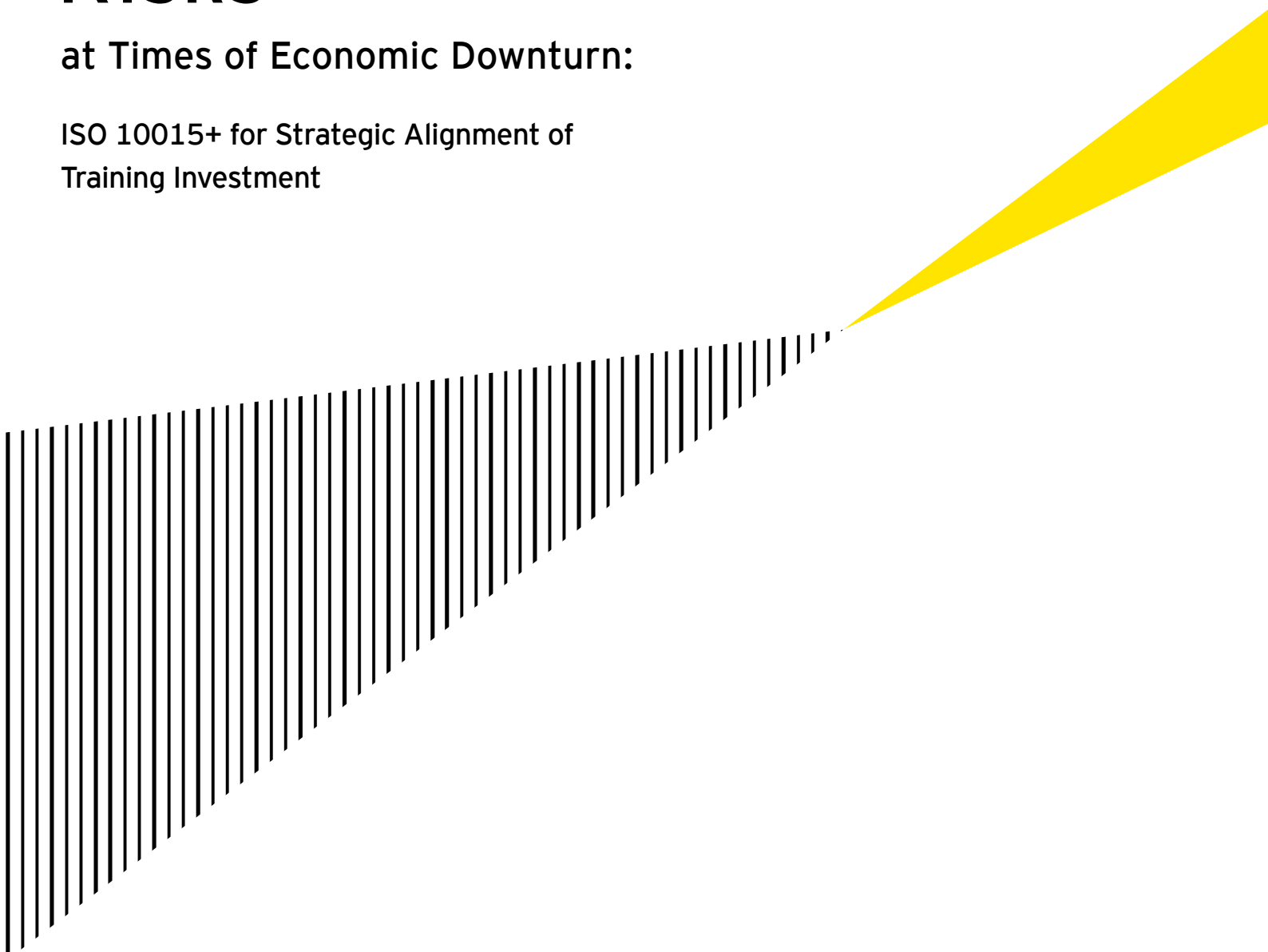


Managing Talent Risks

at Times of Economic Downturn:

ISO 10015+ for Strategic Alignment of
Training Investment



'In an economic downturn, training investment must be managed effectively to support strategic vision and to ensure the organisational agility to capture the momentum when market conditions improve. Effective Training is "mission-critical" to develop and maintain high levels of human capital.'

