



## Human Resources & Employee Development Workshops and Consulting Services

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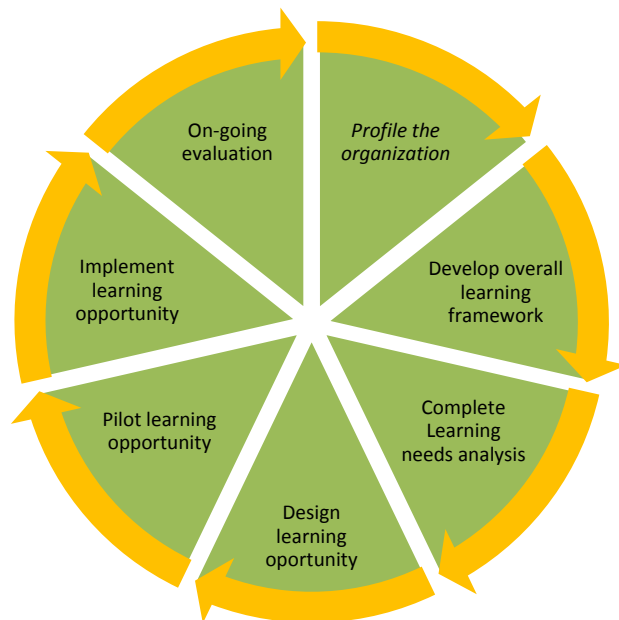
*Enabling Effective Community and Workplace Learning and Leadership*

## CONSULTANCY SERVICES

The consortium partners, Dynamic Directions and CMW Inc., have extensive experience in all aspects of the learning and development process from the planning phases, to delivery, through to evaluation and return on investment (ROI) realization. We have provided learning and development support in government, corporate, and post-secondary education settings.

Using DACUM (Developing A Curriculum) along with other processes, CMW Inc. facilitates needs analysis and content gathering in the development of learning programs. Additional DACUM applications support establishing a basis for performance management, work re-design, as well as job classification and recruitment efforts.

Dynamic Directions has considerable experience proposing, defining and facilitating the design and development of comprehensive performance and competency-based training programs in corporate and public sector work environments.



### 1. CREATE A PROFILE OF THE ORGANIZATION

- Identify culture and philosophy of group
- Identify specifics about the audience
- Identify business strategy – short and long term
- Identify vision, mission and values
- Performance management processes
- Identify resources available (e.g., technology, stakeholders, existing learning programs)
- ROI data already being captured and additional ROI data that may be required
- Perceived organizational issues and their root causes.

### 2. DEVELOP OVERALL LEARNING FRAMEWORK

- Develop learning strategy for use throughout the process to ensure project is controlled, and delivered on-time and on-budget. Included in strategy document:
  - Budget
  - Timelines for needs analysis, development, delivery and evaluation.
  - Description of project
  - Stakeholders
  - Project team members and their roles
  - Impact on affiliated groups
  - Steering committee
  - Tactics for navigating challenges, etc .
- Develop program marketing strategy, if required
- Develop sustainability strategy, as required
- Develop supporting communication strategy identify communications resources, if required.

### **3. COMPLETE LEARNING NEEDS ANALYSIS**

Utilize appropriate data gathering approach:

- DACUM
- Surveys, questionnaires
- Interviews
- Critical observation
- QA trends
- Performance metrics
- Benchmarking

### **4. DESIGN/DEVELOP LEARNING OPPORTUNITY**

- Identify learning outcomes/objectives
- Determine object of design
- Identify content: knowledge, skills and behaviours
- Based on content, culture and learning milieu – identify appropriate modalities (e.g., instructor-led classroom, synchronous eLearning, asynchronous eLearning, networking, self-directed, foraging, workshop, on-the-job etc.)
- Create curriculum outline
- Develop curriculum including all required student and instructor manuals and supporting materials.
- Conduct “formative” piloting to validate content, modalities and learning activities throughout development process, as needed

### **5. PILOT NEW LEARNING OPPORTUNITY**

- Summative – pilot course or program near completion of project, ahead of delivering to intended audience.
- Validate: accuracy of content, validity of learning outcomes/objectives, relevance to intended audience, effectiveness of learning activities, approaches and any supporting technology.

