THE KPI INSTITUTE

Accredited CPD Course
THE CPD STANDARDS OFFICE
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2020-2022
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CERTIFIED PERFORMANCE
CERTIFIED
PERFORMANCE MANAGEMENT
PROFESSIONAL
The KPI Institute C-PM
Framework
v 1.0 2015

CERTIFIED PERFORMANCE MANAGEMENT PROFESSIONAL

Explore the six pillars of a successful Performance Improvement System

LIVE ONLINE CERTIFICATION

2020 EDITIONS:
> 29 - 03 JULY
> 27 - 31 JULY
> 17 - 21 AUGUST
> 23 - 27 AUGUST - ARABIC
> 05 - 09 OCTOBER
> 18 - 22 OCTOBER - ARABIC
> 26 - 30 OCTOBER
> 14 - 18 DECEMBER

The KPI Institute is an Accredited Provider of the CPD Standards Office, a Continuing Professional Development global assessor.

Key business benefits:

> Experience the real business applicability of theoretical concepts;

> Manage poor performance in a measurable and effective manner;

> Manage the organizational decision making process by experiencing a variety of business scenarios.

Over the last years, the team at The KPI Institute:

> Documented 8,000+ KPIs from 16 functional areas and 25 industries;

> Reviewed 1,000+ performance reports from 125 countries;

> Referenced 30,000+ resources as part of the documentation process.

Course overview

The course provides a strong foundation towards managing performance in different scenarios, by presenting relevant tools, processes and techniques meant at closing the performance gap. This training course presents 6 pillars that need to be applied to ensure performance improvement, starting from data analysis and reporting, continuing with decision making and initiative management and ending with learning and building a performance culture. These six pillars are then applied in 12 scenarios, starting from different levels across the company, to diverse capabilities and different stakeholders.

👤 Participants' profile

> Individuals interested in performance management

Entrepreneurs, analysts and professionals from different fields, interested in performance management, will acquire the knowledge needed to better understand performance management. The networking opportunity and the possibility of sharing knowledge and personal experiences constitute a unique learning experience that facilitates the acquisition and

> Top/middle/lower management people

Individuals from top/middle/lower management and their respective organizations, regardless of their field of expertise, will be glad to discover that the "Certified Performance Management Professional" course provides the pillars, tools and resources required for the effective implementation of a Performance Management System within their organizations.

> Performance management experts

Professionals who occupy positions such as Strategy Manager, Performance Manager or Performance Architect, who already use certain practices within their organizations or have already implemented certain processes and tools, now have the opportunity to check whether the business activity lives up to the standards, and thus, to identify improvement opportunities.

⊕ Benefits

> Manage performance at all levels, by identifying and addressing specific challenges;

> Develop and maintain a functional Performance

> Improvement System;

> Enhance the decision making process by using relevant data;

> Nurture a performance culture;

> Obtain 40 CPD credits to include in your CPD records for your professional body, institute, regulator or employer.

⊕ Learning objectives

> Understand the Performance Management System architecture;

> Rigorously conduct the data analysis process;

> Get insights on best practices in reporting KPIs;

> Practice performance review meetings;

> Gain practical experience in recalibrating the

> Performance Management System;

> Discover how to build a performance culture;

> Practice performance improvement in 12 different scenarios.

Agenda

Day 1 - 4h

Performance Management Framework

> System Architecture;
> The importance of a implementing a Performance Management System;
> The Performance Management System Governance;
> The Performance Management levels;
> The Performance Management System tools.

Performance management scenarios

> Levels: organizational, divisional, departmental, employee;
> Capabilities: project management, process management, quality management, customer service management;
> Stakeholders: supplier performance, Joint Ventures performance, Board performance, personal performance.

Day 2 - 4h

Data analysis

> Data quality dimensions;
> Levels of data analysis;
> Business analysis techniques.

Data reporting

> Report compilation;
> Data visualization rules for well structured reports;
> Performance report communication channels.

Day 3 - 4h

Decision making

> Performance review meetings;
> Decision making process;
> Effective follow up of performance review meetings.

Initiative management

> Portfolio of Initiatives development;
> Initiatives documentation form functions;
> Initiatives documentation process;
> Monitoring the initiatives implemented.

