



Managing & Measuring ROI, Training, Learning & Development

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Introduction:

This course will provide you with the essential knowledge and skills to gain greater strategic value from your investment in training and development. The focus of the training course will be the analysis and alignment of business objectives to create efficient systems to achieve the maximum ROI from your learning and development. You will also learn how to produce an effective business case utilizing metrics and other sources of strategic analysis. This is an essential course for those who wish to be more effective and efficient with the training budget and more strategic with training interventions. This course will feature:

- Practical training evaluation methodologies, systems and processes.
- Managing & leading the training function
- Dealing with issues related to the management of the training budget and the training spend
- Ensuring that proposed training programs are relevant and the business case to support planned expenditure can be made
- Essential steps to becoming a learning organization

Who Should Attend?

Training & Development Managers, Training Controllers & Administrators, Training & Development Coordinators, Training Managers' Secretaries, Training Assistants, Training Officers, HR Specialists, Generalists & Personnel, Line Managers, Capability and Development Officials, Senior Executive Capability and Development, Section Heads, Succession Planers, Talent Managers, Training

Officers, Senior Training Officers, Team Leaders, Superintendents, Senior Training Administrators, those responsible for people development, Administrators, HR trainees, and Supervisors who are involved with training and development.

Course Objectives:

By the end of this course delegates will be able to:

- Apply the techniques training need analysis (TNA)
- Develop and propose a business case for training to meet strategic business objectives
- Examine the issues related to measuring and maximizing training ROI
- Prepare and an appropriate business model for training and development
- Analyze cost-benefit and return-on-investment for training and development activities

Course Outline:

The Strategic Context of Training & Development

- Strategic organizational development, training and HR planning
- Business strategy: the need for long-term planning for future skills and competences
- Aligning training and development to meet business objectives
- Redefining organizational learning for your organization
- Essential steps to becoming a learning organization
- Developing a training and development business model to suit your organization

The Importance of Defining Training Needs

- Understanding the training cycle and why it matters

- Introducing Training Needs Analysis (TNA)
- The role of competencies in learning & development
- How competencies can be measured
- TNA at corporate, department, team and individual level
- Awareness of different learning styles and how to provide for them

Evaluating Training and Outcome Metrics

- Why clear and measurable learning objectives matter
- Understanding and applying cost-benefit analysis
- How to measure training return-on-investment (ROI)
- What to measure: defining the measurement parameters and metrics
- Measuring intangible impacts: cultural, social, other
- Training budget planning and formulation

Managing & Leading the Training Function

- The importance of leadership and how it differs from management
- The strategic management of the training function
- The concept of talent management
- Differentiating succession management & talent management
- Internal Vs. external training provision
- The role of educational credentials in training and education

The Business Case for Training, Learning & Development

- How training fits with performance appraisal
- Nationalization issues in training and development
- Preparing the business case for an investment in training
- Presenting the business case to key stakeholders
- Personal action planning
- Course summary & review