Academy for Quality in Training & Education

'Talent management includes not only the competition for top talent, which continues in many sectors, but also ... the struggle to retain key competencies during an economic downturn.'

Academy for Quality in Training & Education

Programme overview

In the currently changed business landscape, it is imperative for companies to form a strategic view of the risks that would impede on the survival of the organisation. One of these business risks concerns the challenge of sustaining key competencies of the organisation amidst a flurry of downsizing, rightsizing or rationalisation. Developing training and recruitment programmes and focusing on leadership and coaching skill programmes can help to combat the decline in employee quality that will otherwise occur if these programmes are not closely aligned to the business strategy and needs and assessed accordingly.

In practice only a small percentage of the companies, according to various industrial surveys, actually assess the effectiveness of their training investment. At a time of high risk and continued talent crunch in the key sectors of the economy, such laissez-faire approach will severely jeopardise the company's capability to be agile, innovative and fast in responding to the market demands. Instead, now is the time for companies to assume a rigorous and disciplined approach to proactively identify competence related risks and to address them systematically in order to safeguard key competencies needed for their business.

Human capital risk, or training investment portfolio management, is NOT an administrative function which can be relegated to the backroom. Instead, it is a strategic function that requires a systemic response from the boardroom.

Leading companies, such as Cisco, IBM, International Paper, simultaneously downsize, embark on redesign roles and responsibilities coupled with strategic learning processes to improve cross-functional alignment, strengthen performance capability and deliver better results. Training and development programmes help employee morale, increase long-term productivity and provide people with the competence necessary to carry out redesigned jobs that tend to have greater spans of control and deeper layers of process. In emerging economies where talent markets are relatively small, continued investment in effective and efficient training is a must.

Is your training and development process up to the challenge? Do you have the next generation HRD and training management system to deliver results during the economic downturn with reduced resources and to nurture and maintain key competencies for the future?

This ISO 10015+ workshop is a foundation workshop of AdeQuaTE®, a Geneva based quality management and organisational learning institute. It is based on action learning principles and uses a mixture of lecturing, exercises, group discussion, case study and a company example to understand in depth how to manage the key performance tasks and ROI of the corporate training function in Bahrain and the Middle East.

Programme objectives

This HRD 2.0 workshop intends to achieve the following:

- ▶ To sharpen the awareness of senior executives regarding the human capital risks in an economic downturn;
- ▶ To equip senior executives with basic understanding and knowledge of the next generation HRD and high impact training system management tool;
- ▶ To provide senior executives with information of the basic tenants of ISO 10015 Quality Standard and its application to corporate environment;
- ▶ To present information on ways and means to achieve a certified ISO 10015+ system, a label indicating verified excellence of quality standards of in-service training systems;
- ▶ To share corporate experience in using ISO 10015+ system in the region.

Programme duration & date

A one-day workshop in Bahrain.

Bahrain: 30 March 2009

Learning outcome and benefits

- ▶ Participants will gain information on the next generation HRD and high impact training management system
- ▶ Participants will become familiar with ISO 10015 standards and ISO10015+ certification requirements
- ▶ Participants will obtain information on how to assess their own HRD and training system
- ▶ Participants will hear about the case of a global company in the region using an ISO 10015+ system to manage its training investment portfolio
- ▶ Participants will be informed of the steps in acquiring ISO 10015+ certification and the building blocks in achieving this distinction



Programme agenda

Topic	Learning Objectives
1. Why next generation HRD system is essential during economic downturn?	<ul style="list-style-type: none"> ▶ To place training in the context of corporate adaptation and sustainable development in a competitive global market;
2. What could be the next generation HRD/ training system - seeing from the ISO 10015+ perspective?	<ul style="list-style-type: none"> ▶ To review the landscape of training function within different corporate contexts;
3. What is the concrete example in applying ISO 10015+? Why should company go for certification? What does company learn from the certification process? A case story.	<ul style="list-style-type: none"> ▶ To examine the success criteria put on the HRD executives and the system during economic downturn ▶ To review an example from the region in achieving ISO10015+ certification and its organisational learning
1. What is ISO 10015+?	<ul style="list-style-type: none"> ▶ To review ISO 10015:1999 Standard
2. How to develop the organisational infrastructure to support this next generation HRD/training management system?	<ul style="list-style-type: none"> ▶ To review the key elements of ISO 10015+ and AdeQuaTE Certification Criteria;
3. How to establish an ISO10015+ compatible training management system?	<ul style="list-style-type: none"> ▶ To highlight the pathway from HRD version 1 to HRD version 2;
4. How to start the ISO 10015+ certification process?	<ul style="list-style-type: none"> ▶ To identify potential bottlenecks in making this strategic pathway from training administration to OD; ▶ To gain information on the ISO10015+ certification requirements and steps

Who should attend?

