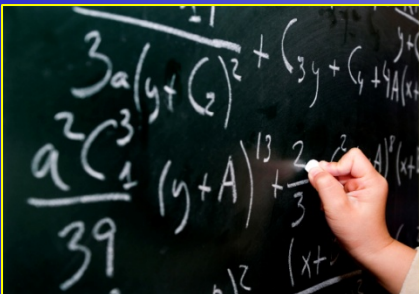


*Presenting a
Collaboration
between Pahang
Skills
Development
Centre and
Gem-Asia
Seminars*

Executive Diploma in Human Capital Development Skills (EDHCDS)





The Modules

Executive Diploma in Human Capital Development Skills

Cluster	Module	Module Title	Duration
1 Motivation	1.1	Paradigm Shifts and Generating Positive Energy for High Performance	2 days
	1.2	Work Ethics and Professionalism	2 days
2 Essential People Skills	2.1	Creative Thinking and Data Based Problem Solving	2 days
	2.2	Overcoming Fears of Public Speaking	2 days
	2.3	Effective Interpersonal Skills for Improved Results	2 days
3 Laws and Standards	3.1	Understanding and Applying Labour Law and Industrial Relations	2 days
	3.2	Understanding and Applying ISO9001 QMS	2 days
	3.3	Understanding and Applying OSHA 1994	2 days
	3.4	Fundamentals in Corporate Governance and Risk Management	2 days
4 Managing Performance	4.1	Determining Critical Work Processes in Managing Performance	2 days
	4.2	Determining and Measuring Process KPIs for Result Effectiveness	2 days
5 Managing People	5.1	Managing People Through Progressive Disciplining	2 days
	5.2	Managing People Through Performance of Work Processes	2 days
	5.3	Effective Leadership and Coaching	2 days
6 Fundamentals in Human Resource Work Systems	6.1	Building Quality Culture for Organisational Excellence	2 days
	6.2	Application of HR W&DP and Performance Appraisal System	2 days
	6.3	Organizational Talent Management for Sustainable Excellence	2 days
	6.4	Competency Development System for Strategic Change	2 days



The Program Flow & Schedule



No pre-requisites



Pre-requisites Required

Executive Diploma in Human Capital Development Skills

Weekend	Module	Module Title	Module Pre-Requisites
1	1.1	Paradigm Shifts and Generating Positive Energy for High Performance	None
2	1.2	Work Ethics and Professionalism	None
3	2.1	Creative Thinking and Data Based Problem Solving	None
4	2.2	Overcoming Fears of Public Speaking	None
5	2.3	Effective Interpersonal Skills for Improved Results	None
6	3.1	Understanding and Applying Labour Law and Industrial Relations	None
7	5.1	Managing People Through Progressive Disciplining	3.1
8	6.1	Building Quality Culture for Organisational Excellence	None
9	4.1	Determining Critical Work Processes in Managing Performance	None
10	4.2	Determining and Measuring Process KPIs for Result Effectiveness	3.3, 4.1
11	3.2	Understanding and Applying ISO9001 QMS	None
12	5.2	Managing People Through Performance of Work Processes	4.1, 4.2, 4.3
13	6.2	Application of HR W&DP and Performance Appraisal System	4.1, 4.2, 4.3
14	6.3	Organizational Talent Management for Sustainable Excellence	None
15	3.3	Understanding and Applying OSHA 1994	None
16	5.3	Effective Leadership and Coaching	None
17	6.4	Competency Development System for Strategic Change	None
18	3.4	Fundamentals in Corporate Governance and Risk Management	None



Synopsis Module 1.1 : Paradigm Shifts in Generating Positive Energy for High Performance

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To ensure awareness among participants the importance of generating positive energy for high performance.

To provide guidelines and applications in generating and sustaining positive energy within us as pre-requisites to producing high performance.

Description :

The principle idea behind this program is to provide insights and some form of appreciation towards some of the finer elements that contribute towards organisational effectiveness. Although there are no hard and fast rules on achieving this, nevertheless there are some basic principles that should highlighted and discussed in order to establish comprehension in facilitating cooperation, coordination and collaboration among organisational members.

Undoubtedly, the release of the **RIGHT ENERGY** will provide the **POWER** to **ENERGIZE The RIGHT PERFORMANCE** that will generate the **RIGHT RESULTS**. The Right Positive Energy will provide the power for **QUALITY PERFORMANCE**.

It is common knowledge that poor handling of customers is the main reason for lost customers. This practical and action-oriented course aims to improve and develop greater employee skills in customer/public relations handling. It helps promote customer goodwill and enhances corporate image, leading to improved sales, satisfied customers and fewer complaints.

More often than not the intricate inter-relationship of standard organisational design elements involving people, structure, rewards, technology, information and decision making processes are compromised to make way for immediate short term production targets. This program would be a great opportunity to revisit what makes and breaks an organisations.



Synopsis Module 1.1 : Paradigm Shifts in Generating Positive Energy for High Performance (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation
activities
Discussions and
presentations
Case studies
Sharing of
experience
To be conducted
in Bahasa
Malaysia and
English

Target Participants :

All levels of
organisational
staffs to boost
performance and
to ensure that the
Company's
objectives are
met.

Major Topics :

Topic 1 : Defining Energy and Performance

The main objective of this program is to define the meaning of ENERGY and its vital role in ENERGIZING performance towards the desired RESULTS

Topic 2 : Handling Challenges Positively and the Need for Change

The main purpose of this topic is to define challenges and change the way we see challenges in order to create new opportunities for ourselves and the organisation. We need to see new ways in discharging our performance in order to transform challenges into opportunities. Handling challenges positively will be the most critical prerequisite in building successful individuals and organisations. Since challenges is ever changing, therefore Change is inevitable but we need to shift our paradigm on change so that change becomes a natural part of our life and our work processes.

