



Advanced Managing and Measuring Training & Development Masterclass (24 CPD hours)

An all-encompassing educational and developmental experience for Training & Development practitioners

Birchwood Hotel, Boksburg, Johannesburg / Live streaming
17 – 19 February 2021 & 21 – 23 July 2021

This workshop will be facilitated by a HR expert. Delegates will be exposed to “hands-on” learning through comprehensive case studies and will access to an ROI on Training tool/model designed by Dupleix Institute. Delegates will also learn how to enable their organisation to develop a learning culture

www.dupleixinstitute.com

OVERVIEW

This Advanced Managing and Measuring Training, Learning and Development impact Masterclass 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 Masterclass will be the analysis 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 utilising 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.

There are many different ways that employees can be developed including induction, on the job training, internal and external courses and workshops, compliance training, supported external study, coaching and mentoring. This section explores the different methods of learning and development and how they should be used to develop different employees. An organisation is responsible for ensuring that its employees have the appropriate skills and knowledge to fulfil the organisation's strategic and operational objectives. This has obvious implications for recruitment, but it also entails a commitment to learning and development by the organisation to ensure that skills and knowledge are maintained and developed to ensure ongoing competitiveness and adaptability.

Learning and development, or as it is now commonly referred to; training and development or human resource development, encompasses a range of on-the-job and off-the-job methods for acquiring necessary knowledge, skills and behaviours.

With this in mind, learning can be defined as the process of acquiring new behaviours, knowledge, skills and attitudes which enhance employees' ability to meet current and future job requirements and perform at higher levels.

WHO SHOULD ATTEND?

- Corporate Services Directors and REMCO members;
- HR managers, Training and Development managers and Work Skills Co-ordinators;
- Skills Development Co-ordinators, HR supervisors and HR professionals; and
- HR professionals who need to understand how training can be measured.

LEARNING OUTCOMES AND BENEFITS

In just 3 days delegates will be able to:

- Deal with issues related to the management of the training budget and potential compromises impacting on the "training spend";
- Ensure that proposed training programmes are relevant and the business case to support planned expenditure can be made;
- Demonstrate that ROI has been achieved with learning and development interventions;
- Apply techniques to identifying business training needs; and
- Use an ROI model to compute ROI on learning and development interventions.



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COURSE OUTLINE

1. Module 1 – Strategic role of Training in Organisational Development

- Strategic organisational development training and planning
- Business strategy: need for long-term planning for future skills and competencies
- Aligning L & D to meet business objectives
- Evaluation of L & D interventions (e-learning, blended, on-the-job etc)
- Creating the business case for training investment

2. Module 2 – The strategic framework of training: an overview

- The role of a training department
- Approaches: aligning training with strategy
- From top down to pulse taking
- Marketing training within the organisation
- Training preparations
- Guidelines for promotional material
- Your training announcement template
- Partnering with managers and supervisors
- The style inventory
- Planning, preparation, presentation and follow up with managers and supervisors
- Roles and responsibilities

3. Evaluating the training function

- Reasons for evaluating the training function
- Key performance indicators & deciding on them
- Monitoring and reporting
- Measuring employee satisfaction of L & D
- Evaluation methods
- Developing the training function satisfaction survey
- Evaluating transfer of behaviour
- Conducting cost/benefit analysis
- Reporting ROI and presenting findings

4. Role and function of today's Training Departments

- Introduction and programme objectives
- Why do we need to train anyone?
- Roles in training – exercise
- The training cycle (Analysis, Design, Develop, Conduct, Evaluate)
- The Conscious Competence Model
- Assessing your learning style

5. Module 5 – The role of the L & D professional in TNA

- The importance of identifying needs
- The Training Needs Assessment process
- Data collection methods: quantitative and qualitative
- Advantages and disadvantages of the quantitative and qualitative methods
- Approaches to identifying needs
- Workshop: applying training needs assessment

6. Module 6 – Training Needs Analysis (TNA) and Competency Based Training (CBT)

- What is Training Needs Analysis?
- Identifying and meeting learning needs
- How TNA techniques helped – case study
- TNA practical exercise
- How to prioritise training needs
- Brief overview of DIF analysis
- Competency Based Training (CBT) – the debate
- How competencies are constructed - practical exercise

Exercise: Creating a Work Skills Plan

7. Module 7 – Demonstrating success

- Lessons on how to evaluate training
- The 4 levels of evaluation (Kirkpatrick model)
- Linking levels of evaluation with TNA
- Linking evaluation levels with instructional learning objectives (ILOs)
- Components of a complete ILO
- The ROI process model
- Tabulating programme costs
- Calculating ROI
- Introduction to the Jack Phillips models
- Calculating ROI (Jack Phillips model)

8. Compiling a Training Budget

- Financial planning, measurement and forecasting
- Training budget planning and formulation: factors and structure
- Understanding cost/benefit impact
- Resource and extrinsic factoring: locations, currency differences, labour costs
- Controlling the projected expenditure process: analysis and reporting systems

COURSE OUTLINE (CONTINUED)

9. Module 9 – Managing a Training Department

- Defining management
- Key management functions
- Personal assessment and development plans
- Conducting a “PESTLE” and “SWOT” analysis
- Devising a training strategy
- Training department mission statement
- Identifying key results areas
- Structure of a training department

10. Module 10 – PDP and Performance Management

- Why performance management?
- Performance management process
- Managing organisation performance
- Moving towards performance evaluation and its link to PDP

11. PDP and Learning and Development

- The purpose of a Learning and Development strategy
- How to create a learning culture
- Organisational learning
- Learning organisations
- How to embed PDP in your Learning and Development Strategy
- Model to measure extent the organisation is a learning organisation

