

Chapter Review

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Employee Development and Training

Objectives...

- 1 review the role of training and development activities within the organization
- 2 review the key features of the training and development sub-system within the HR function
- 3 distinguish the terms training, development, learning, competence and education
- 4 discuss a systematic approach to training and describe the training and development process
- 5 list the benefits of systematic training
- 6 explain what is meant by the learning organization

Key Terms

development	anything that helps a person to grow, in ability, skills, confidence, inter-personal skills, understanding, self-control, and more
learning organization	An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behaviour to reflect new knowledge and insights
Training	Any intervention aimed at increasing an individual's knowledge or skills
Training & Development	The design and delivery of workplace learning to improve performance

28. The HR subsystems of training and development help ensure employees know what to do, why and how to do it. Training may be necessary at the start of or throughout work. A term frequently used to describe well-organised training (and development) is 'systematic training'. This can be portrayed as a cycle of events, a four step training process starting with needs assessment. Training needs derive from organisational goals, job descriptions and employee performance appraisals. To fill identified gaps, a development plan is created; training methods are selected, implemented and then evaluated. The evaluation of training is part of the control process of training. Evaluation methods aim to obtain feedback about the results or outputs of training, and to use this feedback to assess the value of the training, with a view to improvement, where necessary. More recently, the systematic approach has been adapted to embrace a partnership approach whereby individual employees take more responsibility for their continued development. Finally we discussed the learning organisation and the need for a climate and culture that fosters a supportive approach to learning throughout the organisation.