Topic 3 : Customer Driven Culture

This topic will discuss the importance of customers satisfaction to our business. In order to enhance and push our performance level to new heights, we need to see that everyone around us as our customers. And as customers we need to uphold our promise to our customers that is to seek their satisfaction.

Topic 4 : Performance and Results

Performance produces results. Therefore, the idea behind this topic is to stress on the importance of giving out the best performance in order to ensure great and extraordinary results. This topic will also discuss the important aspects of performance in building sustainable results.

Topic 5 : Communication Essentials

Communication is an important aspect in enhancing performance to new levels. Communication effectiveness will influence performance and in return will influence the way results are being generated. A lot of great results could be achieved and all we need is most of the time is good and precise communication. This topic will focus on the Principles of Power Communication.

Topic 6 : The 5A Model in Generating the Right Positive Energy

This topic will provide some guides in keeping a positive mind to generate the right positive energy and thus provide the POWER to WIN. The main objective will be to understand the applications of the 5A Model in continuous generation of the right positive energy



Synopsis Module 1.2 : Work Ethics and Professionalism

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in formulating positive work ethics and professionalism.

To provide essential elements in understanding work ethics and professionalism.

Participants would understand and practice some practical tips and guidelines in developing work ethics, professionalism and its implementation.

Description :

Work ethic is a set of values based on hard work and diligence. It is also a belief in the moral benefit of work and its ability to enhance character. A work ethic may include being reliable, having initiative or maintaining social skills.

Workers exhibiting a good work ethic in theory (and ideally in practice) should be selected for better positions, more responsibility and ultimately promotion. Workers who fail to exhibit a good work ethic may be regarded as failing to provide fair value for the wage the employer is paying them and should not be promoted or placed in positions of greater responsibility.

Professionalism is the obligation of all and shall be expressed through total commitment towards high performance work rate.



Synopsis Module 1.2 : Work Ethics and Professionalism (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : Defining Work Ethics

Work ethics is an important aspect in building organisational effectiveness for long term competitiveness. Work ethics need to be defined accordingly and proper understanding of work ethics will facilitate in building the right fundamentals.

Topic 2 : The Need for Positive Work Ethics

Since work ethics has direct relationship with moral behaviour, therefore it is imperative that positive work ethics be practiced in order to create strong organisational culture and conducive environment. This in turn will promote the right culture for high performance.

Topic 3 : Defining Work Ethics through Values

Companies will have to draw up their own values as a basis for facilitating the desired work ethics. Therefore, this topic will discuss the importance of values in determining the work ethics framework.

Topic 4 : Symptoms of Positive and Negative Ethics

This topic will discuss the symptoms of positive and negative work ethics and how it effect the organisational environment and atmosphere.

Topic 5 : The Meaning of Professionalism at the Work Place

This topic will discuss on professionalism and its implementation at individual and organisational levels. Professionalism is an important element in creating high performance organisation and generating synergised results.

Topic 6 : Emotional Strength and Spiritual Maturity

This topic will discuss on some approaches in creating relationship between work emotional strength and spiritual maturity in building strong work ethics. This topic will discuss some models in creating professionalism among the people of the organisation.



Synopsis Module 2.1 : Creative Thinking and Data Based Problem Solving

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in Creative Thinking

To provide essential elements in understanding Data Based problem Solving

Participants would understand to apply and implement the tools introduced in this seminar.

Description :

Creative Thinking and Problem Solving go hand in hand in building an effective organisation. Creative thinking involves looking at many different possibilities in solving a problem so that we not only look at one right solution but at many possible right solutions that will provide alternatives in coming the best approach.

This workshop session will introduce participants with several approaches in creative thinking and tools in problem solving. The idea behind information based problem solving is to develop analytical skills in measuring, recording and analyse information so that it would provide insights and prudence in decision making.

Participants will be introduced to Correction, Corrective Actions and Preventive Actions as a means towards Continuous Improvements.



Synopsis Module 2.1 : Creative Thinking and Data Based Problem Solving (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : Defining Creative Thinking

Creative Thinking is an important aspect in building organisational effectiveness for long term competitiveness. Creative Thinking need to be defined accordingly and proper understanding of creative thinking will facilitate in building the right fundamentals.

Topic 2 : Applications of Creative Thinking

Since creative thinking has direct relationship with performance, therefore it is imperative that creative thinking be practiced in order to create strong organisational culture and conducive environment. This in turn will promote the right culture for high performance.

Topic 3 : Tools in Problem Identification

Companies will have to draw up their own methods in problem solving as a basis for facilitating the desired results. Therefore, this topic will discuss the importance of deploying the right methods in determining the problem solving framework.

Topic 4 : Some Statistical Tools in Data Analysis

This topic will discuss the applications of some statistical tools in data analysis so that decisions are accurate.

Topic 5 : Applications of PDCA Cycle in Problem Solving

This topic will discuss the applications of the PDCA (Plan, Do, Check, Action) Cycle and its implementation at individual and organisational levels. The PDCA Cycle is vital in problem solving is an important element in creating high performance organisation and generating synergised results.

Topic 6 : Creative Thinking and Continuous Improvements

This topic will discuss on some approaches in creative thinking and continuous improvements and its applications at organisational level. This topic will also discuss the difference between Continuous Process Improvements and Process Reengineering..



Synopsis Module 2.2 : Overcoming Fears of Public Speaking

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in effective public speaking and good presentation skills to enhance audience's understanding.