Day 4 - 4h

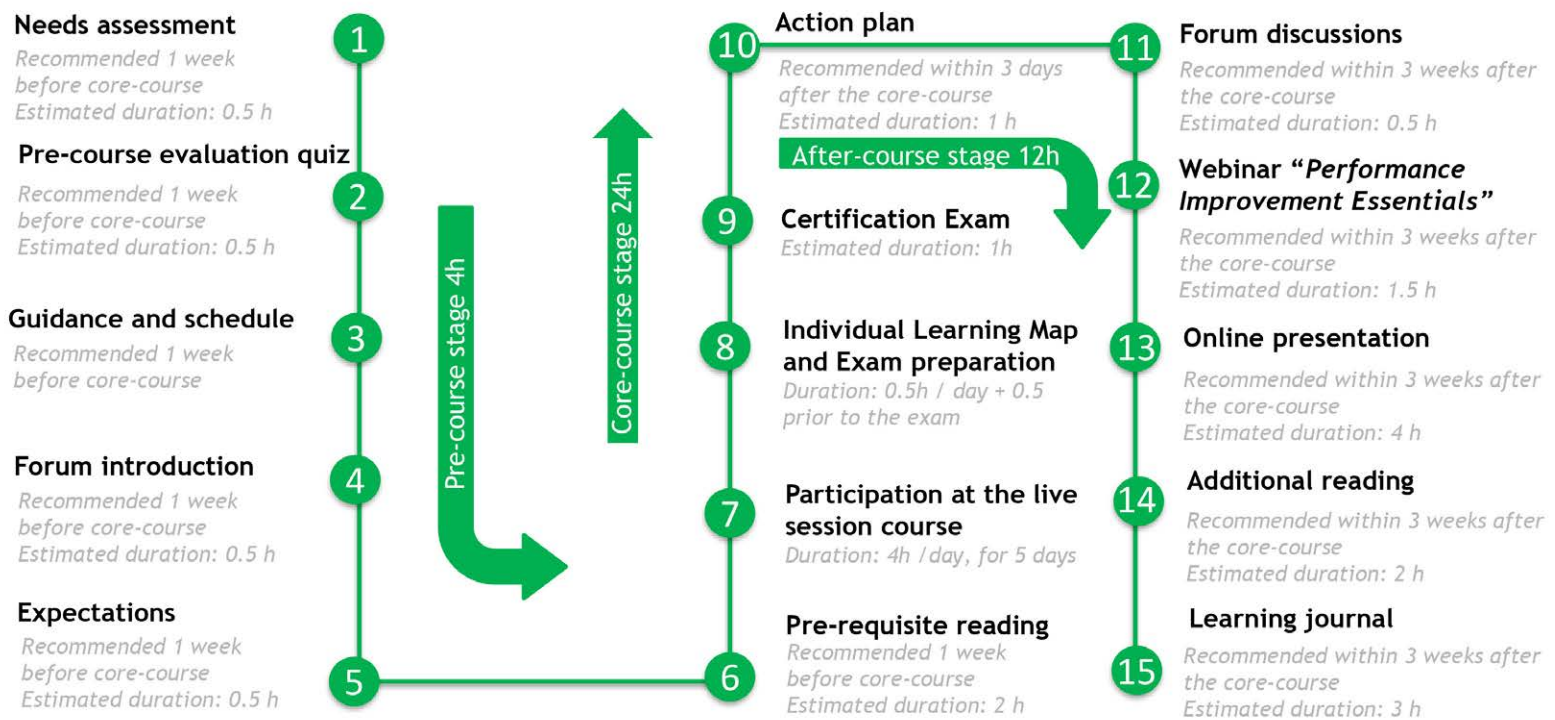### Learning and improvement

> Performance Management Lifecycle – Evolution;
> Strategy review;
> Performance Management System recalibration;
> Organizational Capability Maturity Models;
> Performance Improvement Maturity Model.

Building a performance culture

> Change management;
> Employee performance management;
> Employee engagement;
> Bonus systems examples;
> Gamification.

Day 5 - 4h

Levels

> Organizational performance management;
> Divisional performance management;
> Departmental performance management;
> Employee performance management;

Capabilities

> Project management; Process management;
> Quality management; Customer service management;
> Stakeholders; Supplier performance;
> Joint Ventures performance; Board performance; Personal performance.

