

## **Question 4: HRD & CAREER MANAGEMENT**

### **Human Resource development**

- Includes training, development, career planning and performance appraisal
- Focus = on acquisition of the required knowledge, skills and abilities to facilitate the achievement of employee career goals and organisational business objectives

### **Developing people**

- Organisations have to change their structures, work practices and culture to improve productivity and international competitiveness
- Flexible, committed, well-trained, multi-skilled workforce is essential for economic survival and growth
- Employees now look to their organisation to provide developmental and learning opportunities
- Human resource development is strategically linked to organisation's mission and objectives
- Investment in human resources are:
  - A potential source of competitive advantage
  - Have a positive relationship with share price and profits
  - Stimulate employee involvement
  - Interest in personal development
  - Contributor to co-operative industrial relations + increased job security

### **Defining Training and Development**

- Training = planned or systematic efforts by employers to facilitate employees' learning of knowledge, skills and behaviour require to do their jobs
  - Short term focus
- Development = formal education, job experiences, relationships and assessment of personality and abilities to help employees prepare for the future
  - Long term focus

### **Importance of training and development**

- A powerful tool for businesses
  - Implementing new policy and/or strategy
  - Promotion corporate culture and effecting organisational change
  - Keeping pace with environmental changes: technological, legal, social, demographic

### **Strategic importance**

- Increases employee's knowledge of foreign competitors and culture
- Provides skills required to work with new technology
- Help employees understand how to work effectively in team
- Ensures company's culture emphasises innovation, creativity and learning
- May improve employment security by providing new way for employees to contribute to company
- Prepares employees to accept each other and work more effectively together, particularly in diverse workforce

### **Responsibility for Training and development**

- Senior management generally set strategy and policies
- Implementation and design often shared between line management and human resource department
- Management policies for T&D are closely linked with recruitment and selection policies
  - If company needs skills, may recruit from external labour market
  - May develop its own skills by training and developing internal staff