To provide essential elements in preparing for public speaking in order to build self confidence and effective delivery.

Participants would understand and practice some practical tips and guidelines in preparing and delivering great presentations.

Description :

Public speaking and presentation skills are perhaps one of the most important skills in building an effective organisation. The effectiveness of the communication process will determine the response of the audience and effective public speaking and presentation skills will surely provide the necessary competitive edge in winning the audience's attention and ultimately drive towards the desired action.

This 2-day training workshop aims to fulfill speaker's ability to perform by providing a step-by-step approach to build presentation skills among the participants. It also includes a hands-on experience in developing an effective presentation and presenting it effectively.

The main objectives are to enable participants to understand the essential ingredients of presentations and to acquire confidence, poise and skills in presentation/speaking. The participants will learn a great deal from this experience!



Synopsis Module 2.2 : Overcoming Fears of Public Speaking (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Communication Fundamentals

- Seeking the right response
- Principles of power communication

Speaking in Public

- The speech communication process
- Public speaking versus conversation

Overcoming Stage Fright

- The right state of mind
- Controlling the symptoms

Effective Delivery

- Body language
- Effective language
- Develop understanding in the use of the right technology

Pre-presentation

- Knowing what is expected
- Gathering the right materials

Structuring your Presentation

- Keeping the audience attention
- Using visual aids
- Managing your presentation

Closing your Presentation

- Summarising
- Close the presentation right.



Synopsis Module 2.3 : Effective Interpersonal Skills for Improved Results

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in enhancing overall performance through interpersonal skills.

To provide awareness that performance is the responsibility and obligation of each individual which makes up effective teams and this could be achieved through excellent interpersonal skills.

In order to build successful organisations we need to first realise that leadership and interpersonal skills (communication) play vital roles in putting the organisational pieces together.

Description :

"**Interpersonal skills**" refers to mental and communicative algorithms applied during social communications and interaction to reach certain effects or results. The term "interpersonal skills" is used often in business contexts to refer to the measure of a person's ability to operate within business organizations through social communication and interactions. Interpersonal skills are how people relate to one another.

Interpersonal skills include the habits, attitudes, manners, appearance, and behaviors we use around other people which affect how we get along with other people. We sometimes do not understand how important interpersonal skills really are. It's easy to laugh and make jokes about people who obviously lack interpersonal skills, but sometimes we need to examine our own impressions on others to better prepare for success in life as well as for a productive career.



Synopsis Module 2.3 : Effective Interpersonal Skills for Improved Results (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : Communication and Interpersonal Skills Essentials

This topic will discuss the essential elements in communication and interpersonal skills that need to be highlighted and understood. This topic will provide the premise for discussion and to establish some common understandings with regards to this program.

Topic 2 : Guides in Power Communication and Interpersonal Skills

This topic will detailed out some tips and guidelines in boosting our Communication and Interpersonal Skills. This topic will elaborate the simple steps in enhancing communication effectiveness and establishing great interpersonal skills.

Topic 3 : Understanding Your Communication and Interpersonal Styles and its Applications

This topic will identify and possibly describe in great details (through exercises and assignments) our communication and interpersonal styles so that we could apply them accordingly without having to compromise the authenticity of the message.

Topic 4 : Interpersonal Skills and Leadership (Resource Transformation Model)

This topic will focus on the importance of interpersonal skills and leadership in an organisation using the Resource Transformation Model as a basis.

Topic 5 : Interpersonal Skills in Coaching and Conflict Management

This topic will discuss the specific application of communication and interpersonal skills in coaching and conflict management so that critical matters could be resolved amicably.



Synopsis Module 3.1 : Understanding and Applying Labour Law And Industrial Relations

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements of the Employment Act.

To provide awareness that the role of the law and its applications in ensuring good governance.

Description :

When an employer engages someone to work in an employer-employee relationship, the relationship is governed by the contract of service that comes into existence between the parties.

Discipline is a tool used to assist in the efficient running of an enterprise. A known disciplinary policy and a good standard of discipline assists individuals to know what is required of them and to observe those requirements, with resulting benefits for all.

Discipline focuses on enforcement of rules in relations to the Labour Law and Industrial Relations. Therefore, misconduct is “improper behaviour, intentional wrongdoing or deliberate violation of a rule or standard behaviour” breaching standards set by law.

It is the purpose of this module to provide some fundamental understanding of the law that governs human resources.



Synopsis Module 3.1 : Understanding and Applying Labour Law And Industrial Relations (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : The Contract of Service.

- This topic will discuss the fundamental aspects of the contract of service and its relevance to the Employment Act. This topic will also discuss the essential elements of the contract of service.

Topic 2 : Creating the Contract of Service

- This topic will elaborate ways and means of creating the Contract of Service in accordance to the law. This is an important to consider so as to ensure that the contract is enforceable and legitimate.

Topic 3 : Terms of Employment

- Participants will be exposed to some critical terms of employment that we need to consider and take into account when drawing up the terms of employment.

Topic 4 : Breach of Contract

- This topic will discuss what are the alternatives that employers and employees have when one party breached the contract in line with the provisions of the law.

Topic 5 : Workshop

- Drafting a Contract of Service
- Terms of employment : Executives Vs Non-executives
- Case : Action to be taken when contracts are breached.



Synopsis Module 3.2 : Understanding and Applying ISO9001 QMS

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements of the ISO9001 Quality Management Systems.

To provide awareness that the significant role of the Quality Management Systems in building successful organisations and overall customer satisfaction.