Certification Process

Needs assessment
Recommended 1 week before core-course
Estimated duration: 0.5 h

Pre-course evaluation quiz
Recommended 1 week before core-course
Estimated duration: 0.5 h

Guidance and schedule
Recommended 1 week before core-course

Forum introduction
Recommended 1 week before core-course
Estimated duration: 0.5 h

Expectations
Recommended 1 week before core-course
Estimated duration: 0.5 h

Pre-course stage 4h

Core-course stage 24h

Action plan
Recommended within 3 days after the core-course
Estimated duration: 1 h

After-course stage 12h

Certification Exam
Estimated duration: 1h

Individual Learning Map and Exam preparation
Duration: 0.5h / day + 0.5 prior to the exam

Participation at the live session course
Duration: 4h / day, for 5 days

Pre-requisite reading
Recommended 1 week before core-course
Estimated duration: 2 h

Forum discussions
Recommended within 3 weeks after the core-course
Estimated duration: 0.5 h

Webinar "Performance Improvement Essentials"
Recommended within 3 weeks after the core-course
Estimated duration: 1.5 h

Online presentation
Recommended within 3 weeks after the core-course
Estimated duration: 4 h

Additional reading
Recommended within 3 weeks after the core-course
Estimated duration: 2 h

Learning journal
Recommended within 3 weeks after the core-course
Estimated duration: 3 h

The certification process is finalized only when you complete all of the 3 stages of the learning experience. You will receive:

› Certificate of Completion (soft copy): after completing pre-course activities and passing the Certification Exam;
› Certificate of Attendance (soft copy): after participating at the 5 days of live session course;
› Certified Professional diploma (soft copy): after you have successfully completed all of the 3 stages of the learning experience;
› CPD Certificate of Attendance (soft copy): once successfully obtained the Professional status.

Educational resources
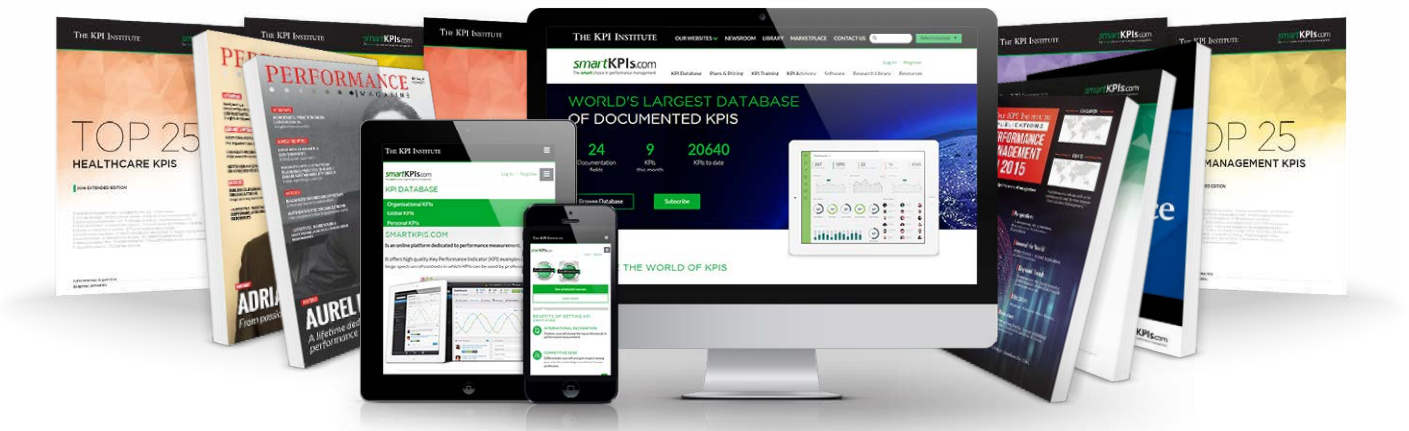
Course materials

- Course slides;
- Course notes;
- Course quiz;
- The KPI Infographic.

The qualitative reports

- Performance Management in 2014 and 2015.

