

Chapter 1: Introduction to training and development

In this chapter we are introduced to the concept of Training and Development in HRM. Human resource management (HRM) entails planning, implementing, and managing recruitment, as well as selection, training, career, and organizational development initiatives within an organization. The goal of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees while simultaneously improving the work life of employees and treating employees as valuable resources.

The planning function refers to the development of human resource policies and regulations. Human resource managers attempt to determine future HRM activities and plan for the implementation of HRM procedures to help companies realize their goals. Implementation of HRM plans involves four primary activities: acquisition, development, Compensation, and maintenance. Finally, the evaluation function includes the assessment of a company's HRM policies to determine whether they are effective.

We have also seen that, HRM implementation activities are divided into four functional groups, each of which includes related legal responsibilities, such as, acquisition, development, compensation, maintenance. Businesses and organizations rely on three major resources: physical resources, such as materials and equipment; financial resources, including cash, credit, and debt; and human resources or workers.

We have discussed about seven assumptions identified by R. Wayne Pace that provide a foundation and direction for HRM.

- First: the acknowledgment of individual worth, suggesting that companies recognize and value individual contributions.
- Second: employees are resources who can learn new skills and ideas and can be trained to occupy new positions in the organization.
- Third: quality of work life is a legitimate concern, and that employees have a right to safe, clean, and pleasant surroundings.
- Fourth: the need for continuous learning; talents and skills must be continually refined in the long-term interests of the organization.
- Fifth: opportunities are constantly changing and companies need methods to facilitate continual worker adaptation.
- Sixth: employee satisfaction, which implies that humans have a right to be satisfied by their work and that employers have a responsibility and profit motivation to try to match a worker's skills with his or her job.
- Seventh: HRM encompasses a much broader scope than technical training employees need to know more than the requirements of a specific task in order to make their maximum contribution.

The structure of HRM departments differs according to the type and size of the organization that they serve. But many large organizations organize HRM employee development functions around various clusters of workers—they conduct recruiting, administrative, and other duties in a central location. The evaluation of HRM methods & programs should include both internal & external assessments: Internal

evaluations focus on the costs versus the benefits of HRM methods, whereas external evaluations focus on the overall benefits of HRM methods in achieving company goals. The authors of Human Resources Management posit four factors, the “four Cs,” that should be used to determine whether or not an HRM department or individual program is succeeding:

- Commitment
- Competence
- Cost-effectiveness
- Congruence

Some of the forces in the 1990s shaping the broad field of HRM, are:

- New technologies—particularly information technology—brought about the decentralization of communications and the shake-up of existing paradigms of human interaction and organizational theory.
- Accelerating market globalization, which was increasing competition and demanding greater performance out of workers, often at diminished levels of compensation?
- Rapidly changing demographics; and increasing income disparity as the demand for highly educated workers increases at the expense of lower-wage employees.

For an organizations training and development as well as organizational growth are important, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development; it is a function of the organizational development. Training and Development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Trainings in an organization are mainly of two types; internal training when training is organized in-house by the human resources department or training department using either a senior staff or any talented staff in the particular department as a resource person. On the other hand external training is normally arranged outside the firm and mostly organized by training institutes or consultants.

Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display. In general, education is ‘mind preparation’ and is carried out remote from the actual work area, training is the systematic development of the attitude, knowledge, skill pattern required by a person to perform a given task or job adequately and development is ‘the growth of the individual in terms of ability, understanding and awareness’. HR role now is:

- Involvement in employee education.
- Rewards for improvement in performance.
- Rewards to those associated with self-esteem and self-worth.
- Providing pre-employment market oriented skill development education and post-employment support for advanced education and training.
- Flexible access i.e. anytime, anywhere training.