

11. COMPETENCY-BASED LEARNING AND DEVELOPMENT PLANNING

Most organisations run or have access to learning programmes that are designed to support the development of competencies for high performance. The competency framework should provide clarity on what is needed in the current role, but can also give guidance on requirements for future roles. There are many methods of learning and a combination should provide support in different areas. Competency frameworks have also been used in the assessment process for trainee and leadership development programmes across the sector.

This template has been produced to show where competencies might assist when putting together a learning and development plan.

THE 70/20/10 DEVELOPMENT FRAMEWORK

Learning takes place in different ways and not all learning takes place in a formal setting.

This is a useful framework when designing learning interventions around competencies.

e.g. if an organisation or individual wanted to focus on the domain of:

Understanding humanitarian contexts and applying humanitarian principles

The learning intervention might be based on:

- Learning on the job – providing or undertaking secondment opportunities
- Learning from others – identifying a mentor who has experience in this area
- Formal learning – attendance of a training course, e.g. an online training programme on the Academy's Kaya platform.

70/20/10 DEVELOPMENT FRAMEWORK

Use this framework to explore and agree development plan. Most learning takes place on the job and from others – focus efforts here.

Learning on the job (70%) Learning that takes place within the workplace <ul style="list-style-type: none">• Build deeper technical skill in a specific area• Take on more responsibility• Participate in more stakeholder meetings• Manage more senior/different stakeholders• Manage multiple projects• Lead on continual improvement initiatives• Manage end-to-end process• Manage budgets• Shadow a senior leader/expert	Learning from others (20%) Learning that is gained from others <ul style="list-style-type: none">• Shadow line manager/senior leader• Have a coach and/or mentor• Increase line manager responsibility with support from experienced peers• Greater external interaction with stakeholders/networks• Lead or take a role on a cross-functional project with exposure to different learnings• Interaction with senior leaders• Attend and participate in network events	Formal learning (10%) Facilitator-led self-study or online learning <ul style="list-style-type: none">• Business/technical/skills-based classroom learning• Online mandatory self-select learning• Education qualification or professional development programme• Attending conferences/specialist events• Reading and research e.g. TED talks, profession reviews and publications
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A template for an organisation's learning and development plan can be found in *Building an Organisational Learning and Development Framework: a Guide for NGOs* <http://www.chsalliance.org/news/blog/building-an-organisational-learning-and-development-framework-we-can-do-it> - produced for the CHS Alliance by Ann Start, March 2017.