Catalogues

- KPI Documentation Forms;
- Negative Behaviors;
- Targets in Practice;
- Dashboards;
- Scorecards;
- Hardware;
- Graphs in Practice;
- Glossary of terms.

Videos

- 11 Videos dedicated to Performance Management.

Fact sheets

- KPI Definitions, KPIs in Practice;
- Terminology in Practice;
- KPI Selection Criteria;
- Performance Management Related Theories.

Webinars

- Free access to all Performance Management webinars series from 2014 to 2016.

Performance Management Toolkit

- **Templates:** Desired State of Evolution, Strategy Map, Performance Scorecard, Performance Dashboard, Performance Healthogram, Initiatives Portfolio, Performance Management System Architecture, Monthly Performance Management Process, Employee Scorecard;

- **Manuals:** Performance Scorecard Guide for Administrator, Performance Dashboard Guide for Administrator;

- **Publications:** KPIs for Human Resources Dashboard, KPIs for Human Resources Scorecard.

Premium subscription on smartKPIs.com

- Available for 6 months, providing access to 500 fully documented KPIs and over 20.000 KPIs enlisted and one research report from the Top 25 KPIs series.

Facilitator

Andrea Minelli
Management Consultant, The KPI Institute

Andrea Minelli is a Management Consultant at The KPI Institute.

The KPI Institute is a research institute specialized in business performance which operates research programs in 12 practice domains ranging from strategy and KPIs to employee performance and from customer service to innovation performance.

Andrea is a Certified KPI Professional, Certified KPI Practitioner and Certified Benchmarking Professional and has delivered over 400 training and advisory workshop hours last year.

As a researcher, Andrea's work in the field of performance measurement and performance management lead to the development of "The Utilities Performance Benchmarking Report Series 2017" a 6 Report-Series based on Utilities Performance. Besides documenting and reviewing KPIs, Andrea's research activity in the Performance Management and Organizational Development field is completed by writing research-based articles for the Performance Magazine, The KPI Institute's online magazine dedicated to strategy and performance.

As a consultant, Andrea has gathered experience in guiding professionals, operating in different industries and sectors, in their journey of implementing Performance Management Systems using solutions such as the Balanced Scorecard. Some of the most significant consultancy projects: Performance Management System Implementation at Corporate, Departmental, Function and Individual Level, Agile Employee Performance Appraisals. In terms of training, some of the significant projects are the in-house training program for Qatar Foundation, The Certified KPI Professional training for Poivre Corporate Services (Mauritius) and the open-course training in Algeria, Philippines, Serbia, Malaysia, Bangladesh and Cambodia among others.

As an educator, Andrea has delivered open format and in-house training courses, workshops, business simulations, podcast and webinars related to the use of KPIs in organizational context, performance measurement, management, utilization of the Balanced Scorecard and healthcare Performance Management to professionals from a variety of domains. The main training programs include: Certified KPI Professional, KPI Masterclass, Certified Performance Management Professional. Andrea has delivered webinars on several topics, such as: KPI Selection Techniques, Best practices associated with PMS implementation, Healthcare Performance Management Systems and Stakeholders buy-in.

Facilitator

Fadi Al-Jafari

Management Consultant, The KPI Institute

Fadi is a Certified Project Manager Professional, Certified KPI Professional and Certified KPI Practitioner and has delivered over 200 training hours last year. He has several certifications in Statistics Foundation, Data Analysis using Excel, Analyzing and Visualizing Data with Excel, Working with Real-Time Data in Excel, Excel Macros in Depth, Predictive Analytics using BigML , Train of Trainers and he has been part of several projects in the last years.

He has worked in different projects, such as:

• Telecom Statistics Reporting Toolkit – he developed reporting tool using Matlab, VBA and Excel Macros, the tool extracts telecom network's performance big data from multiple servers, analyze them, interpret the results and build well-structured reports and scoring system to represents network's KPIs that need more attention to help in taking proactive decisions;

• Customized Radio Access Path-Loss Statistical Model - as part of his previous work, he developed customized radio access network "radio path-loss" model within telecom industry to be used especially in Jordan. To develop this model, he collected radio access signalling readings from different locations around Jordan, divided the signalling readings "radio data" into different categories based on similar characteristics, each category of data had different recording and analysis approach using different data analysis and statistical tools, that categorization and analysis resulted into creating multiple correction factors to be added on one of the well-known path-loss model, to be used in Jordan specifically.