Description :

The purpose of this workshop is to provide understanding and awareness in ISO9001:2008 and its implementation. Participants will be introduced to the main clauses of the ISO9001 and its application in determining quality.

It is also the purpose of this module to provide understanding and awareness in Quality Culture and Quality Management Systems as tools in building and sustaining overall organisational effectiveness.

At the end of this 2-day training, participants will be able to participate in the Company's Quality Management Systems efforts in line with the requirements of ISO9001:2008



Synopsis Module 3.2 : Understanding and Applying ISO9001 QMS (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 :The Quality Management Systems and ISO

- Definition and Concept
- The Background of ISO
- The "Map View" and ISO Model

Topic 2 :The Main Clauses of ISO9001

- Interpretation of ISO9001 Clauses
- Business Process Flow

Topic 3 :The Documentation Structure of ISO9001

- Documentation Structure of ISO9001
- Documentation Requirements based on Clause 4.2
- Quality Manual

Topic 4 :Understanding the ISO9001 Clauses

- Quality Management Systems
- Management Responsibility
- Product Realization
- Measurement, Analysis and Improvement

Topic 5 : Writing the Procedure

- Objectives
- Scope of Procedure
- Procedure Summary & Procedure Details
- Notes
- References
- Quality Records
- Procedure Performance Criteria



SynopsisModule 3.3 : Understanding and Applying OSHA 1994

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements of the Occupational Safety and Health Act 1994.

To provide awareness that the significant role of the Safety and Health procedures and policies in building successful organisations and overall organisational effectiveness.

Description :

A comprehensive two day workshop on what you, as an employer needs to do in order to comply with the Occupational Safety and Health Act 1994 (OSH).

This workshop is aimed at ensuring that the Estate's Safety and Health Committee is equipped with the necessary tools to implement the legislative requirements of the OSH Act 1994. It also serves the purpose of disseminating relevant skills towards establishing a culture of safety on the Estate.

At the end of the workshop the Safety and Health Committee will be able to merge business objectives with Safety and Health consideration and formulate an action plan working towards compliance with all relevant legislation.



Synopsis Module 3.3 : Understanding and Applying OSHA 1994 (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : OSH Act 1994 – Responsibilities of the Employer

- A detailed outline of the Occupational Safety Act and the legal responsibilities of the employer. It also covers major regulations under the ACT.

Topic 2 : Safety and Health Committee Management

- The employer has a legal responsibility to have a Safety and Health Committee in place. This module discusses critical areas of what constitutes an effective Safety and Health Committee Management System and its duties and responsibilities under the Act.

Topic 3 : Hazard Identification Risk Assessment and Control

- A key function of the SHC is to have a HIRAC program in place. This module will help SHC members identify hazards in the workplace and establish controls to reduce the risk to a level that is acceptable.

Topic 4 : Accident Investigation, Reporting and Cause Analysis

- This module introduces a simple approach to gather useful information, analyse all the facts and write an effective accident report.

Topic 5 : Personal Protective Equipment

- This module outline the Employers obligations and provides information to using PPE as a management control measure.

Topic 6 : Implementation of the OSH Act

- A detailed action plan which is meant to assist the Manager and the Safety Committee in putting up an action plan for compliance.



SynopsisModule 3.4 : Fundamentals in Corporate Governance and Risk Management

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in formulating effective internal controls.

To provide essential elements in understanding risk management and its applications

Participants would understand and practice some practical tips and guidelines in developing processes and its implementation.

Participants will understand the basic skills and requirements in fraud detection and fraud investigation.

Description :

In order to be competitive and ensuring that we stand tall and walk proud among the best in the industry, we need to perform in accordance to the industry's best practices and ready to be benchmarked among the best. In a world of tenacious and fierce competition we need to build organizational strength through competency development and continue to protect our investments in order to forge and stay ahead. Being the best means that we need to continually improve the way we think and the way we do things.

This program focuses on looking at operations from the process approach, understand them, identify risks within processes and to develop relevant internal controls in order to mitigate the risks. While we need to put the right internal controls in place, we need to be aware of fraud and its effects to the overall business operations. Participants will be given hands-on exercises as to how risks can managed and how fraud could be detected and minimised.

The question to ask is, "Why are we not getting the right results?" Therefore, it is the aim of this seminar to address this question and its related issues and to identify the weak areas in our business operations and at the same time to recognise our strengths so that we can continue to achieve great results in line with the company's vision, goals and aspirations.



SynopsisModule 3.4 : Fundamentals in Corporate Governance and Risk Management (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : The Organisational Golden Triangle.

- This topic will discuss the importance and inter-dependence of PEOPLE, PROCESS and TECHNOLOGY in achieving organisational excellence and effective results.

Topic 2 : Risk Management Concepts

- This topic will discuss the concepts and vital aspects of risk management and its applications in business and organisational development.

Topic 3 : Risk Based Processes

- This topic will elaborate on how risk based processes help in minimise or eliminate disruptions in operations. This topic will also discuss as to how internal controls play a role in managing risks.

Topic 4 : Process Development and Implementation

- Participants will focus in developing some relevant processes applicable to business. This topic will also discuss process performance measures, scope of responsibilities and reports/forms that are generated within the specified processes.

Topic 5 : Fraud Detection

- This topic will discuss on fraud detection which is determined through process loopholes and the possibilities to commit fraud. Participants will be given case studies to look into the possibilities of fraud.

Topic 6 : Fraud Investigation

- This topic will discuss on some approaches in fraud investigation and interrogation. Participants will study the various methods in fraud investigation which include reading body languages. This topic will also discuss steps in Domestic Inquiry in line with Labor Law or Industrial Relations Act.



