CLDM – Certified Learning & Development Manager

Module 1: COMPETENCY BASICS AND COMPETENCY MAPPING

- What is competency
- Competency iceberg model –
- Why competencies, Classification of competencies – functional, behavioral, threshold, differentiating
- Measuring Competency using BARS
- Creating competency maps using JEA, critical incident method etc
- Quan competence framework

Module 2: COMPETENCY ASSESSMENT

- Competency assessment through cognitive ability tests, biodata instruments, structured interviews, job knowledge tests, diagnostic and promotion tests.
- Gilbert's model for individual diagnosis through internal and environmental variables
- Training needs analysis through BARS and Competency mapping, Peer Reviews, Self Reviews, upward assessment,360 degree feedback
- What are assessment centers.
- Types of assessment center techniques including psychometric tests, in-tray exercises, role- plays, written exercises etc.
- Steps in creating an assessment center like creating competency maps, identifying game matrix, creating evidence formats.

Module 3: TRAINING DESIGN

- Training design steps – setting of goals and objectives, selecting correct mode of training.
- Setting learning goals – affective, behavioral and cognitive.
- What are objectives – Specific, Measurable, Achievable, Relevant, Time-bound
- Bloom's taxonomy of learning, Specifying objectives, Assess modes
- 8 Key aspects of a good design – moderate level of content, balance between ABC learning etc.
- David Kolb's learning styles model – concrete experience, reflective experience, abstract conceptualization, active experimentation.

Module 4: TRAINING EVALUATION AND ROI

- Training evaluation and follow-up –Proving, learning, improving, controlling
- Four levels of Kirkpatrick training evaluation process – reaction, learning, behavior, results, Reaction level – evaluation of the program
- Tests construction, Action planning- level 3 assessment, Producing the action plan
- Assessing the ROI of training & Costs in calculating ROI – Promotional costs, administration costs, faculty costs, student costs, evaluation costs
- Sample measures including total assets, training investment per person, value added per employee, motivation index

Module 5: MANAGEMENT BUY IN

- Perceptual ladder
- Buy in model through metrics like Human Capital Readiness Index, RATER Model