• Customized Dashboard Toolkit – as part of his data analysis and visualization specilization, he develops customized dashboards that extract data from multiple servers, aggregate them, analyze them and build customized visual representations based on best practicies, to ensure suitable reporting and visualizaing of the most important processes, scores and KPIs;

• Customized Scorecard Toolkit – he developed an automated Balanced Scorecad tool using Excel that deals with reported data, analyze them and compare them to set targets, to help in monitoring and measruring organization's key performance indicators and reflect the percentage of target completed and the declining KPIs that should the organization focus on;

• Network Operation Center Balanced Scorecard – he developed a balanced scorecard, key performance indicators and performance measures for Network Operation Center department within Telecom organization, the developed KPIs had different recording mechanism based on different data collection approachs, this tool collects data from different sources, consilidate them into well-structured tables and reports, to help the managemet team to keep an eye on the main departemental KPIs, to measure the performance and ensure the alignment with the organization's overall strategy.

Course Fees

Language	Date	Hours/day	Start TIME ME	Start TIME SEA	Standard Fee	Special Fee
English	> 29 - 03 July	4	09:00 GST	13:00 GMT +8	~~USD $ 1,500~~	USD $ 1,250
	> 27 - 31 July	4	18:00 GST	09:00 CST (US)	~~USD $ 1,500~~	USD $ 1,250
	> 17 - 21 August	4	09:00 GST	13:00 GMT +8	~~USD $ 1,500~~	USD $ 1,250
	> 05 - 09 October	4	09:00 GST	13:00 GMT +8	~~USD $ 1,500~~	USD $ 1,250
	> 26 - 30 October	4	18:00 GST	09:00 CST (US)	~~USD $ 1,500~~	USD $ 1,250
	> 14 - 18 December	4	09:00 GST	13:00 GMT +8	~~USD $ 1,500~~	USD $ 1,250
Arabic	> 23 - 27 August	4	18:00 GST	09:00 CST (US)	~~USD $ 1,500~~	USD $ 1,250
	> 18 - 22 October	4	09:00 GST	13:00 GMT +8	~~USD $ 1,500~~	USD $ 1,250

Join as a Group

Customized Live Online Group Training Programs

The KPI Institute is offering Customized Live Online Group Training Programs that provide a perfect blend of research, best-practice and best-in-class instructional design.

Leveraging on our extensive research work, our highly skilled faculty, our expertise in providing customized learning solutions, together with next-generation online technology, our Group learning programs are unique, accessible anytime, anywhere learning experiences that deliver results for employees and the organization.

This fully customized training solution supports organizations of all sizes to provide their employees with development opportunities in an efficient, impactful and cost-effective way.

Benefits of customized live online sessions

▶ **Flexibility and convenience**

Participants can learn from anywhere and it can be scheduled in consecutive days throughout one week or selected days over 2 or more weeks. Participants can access learning materials from anywhere, anytime convenient for the group.

▶ **Customized course content**

Course content, case studies and exercises will be customized based on the group's industry or selected functional areas, as well as by assessing current needs and competency development requirements.

▶ **Business continuity**

Continuity of work with daily sessions scheduled for a maximum 4 hours to ensure both information assimilation efficiency and work-related task completion.

▶ **Virtual collaborative learning**

Facilitated inter-company learning is enabled, leading to Virtual Teams Cooperation and Communication, with the help of specialized E-Learning technology.

▶ **Cost effectiveness**

An estimated of up to 40% savings compared with traditional face-to-face in-house solutions, due to logistical burdens being waved from both customer and contractor.

Customized Live Online Group Courses	Online Live Format	Content details
Certification	5 Days - 4h/Day	Fully customized certification course
Masterclass	4 Days - 4h/Day	75% of the certification course content, selected based on group requirements
Essentials	2 Days - 4h/Day	50% of the certification course content, selected based on group requirements
Awareness Session	4 h	Selected 1 or 2 sessions from a certification content, depending on the length

Group sizes range from a minimum of 10, to a maximum of 25 participants.