12. Creating a Personal Development Plan

- PDP vs CPD
- Personal SWOT analysis
- Personal PEST analysis
- Personal Ansoff Matrix
- Personal branding
- Plan your career learning stream

13. Learning objectives and testing

- Understanding learning objectives
- Learning strategies
- Writing objectives using bloom’s taxonomy
- Revised taxonomy
- The role of testing in training
- Key properties that psychometric tests should have
- Personality questionnaires and their limitations
- Aptitudes and ability tests

14. Module 14 – Developing career and personal skills

- Personal learning styles and strategies
- Schein career anchors
- Developing personal accountability
- Developing personas
- Self-mastery
- Understanding emotional intelligence

PROGRAMME DIRECTOR



Themba Mazibuko is the President and CEO of Dupleix Institute and Dupleix Consulting. He is a highly sought-after Risk and Strategy facilitator and trainer with more than 23 years training and development experience gained in South Africa and at least 13 countries in Africa. He is a Chartered Accountant (South Africa), an FRM (Financial Risk Management) holder, MBA holder and a member of the Institute of Risk Management South Africa. He has also delivered over 600 talks and training workshops over 10 years to a number of institutions in both the private and public sectors on Return on Investment (ROI) on Training, Staff development programmes and Strategic Remuneration programmes. Themba is an expert on Learning and Development, Strategic Planning and Enterprise-wide Risk Management (ERM). He has consulted for a number of large financial institutions in at least 13 African countries and has built ROI on Training models for a number of organisations. He worked for 12 years for KPMG and 5 years for Barclays Africa where he was Treasurer for Barclays Africa Retail and Business Bank.

Dupleix Institute can also organise customised, in-house training interventions in line with your organisation strategy & training plan. Contact Farisai on sheila@dupleixinstitute.com or +27 87 985 0446

UPCOMING TRAININGS

1. Combined Assurance Masterclass – 24 – 26 February 2021
2. Multi-generational Talent Management & Succession Planning Masterclass – 17 – 19 March 2021
3. Advanced Secretaries and PA Masterclass – 24 – 26 March 2021
4. Advanced Excel and Financial Modelling Masterclass – 21 – 23 April 2021
5. Performing Effective Lifestyle Audits Masterclass – 28 – 30 April 2021
6. GRAP update 2021-2022 Masterclass – 19 – 21 May 2021
7. Category Management and Strategic Sourcing in Procurement Masterclass – 26 – 28 May 2021
8. PFMA Masterclass – 23 – 25 June 2021
9. Finance for Non-Finance Managers Masterclass- 28 – 30 June 2021
10. Advanced Managing and Measuring Learning and Development Masterclass – 21 – 23 July 2021
11. Combined Assurance Masterclass – 28 – 30 July 2021
12. Multi-generational Talent Management & Succession Planning Masterclass – 25 – 27 August 2021
13. The Women Leadership Development Conference – 18 – 20 August 2021
14. Advanced Secretaries and PA Masterclass – 15 – 17 September 2021
15. Performing Effective Lifestyle Audits Masterclass – 27 – 29 September 2021
16. Advanced Excel and Financial Modelling Masterclass – 20 – 22 October 2021
17. Category Management and Strategic Sourcing in Procurement Masterclass – 27 – 29 October 2021
18. Financial for Non-Finance Managers Masterclass – 17 – 19 November 2021
19. PFMA Masterclass – 24 – 26 November 2021
20. GRAP Update 2022/2023 (including Financial Statement Preparation) Masterclass – 8 – 10 December 2021

REGISTRATION FORM – Advanced Managing & Measuring Learning & Development Masterclass

Investment: R8 999 Excl VAT (Online course fees)

R11 999 Excl VAT (Course fees with no accommodation)

R19 999 Excl VAT (All inclusive fees including accommodation, food, airport-transfers and costs of the Johannesburg/ Soweto Trip)



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AUTHORISING PERSON:

First name:		Surname:	
Company:		Designation:	
Postal Address		Phone:	
Country:		Fax:	
Postal Code:		VAT No:	
E-mail Address:			
Signature:		Date:	

By completing and signing this form, the authorising signatory accepts the terms and conditions stated on this form

DELEGATE INFORMATION

Please provide information as you wish it to appear on your name badge (s) and your certificate of attendance.

Title	Delegate name and surname	Designation	E-mail

TERMS AND CONDITIONS

Delegate substitution

Delegates can be substituted at any time at no extra cost. Please inform us of the new name(s) for registration. You may transfer at no extra charge to another event, provided you do so in writing at least 10 working days before the event. Transfers within the 10 working days will be charged an administration fee of 10%.

Cancellations

14 days prior to the course, 75% of the registration fee is refundable, 13 to 6 days prior to the course, 50% is refundable. Within 5 days of the course, 25% is refundable. NO REFUNDS FOR NO SHOWS.

In the event of unforeseen circumstances, Dupleix Institute reserves the right to change the workshop content, the speakers, the venue or the date. You will be notified no less than 5 working days prior to any event. Should the event be postponed, you will have the option to attend the next available date of the relevant event. The registration fee will be credited on the delegate accounts should they opt not to attend the next available date of the relevant event or in the case where an event is cancelled.

PAYMENT DETAILS

Make payment to:

Dupleix Institute (Pty) Ltd
First National Bank
Account number 62410185880
Sandton City Branch code,
Branch number/Sort Code 250655
Swift code FIRNZAJJXXX

Please note that payment is required in full before the workshop date.