Synopsis Module 4.1 : Determining Critical Work Processes in Managing Performance

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in enhancing overall process and quality systems performance effectiveness.

To provide awareness that performance can be measured and is the responsibility and obligation of each process owner.

In order to build successful quality-based organizations we need to build process driven work systems that could sustain good performance.

Description :

“What cannot be measured, cannot be improved” is the theme of this 2-day training workshop, which will not only meet but more importantly will exceed your training expectations. We need to have “the right people doing the right things at the right time and continue to give the right results” so that we can “do the right things, rightly the first time every time”. These words are vital in order to be competitive and ensuring that we stand tall and walk proud. In a world of tenacious and fierce competition we need to build organisational resilience through human capital competency development in order to forge ahead. We need to be prepared for any possibilities by building a resilient workforce and continue to have the strength to withstand the challenges ahead. We need to be the best because only the best will survive. And the best must perform within formulated processes in order to be able to perform at sustainable levels..

The principle idea behind this program is to provide insights and some form of appreciation towards some of the finer elements that contribute towards process driven quality culture and achieving overall organisational effectiveness through work processes.

Some of the topics that will be discussed in this program are: The Need for Process Driven Work Systems, Why Do We Need to Measure, The Process Road Map, Designing Processes



Synopsis Module 4.1 : Determining Critical Work Processes in Managing Performance (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : The Need for Process Driven Work Systems.

This topic will discuss the critical aspects of process driven work systems. The topic will touch on the advantages and challenges of having a process driven work system.

Topic 2 : Why Do We Need to Measure?

This topic will discuss the need to measure the effectiveness of processes in order to measure overall effectiveness of quality systems. Measures help to identify improvement strategies for improved results.

Topic 3 : The Process Road Map.

Processes are like the highways in achieving organisational goals and objectives. Each process must contribute towards achievement of Company's goals. Every processes work together in tandem in ensuring that business goals are achieved.

Topic 4 : Designing our Process

Using flowcharts, this topic will discuss the relevant key elements in developing a process.

Topic 5 : Determining and Measuring Key Performance Indicator

This topic will discuss how performance criteria are determined and measured. Determining the right performance indicators will be essential in measuring process performance.

Topic 6 : Cascading the Organisational Goals through Processes

This topic will discuss how goals and objectives are cascaded down the various organisational levels for effective implementation.



Synopsis Module 4.2 : Determining and Measuring Process KPIs for Result Effectiveness

Executive Diploma in Human Capital Development Skills

Pre-requisites :

Module 3.3 and 4.1

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in enhancing overall process and quality systems performance effectiveness.

In order to build successful quality-based organizations we need to build process driven work systems that could sustain good performance.

To build the right processes and document them accordingly as part of the strategic direction for business capability and capacity enhancements.

Description :

This program will attempt to put all the management pieces together to form an integrated network of all the work processes and to determine the performance indicators of each vital work processes.

How do you know that you are driving at the right speed? By monitoring the speedometer? RIGHT! Now, just imagine... how do you know that you are driving at the right speed if your car do not have a speedometer? Now you start to play the guessing game! Can you play a guessing game when running an organisation?

Some of the topics that will discussed in this program are: The Need for Process Driven Work Systems, Why Do We Need to Measure, The Process Road Map, Designing Processes and Determining Process Key Performance Indicator (Process KPI).



Synopsis Module 4.2 : Determining and Measuring Process KPIs for Result Effectiveness (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : Understanding the Company's Strategic Direction

- This topic will re-emphasise the importance in determining the Company's strategic direction and to sustain the company's competitive advantage. The Vision and Mission Statement will be crystalised to provide the right direction.

Topic 2 : Determining Critical Work Processes

- This topic will determine the critical work processes in supporting the implementation of the Company's Mission and Vision.

Topic 3 : Determining the Right Process KPIs

- This topic will discuss methods in recording and measuring achievements of process KPIs.

Topic 4 : Workshop Session



Synopsis Module 5.1 : Managing People Through Progressive Disciplining

Executive Diploma in Human Capital Development Skills

Pre-requisites :

Module 3.1:
Understanding and
Applying Labour Law and
Industrial Relations

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in enhancing overall organisational effectiveness through effective coaching and mentoring

To provide awareness that performance can be measured and is the responsibility and obligation of each individual to continue to upgrade our performance levels through an integrated approach in coaching and mentoring

In order to understand the role of continuous skills in coaching and mentoring with other critical company-wide work systems.

Description :

This program is specially developed for personnel with the purpose to elaborate and deliberate the need to manage people effectively so that the right focus could be given and the right measures and actions could be identified to ensure that the desired results could be generated consistently. The progressive disciplining approach will help executives and managers to handle people management effectively.

The principle idea behind this program is to provide thorough understanding of their roles in ensuring good work ethics among staffs and the employees of the Company as a whole through the enforcement of a fair and justified domestic inquiry process as a mechanism to preserving the Company's human capital investment both in the short and long term.

Participants upon completion of this program would be able to handle disciplinary issues, draft charges or to conduct a domestic inquiry.



Synopsis Module 5.1 : Managing People Through Progressive Disciplining (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : Managing People – The Essence of Management

The focus of this topic is to appreciate the importance of effective people management in ensuring result effectiveness. “Managing work done through people” will be the main agenda for this program.

Topic 2 : Understanding Positive Ethics and Professionalism

The focus of this topic is to appreciate the importance of positive ethics and professionalism in providing the quality ingredients in generating the right results. Participants will be introduced with several approaches in promoting good positive ethics and professionalism within the team.

