CORE CONCEPT

# Upskilling and Reskilling Programmes and Corporate Learning and Development Management

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**Technical depth:** Practitioner · **Practical mode:** Case study

## Introduction

Automation, digital platforms and new operating models are changing the skills that roles require faster than recruitment can close the gap. Many organisations respond with catalogue courses and attendance targets, spend the budget and still face the same shortages a year later. This Core Concept course equips managers to run corporate learning and development as a business function: diagnosing skills exposure, choosing between upskilling, reskilling and redeployment, building pathways and academies, and measuring the result. Participants work through case material from several sectors and leave with an Upskilling and Reskilling Programme Plan for their own organisation.

## Course Objectives

- Assess the organisation's skills exposure and L&D maturity using the WEF Future of Jobs data, ISO 30422 and the ATD Talent Development Capability Model
- Decide between upskilling, reskilling and redeployment for each workforce segment and structure an L&D operating model to deliver the decision
- Design reskilling pathways from skills adjacency analysis, with cohort structure, assessment points and academy governance
- Build the annual L&D plan, budget and vendor arrangements that support a reskilling programme
- Measure programme efficiency, effectiveness and outcomes using ISO/TS 30437 metrics and the Phillips ROI Methodology
- Produce an Upskilling and Reskilling Programme Plan ready for sponsor approval

## Target Audience

- Heads of learning and development and training managers responsible for the corporate learning function
- HR business partners supporting workforce transition and internal redeployment
- Corporate academy managers running technical, functional or leadership academies
- Talent and capability managers accountable for skills data and development programmes
- Operations and transformation managers whose units face automation or role redesign

# Course Outline

## Day 1: The Skills Shift and the Corporate L&D Function

- Skills Disruption Signals from the WEF Future of Jobs Report 2025
- Upskill, Reskill or Redeploy Decision Matrix by Workforce Segment
- ISO 30422 Learning and Development Process Model
- L&D Maturity Self-Assessment Against the ATD Talent Development Capability Model
- Skills Inventory Baseline and Skills Gap Heat Map

## Day 2: Skills-Based Models and L&D Standards

- Skills-Based Organisation Model: Skills Taxonomies and Skills Profiles
- ISO 10015 Competence Management and People Development Guidelines
- CIPD Profession Map: L&D Specialist Knowledge Areas
- 70:20:10 Model for Blending Experiential, Social and Formal Learning
- L&D Operating Models: Centralised, Federated and Academy Structures

## Day 3: Designing and Running Reskilling Programmes

- Skills Adjacency Analysis for Reskilling Pathway Design
- Reskilling Pathway Blueprint: Cohort, Duration and Assessment Points
- Corporate Academy Business Case and Governance Charter
- Annual L&D Plan and Budget Build by Cost Category
- Learning Vendor Selection Scorecard and Service Level Agreement

## Day 4: Measurement, Risk and Optimisation

- ISO/TS 30437 Learning and Development Metrics: Efficiency, Effectiveness and Outcome
- Kirkpatrick Four Levels and Phillips ROI Methodology Applied to Reskilling
- Skills and Capability Disclosure Under ISO 30414
- Reskilling Programme Risk Register: Attrition, Low Transfer and Redeployment Failure
- Learning Transfer Barriers and the Manager Support Checklist

## Day 5: Case Work and the Upskilling and Reskilling Programme Plan

- Automation-Driven Redeployment Case Study: Banking Back-Office Reskilling
- Utility Field Workforce Case Study: Digital Upskilling Stalled at Pilot
- L&D Metrics Scorecard Build for an Own Organisation
- Upskilling and Reskilling Programme Plan Drafting
- Sponsor Review Panel and Plan Defence

## Skills You Will Gain

- Skills Gap Analysis
- Reskilling Pathway Design
- L&D Operating Model Design
- Learning Budget Management
- Learning Vendor Management
- Learning Evaluation and ROI
- Human Capital Reporting
- Learning Transfer Management

## Why Attend This Course

- Return with an Upskilling and Reskilling Programme Plan for your own workforce, already tested before a sponsor panel
- Make a case for learning investment that a finance function will accept, backed by metrics a board recognises
- Stop training every group the same way and target each segment with the response that fits its skills exposure
- Compare practice with L&D managers from other sectors and countries who face the same skills shift

## Conclusion

Closing a skills gap depends less on the volume of training than on choosing the right response for each workforce segment and running the learning function with discipline. This course moves from the skills shift and the international L&D standards, through reskilling pathway design, budgeting and vendor management, to the measurement and risks that decide whether a programme pays back. The final day turns that work into an Upskilling and Reskilling Programme Plan that participants take to their sponsor, with the evidence needed to secure and defend the investment.