

Human Resources Learning and Development

Chapter 1 - Introduction to training and development

Organisational considerations - Why learning is important

- Organisations are experience change due to
 - new technologies
 - development of knowledge
 - Globalisation
 - e-commerce
- T&D is therefore necessary to attract, retain and motivate their workforces in the changing environment

The content of training and development

- **Training:** planned effort to facilitate learning of knowledge, skills or behaviours specific to a job
 - Current
 - Low use of work experience
 - Aims to prepare for current job
 - Participation required
- **Development:** knowledge skills and behaviour development for the future. Includes formal education, job experience and relationships.
 - Future focus
 - High use of work experience
 - Aims to prepare for change
 - Participation is voluntary
- **Education:** Learning more general KSB not specific to a particulate job - cultivation of mental capacity
- **Learning:** Acquiring new & modifying existing KSB

High-leverage training

- **High-leverage training:** Training linked to strategic goals and objectives. Uses an instructional design process to ensure successful training.
- **Continuous learning:** Requires employees to understand the entire work system, including relationships among jobs and work units and the organisation. Employees acquire new skills and knowledge and apply them and share with fellow workers.
- Training has become more performance-orientated and designed around business goals.
- Encourages commitment of employees to continuous learning.
- Invests resources into knowledge management
- Fosters culture of the “learning organisation”

Designing effective training

- **Instructional system design (ISD):** A process for designing and developing training programs

- ADDIE Model
 - Analysis
 - Conduct a needs assessment
 - Ensure employees have the motivation and basic skills necessary to master training
 - Design
 - Create effective working environment
 - Ensure employees apply training content
 - Developing evaluation plan
 - Development
 - Implementation
 - Selecting and using a training method
 - Evaluation
 - Monitoring and evaluating the program

The forces influencing working and learning

- Sustainability
 - Dexter Dunphy says a sustainable organisations activities;
 - Extend the socially useful life of organisations
 - Enhance the planet's ability to maintain and renew the biosphere and protect all living species
 - Enhance society's ability to maintain itself and to solve its major problems
 - Maintain a decent amount of welfare for present and future generations of humanity
- Globalisation
 - Cross-cultural training is required to prepare employees for international assignments.
- Increased value placed on intangible assets and human capital
 - Training increased the competitive advantage and value of HC
- Focus on link to organisational strategy
 - Training is becoming more focused around company goals
- Attracting and retaining talent
 - HRM teams
- Demographics and diversity of workforce
- Customer service and quality emphasis
- High performance work systems
- Technology

Chapter 2 - Strategic training and development

The evolution of the role of training and development

- Explicit knowledge: knowledge that can be formalised, coded and communicated
- Tacit knowledge: personal knowledge that is based on individual experience and that is difficult to explain to others.
- Community of practice: a group of employees who work together, learn from each other and develop a common understanding of how to get work accomplished.

Centralised & decentralised HRD

- **Centralised HRD**
 - Managed by a single group in the organisation.
 - This group is responsible for planning, designing, developing, implementing and evaluating all training throughout the organisation
- **Decentralised HRD**
 - Responsibility for T&D is diffused through the organisation
 - Through the managers in separate business units

The strategic training and development process

1. **Business strategy**
 - Mission
 - Values goal
2. **Strategic training and development initiatives**
 - Diversify the learning portfolio
 - Improve customer service
 - Accelerate the pace of employee learning
 - Capture and share knowledge
3. **Training and development activities**
 - Web-based activities
 - Make development planning mandatory
 - Develop websites for knowledge sharing
 - Increase amount of customer service training
4. **Metrics that show value of training**
 - Learning
 - Performance improvement
 - Reduced customer complaints
 - Reduce turnover
 - Employee satisfaction

Models of organising the training and development department

1. **Functional Model** - Training speciality areas
 - Director of training
 - Safety training
 - Quality training
 - Technology and computer systems training

- Leadership development
- Sales training
- 2. **Customer model** - Business functions
 - Director of training
 - Information systems
 - Marketing
 - Production and operations
 - Finance
- 3. **Matrix model** - Training speciality area put into business functions
 - Director of training
 - Sales training
 - Marketing
 - Quality training, tech systems training & safety training
 - Production and operations
- 4. **Corporate university model**
- 5. **Embedded model**
 - Combination of strategic focus and structure
 - Assigns T&D generalists directly to departments and provided localised T&D services
 - Also centres of expertise or excellence - like specialised consulting firms which consist of specialists who have unique insights and great depth in particular areas
 - Strong emphasis on aligning T&D with strategy, with associated emphasis on accountability, the view of both managers and trainees as customer ; and very strong customer focus
 - Collaborative approach by trainers, among themselves and with management, trainers serve as experts and as consultants and are cross-disciplinary

Marketing the training function

- Marketing builds awareness of programs
- It generates acceptance for programs
- Feeds into quality enhancement
- Ensures accent on needs of 'clients' - through process of crafting the mission and strategy
- Builds demand and participation in programs - improves organisation performance
- Provides internal support for the L&D function - positioning the department more favourable within the organisation by communicating its positive impacts
- Effective resource management - marketing provides a strategic approach to the management and distribution of limit resources by helping decide which programs to invest in
- Improves recruitment of best possible talent and their retention
- Tactics to market the training function
 - Involve the target audience in developing the training or learning effort