

Reduce out-of-office training time

“The two oldest arguments against training staff in South Africa are surely ‘we don’t have time to let our people go on training’ and ‘as soon as I train people, they will leave and work for someone else’. Both of these arguments can be squashed flat with outcomes-based training programmes aligned to national requirements and properly geared to workplace productivity and industry requirements.”

Strong words from Mark Orpen, CEO of Institute of People Development (IPD) but he is prepared to back it up with case studies that prove that properly trained staff become more productive, motivated and loyal to their organisations.

“Utilising NQF Level 5 action-learning methodologies, outlined in organisational learning theories by Dr Stan Lester of the UK is an ideal way to produce systems and tools to implement training. We therefore encourage our client’s management and staff to form a learning-set during our training programmes, which in itself is a team-building exercise, and is further heavily supported and assessed by IPD. “

One such example is a client in the motor manufacturing industry that was experiencing serious losses on raw materials processing – around R90 million per annum. An assessment process was needed to assess competence through the production process. A strategic training intervention of two days concentrated on designing assessment tools (instruments) and how to use them whilst at the same time the training was linked to SAQA unit standards.

“We recognised the client understood their own work processes – what they lacked was competence assessment methodologies. The business purpose was to develop systems and tools and to use individual and team assessments as a strategy to reduce production losses and a year later, the client had around a 50% saving. Certification and NQF credits received were a by-product of meaningful training – the real benefit to the client was a complex, computer-assisted, integrated assessment methodology, performance management system and tools that enabled general management reporting to inform the analysis.

“Managers do not always know how to assess where the gaps are or that many process problems relate to competence gaps. One of IPD’s strengths is that its’ training staff are not academics but have varied industry and businesses backgrounds. This means our clients are accessing informed decisions by informed trainers,” concludes Orpen.

Having launched in February 2000, receiving full institutional accreditation in 2002, renewed until 2011. IPD has become a market leader in the provision of qualifications to trainers and educators. The company has enabled thousands of skills development facilitators, vocational educators, workplace trainers and hundreds of public and private sector ETD provider organisations in South Africa to further the goals of the National Skills Development Strategy (NSDS).