



# HM261: Advanced Learning & Development Management: Strategic Training Needs Analysis (TNA), Competency Frameworks & Training Matrix

## Training Description:

This comprehensive training course is designed for Learning & Development (L&D) professionals, Training Coordinators, HR specialists and Training Managers responsible for managing organizational learning initiatives. The training course provides participants with the knowledge, tools and practical skills required to develop competency-based training systems, conduct effective Training Needs Analysis (TNA), establish training matrices, design annual learning plans, measure training effectiveness and align learning strategies with organizational objectives.

Participants will explore global best practices in learning and development, competency mapping, skills gap analysis, instructional planning, learning analytics and return on investment (ROI) measurement. Through practical workshops, case studies, group exercises and real-world applications, participants will learn how to transform training from an administrative function into a strategic business partner that drives organizational performance.

By the end of the training course, participants will be able to design data-driven learning strategies, optimize training resources, improve employee capability development and create measurable learning outcomes that support business growth.

## Training Objectives:

**By the end of the training, participants will be able to:**

- ✓ Understand the strategic role of Learning & Development in organizational success
- ✓ Develop competency frameworks aligned with business objectives
- ✓ Conduct systematic Training Needs Analysis (TNA) using multiple assessment techniques
- ✓ Design and manage organization-wide training matrices
- ✓ Create annual training plans based on competency gaps
- ✓ Prioritize learning interventions using business needs and risk assessments
- ✓ Design effective learning pathways for different employee groups
- ✓ Evaluate training effectiveness using Kirkpatrick's Four-Level Evaluation Model
- ✓ Measure training ROI and learning impact
- ✓ Utilize learning analytics and reporting dashboards for management decision-making
- ✓ Develop continuous improvement plans for organizational learning systems

## Training Designed for:

This training course is intended for Training & Development Managers, Learning & Development Specialists, HR Managers, HR Business Partners, Training Coordinators, Organizational Development Professionals, Talent Development Specialists, HR Officers responsible for employee development, Competency Management Professionals, Succession Planning Teams, Department Training Coordinators and Anyone responsible for employee learning and capability development.

## Training Requirement:

**“Hand’s on practical sessions, equipment and software will be applied during the course if required and as per the client’s request.”**

Contents can be adapted to your specific wishes. It is therefore possible to focus on specific modules of the training course as per client's learning needs and objectives. Further, it should be forwarded to us a month prior to the course dates.

## Training Program:

### DAY ONE:

#### STRATEGIC LEARNING & DEVELOPMENT MANAGEMENT

- ❖ **Session 1: The Strategic Role of Learning & Development**
  - Evolution of Learning & Development
  - L&D as a business partner
  - Aligning learning with corporate strategy
  - Creating a learning culture
  - Adult learning principles
  - Learning styles and modern learning methodologies
- ❖ **Session 2: Organizational Competency Framework**
  - Understanding competencies
  - Core, leadership, and technical competencies
  - Competency dictionaries
  - Competency mapping techniques
  - Job competency profiling
  - Competency gap identification
- ❖ **Session 3: Training Governance**
  - L&D policies and procedures
  - Roles and responsibilities
  - Training governance models
  - Compliance and mandatory training management
- ❖ **Workshop:**
  - Develop a competency framework for selected departments

### DAY TWO:

#### TRAINING NEEDS ANALYSIS (TNA): BEST PRACTICES

- ❖ **Session 1: Fundamentals of TNA**
  - Types of training needs
  - Organizational analysis
  - Task analysis
  - Individual analysis
  - Performance gap identification
- ❖ **Session 2: TNA Methodologies**
  - Interviews
  - Focus groups
  - Surveys and questionnaires
  - Observation techniques
  - Performance appraisal data
  - KPI analysis
  - Skills assessment

- Competency assessments
- ❖ **Session 3: Data Collection & Analysis**
  - Identifying root causes
  - Prioritizing training requirements
  - Critical skills identification
  - Risk-based training prioritization
- ❖ **Workshop:**
  - Conduct a complete Training Needs Analysis using a case study

