

# € TRAINING

Measuring & Maximising Training ROI





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## Introduction:

Training can have a strategic impact on an organization yet many organizations do not know or understand if they are receiving value for their investment in training. This training is designed to demonstrate that training has a strategic role and will demonstrate how organizations can obtain greater value from their investment in training

## Course Objectives:

At the end of this course the participants will be able to:

- Understand the issues related to measuring and maximizing training return on investment at both a strategic and operating level.
- Plan, organize and deliver training programs and events which are relevant to and will contribute to the attainment of the organization's strategic objectives.
- Demonstrate and be able to make the business case for specific training programs and events and therefore be able to justify training related expenditure.
- Understand and be able to implement the techniques applicable to identifying and delivering relevant training needs.
- Describe best practices concerning employee development and therefore contribute to the achievement of competitive edge by improving employee retention rates.
- Monitor and review the effectiveness and impact of the training spend and as a result be able to apply measures to training-related processes.

## Targeted Audience:

- Training Managers
- Training Coordinators
- Training Administrators
- Training Staff
- HR Managers
- HR Staff

## Course Outlines:

### Unit 1: Overview of the Strategic Role of Training:

- The strategic context of training
- The business case for training investment
- The principles of effective employee development
- Training models and approaches
- Establishing training needs
- Evaluating training
- Establishing appropriate processes for measuring training return on investment ROI
- The role of senior managers, HR professionals, and line managers in measuring and maximizing the training ROI

## Unit 2: Aligning Training to Business Objectives- Maximizing Training ROI:

- The organizational context
- Business Strategy: the need for long term planning for future skills and competences and the identification of skills gaps
- Identifying the training need
- Aligning training with business needs
- Planning training
- Delivering effective training
- Maximizing training ROI

## Unit 3: Measuring Training Return on Investment ROI:

- The arguments for and against measuring the cost and effectiveness of training
- Making the business case
- What and how to measure
- Identifying the appropriate success criteria
- Measuring the effectiveness of training
- Forecasting costs
- Forecasting benefits
- Calculating the training ROI

## Unit 4: Managing the Training Process:

- Identifying the appropriate approach to training
- The roles and responsibilities of senior managers, HR professionals, line managers, and employees
- Establishing training objectives at the strategic level
- Identifying training objectives at the operating and individual level
- Maximizing ROI - preparing training budgets
- Planning and Implementing training
- Internal or external training provision
- Determining how training will be evaluated

## Unit 5: Evaluating Training:

- Evaluation models and approaches
- Purpose of evaluation
- Some myths about evaluation
- Levels of evaluation
- Evaluation methodologies
- Linking evaluation to training ROI
- Personal development planning