



# Mastering Training Function

## Course Outline:

- Manage a Training Function
- Identify key training and development roles
- Define and create your vision, mission and training function priorities
- Learn tips on keeping your sanity as a department of one
- Benchmark your department by conducting a training function systems audit
- Internal Consulting Skills
- Determine where you are in the life cycle of a training department
- Compare traditional training and performance consulting approaches
- Identify when to use a continuum of internal consulting roles
- Analyze your role in the organization
- Identify who are your clients
- Develop three-way partnerships with learners and their managers
- Use an eight-step consulting process to become proactive and gain results
- Diagnose Problems
- Examine the training manager's role in using five diagnostic tools
- Determine if training is the answer
- Review post training performance analysis
- Make vague traininissues
- Identify how, when and where to conduct training needs specific to get better results
- Use surveys: Sort out training needs vs. wants
- Identify survey assessment
- Develop a Plan and Gain Support for the Learning Function
- Learn the ten essential components of a performance enhancement plan
- Review a performance enhancement plan example
- Identify criteria for reviewing training proposals
- Determine how you will contract with your client
- Identify and apply strategies to market your programs effectively
- Vendor managing process
- Identify what roles Purchasing can play in the maintenance of Vendor Records.
- Identify what roles Accounts Payable can play in the maintenance of Vendor Records.
- Recognize the key data points that should be included in any Vendor Record.
- Explore the forms that should be obtained from a potential Vendor before a Record is created.
- Recognize the need for checking names against the "Do Not Pay" blacklists.
- Discover the benefits of performing a post audit on new or edited Vendor Records
- Discover the benefits of the value in identifying Records for de-activation.
- Manage Trainers, Course Developers and Staff
- Establish criteria to select internal trainers
- Develop internal trainers and course developers
- Use a competency tool to assess and develop trainers
- Use a competency tool to assess and develop course developers





- Determine the training manager's role in using five course design tools
- Decide whether to use existing materials or create new ones
- Identify a process to select packaged training programs and/or equipment
- Based on appropriate criteria, select a consultant or external trainer
- Make Learning Stick: Transfer of Learning
- Identify barriers to transfer of learning
- Determine whose job is it to apply what's been learned
- Review four tactics to transfer learning
- Help managers prepare their employees for transfer of learning
- Learn how to conduct "level three" evaluation to measure learning transfer
- Manage the Training Budget
- Cost justify training
- Create a training cost framework
- Conduct a cost-benefit analysis (ROI)
- Find performance indicators to demonstrate training's benefit

### Course Objective

- Anticipate changing training needs
- Learn how to use a comprehensive department systems audit to assess how your function is operating in ten key areas.
- Develop an internal consulting approach to your role as manager.
- Examine when and how to use 9 types of assessment tools to diagnose performance problems and identify training needs.
- Apply a nine-part plan to build alliances and work successfully with line managers and employees.
- Identify essential elements of a performance improvement plan.
- Determine what to include in a client service agreement to address performance issues.
- Learn how to contract for results, not just training activities.
- Identify techniques to market your training function.
- Cost justify training and monitor a training budget for classroom and online training programs.

