Internal Audit Of Training Management System (ISO 10015\textsuperscript{plus}) Certification

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HR Pulse offers an implementation of training systems and training products resulting in more efficient and effective training and organizational performance, which will lead to certification.

Why invest in training?

Globalization and rapid technological development have changed the conditions for companies and increased competition in the world markets. The quality of a company’s human resources is the key driver for sustained top level performance. It has become crucial to continually invest in human resource development in order to guarantee success in the global marketplace. Major companies in North America and Western Europe spend up to 2% to 5% of their total payroll on training of their human resources amounting to millions of dollars in training for a large company.

However, in contrast to established procurement practices, companies in general are not as thorough in scrutinizing their training investment as they do in regard to investments made in other domains. One reason is that enterprises are not requested to report on training investments to shareholders nor to society at large. Therefore there is no external accountability regarding managerial responsibility in safeguarding a company’s human and intellectual capital.

The other reason, even more important in terms of making investment decisions, is the fact that most managers do not know how to assess the return on investment in training, nor are they equipped with the necessary management tools to monitor the decision making process of such investment.

Two key questions need to be answered. How can a company make certain that its training investment is relevant to its future development and business needs? How can a company ensure quality of training investments so that optimal returns on investment are guaranteed?
What about ensuring quality of training investment?

What quality system could best support a company or a government agency in improving the efficiency and effectiveness of its in-service training? Different quality standards and instruments exist in the market; ISO 9000, the European Foundation for Quality Management (EFQM), or some form of Total Quality Management systems.

Many companies have used either of the three quality instruments mentioned above with mixed results. Some felt these standards were sufficient, others considered the three instruments as being too bureaucratic, too manufacturing oriented and not sufficiently adjusted to the peculiarities of the training process.

Responding to the growing demand for less generic and more sector specific quality instruments of training, new quality systems have been developed to target different elements of the training process. Of the quality instruments that were developed, only one however, addresses the strategic aspect of training as well as the actual pedagogical process itself and the interaction between organizational performance and training. This is ISO 10015.

ISO 10015: the new solution to the quest for quality

Realizing the need for more sector specific guidance of quality assurance of training, a working group was created within International Organization for Standardization (ISO) to draft a guideline standard for training. Twenty-two country representatives developed the draft text over several years culminating in the publication of a final official standard ISO 10015 issued by the ISO secretariat in December 1999. The new ISO standard offers two main advantages namely:

a) Being based on the process oriented concepts of the new 9000:2000 ISO family of standards and being easily understandable for companies used to ISO related quality instruments; but also readily available to non ISO based companies since ISO 10015 can also be used as a “stand-alone” quality instrument by adding management points(+) .

b) Being a sector specific that is pedagogically oriented, standard which offers companies specific guidance in the field of training technology and organizational learning depending on the competence required by a company or a public organization.

What follows is the description of two key features of the new ISO 10015 standard.

• Linking training investment with enhancement of company performance. The key to assessing the return on investment of in-service training is its link to company performance. In other words, the key client is the organization, not only the persons being trained.

A company has to recognize first what is the performance challenge (performance gap) it faces and what are the causes of it. Following the decision tree, if the performance gap is linked to under-performing human resources, then the company should ask itself, why do our people under-perform? What are the root causes? Is it because their competencies do not fit the job requirements? If so it might be that their under-performance is due to the skills set of the current employees. Then training could be the right solution.

ISO10015 in this regards offers a clear road map in guiding the company to make sound training investment decisions by asking the top management to connect training to performance goals and use it for individual and group performance improvement.

• Organizing training on the basis of pedagogical principles and processes. Training as an intervention strategy will be called into place once a company has determined that training of the current staff is the optimal approach to close an identified performance gap. The next critical phase of investing in people is that of establishing an appropriate training design and effective learning processes. In this regard, ISO 10015 serves as the management tool to ensure that training is organized efficiently in its use of resources (finances, time and energy) and effectively in closing the performance gap.
Why Training?

ISO 10015 defines training in a four-step process, namely, Analyse-Plan-Do- Evaluate. Each step is connected to the next in an input and output relationship (below). As a quality management tool, ISO 10015 helps to specify the operational requirements for each step and establishes procedures to monitor the process. Such a transparent approach enables training management to focus more on the substantive matter of each training investment rather than merely on controlling costs.