Topic 3 : Identifying and Managing Performance Risks

The focus of this topic is to appreciate the importance of positive ethics and professionalism in providing the quality ingredients in generating the right results. Participants will be introduced with several approaches in promoting good positive ethics and professionalism within the team.

Topic 4 : Detecting and Investigating Performance Frauds

The focus of this topic is to apply some practical tools in detecting and investigating performance frauds.

Topic 5 : Progressive Disciplining (Including Domestic Inquiry) and its Applications

The focus of this topic is to introduce with some practical approaches in handling disciplinary issues so that morale of employees are preserved and employee performance would continue to drive towards attainment of desired results.



Synopsis Module 5.2

Managing People through Performance of Work Processes

Executive Diploma in Human Capital Development Skills

Pre-requisites :

Module 4.1, 4.2 and 4.3

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in enhancing overall organisational effectiveness through effective coaching and mentoring

To provide awareness that performance can be measured and is the responsibility and obligation of each individual to continue to upgrade our performance levels through an integrated approach in coaching and mentoring

In order to understand the role of continuous skills in coaching and mentoring with other critical company-wide work systems.

Description :

The principle idea behind this program is to provide insights and some form of appreciation towards some of the finer elements that contribute towards effective leadership. Although there are no hard and fast rules on achieving this, nevertheless there are some basic principles that should be highlighted and discussed in order to establish comprehension in facilitating cooperation, coordination and collaboration among organisational leaders.

What we do not measure, we cannot improve. Due to this, it is important that executives need to measure work process performance. It is the perennial function of all executives that work processes are effectively executed to ensure that these work processes will drive towards the right results.

Participants will be introduced with simple practical tools so that they are able to apply them accordingly.



Synopsis Module 5.2

Managing People through Performance of Work Processes (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and presentations
Case studies
Sharing of experience
To be conducted in Bahasa Malaysia and English

Target Participants :

All levels of organisational staffs to boost performance and to ensure that the Company's objectives are met.

Major Topics :

Topic 1 :

Understanding the Company's Vision and Goals

This topic will revisit the Vision, Mission and Goals in order to establish the relevance of this program and to provide the premises for discussion. This topic will set the tone of this training program.

Topic 2 : **Understanding the Relationship of People, Process and Technology**

This topic will discuss the Organisational Golden Triangle which include People, Process and Technology. This topic will establish the importance of process in driving the right results.

Topic 3 :

Identifying Critical Work Processes

This topic will help participants identify critical work processes that will have the greatest impact to their performance. Participants will also take the opportunity to understand how each process are interrelated and influence the achievement of results.

Topic 4 :

Determining Work Process Measures and Process Results

This topic will identify work process measures and how it will drive towards the results. Participants will learn to develop skills in managing work process performance through the right process performance measures.

Topic 5 :

Work Process Reviews for Continuous Improvements

This topic will construct a work process review plan. The review will also identify the right corrective and preventive actions to ensure continuous improvements strategies.

This is a highly interactive training session for all. Participants will benefit greatly from this session and sharing of experience and skills. This is a highly recommended program for all executives that need to put their work process under control.



Synopsis Module 5.3 : Effective Leadership and Coaching

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in enhancing overall organisational effectiveness through effective coaching and mentoring

To provide awareness that performance can be measured and is the responsibility and obligation of each individual to continue to upgrade our performance levels through an integrated approach in coaching and mentoring

In order to understand the role of continuous skills in coaching and mentoring with other critical company-wide work systems.

Description :

Theme of this 2-day training workshop is “**EFFECTIVE LEADERSHIP AND COACHING IN SUPERVISORY SKILLS**”, which will not only meet but more importantly will exceed your training expectations. High-impact skills in coaching and mentoring is vital in ensuring that the organisation continues to be competitive and continues to generate the right results. However, results are determined by the level of performance that we generate. Therefore, coaching and mentoring need to be designed and the right trainings will need to be identified so that trainings will contribute towards creating the required changes in performance.

The principle idea behind this program is to provide insights and some form of appreciation towards some of the finer elements that contribute towards building the organisational capacity and capability.



Synopsis Module 5.3 : Effective Leadership and Coaching (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

Topic 1 : The Need for Coaching

This topic will discuss the fundamental concepts of coaching and its relationship with leading. This topic will also discuss the essential need for coaching and how coaching could boost the organisation's results and productivity.

Topic 2 : Identifying talents within the Organisation

This topic will discuss some essential elements in identifying talents within the organisation. This topic will use the principles behind Work and Development Plan to help identify talents that are available within the organisation.

Topic 3 : The STEER Model in Coaching

The idea behind this topic is to understand the STEER model to guide managers in deploying effective coaching for their staffs. The objective of coaching is to motivate and to help staffs identify their strength and weaknesses for effective performance.

Topic 4 : Understanding Some Mentoring Fundamentals

Mentoring is an important element in sustaining organisational learning capacity and to preserve knowledge and skills within an organisation. There are some important aspects that must be observed when conducting mentoring. This topic will also discuss some virtues that a mentor must have.

Topic 5 : Problem Solving Approach in Mentoring

Mentoring has to be done professionally and focused towards solving problems. Root causes must be identified and not just in overcoming the symptoms. Emphasis must be given in enhancing performance and not just evaluating results.

Topic 6 : Communication Skills in Mentoring

Communication plays an essential role in mentoring and this topic will look into some essential elements communication when conducting mentoring such as body language, listening skills and the principles in effective communication.



Synopsis Module 6.1 : Building Quality Culture for Organizational Excellence

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in building quality for a dynamic organisation.

To provide awareness that building quality culture is the responsibility and obligation of each individual.