### **6. IMPLEMENT NEW LEARNING OPPORTUNITY**

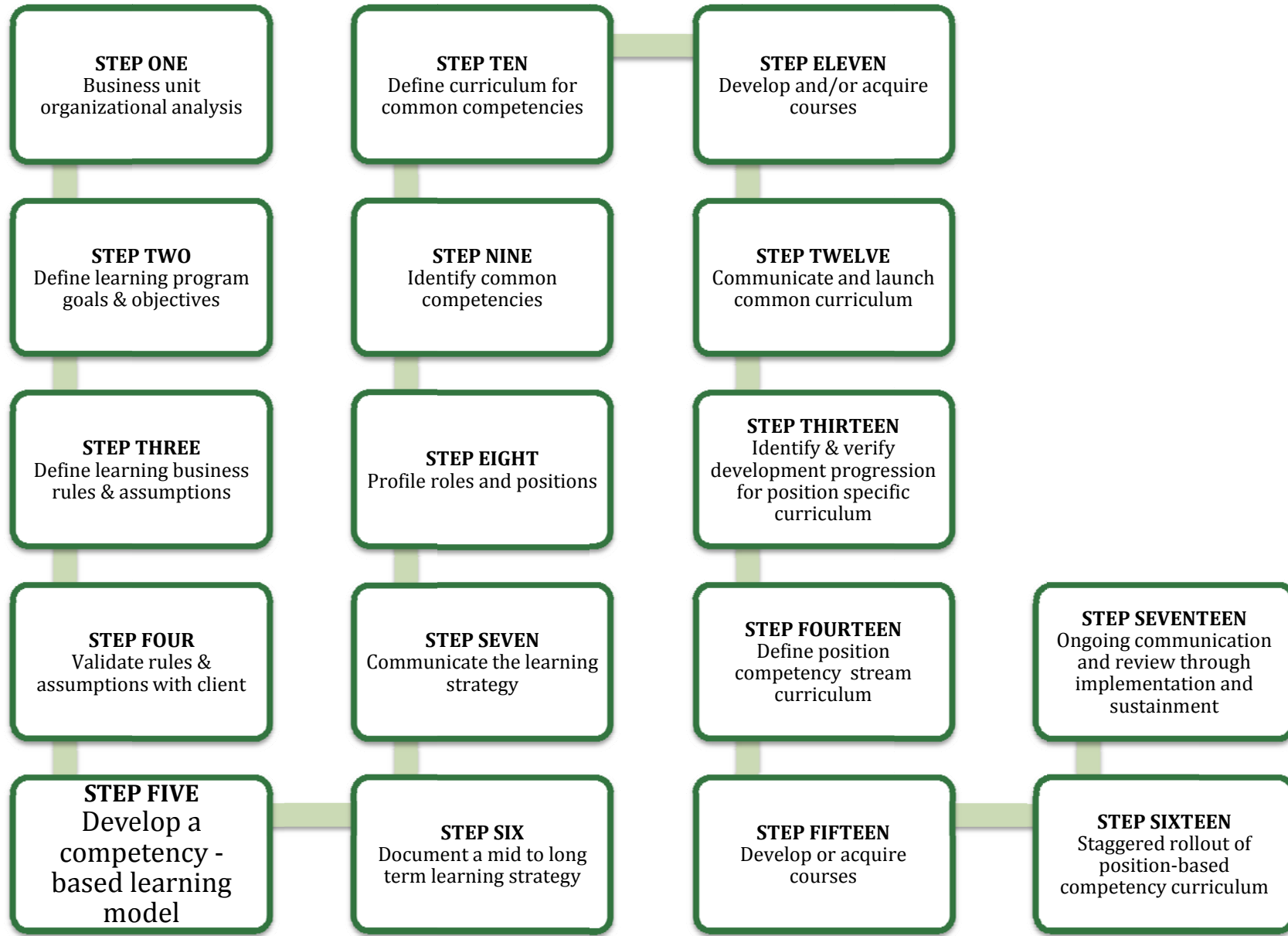
- Market new learning opportunity
- Manage registration processes
- Deliver based on modality
- Continuously monitor for improvements
- Conduct any required assessments (written, verbal, observations, hands-on equipment use etc.)
- Collect and reflect upon post-training feedback

### **7. POST LEARNING EVALUATION (ROI REALIZATION)**

- Conduct multi-level learning evaluation to ensure retention, identify increases in competencies, and achievement of intended goals
- Modify course materials as needed based on post learning evaluation
- Report to stakeholders
- Celebrate successes

SERVICES	EXPERIENCE
<b>Development and Implementation of new training initiatives</b>	Using the attached “ <b>Developing A Sustainable Learning Program</b> ” process we have developed over 10 learning programs. We have experience in the following industries, Oil and Gas, Financial, Utilities, and Government.
<b>Competency Based Model</b>	Learning is a process rather than an event; attached is an illustration of the components that make up our competency based learning model.
<b>Learning Business Rules</b>	We specialize in taking the components of competency based learning and defining the what, when, why, where, how, and for whom variables ; then delivering them in a way that is seamless for the learner.
<b>Competency Profiling</b>	We utilize the <b>Developing A CUrriculuM (DACUM)</b> model to profile operational units, roles, processes, etc. Attached is a template example we use to profile roles.
<b>Needs Analysis</b>	Among other tools, we utilize <b>Developing A CUrriculuM (DACUM)</b> to conduct needs analysis.
<b>Development of Learning Activities</b>	We are experts in developing technical and non-technical learning activities; courses, job aides, tasks, procedures, etc.
<b>Knowledge Management</b>	We work with information systems management professionals to provide our clients with on-demand learning tools to make job aides, tasks, manuals, policies, standards, etc. readily accessible to learners.
<b>Planned Strategy for Informal Learning</b>	With 80% of skills developed on the job, we encourage our clients to have a formalized or planned strategy to increase the efficiency of the informal learning process where learner learn from each other, from their experiences, from industry standards, etc.
<b>Evaluations</b>	<p>We provide both summative and formative evaluation services on:</p> <ul style="list-style-type: none"> <li>• learning activities that we develop</li> <li>• for activities or processes that our clients have developed</li> </ul> <p>We also provide our clients with a customized framework for a formalized on-the-job evaluating process. We have worked the process using an external assessor as well as a competent in-house assessor.</p>
<b>Support to Learning and Development Professionals</b>	We provide coaching and mentoring for clients and individuals new to the Learning and Development field.

### Developing a Sustainable Learning Program



## Components of a Competency Based Learning Program