Unlike other quality management systems, ISO 10015+ helps a company link training and evaluation to performance objectives. Such training approach provides companies with constant feedback regarding its investment in human competencies and in turn regarding productivity improvement resulting from training. This feedback allows an organization to take a closer in depth look at its training system with new data and to refine it.

Final Remarks

The quality of a company’s human capital is quintessential to ensure long term competitive advantage and survival in today’s global economy. In a knowledge based economy, training is “mission critical” to develop and maintain high levels of human capital. Training needs to be managed carefully like any other major investment.

ISO 10015+ offers a new and certifiable quality management tool to ensure the link between training and organizational performance needs. Supported by an ISO 10015+ certified training management system, managers are better guided in making strategic decisions about human capital investment that will have direct impact on bottom-line performance.

Training Program Description:

The main purpose of any activity in an organization should be to achieve the performance objectives of the organization itself. This means that the goal of internal auditing is to assist the organization to achieve these objectives. Internal audits are about getting information, in a planned way, from a variety of sources and about comparing the gathered data with the requirements of an established quality management system. Internal audits, sometimes called first-party audits, are conducted on behalf of or by an organization itself for the management review and other internal purposes. Normally the internal audits are accomplished by people in the organization who are independent from the activities that are being audited. In many cases, particularly in smaller organizations, independence can be demonstrated by the freedom from responsibility for the activity being audited.

The people that are assigned for internal auditing should be competent for such an important task and are credible in the organization. Today, companies are interested in ensuring return on investment regarding their investment in human capital but often lack an appropriate management system to do so. ISO 10015+ is the innovative new instrument to help companies to achieve this strategic objective.

This training program will provide the roadmap and key competence for conducting ISO 10015+ internal audit based on the AQTE 10015+ certification standard.

Training Program Benefits:

Participants will:

- Acquire a system perspective in terms of training and development of organizational performance.
- Understand the process and requirements of ISO 10015+.
- Understand the role of the internal audit in a management system.
- Be able to accomplish and follow up an internal audit of their organization’s training management system.
This Training Program is designed for:

This training program has been designed for individuals in HR, training, and any other personnel involved in the analysis and development of the training plan and who are either assigned to or interested to be internal auditors for their organization's training management system, based on the ISO10015 standard and AdeQuaTE® requirements. They should have experience in regard to training management systems and/or have some experience as internal auditor of other management systems, i.e. quality, environmental, etc.

The Learning Model

The trainer uses up-to-date training techniques and a variety of training methods to give all participants the best opportunities for learning, including:

• Class Session
• Group Discussions
• Simulations exercises
• Case studies and Problem Solving Exercises
• Templates and tools

Course Duration:
16 Training Hours (Two Days)

Training Program Outline:

Day One:
• Introduction to ISO 10015
• Certification requirement standard of ISO 10015+ (AQTE 10015+)
• Key elements and theoretical framework
• Role of the internal audit in a management system
• Internal audit standard based on AQTE 10015+
• Internal audit procedures and ISO 19011
• Principles of auditing

Day Two:
• Audit activities and time allocation.
• Planning of audits and preparation of an audit program.
• Key processes and documentation requirements of ISO 10015+ as stipulated in the AQTE 10015+ AdeQuaTE® Rules and Checklist.
• Analysis of Audit Findings.
• Examples of Major Non-conformities.
• Corrective actions and follow up.
• Internal auditor qualifications for ISO 10015+.
• Ethical and practical rules for internal auditors.
• Summary of key learning points.
• Certification Exam.

Qualification Procedures

Participants will have opportunity to demonstrate their mastery of the ISO10015+ certification requirements and their capability in conducting internal audits according to the established procedures and in helping the organization continuously improve its training quality management system.

Certificate

A certificate of Attendance for ISO10015+ Internal Auditor will be issued by HR Pulse upon fully completion of the training program. A certificate of Internal Auditor for ISO 10015+ will be issued by the Academy for Quality in Training and Education (AdeQuaTE®) upon satisfactory completion of the training and its ensuing requirements.
“Certification verifies that a candidate is qualified to a pre-determined industry standard without regard to where the candidate learned the standard of practice”

Institute for Credentialing Excellence (ICE)