In order to build responsive organisations we need to first of all build responsive work systems.

To understand the need for strength and courage in withstanding the challenges of organisational growth.

Description :

We need to have “the right people doing the right things at the right time and continue to give the right results” in order to be competitive and ensuring that we stand tall and walk proud. In a world of tenacious and fierce competition we need to build organisational resilience through human capital competency development in order to forge ahead. We need to be prepared for any possibilities by building a resilient workforce and continue to have the strength to withstand the challenges ahead. We need to be the best because only the best will survive.

The principle idea behind this program is to provide insights and some form of appreciation towards some of the finer elements that contribute towards organisational effectiveness. Although there are no hard and fast rules on achieving this, nevertheless there are some basic principles that should highlighted and discussed in order to establish comprehension in facilitating cooperation, coordination and collaboration among organisational members.

More often than not the intricate inter-relationship of standard organisational design elements involving people, structure, rewards, technology, information and decision making processes are compromised to make way for immediate short term production targets. This program would be a great opportunity to revisit what makes and breaks an organisations.



Synopsis Module 6.1 : Building Quality Culture for Organizational Excellence (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

The Need for Quality Culture

- Why Quality Culture?
- Challenges: The Drive behind Quality Culture Excellence
- Realising performance potentials and self belief.

Quality Culture and Change

- Positive Work Ethics and Building Integrity.
- Change and Creating Opportunities
- Change and Success
- The need for Change and Quality Culture

Quality Culture and Customer Satisfaction

- Types of customers
- Why are we hired?
- Who are our customers?
- The need to exceed customer expectations
- Improving customer services

Performance and Results : The Continuous Improvement Concept

- The Golden Triangle in Improved Performance
- The Essential Elements in High Performance.

Communication and Leadership : Sustaining Quality Culture

- The Principles of POWER Communication and Quality Culture
- The vital elements of leadership and Quality Culture

Quality Culture and ISO 9001:2000

- The QMS and ISO 9001:2000
- The Main Clauses of ISO9001:2000
- The Documentation Structure
- Understanding and interpreting clauses of ISO
- ISO9001 as a vehicle of excellence



Synopsis Module 6.2 : Applications of HR W&DP and Performance Appraisal System

Executive Diploma in Human Capital Development Skills

Pre-requisites :

Modules 4.1, 4.2 and 4.3

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in building organizational capacity through the W&DP.

To provide awareness that building organizational effectiveness is the responsibility and obligation of each individual.

In order to build responsive organisations we need to first of all build responsive and resilient work systems.

Description :

The Work and Development Plan (W&DP) describes an individual's contribution to the overall business plan of the organisation. Business planning starts with the establishment of the business strategy by the corporate leadership. This strategy is then deployed throughout the different layers of the organisation and is reflected in organisational work plans.

Out of the organisation's work plan follows the individual work plan of each employee in the organisation (e.g. divisions, units, estates, blocks). Regular review of individual work plan during the year would be essential, to reflect changes in business needs and to ensure barriers to plans' completion are being addressed.

While employee performance evaluations are rarely any supervisor's favorite task, there's no getting around the fact that employees' performance, or lack thereof, can make or break any company. Not reacting when employees are under-performing puts a company at risk of failing to meet its goals and ultimate objectives. Employee performance appraisals, when used effectively, can be tools for identifying and alleviating potential obstacles for and inspiring employees to aim for new heights in performance.

Therefore, it is the purpose of this module to introduce the W&DP and the Performance Appraisal System as a tool for organisational effectiveness.



Synopsis Module 6.2 : Applications of HR W&DP and Performance Appraisal System (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

- **Understanding the purpose of the W&DP**
This topic will discuss the purpose and the goals of the Work and Development Plan in building overall organisational capacities and capabilities. The W&DP should be seen as a strategic tool in building organizational effectiveness.
- **Understanding the purpose of Performance Appraisal**
This topic is to discuss the purpose and the goals of the Performance Appraisal System. The performance appraisal system must be used as a tactical tool in building human capital potentials and drive towards organisational excellence.
- **Deployment of the W&DP and Implementation of Performance Appraisal**
This topic will discuss some alternatives in deploying the W&DP and Performance Appraisal effectively.
- **W&DP Review for Performance Appraisal**
This topic will discuss some recommended timeframes in conducting W&DP Review in order to facilitate Performance Appraisal. Other areas of discussion include **Managerial roles in W&DP effectiveness and Execution of Performance appraisal**
- **Some obstacles in W&DP and Objective Performance Appraisal**
This topic will discuss some common obstacles in conducting an effective Work and Development Plan (W&DP) so that the W&DP is used as a strategic deployment tool and not to fulfill "bureaucratic requirements". Some common obstacles to objective performance appraisal will be discussed so that these obstacles could be eliminated.



Synopsis Module 6.3 : Organizational Talent Management for Sustainable Excellence

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in building organizational capacity through the W&DP.

To provide awareness that building organizational effectiveness is the responsibility and obligation of each individual.

In order to build responsive organisations we need to first of all build responsive and resilient work systems.

Description :

The ORGANISATIONAL TALENT MANAGEMENT FOR SUSTAINABLE EXCELLENCE play an important role in ensuring that the Company continue to move in the right direction. The basic philosophy behind talent management is to ensure that “the right people are at the right place doing the right things rightly and producing the right results”. They act as corporate bridges between organisational goals and actual implementation. Organizational talent management helps to fine tune the deployment of important resources and aligns these resources to ensure that they are in line with organizational strategies.

