

HUMAN RESOURCE TRAINING AND DEVELOPMENT: LECTURE 4

Contents of a Training Policy

1. **Management commitment to training and development** (e.g. the company xyz is committed to spending such an amount in training per year). The training policy contains the statement of intention – sponsorship and the proportion of turnover that should be allocated to training.
 2. **Definition of training** – clarification of what is covered and what is not covered. A training policy will distinguish training and education vs. personal development.
 3. **Objectives of training in the organization** – This expresses the objectives in practical and realistic terms
 - Improving efficiency of the organization by improving individual performance.
 - Preparing employees for future jobs
 - Assisting the development of individuals for the sake of their careers and personal fulfillment.
 4. **Responsibility for training** – who is in charge overall and at departmental / operational level. The T.P will clarify the role of line managers and trainers in human resource mgt.
 5. **The Training strategy**, to be adopted by the organization. This will include the design and development of the programs.
 6. **Participants / Selection criteria** – who attends what training. Trainees will be selected on needs or merit.
 7. **Obligation of trainees**- The policy should outline the obligations of trainees, both during and after the training.
 - 9 **Trainers responsibility** – Theirs is to provide a service. They are facilitators of the training process. The policy will outline the selection criteria for trainers.
 10. **Managers of training** – There must be a policy towards the management of training. The policy should provide a framework for the appointment of training managers within the various departments.
 11. **Methods of training** – A policy has to provide methods and approaches of training.
 - Is it on the job/off the job training
 - Institutional
 - University programs
 - Study tours
 - Practical attachments
- There is no single approach, each has its own place. It is important to have a policy on what approach to use and for what reason.
12. **Finance for training** – The training policy should provide guidelines for the budgetary allocation for training and the available financing method.
 - Management may allocate funds in the normal budget
 - Training levies can be imposed
 - Institutes can charge fees
 13. **Training and Promotion** – training is encouraged by officially relating it to promotion and other aspects of an individual's career. The training policy should indicate the merits of training

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e.g. -You may get a promotion

- Opportunity for personal development

- Monetary rewards

14. **Monitoring training.** The training policy will outline the approach to monitoring training.

15. **Review and evaluation** of training activities.

Advantages of a Training Policy

- Help streamline training by providing clear guidelines.
- Helps manage the training programs and schedules.
- Facilitates systematic development of employees.
- Assists in defining roles and responsibilities concerning training (who is responsible for TNA, budget, etc)
- Provides standards for training activities across the organization

Disadvantages

- Inflexibility may arise, killing creativity and innovation
- May restrict training budget and activities. You cannot go outside the budget.
- Forces revisions and bureaucratic activities every time there are changes in the environment.

Factors that influence policy formulation in an organization

1. Formulation of a policy is influenced by the culture and belief of the top mgt. That is the philosophy of the organization towards training. The degree of importance attached to training, is it a negative or positive philosophy.

2. The size of the organization. Small organizations operate without a policy while large organizations insist on a policy.

3. Government legislation. The Govt. can formulate laws on certain minimum requirements for particular professions e.g Accounting, Auditing. The Govt. may set certain requirements to be met before undertaking such professions. This will influence the policies you formulate.

4. Changes in technology. New products, new working methods etc affect organizations operations. This means continuous updating of skills to match the requirement.

5. Employees insisting on career development. They may put pressure through their line managers. This will affect the formulation of the policies to suit this requirement.

6. Pressure from the union on certain aspects the employees want changed in the organization. For example, on the nature or eligibility of training programs.

Determinants of an effective T & D policy in an organization

1. Support of top mgt.

2. The policy should be clear

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3. Uniformity
4. Should be written
5. Should be flexible

TRAINING PHILOSOPHY

Training philosophy of an organization expresses the degree of importance it attaches to training.

Training policies emanate from an organizations culture and philosophy concerning people.

Two types of philosophies impact on the nature of the training policy-

1. Positive philosophy

2. Negative philosophy

Positive Philosophy

- Reflects on the high regard an organization has for training. Such organizations view T& D as an investment that must be made to sustain its future agenda
- T & D is operated on a systematic and highly standardized format in this organizations.
- Training budgets and schedules are well catered for and adhered to
- Training is manned by professional and guided by the ethics and morals of the organization e.g. the need for equality / equity.
- Such organizations use training as a driver for change and transition.

Negative Philosophy

- This is evident where training is considered a cost center whose return on investment cannot be established easily.
- There are no training budgets or schedules.
- Training activities are reactive and employee development programs are non -existent.
- Where a training budget exists it is merely a formality and the first one to be eliminated in cost cutting measures.

Training Philosophy Statement

A statement of the training philosophy is expressed as follows: -

1. Training makes a major contribution to the successful attainment of organizational objectives.
2. Training programs and plans should be integrated with and support the achievement of business and human resource strategies.
3. Training should always be performance related
4. Everyone in the organization should be encouraged and given an opportunity to develop their skills and knowledge to the maximum of their capacity.
5. The prime responsibility for development rests with the individual who will be given guidance and support of his/her manager.

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Developing a Training Philosophy

The areas in which training philosophy should be developed are as follows:-

i) A strategic approach to training.

Training strategy takes a long-term view of what skills, knowledge and levels of competence employees of a company need. Training philosophy emphasizes that T & D should be an integral part of the mgt. process. Laying down strategies of how to meet training needs.

ii) Relevance

Organizations should not train for the sake of training. Managers should commit themselves to areas where the benefit in terms of improved performance in key activity areas have been spelt out clearly. Training must be relevant in that it satisfies and identifies the appropriate training needs.

iii) Problem based

Training should be problem based in the sense that it is planned to fill the gaps between what people do and what they need to do now and in the future.

iv) Action Oriented

Training philosophy should stress that training exists to make things happen, to get people into action and to ensure that they can do things better than before.

v) Performance related.

A performance related training philosophy involves relating training specifically to performance and competence requirements

vi) Continuous development

Training should not be regarded as simply the provision of short isolated courses at various points in a person's career but it should be a continuous process.

vii) Training policies

Training policies are guidelines on the amount of training that should be given to the employees, technical or supervisory.

TRAINING STRATEGY

The main purpose for training is to achieve performance from employees. To achieve performance depends on many factors e.g.-

- Mgt. and supervisory style
- Organizational climate
- Quality of the work performance
- Nature of work
- The community influence
- The morale of employees

The above factors differ from one organization to another and thus the strategies to achieve performance differ.

The training strategy of an organization is all the activities which deal with formulation of training programs.

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Training strategy statement should include: -

- a) Training philosophy of the organization
- b) The key strategic (longer term) issues that training is supposed to address.
- c) The shorter -term training needs to meet. The programs designed should increase the competence of staff.
- d) The types of programs to be developed to meet long and short term resourcing needs. The programs must ensure that people are available and have the necessary skills and knowledge to perform their jobs.
- e) The resources that will be made available for training.
- f) The allocation of responsibility in developing and implementing strategic training plans.

The training strategy must satisfy the following

- Original requirement for training
- The psychological needs of employees and management philosophy.
- Its overall approach to learning, flexibility is required to ensure a participative approach
- Evaluation as part of the strategy.

The training department strategy should embody the following: -

1. An overall sense of direction.
2. An assessment of environmental influences including leadership style in organizations.
3. A doctrine geared to training interventions at organizational level and thus satisfying true organizational needs.
4. Methodologies which aid the satisfaction of the needs are adopted.
5. Planning and tactical flexibility