

Training & Development – Competency Standards

Unit of Competency

Functional Area: Training Approach and Delivery

1. Name : Consulting Skills

2. Code : TDZZAD404A

3. Level : 4

4. Credit : 2 units (1 QF unit is equivalent to 10 notional hours of learning)

5. Range : To assist in collecting data and carry out simple analysis relating to training and development consulting assignments under the guidance of superior.

6. Competency : Performance Requirements

Knowledge and Intellectual Skills

- Knows where and how to acquire a broad knowledge base on how to identify & analyze problems; distinguishing symptoms from root causes; on common problem solving approaches, tools & methodologies; and project planning, resource deployment & project control.
- Able to compare actual field/operational data against established/adopted performance goals/indicators (e.g. KPI) under superior's guidance for identifying problem areas and their direction/trend of development, and initiate investigative measures or processes to keep track of their subsequent behavior.
- Able to deal with typical, or familiar cases of fact-finding, data analysis as led by his/her seniors, but also has the ability, under superior's guidance, to carry out such work on unfamiliar issues, providing and seeking information relevant to the issues under investigation/consideration, and to assist/support client(s) in clarifying, interpreting, and resolving such issues.
- Able to use appropriate information collection, analysis, and presentation tools and apply cost-effective methodologies in resolving/containing/accommodating the issues/problems that internal clients confront under superior's guidance. Possesses necessary skills to realistically plan processes and activities required in executing the recommended measures, taking into account of resources available and other constraints, to exercise monitoring and control over the whole process, and to intervene appropriately under emergency/critical/contingent situations after consulting with superior.

Process

- Carries out investigation, analysis, and solution planning & implementation activities following established industry practice and duly recognizing organizational policies, procedures and other constraints. Able to flexibly and creatively apply and adjust problem solving methodologies to emerging/unforeseen/contingent situations.

- Under superior's guidance exercise judgment in selecting the optimum approach, tools and methodology in finding out the causal factors contributing to issues and problems and in implementing the adopted recommendations.
- Check progress to ensure that the training & development activities are carried out as planned, intervene in the event of the activity getting out of track after consulting superior's advice, clarify ambiguities as they arise, and get things proceed in order. Be able to conduct interim/final reviews, make summaries, assess the progress/outcomes, and evaluate the achievements.

Application, Autonomy and Accountability

- Able to, in consultation with superior, apply the investigative, problem solving and project management skills to different scenarios relating to T&D, supervise the recommended actions, exercise discretion and judgment on his/her own to adjust/revise/refine as necessary to achieve the desired outcomes.
- Select the sort of consulting/advisory activities with which he/she considers appropriate or has been so assigned, and integrate such activities in compliance with the organization's directives and routines.
- Understand organization policies on HR development and resource allocation, and be able to select and apply consulting skills to tackle issues/problems relating to T&D on his/her own and/or in collaboration with colleagues within or outside own work unit as well as external parties – e.g. external consultants.
- Be accountable for the outcome of the consulting/advisory activities initiated by self and approved by superior as above-described.
- Able to create an atmosphere conducive to learning, and maintain harmony and cohesion in own and with other work units, internal and external, in order to help reach satisfactory quality outcomes.
- Share responsibility of the consulting/advisory jobs rendered by his/her junior trainers, helping them meet both the quality and quantity requirements set.

Communication, IT and Numeracy

- Able to communicate effectively and use a wide range of investigative – questioning & active listening – and facilitation skills in different consulting/advisory situations.
- Able to use the appropriate consulting/advisory skills in both familiar and non-routine situations to involve clients, internal and external, and promote their feeling of process partnership and problem/solution ownership.
- Able to reflect and flexibly apply the consulting/advisory skills used, and well aware of the latest information and happenings related to the use of such skills. Along with the strengths and weaknesses identified and known, be able to make continuous improvement or minimization of any such hiccups where appropriate.
- Able to use common IT software in designing information collection tools (e.g. questionnaire), analyzing and presenting data (e.g. simple statistical analysis and chart creation out of these statistics), preparing presentations (e.g. using PowerPoint graphics and/or multi-media presentations) and writing up analysis and recommendation reports.
- Able to understand the clients' needs and their situations, and choose the most appropriate approach and recommendations for them in order to reach the desired outcomes.

7. Assessment Guideline

The trainer must be able to demonstrate the capability to plan and conduct investigative studies to find out key problem areas and the contributing factors; to analyze the collected data/information; adopting appropriate approaches, applying appropriate tools and methodologies deriving solutions/recommendations for the identified issues/problems; to plan,

allocate resources, and implement the recommended actions leading to successful outcomes as prescribed within and/or outside their organization (e.g. in the case of external T&D consultants) under superior's guidance.