In partnership with

THE KPI INSTITUTE

CERTIFIED KEY PERFORMANCE INDICATORS
THE KPI INSTITUTE
Framework v 2.0 2022
PROFESSIONAL
C-KPI

CERTIFIED KPI PROFESSIONAL

Getting Key Performance Indicators right, by using a rigorous KPI measurement framework

BANDAR SERI BEGAWAN, BRUNEI

2022 EDITIONS:
> 10 - 12 OCTOBER

HRDCORP CLAIMABLE

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

Key business benefits:

› Improve the performance of your company by practicing a sound framework for KPI measurement;

› Obtain better business results by selecting the right KPIs to monitor for your company;

› Generate value from using KPIs by optimizing the data collection process.

The team at The KPI Institute:

› Documented 21,000+ 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.

Recover up to 100% of costs

The Human Resource Development Corporation (HRD Corp) starts the up-skilling of Malaysian workforce by allowing employers to receive financial assistance up to 100% to cover the training cost incurred, at both regional and international level. For terms and conditions please refer to page 7.

Course overview

KPI selection and data gathering are considered by professionals all around the world to be the most challenging aspects in working with KPIs. A way to address these challenges is to build a sound framework to measure KPIs, starting from the moment they are selected, until results are collected to be centralized in performance reports. This training course presents a rigorous KPI Measurement Framework that embeds 10 years of research in the field of key performance indicators and relies on best practices identified in the real business environment.

👤 Participants' profile

› Professionals interested in measuring performance

Professionals from different fields, such as finance, human resources, production, logistics, information technology and others, interested in key performance indicators, will acquire the competencies needed to measure the performance of their team, department or organization.

› Top/middle/lower management professionals

Executives or operational managers, regardless of their field of expertise, will gain the ability and knowledge to measure performance and maximize the value of using KPIs. The tools and resources offered as part of the Certified KPI Professional Training Course enable managers to apply the concepts learned within their organizations, immediately after the course.

› Performance measurement experts

For professionals like Data Analyst, Strategy Manager, Performance Management Officer or Performance Architect, it is important to develop competencies in measuring performance, especially in terms of KPI selection and data gathering. Usually, this particular audience already has a performance measurement system set in place and the Course offers them the opportunity to learn the best practices used in this field and identify how their current processes and approaches regarding KPIs can be improved.

➕ Benefits

> Support decision making by accessing relevant performance data;

> Use pre-populated tools to facilitate the implementation of a KPI Measurement Framework in your organization by receiving 10+ templates used in working with KPIs;

> Access an innovative learning experience based on a 3 stage educational process;

> Expand your business network by becoming a member of the international Certified KPI Professionals Community.

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

◎ Learning objectives

> Differentiate between objectives, KPIs and initiatives;

> Understand KPI selection in different contexts;

> Apply best practice techniques to KPI selection;

> Document KPIs in a standardized template;

> Learn when and how to use benchmarking in target setting;

> Optimize the KPI activation and data gathering process.

Agenda

Day 1 — A standardized approach to KPIs

🕐 09:00-17:00

The world of KPIs

› Challenges in performance measurement;
› The value added by KPIs;
› KPIs concept map;
› Governance;
› Organizational levels.

Understanding KPIs

› KPI related terminology;
› SMART objectives decomposed;
› KPI lifecycle.

KPI typology

› Leading vs. lagging KPIs;
› Qualitative vs. quantitative KPIs;
› Efficiency vs. effectiveness KPIs.

KPI taxonomy

› Interdisciplinary systemic worldview;
› KPI use case scenarios;
› KPI DNA map.

Day 2 — KPI selection & target setting

🕐 09:00-17:00

KPI selection

› KPI selection for org. scorecard;
› KPI selection sources;
› KPI selection techniques.

KPIs in Context

› KPI selection for industry;
› KPIs cascaded to functional area.

KPI documentation

› KPI documentation form functions;
› KPI documentation form design;
› KPI documentation process;
› Organizational KPI libraries development;
› Weights and Indexes.

Working with targets

› KPI documentation processes;
› Targets in practice;
› Challenges in working with targets;
› Negative behaviors when setting targets.

Day 3 — Data gathering and visualization

🕐 09:00-17:00

Data gathering

› Data quality dimensions;
› KPI reporting data sources;
› KPI activation tools;
› KPI activation techniques;
› Working with data custodians;
› Community of Practice.

Data visualization

› Guidelines to designing efficient templates;
› Usability in terms of visual design;
› Scorecard and dashboard examples;
› Best practices in scorecard design;
› Best practices in dashboard design.

Review & evaluation test

› Course review;
› Certification Exam.

