



## Training and development officer

### Job description

A training and development officer/manager manages the learning and professional development of an organisation's workforce.

Trainers equip staff with the knowledge, practical skills and motivation to carry out work-related tasks. Training officers either deliver the training themselves or arrange for a third party trainer to do so.

Training and development officers help with ongoing, long-term improvement of employees' skills, enabling them to fulfil their potential within their organisation.

### Typical work activities

The nature of the training and development role is industry-specific, with the level of responsibility and variety of activities dependent on the type and size of organisation. However, activities are likely to include some or all of the following:

- identifying training and development needs within an organisation through job analysis, appraisal schemes and regular consultation with business managers and human resources departments;
- designing and developing training and development programmes based on both the organisation's and the individual's needs;
- considering the costs of planned programmes and keeping within budgets as assessing the return on investment of any training or development programme is becoming increasingly important;
- working in a team to produce programmes that are satisfactory to all relevant parties in an organisation, such as line managers, accountants and senior managers at board level;
- developing effective induction programmes;
- conducting appraisals;
- devising individual learning plans;
- producing training materials for in-house courses;
- managing the delivery of training and development programmes and, in a more senior role, devising a training strategy for the organisation;
- monitoring and reviewing the progress of trainees through questionnaires and discussions with managers;
- ensuring that statutory training requirements are met;
- evaluating training and development programmes;
- amending and revising programmes as necessary, in order to adapt to changes occurring in the work environment;
- helping line managers and trainers solve specific training problems, either on a one-to-one basis or in groups;
- keeping up to date with developments in training by reading relevant journals, going to meetings and attending relevant courses;
- having an understanding of e-learning techniques, and where relevant, being involved in the creation and/or delivery of e-learning packages.

### Salary and conditions

- Range of typical starting salaries: £20,000 - £30,000.
- Range of typical salaries at senior training/development manager level (after 10-15 years in the role): £32,000 - £60,000.
- Salaries in training vary widely depending on which sector you are working in, the size and location of the organisation, and the level of responsibility you have. Once you are established, there are good prospects for high salaries. Many organisations might be looking for individuals with [Chartered Institute of Personnel and Development \(CIPD\)](#) qualifications, which may help you to command a higher salary.
- Training and development work is typically a nine-to-five job, with some extra hours as necessary. If, however, you are training staff who work shifts, you may need to fit in with their shift patterns.
- Work is generally office based with the exception of training delivery, which can take place on or off the premises and at various locations throughout the country.
- Increasingly, self-employment as a trainer is a viable option as training departments often bring in specific expertise as required. Before becoming freelance, it is useful to build up experience and get to know your market. Part-time work is possible and career breaks can be agreed with your employer.
- Opportunities exist throughout the UK.
- Both genders are well represented and employers implement diversity and equality initiatives to ensure that both genders are equally represented.
- Personal presentation is important in this area of work, and dress codes vary among workplaces. Working to deadlines may be a regular feature. You will normally be based in your company's office so there is not much disruption to your personal life.
- Travel during the day is likely in order to deliver training sessions, either locally or further afield, and may include absence

from home overnight. You may also need to travel to multiple sites.

## Entry requirements

Although this area of work is open to all graduates/diplomates, the following degree/HND subjects may improve your chances:

- business and related areas;
- psychology;
- human resources;
- IT.

Business-related or psychology degrees may gain some exemptions from the [Chartered Institute of Personnel and Development \(CIPD\)](#) examinations and will aid entry to specialised graduate schemes.

Entry into training and development is possible without a degree, particularly if relevant experience and skills have been attained.

Although a postgraduate qualification is not necessary, a Masters degree or diploma recognised by the CIPD will improve your chances of entry. If you have a postgraduate qualification that is not approved by the CIPD, you may still be able to get CIPD accreditation through Accreditation of Prior Certificated Learning (APCL).

Specialisation in training and development often follows general personnel experience, and new graduates are not always recruited straight into a training role. It is also fairly common to work your way up from roles such as assistant training officer or administration assistant.

Experience gained through activities requiring leadership and motivational abilities may boost your application. While still at university, consider getting involved in societies that enable you to develop organisational and teamwork skills.

Candidates need to show evidence of the following:

- interpersonal skills that enable you to work with people at all levels, motivate others and change people's attitudes when necessary;
- written and spoken communication skills that allow you to inform and advise others clearly;
- problem-solving and negotiation skills;
- initiative and the ability to offer new ideas;
- organisational and planning skills to manage your time and to meet deadlines and objectives;
- good time-keeping skills to enable you to effectively manage training schedules;
- personal commitment to improving your own knowledge and skills.

