The Training Analyst

WORKSHOP DURATION:
Five days

WORKSHOP INTRODUCTION:

The modern, competitive business environment in which we work today requires that we use a more sophisticated approach for performance management. Employers cannot neglect the need for ongoing development of their human resources. But at the same time, development and performance management cannot be effective unless they are benchmarked against best practice standards.

This practical workshop will introduce a tool and a technique for identifying essential workplace competencies, and benchmarking the standards required for each competency.

This tool is the best possible vehicle for targeting training needs for each job type. Once completed, each job incumbent can be measured against the competency profile, and a gap analysis can then be documented. This gap analysis will form the individual's training plan, for which budgets and schedules can be developed.

WORKSHOP OBJECTIVES / EXPECTED ACCOMPLISHMENTS:

After attending this workshop, participants should be able to:
- ❑ profile a job and identify all the key performance areas, specific outcomes and performance standards required
- ❑ develop a competency profile per job
- ❑ conduct a benchmarking exercise to assist in the determination of internal performance standards
- ❑ identify generic training needs from the competency profile
- ❑ conduct a gap analysis per individual to determine individual training needs
- ❑ describe how to develop a training budget and schedule using the information derived from the training needs analysis

WHO SHOULD ATTEND?

Primarily, this workshop is aimed at those whose responsibility it usually is to document training needs and conduct benchmarking exercises, viz. Department Managers, Supervisors, Project Team Leaders, Foremen, Mentors, Career Coaches, Human Resource Managers and Officers, Training and Development Managers and Officers, Skills Development Facilitators, Union Officials and Shop Stewards.

WORKSHOP METHODOLOGY:

This workshop is interactive, allowing for lively participation and sharing of experience during sessions. There will be several short lectures, followed by case studies, group discussions and practical assignments.

TOPICS TO BE COVERED:

1.   Job competencies and performance management
- Introduction to Competency Profiling
- Introduction to Performance Management
- What is a competency?
- Why are competencies emphasised in modern business practice?
- Job Descriptions vs. Competency Profiles
- Key Performance Areas, outputs and standards of competency

2.   Competency Profiles
- The Competency Profile as a Balance Sheet of human performance
- How to develop a Competency Profile
- Analysing jobs and work processes
- Skills practice in job analysis

3.   Performance outputs
- Identifying performance outputs
- Describing standards of performance

4.   Application assignment
- Developing KPA's and Output lists for targeted positions
- Developing standards of competency for targeted performance outputs

5.   Competency Profiles (Inputs)
- Defining input requirements (training needs)
- Grouping skills – fundamental, core and specific
- Categorising skills by levels of complexity

6.   Application assignment
- Developing input requirement lists for targeted positions
- Developing a progression of skills for multi-level job bands

7.   HR Benchmarking
- Identifying and documenting best practice performance standards

8.   Training needs analysis
- Identifying and documenting training needs
- Identifying and documenting training solutions
- Developing and documenting a skills matrix per job type
- Developing and documenting an individual training plan
- Developing a training budget
- Developing a training schedule

9.   Application assignment
- Further practice at developing Competency Profiles

10.   Review methodology
- International methods for reviewing documentation
- Document control - integration and management
- Developing a review and documentation management policy and procedure

11. **Application assignment**
  - Skills practice at developing a skills matrix, a training plan, and training schedule and a training budget

12. **Management responsibilities and tools**
  - Integrating strategic plans into training plans
  - Performance management tools
  - Integrating training needs analysis into performance appraisals
  - HR training and development
  - Selection decisions

13. **Application assignment**
  - Skills practice at developing training needs analyses

CONTACT DETAILS:

John R Blacklaws

Chartered HR Practitioner &

Project Management Professional (PMP)

t. (Bahrain Office) +973 3964 0895

t. (South Africa Office) +27 79 527 0095

p. PO Box 10865, Meerensee, 3901, South Africa

e. info@tmlone.com

w. www.tmlone.com