

Programme Duration: 2 Days

COURSE DESCRIPTION:

Human Resource Development expenditure is a unique form of business expense. Unlike other expenses, training costs represent an investment by the firm in their employees. As with any other investment, a commitment to training is directly related to the expected returns from each dollar invested.

Assessing the value of these returns has been the subject of a large body of national and international research. Almost unanimously, studies have concluded that enterprises are interested in training as a means of securing improved workplace performance and greater profitability.

Measuring these benefits, and relating them to the costs of training in a way that reveals the rate of return on a firm's training outlay (investment in human resource development), is not yet widespread among many companies in Malaysia. Many firms may both be aware of the significant increase in their bottom line that could occur if they were to identify and pursue the highly profitable training opportunities like this one.

Measurement of training ROI starts with defining the reasons and goals for the training determining how much the training costs and verifying the amount of return.

Questions you may have on this are:

- What is the reason for the training?
- What is the investment in training?
- How is the return measured?

From a survey conducted by our workshop leaders on Chief Learning Officers, these are some of the reasons they choose to attend this workshop.

Top management requires it	30%
I have pressure to justify budget	30%
I know I will need to demonstrate more accountability	25%
I want to show increased accountability for T & D	10%
I want to explore with new techniques	5%

OBJECTIVES:

This strategic business measurement workshop will:

- Improve the credibility of the training function by quantifying training's worth to the organisation.
- Better manage training costs and make more cost-effective decisions regarding training expenditures.
- Plan a successful strategy for implementing evaluation strategies and techniques in your organisation.
- Increase training benefits by focusing more on achieving results which have worth to the organisation.
- Develop effective strategies for overcoming common barriers to successful Tracking implementation.
- Collaborate with key managers during strategic points in the training and evaluation process to ensure their support and increase the likelihood of achieving desired results.
- Improve the credibility and power of the training function by becoming PROFIT instead of COST centered.

WHO SHOULD ATTEND:

Training Officers and Managers involved in evaluating training functions in the organisation.

METHODOLOGY:

The workshop is very practical in nature. It will be conducted via lectures, designed to help participants get down to performing real ROI calculations based on the ROI models discussed. They are very practical and participants will be able to immediately apply these models at their workplace.

COURSE OUTLINE/CONTENTS:

This in-depth two days measurement workshop will cover:

- ✓ "Training" or "Learning", the fact that although enterprises invest in training, it is learning, skill development or attitude change that results in the returns; and these are not always associated with training.
- ✓ How traditional ways of thinking about Return on Investment is appropriate to training and learning.
- ✓ How training, performance and profits link together.
- ✓ Selection of output measures.
- ✓ The different ways of measuring key variables.
- ✓ The Pre and Post training analysis.
- ✓ Cost benefits analysis.
- ✓ Analysis of the impact of training on efficiency and productivity.
- ✓ How the many changes that can be made within a company can contribute to performance improvements and profits.
- ✓ Developing a detailed implementation plan for ROI.
- ✓ How to provide guidelines for interpreting training's impact on profits and competitiveness.
- ✓ How to prove that training leads to performance improvement.
- ✓ How to identify the skills you wish to develop.
- ✓ How to pilot, test, deliver and evaluate your program.
- ✓ How to put together behavioral audits.
- ✓ Ways of calculating the Return on Investment.