Previous participants

Learning experience

◯ Pre-course

This part of the learning experience is meant to ensure a smooth transition to the face to face training. Participants are required to take the following steps:

> **Needs assessment** – complete a questionnaire to determine a tailored and relevant learning experience;

> **Pre-course evaluation quiz** – take a short quiz to establish the current level of knowledge;

> **Guidance and schedule** – analyze a document presenting guidelines on how to maximize your learning experience;

> **Forum introduction –** share an introduction message to present yourself to the other course participants and share your expectations;

> **Pre-requisite reading** – go through a series of documents to better understand the core-course content;

> **Expectations** - share your expectations regarding the training course;

◉ Core course

During the three days of face to face training, the course is designed to facilitate experiential learning and ensure a high level of interactivity. Exercises used to enhance the development of competencies range from simple matching of concepts to extensive analysis of case studies. The learning experience consists in:

> Applying concepts in practical exercises, analyzing case studies and identifying solutions;

> Using templates to develop performance measurement instruments;

> Sharing experiences and best practices and creating a network of KPI Professionals;

> Constantly evaluating the participants' knowledge, through short quizzes to support the certification exam.

◉ After-course

The learning process is not finalized when the core-course ends. Participants are required to take the following steps:

> **Forum discussions** – initiate a discussion and contribute in a discussion opened by another participant;

> **Action plan** – create a plan for the actions and initiatives you intend to implement after the training course;

> **Performance Improvement Essentials** – watch a 45 minutes webinar presenting the KPI measurement as part of a system that ensures performance improvements and achievement of objectives;

> **In-house presentation** – create and submit a short PowerPoint presentation to present your colleagues the knowledge you have accessed during the training course;

> **Additional reading** – go through a series of resources to expand your content related knowledge;

> **Learning journal** – reflect upon your 3 stages learning experience and complete a journal.

✓ Evaluation

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

> **Certificate of Attendance** (hard copy): after participating at the 3 days of on-site training course;

> **Certificate of Completion** (soft copy): after completing pre-course activities and passing the Certification Exam;

> **Certified KPI Professional diploma** (hard copy): after you have successfully completed all of the 3 stages of the learning experience.

> **CPD Certificate of Attendance (soft copy):** once you have successfully obtained the Professional status.

Educational resources
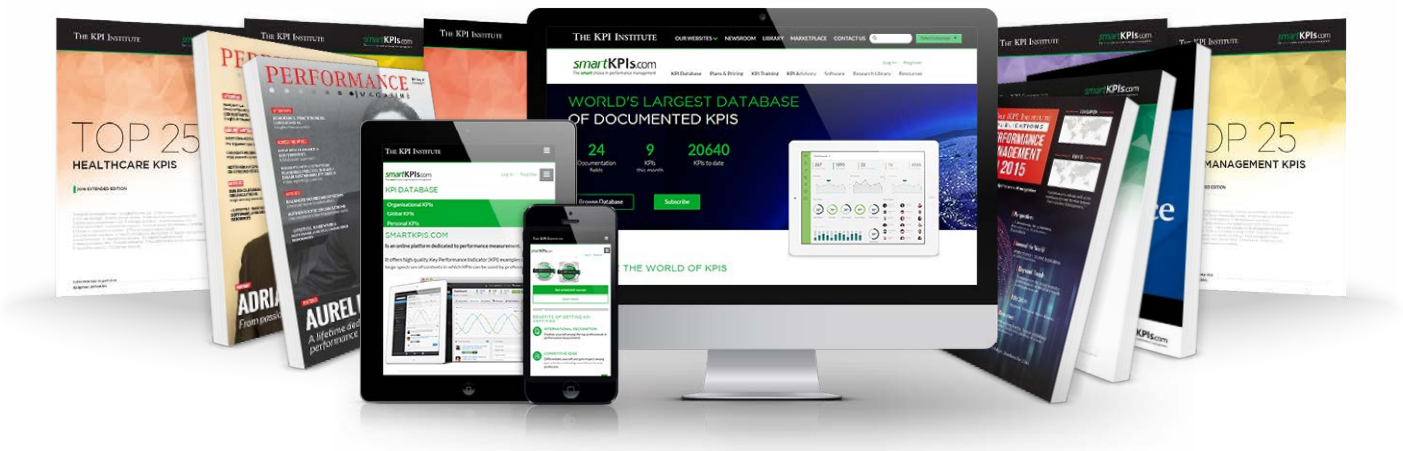
Course materials

> Course slides;
> Course notes;
> Course quiz;
> Workbook;
> 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

Dr. Aurel Brudan

Founder & CEO
The KPI Institute

Aurel Brudan is the founder and CEO of The KPI Institute, the global authority on Key Performance Indicators research and education. Under his coordination the Institute research team documented over 7,000 KPI examples from 15 functional areas and 24 industries, reviewed 1,000+ performance reports from 125 countries and referenced 20,000+ resources, the result being www.smartKPIs.com, the premier destination for quality performance management and measurement resources. Other research programs resulted in the development of two maturity models for performance management and measurement, as well as the establishment of the KPI Management Framework to provide the theoretical base for the Certificate in Key Performance Indicators Management.

