



Confederation of Indian Industry



Managing Talent Risks at

Times of Economic Downturn:

ISO 10015+ for Strategic Alignment of Training Investment

Gurgaon, 27 March 2009

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, concurrent to downsizing, 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 India.

'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.'

(The 2009 Ernst & Young Business Risk Report)

'In an economic downturn, training investment must be managed to support strategic vision and to build extra-ordinary execution capacity and organisational agility to capture the momentum when market conditions improve.'

(Academy for Quality in Training & Education)

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 country.

Programme Duration

A one-day workshop in Gurgaon on 27th March 2009

Learning Outcome and Benefits

- Participants will gain information on where to invest training budget where matters most for business results.
- Participants will obtain information on how to assess their own HRD and training system.
- Participants will hear about the case of a renown company in the country using an ISO 10015+ system to manage its training investment portfolio.
- Participants will become familiar with ISO 10015 standards and ISO10015+ certification requirements.

- Participants will understand the role requisites of a company's executive who is responsible for the strategic orientation of his company's training system.
- Participants will be informed of the steps in acquiring ISO 10015+ certification and the building blocks in achieving this distinction.

Participants

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:

- Organisation leaders in charge of talent management
- Vice Presidents, Directors and Managers of HR, Training, Quality Systems, Organisation Development, Knowledge and Performance Management and Finance
- 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.

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Programme Agenda

Topic
<ol style="list-style-type: none"> 1. Why next generation HRD system is essential during economic downturn? 2. What could be the next generation HRD/ training system - seeing from the ISO 10015+ perspective? 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.
<ol style="list-style-type: none"> 1. What is ISO 10015+? 2. How to develop the organisational infrastructure to support this next generation HRD/training management system? 3. What are the role requisites of a company's executive who is responsible for the strategic orientation of his company's training system 4. How to establish an ISO10015+ compatible training management system? 5. How to start the ISO 10015+ certification process

Learning Objectives
<ul style="list-style-type: none"> ▪ To place training in the context of corporate adaptation and sustainable development in a competitive global market; ▪ To review the landscape of training function within different corporate contexts; ▪ 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.
<ul style="list-style-type: none"> ▪ To review ISO 10015:1999 Standard ▪ To review the key elements of ISO 10015+ and AdeQuaTE Certification Criteria; ▪ To highlight the pathway from HRD version 1 to HRD version 2; ▪ To outline the role requisites of a company's executive in charge of the strategic orientation of his company's training system; ▪ To identify potential bottlenecks in making this strategic pathway from training administration to OD; ▪ To gain information on the ISO10015+ certification requirements and steps.

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Programme Instructors/Facilitators



Dr. Lichia Yiu

*Registered Lead Auditor for ISO 10015+
(since2003)*

*Visiting Professor, Organisational
Diagnosis & Performnce*

*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 Ernst & Young (Bahrain), Sona Koyo Steering System Ltd., 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.



Prof. Raymond Saner

*Registered Lead Auditor for ISO
10015+ (since2003)*

*Swiss delegate to the ISO TC176,
WG4 for ISO 10015.*

*Professor, Organisation &
International Management, Basle
University*

Raymond is the 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, and quality assurance and evaluation of training & 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.



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Guest Speaker



Hari Nair

*Vice President - Human Resources
Sona Koyo Steering Systems Ltd.*

Young Masters in Public, Personnel Management & Industrial Relations from Osmania University with a Degree in Education Psychology & Diploma in Journalism. Hari has started his career at the age of Nineteen and worked both public and private sector companies which included Minda Huf Limited, Federal Mogul Sintered Products Limited, Indo Rama Textiles Limited, Pithampur & L&T Group of Companies.

Hari is also winner of many prestigious awards in India, including "First Prize & Certificate Of Merit 2008" at Qimpro Convention 2008, "Emerging HRD Thinker's Award 2007", "Golden Peacock Award for Innovative Training Practices 2007", "ISTD-Swami Vivekananda National Award For Excellence In HR & Training 2007" etc.

Besides being a well recognized public figure in the HR field, Hari has also been actively contributing to the knowledge exchange and creation through professional newsletters and in-house journals.

Sona Koyo Steering System Ltd. (www.sonagroup.com) received its ISO 10015+ Certification on 23rd January 2008.

Registration number: AQTE 00005.

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)

Swiss Accreditation Service Registration Number:
SCES 081

**AdeQuaTE ISO
10015+
Certification
Registration Mark**



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