Developing learning objectives and outcomes
- Designing the structure and content of workshops, e-learning, webinars or other learning
- Preparing workbooks and slides including branding, content and layout
- Preparing Trainers or Facilitation notes
- Designing assessments to compliment the learning
- Using software to put content together

Intermediate: Role Overviews



Facilitator (Delivery)

A facilitator brings a group to a learning outcome however there may not be much content, and the facilitator uses their knowledge and experience, coaching and questioning skills to help the group discover, discuss and learn.

This is a pull role, pulling people towards the outcome.

Industry Standard:

- Consistently and effectively brings a group of learners to the planned learning outcome
- Creates group learning

Skills & experience required:

- Understands different learning styles and has different techniques to use
- Advanced coaching, questioning, discussing and presenting skills
- Adaptable – can cope with any challenges thrown at them
- Inquisitive, NLP, accelerated learning skills
- Must have coaching and presenting experience.
- Confidence and assertiveness

Senior Level: Role Overviews



Head of Training or Training Manager

A Head of Training or Training Manager is responsible for managing a programme of work for GM's or a specific programme within the business. They focus on compliance and achievement of standards and are also responsible for vendor management. In larger companies they will have a team of trainers that they manage.

Industry Standard:

- Effectively delivers a training programme, coordinating logistics, trainers, attendees and outcomes.
- Reports on outcomes.

Skills & experience required:

- Significant experience in technical training on product or services
- Experience in technical programme design and management
- People management experience essential

Senior Level: Role Overviews



L&D Manager or Learning Partner

An L&D Manager or Learning Partner designs learning programmes for either the whole company or specific business teams or groups. They link these programmes to business goals and measure and ensure delivery of ROI and can discuss this with the executive team.

They are a direct report to HR Head and responsible for strategic alignment of outcomes.

Industry Standard:

- Determines how L&D will deliver to the business plan
- Ensures that L&D does deliver the planned outcomes and ROI
- Can present to the Board/CEO/ Exec team on what L&D delivers and what it is delivering – and can explain how this links to the business plan

Key responsibilities:

- Looking at future L&D and aligning with strategic goals
- Organisational training needs identified
- Drives leadership progs
- Budget management – strategic alignment to business goals
- Vendor relationship mgmt
- Behavioural focus v compliance

Skills & experience required:

- Indepth experience in instructional design, facilitation and/or technical training
- Indepth experience of programme design & management
- Knowledge of competency frameworks
- Psychology qualification or background preferred

Professional Associate, Learning

An APP Professional Associate in Learning needs to demonstrate that they are qualified to design effective learning programmes and provide effective learning advice to businesses and managers.

The criterion includes:

1. Having completed learning and development training
2. Experience in key L&D roles including Instructional Designer, Trainer, Facilitator and L&D Manager; and
3. Currently be working in a Learning & Development role; and
4. Be a person of good standing in the L&D industry.



To demonstrate this you will need to provide evidence of your training and your experience in the following areas:

- Conducting Training Needs Analysis
- Designing workshops, e-learning modules and/or other training events
- Running technical training workshops
- Facilitation experience
- Developing learning and development programmes for a team, division or company

Accredited Professional Associate level

An Accredited Professional Associate in Learning (APLA) also has to pass an online assessment of their knowledge around learning and development and apply this to real case studies.

They will also have to prepare a business case of how they deliver effective learning.

APPA's can choose to be listed publicly on the APPNZ website so that businesses and leaders can check they are qualified.

APPA's must complete 20 compulsory professional development (CPD) hours each year.



Chartered Professional Associate level

A Chartered Professional Associates in Learning (CPAL) will have to pass a number of exams and assessments which the Association will be developing during 2017.

Chartered status will similarly recognised to that of a Chartered Accountant or Lawyer – that there are specific qualifications and experience that you have to have to be Chartered.

To get in touch

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