As a consultant, Aurel conducted numerous performance management system implementations using solutions such as the Balanced Scorecard, operational dashboards and functional performance scorecards. Among his most important clients are Australia Post, the Australian Federal Administration, the Victorian State Government, Brisbane City Council, National Australia Bank, Qatar Supreme Council Of Health and SABIS.

As an educator, Aurel has accumulated hundreds of hours of experience in a variety of settings, from open and in-house training delivery to tutoring management for the University of Melbourne. Aurel is a member of the Academy of Management, the Australian New Zealand Academy of Management, the Australian Marketing Institute and Fellow of the Australian Institute of Management.

Aurel has tertiary qualifications in both Economics and Marketing, complemented by postgraduate certificates in Advanced Learning and Leadership, as well as in Research Commercialization from the Melbourne Business School in Australia.

Testimonials

"Great! So glad I found this course. It gave me everything I need to do my job properly and with confidence."

Leonne Jones
Senior Project Officer
Queensland College of Teachers, Brisbane

"The course itself was really good. It reinforced a lot of things for me, and gave me some additional insights and valuable tools that I will use."

Sheriel Hughes
Director of Quality Learning and Development
Australian Government, Melbourne

"Professionalism, patience in explaining to stakeholders and passion were major contributing factors to the success of this course."

Jason Cutajar
Manager
National Australia Bank, Sydney

"Aurel's ability to explain key performance management theory and practical concepts to staff at all levels of management was one of the key learning experiences in this area."

Clifford Chaperon
Finance and Business Manager
Australia Post, Melbourne

Fees and venue

Course fees

Course date	General fee	TKI members	Early bird	3 or more participants	Registration deadline
10 - 12 October	US $1,590	US $1,490	US $1,390 *by 10 September*	US $1,290	03 October

The course fees include course materials, lunch and coffee breaks. It also covers the cost of the certification process.

Venue

📍 **The Certified KPI Professional course will be hosted at one of the iconic five stars hotels, located at the very heart of the city of Bandar Seri Begawan, Brunei.**

Accommodation

Accommodation is not covered by the attendance fee and it needs to be arranged separately by participants. We invite you to contact the event manager to enquire about special rates from the venue.

Organize this training course in-house

If you have a group of five or more to train you can save time and money by running this training course in-house. Use the contact details provided below to request a customized offer from one of our training solution specialists.

For more details

🛒 The KPI Institute Marketplace

📞 +60 3 2742 1357 / +60 1 2591 1366

✉ office@kpiinstitute.org

🌐 kpiinstitute.org

in Linkedin   f Facebook   🐦 Twitter

Human Resource Development Corporation (HRD Corp) Info

The HRD Corp starts the up-skilling of Malaysian workforce by allowing employers to receive financial assistance up to 100% to cover the training cost incurred, at both regional and international level. The increasing number of requests for performance improvement projects within your region has upgraded our services offering, bringing you the opportunity to acquire both the theoretical knowledge and practical skills for working with KPIs, now available to you through the HRD Corp program! You can claim from the HRD Corp the following:

> Course fees
> Daily allowance: should cover participants' meals, land transportation & accommodation
> Airfare (If applicable)
> *Click here for more info*

Registration

✏ 3 ways to register

Online

marketplace.kpiinstitute.org

Direct contact

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

Sasikala Annamalai

sasikala.annamalai@kpiinstitute.com

M: +60 1 2591 1366

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.

CONNECTED PERFORMANCE SDN BHD
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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 ....

The Customer acknowledges and agrees that all materials provided by The KPI Institute, including but not limited to the live presentations, any audio-visual presentations, and the handout materials distributed pre, during and after the training course, shall at all times remain the sole and exclusive property of The KPI Institute. They cannot be made public, and can only used for the purpose of the individual course participant's benefit. In no event shall the Customer use the live presentations, any audio-visual presentations, and/or the handout materials for any other purpose, including but not limited to the offering of any course, training or seminar that in any manner competes with the course or any portion thereof. This provision shall survive the termination or expiration of this Agreement.

THE KPI INSTITUTE

Performance
Strategy   Transformation
Innovation   Systems   People
Sustainability   Productivity   Capability

Measurement   Benchmarking   Analytics
Audit   Evaluation   Appraisal
Excellence   Competence
Happiness

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