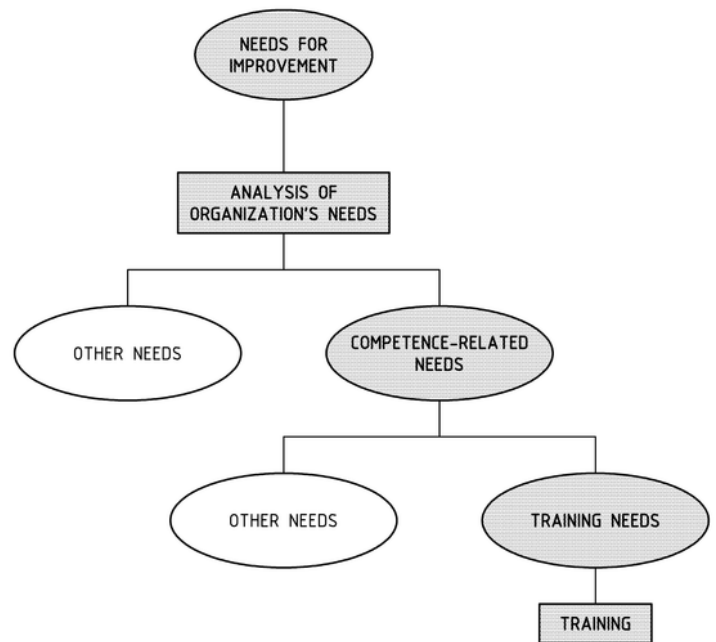


Introduction

Rapid technological change, continuous product improvement and relentless competition require companies continuously to upgrade the competence levels of their human resources. As a consequence, considerable amounts of money are spent on training worldwide.

Experts know the difficulties of determining return on investment (ROI) in the field of training and education. Efficient, yet ineffective systems of education and in-service training exist in many countries. It would be misleading to look at the education and training sector as if it were a beauty contest.

What matters are the results: acquisition of skills and know-how, improved company performance and productivity, and increased behavioral competencies of students and trainees – not simple output figures such as the number of employees trained. **In the end**, it is the outcome measures that determine whether or not a given education and training system is effective or ineffective – reflected or not in the increase of economic and social development at national level, or increased productivity at enterprise level. Faced with increasingly scarce training budgets and growing demands for training and retraining, it appears evident to employers, employees and providers of training and educational services that the quality of training needs to be assured in order to achieve the highest possible ROI from training programmes and activities and, in turn, a higher certainty of business sustainability.



What is ISO 10015? *Its a initiative within the ISO 9000 family*

ISO 10015:1999, Quality management – Guidelines for training, is an effective tool to help organizations solve the problem of measuring the effectiveness of training, and in so doing, to justify the investment in employee development. It offers a clear road map towards sound training investment decisions by requiring managers to connect training to performance goals, and use it as a strategic vehicle for individual and collective performance improvement.

The International Standard offers three key benefits:

1. Easily understood by companies familiar with the process approach of the ISO 9001 quality management system standard;
2. Can also be used by organizations that have implemented other quality tools such as the EFQM model, or TQM;
3. Offers guidance on training technology and organizational learning to meet quality training needs.

ISO 10015 links training investment to organizational performance, and requires training to be based on pedagogical and organizational learning principles.

The crucial question is, “What quality system could best support a company or government organization in improving the efficiency and effectiveness of training: should it be based on ISO 9000, the European Foundation for Quality Management (EFQM) Model, or others?” Taking into account the various quality systems and their strengths and weaknesses, a new initiative within the ISO quality family came about in the mid-1990s to define specific quality standards for in-service training. The result of this initiative was the drafting of a new standard called ISO 10015 which became the official standard in December 1999 and was adopted by many organizations.

Following are the stages of trainings guidelines which an organization can establish in HR/ Training and Development Department:

4 Guidelines for Training

4.1 Training: A four-stage process

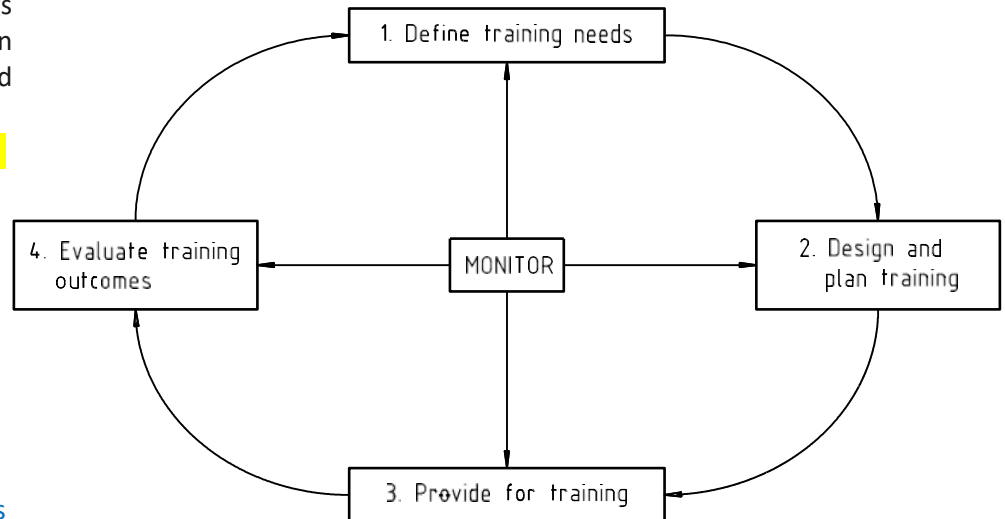
- 4.1.1 General
- 4.1.2 Purchase of training-related products and services
- 4.1.3 Involvement of personnel

4.2 Defining training needs

- 4.2.1 General
- 4.2.2 Defining the needs of the organization
- 4.2.3 Defining and analyzing competence requirements
- 4.2.4 Reviewing competence
- 4.2.5 Defining competence gaps
- 4.2.6 Identifying solutions to close the competence gaps
- 4.2.7 Defining the specification for training needs

4.3 Designing and planning training

- 4.3.2 General
- 4.3.3 Defining the constraints
- 4.3.4 Training methods and criteria for selection



- 4.3.5 Training plan specification
- 4.3.6 Selecting a training provider

4.4 Providing for the training

- 4.4.1 General
- 4.4.2 Providing support
 - 4.4.2.1 Pretraining support
 - 4.4.2.2 Training support
 - 4.4.2.3 End-of-training support

4.5 Evaluating training outcomes

- 4.5.1 General
- 4.5.2 Collecting data and preparing an evaluation report

5 Monitoring, improving the training process

- 5.1 General
- 5.2 Validation of the training process

Benefits of ISO 19600?

One of the key benefits of ISO 10015 implementation achieved to date is that our training and development programmes are now more focused, and are directly linked to business needs and operations. We also gained in efficiency by eliminating nonessential components from past training packages.

Comparing pre- and post-training results has shown up the effect of training on the target section of the organization. This has helped us demonstrate that employee development opportunities can be an effective means of retaining employees. It also enabled us to achieve a record low employee turnover of only 6.5 % in the financial year.