Competition among graduates is increasing so those with good business/organisational skills could look for jobs in training administration as an alternative starting point and then progress into a training and development role.

If you are unable to find a paid summer placement in order to gain relevant work experience, try approaching employers about shadowing. Since this is unpaid and does not require specific training time they may be more willing to agree to it. Another alternative is carrying out some voluntary work though it may be difficult to find relevant opportunities.

For more information, see [work experience and internships](#) and [search courses and research](#).

## Training

Membership of the [Chartered Institute of Personnel and Development \(CIPD\)](#) is not essential, but it is often valued by employers.

- The CIPD's Certificate in Training Practice (CTP) is a widely recognised qualification for those who are beginning their career in training. It covers the knowledge and skills needed to become a proficient trainer. You work towards the qualification whilst in employment.
- The CIPD's Professional Development Scheme (PDS) is a postgraduate programme that requires more in-depth study into areas such as core management, people management and the management of the training and development function. You will need to show evidence of continuing professional development (CPD) to gain this qualification.

CIPD qualifications are available at centres throughout the UK and can be studied part time, by block release or through open and e-learning. Employers often finance study for CIPD qualifications.

The CIPD also runs other relevant courses, such as the Certificate in Coaching and Mentoring, which develops understanding of the theory and practice of coaching and mentoring. This is delivered using a mixture of practical experience and distance and online learning. The course is taken at a pace that suits the student. Short courses and seminars on specific topics are also available. They are designed to fill any gaps in your knowledge and to update you on changes in training and development.

Alternative on-the-job qualifications are National Vocational Qualifications (NVQs). They are available in learning and development at levels three, four and five. NVQs can also lead to CIPD membership.

You are expected to keep up to date with developments in the industry throughout your career and to network with fellow professionals. Opportunities for this exist through the CIPD annual conference and exhibition, and through reading relevant books, reports, journals and magazines (the CIPD has a large library available to members).

## Career development

In order to become a training and development officer, you often need to have gained three or four years' experience in a related role

such as assistant training officer or training administrator. From here, you can progress to higher levels which, depending on the size of the organisation, could include:

- adviser/team leader/junior management;
- middle management/partner/head of department;
- senior management.

To reach the highest levels, you need to show great personal achievements within the field of training and development. It may be necessary to move from small organisations to larger ones in order to progress. High levels of career management skills may be necessary to take advantage of opportunities. Another option is to move into related work such as personnel, human resources or general management. With experience, it is also possible to become a lecturer in a college or university.

You may also decide to set up your own business as a self-employed consultant/adviser.

As your career develops, you can upgrade your [Chartered Institute of Personnel and Development \(CIPD\)](#) membership. For example, if you are a graduate member, you may become a full member after three years' relevant management experience.

Your own personal development is essential to progression. Documenting any continuing professional development (CPD) you undertake, be it through attending conferences, doing short courses or adding to qualifications, is important.

## Employers and vacancy sources

There are opportunities for training and development officers/managers in a wide range of private and public employment sectors as well as in organisations of all sizes. These include:

- retail companies;
- leisure organisations;
- commercial firms;
- manufacturing organisations;
- central and local government;
- the health service;
- law firms;
- financial institutions;
- educational institutions.

Opportunities also exist in commercial training organisations, such as information technology training providers and personal development training organisations.

The job varies from organisation to organisation: in some large retail organisations or training consultancies you could be working in a large team of training professionals and be responsible for a team of trainers. In smaller organisations, you might combine the training role with personnel functions and deliver more of the training courses.

## Sources of vacancies

- [Search graduate jobs](#) on this site.
- [People Management](#)
- [Personnel Today](#)
- [TrainingZONE](#)
- [Guardian Jobs](#)
- [Independent Jobs](#)
- [The Times Jobs](#)

People Management and Personnel Today mainly advertise higher-level jobs. Recruitment agencies also advertise in these publications.

It is also worth writing speculatively to training departments and organisations. Details can be found on the [Chartered Institute of Personnel and Development \(CIPD\)](#) website and in publications such as [The Personnel Manager's Yearbook](#).

Get tips on [job hunting](#), [CVs and covering letters](#) and [interviews](#).

## Related jobs

- [Careers consultant](#)
- [Human resources officer](#)
- [IT trainer](#)
- [Management consultant](#)
- [Occupational psychologist](#)
- [Recruitment consultant](#)



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