This ISO 10015+ Workshop has been designed to address the needs of business executives in sustaining talents and competence profiles within their own corporation through effective management of T&D function and its training investment portfolio, and is particularly beneficial for:

- ▶ Vice Presidents, Directors and Managers of HR, Training, Quality Systems, Organisation Development, Knowledge and Performance Management and Finance.
- ▶ Organisation leaders in charge of talent management
- ▶ Organisation Development (OD) and Organisation Effectiveness (OE) practitioners
- ▶ HR professionals and generalists looking to expand their knowledge of HRD and quality assurance

It would be most effective for a participating company to send a small cohort of 3 executives/managers to initiate a transformation process once returned to the corporate environment. It is suggested that business executives who could be important sponsors of this transformation process of installing the 2nd Generation of HRD system should be part of the team.

Programme instructors/Facilitators

Dr. Lichia Yiu



Registered Lead Auditor for ISO 10015+ (since 2003)

**Visiting Professor,
Organisational Diagnosis & Performance Management,
National Taiwan University of Science & Technology**

Lichia is the President of Academy for Quality in Training and Education (AdeQuaTE®) in Geneva, Switzerland; Co-founder of Organisational Consultants Ltd, Hong Kong; Visiting professor at different universities; Consultant in organization development for 3M, BASF, Motorola Daimler-Benz, TCE, BNP Paribas; Lead Auditor for ISO 10015+ certification at Haier

Group Company, Shanghai Telecom, Jiangwei Automobile and pre-audits in different MNCs in Switzerland and N. America.

Lichia has authored numerous articles, books; chaired international conferences and served on committees of academic organizations. She is an executive member of the Academy of Management (Management Education and Development Division) and long-term member of the International Association of Institutes and Schools of Administration.

Dr. Raymond Saner



Registered Lead Auditor for ISO 10015+ (since 2003)

Swiss delegate to the ISO TC176, WG4 for ISO 10015

**Professor,
Organisation & International Management, Basle University**

Raymond is a Director of the Centre for Socio-Eco-Nomic Development, a NGRDO (Non Governmental Research & Development Organisation) based in Geneva, Switzerland since 1993 specialising in socio-economic research, reform of the public sector, capacity building for trade and development and quality assurance and evaluation of training & development.

Raymond also teaches at the Centre of Economics and Business Administration at the University of Basle, Switzerland since 1988, has been visiting professor to INSEAD in Paris and has authored numerous articles and books on management development, training and organisation development.

Raymond has 20 years of experience as a trainer and consultant. He has worked as a consultant to the United Nations and its specialized agencies and other intergovernmental organizations as well as for multinational companies and enterprises in developed, developing and transition economies. He is an active member of the Academy of Management, the International Institute of Administrative Sciences and the Society for the Advancement of Socio-Economics. He has also organised international research on the efficiency and effectiveness of in-service training and published several articles and books on quality assurance and training.

Ernst & Young

Assurance | Tax | Transactions | Advisory

About Ernst & Young

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 135,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

For more information, please visit www.ey.com

Ernst & Young refers to the global organization of member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients

The Middle East practice of Ernst & Young is an independent professional services firm, which has operated in the region since 1923 and is a full member of Ernst & Young Global. For over 80 years, the firm has evolved itself to meet the legal and commercial developments in the region. Ernst & Young Middle East currently has over 4,100 staff working from 18 offices in 13 Arab regions.

For more information, please visit www.ey.com/me

© Ernst & Young 2009.

All rights reserved.

About AdeQuaTE®

The Academy for Quality in Training and Education (AdeQuaTE®) is a division of CSEND with the mandate to provide ISO 10015+ certification and registration services. It conducts training workshops for ISO auditors and HR professionals on introductory and advanced professional development programmes. (www.AdeQuaTE.org)