Should you be interested in scheduling a live online Group training course, email us at office@kpiinstitute.org or contact one of the region representatives.

Online Coaching (up to 4h)

▶ One of our consultants and facilitators will be dedicated to help customers individually achieve their business objectives, evaluate current systems or tools and provide feedback on how to improve current strategy, performance measurement and management practices.

▶ Our dedicated coaches are industry, capability and functional area experts who guide the participants in addressing their business needs and requirements.

▶ They will work closely with attendees and help them address their individual areas of improvement.

▶ We can assist in providing coaching on all the topics that we cover through our certification programs detailed in this brochure.

*Live coaching will be provided via conference call. The session scheduling will be established either via email/conference call for all delegates or individually between each participant and the facilitator.
**Hours to be accessed when required by scheduling as per customer preference and facilitator availability.

Get in touch with us for a customized quotation

Registration

✎ 3 ways to register

Online
marketplace.kpiinstitute.org

Direct contact
Call us and we will assist you through the registration process.

Contact Middle East
Teodora Gorski
Managing Director MENA
E: teo.gorski@kpiinstitute.com
M: +971 55 787 6427

Contact Rest of the World
Alexandru Muntean
Head of Customer Engagement
E: alex.muntean@kpiinstitute.com
M: +40 747 060 997

Registration form
Email us with your registration details

🖃 Payment

Credit card
Pay by credit card using the online facility.

Bank transfer

1. Send an email containing your contact details and registration request;
2. An email confirmation containing the tax invoice and bank account details will be sent to you;
3. Proceed with the attendance fee payment by bank transfer;
4. Send through email the proof of the payment transaction completion;
5. A tax receipt together with the registration confirmation will be sent to you via email (after the attendance fee payment is confirmed).

Kindly ensure that your payments reflect the Total Amount of the invoice that will be presented to you. It is your responsibility to cover all bank fees due to Telegraphic / Wire transfer.

Registration form

By filling your contact data, you agree to receive further information about our events. Your privacy is very important to us. We will not sell, rent or share your personal information under any circumstances.

Participant details:

Mr. ☐   Mrs. ☐

....
First name   Last name

....
Job title

....
Email   Phone

....
Organization

....
Department   Date of training course

....
Training course

....
City   Country

Registration cancellation procedure

Any withdrawals have to be announced at least two weeks before the beginning of the course, through fax or e-mail. In this situation, the attendance fee will be refunded, less $400 retained for administrative expenditure. The attendance fee will not be refunded if the withdrawal from the course takes place less than 2 weeks before its start date. If you find yourself in the impossibility to attend the course after the registration process is already completed you may delegate another person to attend the course in your place without any further fees charged. If you have confirmed and made the attendance fee payment but you didn't attend the course, the course attendance fee will not be refunded. If you attend the course only partially (one day or a limited number of sessions), you will not benefit from any attendance fee reduction or refund.

Term of Agreement

If there are no other standing agreements, this form represents a valid contract between the parties.

I agree to the above terms and conditions.

....
Signed   Date

....
Company stamp ....

Performance

Strategy   Transformation

Innovation   Systems   People

Sustainability   Productivity   Capability

The KPI Institute

Measurement   Benchmarking   Analytics

Audit   Evaluation   Appraisal

Excellence   Competence

Happiness

EUROPEAN DIVISION

SIBIU OFFICE

Sibiu City Center
Somesului Street, No. 3, 550003
Sibiu, Romania
M: +40 774 698 693

MIDDLE EAST DIVISION

DUBAI OFFICE

Regalia Business Centre
1st floor, Office 101, Suite 11, Baysquare Building 3,
213297, Business Bay, Dubai, UAE
M: +971 557876427 T: +971 4 563 7316

SE ASIA DIVISION

KUALA LUMPUR OFFICE

Wisma UOA II
Jalan Pinang 21, Unit 14-13, 50450
Kuala Lumpur, Malaysia
T: +60 3 2742 1357 M: +60 12 591 1366

HEADQUARTERS

MELBOURNE OFFICE

Life.lab Building
198 Harbour Esplanade, Suite 606
Melbourne Docklands, VIC 3008, AU
M: +61 4 2456 8088 S: +61 3 9028 2223