### DAY THREE:

#### DEVELOPING THE TRAINING MATRIX & ANNUAL TRAINING PLAN

- ❖ **Session 1: Designing an Effective Training Matrix**
  - Structure of a training matrix
  - Mandatory vs. developmental training
  - Competency-based training matrices
  - Departmental matrices
  - Job-specific learning paths
- ❖ **Session 2: Annual Learning & Development Planning**
  - Setting annual learning objectives
  - Budget planning
  - Training calendar development
  - Resource allocation
  - Internal vs. external training decisions
- ❖ **Session 3: Learning Pathways & Career Development**
  - Career progression mapping
  - Individual Development Plans (IDPs)
  - Succession planning integration
  - High-potential employee development
- ❖ **Workshop:**
  - Build a complete training matrix and annual training plan

### DAY FOUR:

#### DESIGNING EFFECTIVE LEARNING PROGRAMS & MEASURING RESULTS

- ❖ **Session 1: Instructional Design Essentials**
  - ADDIE Model
  - Bloom's Taxonomy
  - Learning objectives
  - Course design principles
  - Selecting delivery methods
- ❖ **Session 2: Learning Delivery Methods**
  - Instructor-led training
  - E-learning
  - Blended learning
  - Coaching and mentoring
  - On-the-job training
  - Microlearning
  - Virtual learning environments

❖ **Session 3: Training Evaluation**

- Kirkpatrick's Four Levels
- Phillips ROI Methodology
- Learning effectiveness measurement
- Assessment techniques
- Feedback analysis

❖ **Workshop:**

- Design a complete evaluation framework for a training program

**DAY FIVE:**

**LEARNING ANALYTICS, DIGITAL L&D & CONTINUOUS IMPROVEMENT**

❖ **Session 1: Learning Metrics & Dashboards**

- Training KPIs
- Learning analytics
- Training reports for management
- Dashboard development
- Compliance reporting

❖ **Session 2: Digital Transformation in Learning**

- Learning Management Systems (LMS)
- AI in Learning & Development
- Adaptive learning technologies
- Learning Experience Platforms (LXP)
- Digital competency management

❖ **Session 3: Continuous Improvement in L&D**

- Auditing learning systems
- ISO considerations for training
- Benchmarking best practices
- Continuous improvement cycles
- Future trends in Learning & Development

❖ **Workshop:**

**Participants will develop a comprehensive Learning & Development Strategy for their organization that includes:**

- Competency framework
- Training Needs Analysis (TNA)
- Organization-wide training matrix
- Annual training plan
- Learning pathway
- Budget allocation
- Training KPIs
- Evaluation framework
- ROI measurement plan
- Executive presentation to management

❖ **Course Conclusion**

❖ **POST-ASSESSMENT and EVALUATION**

## Training Methodology:

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:

- 30% Lectures, Concepts, Role Play
- 70% Workshops & Work Presentations, Techniques, Based on Case Studies & Practical Exercises, Gamification, Software & General Discussions
- Pre and Post Test

## Training Certificate(s):

CMCT Internationally recognized certificate(s) will be issued to each participant who completed the course.

## Training Fees:

**USD\$ TBA** - This rate includes participant's manual, hand-outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

*Note: The 5% VAT (Value Added Tax), will be effective starting 01<sup>st</sup> of January 2018 as per the new regulation from the UAE Government. The VAT applies for all quotation both for local and abroad.*

## Training Timings:

### Daily Timings:

07:45 - 08:00	Morning Coffee / Tea
08:00 - 10:00	First Session
10:00 - 10:20	Recess (Coffee/Tea/Snacks)
10:20 - 12:20	Second Session
12:20 - 13:00	Recess (Prayer Break & Lunch)
13:00 - 14:00	Last Session

### **For training registrations or in-house enquiries, please contact:**

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