

## Development of Managerial and Technical Skills for Training Specialists and Coordinators

### Overview

This seminar is designed specifically to recognize the vital role of those working in the area of training and development. It is suited for anyone who trains or develops others or who is involved in development and talent management.

The training function is a relatively recent addition to organization structures compared with other functions such as production, accounts and sales. Writers such as Tom Peters and Charles Handy have stressed the importance of training for organizational success. This is linked into the bigger picture of constant organizational change and developments in HR and talent management systems.

The course specifically will give you detailed knowledge on the training cycle and explain how to prove to top management that training is a great investment. This course is in direct response from you our customers, for very practical, hands on week of training, which will be delivered by an internationally recognized instructor in this area.

### Objectives:

- Describe the training cycle and its application in the modern training and development department (knowledge)
- Discuss the limitations and advantages of a competency based approach to training (comprehension)
- Calculate a training cost benefit and/or a training return on investment (ROI) (application)
- Differentiate between training, learning and talent management (analysis)
- Design a course outline utilising Blooms taxonomy for educational objectives (synthesis)
- Defend training decisions based on cost-benefit analysis (evaluation)

## Who Should Attend?

Human Resources managers and senior professionals, specialists, team leaders, and business partners in the function who seek to broaden their knowledge and improve their skills in the key functions of HR as well as those who are responsible for evaluating HR and its effectiveness in the organization. The course is also suitable for those employees who are targeted for development or promotion within the HR function.

## Outline:

### The Role and Function of Today's Training Departments

- Introduction and program objectives
- Why do we need to train anyone?
- The role of training and activities covered
- Roles in training – exercise
- The training cycle (Analysis, Design, Develop, Conduct, Evaluate)
- How Adults Learn: Andragogy
- The Conscious Competence Model
- Assessing your own learning style

### 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

### Learning Objectives & Testing

- Understanding learning objectives
- Learning strategies

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- 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
- Aptitude and ability tests

## Training Evaluation – Completing the Cycle

- What is training evaluation
- Kirkpatrick's Levels of Evaluation
- Measurement
- Reaction evaluation – end of course reviews
- The performance grid
- Showing the benefit of evaluated training – formula to use
- Calculating a Cost-benefit
- Return on Investment (ROI)

## Talent Management & Essential Training Administration Issues

- Talent management – explored
- Succession Planning, Mentoring & Coaching
- Nationalisation Programmes
- Managing the training function
- Training records and administration
- External and/or internal training decisions
- Training room set-up
- Personal Action Planning