This training workshop is designed to enable Managers, Executives, Supervisors and other key personnel to obtain skills necessary to identify methods of managing talent that are most suitable to the need of the organisation. Thus, the participants would be able to assist in conducting talent management function relevant to the organisation’s needs and help construct necessary talent management policies for the organisation.

Some of major areas that will be discussed in this module would be :

- Personnel Profiling
- Recruitment and Selection
- Interviewing Techniques
- Scheme of Service Essentials
- Retention Plan in Managing Employee Turnover Rate
- Organization Design Elements in Talent Management

At the end of this training workshop participants will gain confidence in participating in the organisation’s HR development needs.



Synopsis Module 6.3 : Organizational Talent Management for Sustainable Excellence (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

- **The link between Talent Management and Sustainable Excellence**
This topic will discuss the link between talent management and sustainable excellence using the Resource Transformation Model to illustrate the need for talent management.
- **Attracting and Retaining good talents**
This is an important aspect in talent management where we need to identify, attract and retain good talents so that the corporation is able to sustain its competitive advantage and continue to build its strength and competitiveness. Other areas for discussion include Recruitment and Selection and Interviewing Techniques.
- **Personnel Profiling**
This topic will touch in some fundamental aspects in conducting personnel profiling in order to ascertain personnel requirements for organizational growth.
- **Scheme of Service Essentials**
This topic will discuss some essential aspects in managing and constructing an organization's sheme of service that suits the organization's strategic directiion.
- **Retention Plan in Managing Employee Turnover Rate**
The corporation must he able to retain the right talents while managing a minimal turnover rate. The Organization Design Elements in Talent Management could be deployed in order to construct a comprehensive retention plan.



Synopsis Module 6.4 : Competency Development System for Strategic Change

Executive Diploma in Human Capital Development Skills

Pre-requisites :

None

Duration :

2 days

Objectives :

To provide fundamental understanding in critical elements in building organizational capacity through the W&DP.

To provide awareness that building organizational effectiveness is the responsibility and obligation of each individual.

In order to build responsive organisations we need to first of all build responsive and resilient work systems.

Description :

This is high-powered training workshop that will discuss the vital issues on deploying the organisation's proper strategic change management in achieving the organisation's strategic goals through proper execution of the Competency Development Systems. This module will focus on the vital role of training and development in building and retaining skills, expertise and knowledge within the organization for strategic and tactical purposes.

We are currently in a world of tenacious change and fierce competition. The world is fast becoming one big market where all the giants can play in the same arena. The result is we are dealing with **FORCE, WEALTH and KNOWLEDGE**. Therefore we need to always forge ahead and stay ahead with great confidence in order to enhance our competitive advantage. The organisation will be out of competition if we lose our competitive advantage. Therefore it is so important that skills, expertise and knowledge be deployed accordingly in order to create the right succession plan for organizational continuity.

The main topics that will be discussed in this 2-day training workshop will be :-

- DEFINING STRATEGIC MANAGEMENT
- THE ESSENCE OF STRATEGIC CHANGE
- CREATING ESSENTIAL CHANGES IN ORGANISATIONAL BEHAVIOUR THROUGH COMPETENCY DEVELOPMENT
- STRATEGIC CHANGE AND COMPETITIVE ADVANTAGE
- SWOT ANALYSIS FOR STRATEGIC DIRECTION
- KPI IMPLEMENTATION AS TACTICAL COMPETENCY MANAGEMENT TOOL
- THE COMPETENCY DEVELOPMENT SYSTEM CYCLE



Synopsis Module 6.4: Competency Development System for Strategic Change (Cont'd)

Executive Diploma in Human Capital Development Skills

Methodology :

Lectures
Simulation activities
Discussions and
presentations
Case studies
Sharing of experience
To be conducted in
Bahasa Malaysia and
English

Target Participants :

All levels of
organisational staffs to
boost performance and
to ensure that the
Company's objectives
are met.

Major Topics :

- **DEFINING STRATEGIC MANAGEMENT and COMPETENCY**

This topic will define the meaning of strategic management and the need for it in enabling an organisation to achieve its long-term objectives. It is the process of identifying its vision and mission and allocating the right resources in ensuring that the strategic direction is achieved while identifying critical competencies would be essential.

- **THE ESSENCE OF STRATEGIC CHANGE**

This topic will discuss the essence of change through competency development that will make strategic management possible. This topic will also discuss the fundamental rethinking and redesign of business processes to achieve strategic improvements in critical, contemporary measures such as cost, quality, services and speed which are also the measures for competency.

- **CREATING ESSENTIAL CHANGES IN ORGANISATIONAL BEHAVIOUR THROUGH COMPETENCY DEVELOPMENT**

This topic will discuss the essential changes/transformation in organisational behaviour that would give the organisation a greater possibility in achieving its strategic goals such as handling challenges, changes in business and work processes and the way we see and do things. These are the basic elements and the fundamental parameters in building overall competencies

- **STRATEGIC CHANGE AND COMPETITIVE ADVANTAGE**

In order to continue to be relevant to the industry, the organisation must either enhance or sustain its competitive advantage. Strategic change management is to ensure that the organisation continue to add value to its competitive advantage. The competition is at the core of the success or failures of an organisation. Therefore, a planned and carefully deployed training and development strategy would be vital in addressing this issue.

- **KPI IMPLEMENTATION AS TACTICAL COMPETENCY MANAGEMENT TOOL**

This topic will briefly discuss on using KPI as a tool to measure and aligning the execution of work processes through the use of KPI in order to steer the implementation of work processes are in place and how it contributes towards the end result. This topic will also discuss THE COMPETENCY DEVELOPMENT SYSTEM CYCLE