Training Manager Certificate:
Managing the Training Function for Bottom-Line Results

A Series of 4 Online Sessions

*Additional **pre-work** and **homework** will be assigned.*

- Certificate introduction and objectives
- Set personal objectives for the session

Unit 1: 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
- Identify advantages and disadvantage of where a training department reports
- Benchmark your department by conducting a training function systems audit

Unit 2: Internal Consulting Skills

- Determine where you are in the life cycle of a training department
- Identify who are your clients
- Compare traditional training and performance consulting approaches
- Analyze your role in the organization
- Identify when to use a continuum of internal consulting roles
- Use an eight-step consulting process to become proactive and gain results

Unit 3: Diagnose Problems

- Examine the training manager's role in using five diagnostic tools
- Determine if training is the answer

- Identify options and/or solutions to non-training issues
- Review post training performance analysis
- Make vague training needs specific to get better results
- Use surveys: Sort out training needs vs. wants
- Identify survey assessment issues
- Identify how, when and where to conduct training

Unit 4: 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

Unit 5: 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

Unit 6: 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
    - Determine the training manager's role in using four trainer coaching tools
    - Use a competency tool to assess and develop course developers
    - Determine the training manager's role in using five course design tools
- Identify a process to select packaged training programs and/or equipment

- Based on appropriate criteria, select a consultant or external trainer

Unit 7: Make Learning Stick: Transfer of Learning

- Identify barriers to transfer of learning
- Determine whose job it is to apply what's been learned
- Review five tactics to transfer learning
- Help managers prepare their employees for transfer of learning
- Learn how to conduct "level three" evaluation to measure learning transfer