

Chapter 8 - HRIS Systems for Training and Development

Functionality

In this chapter, we have discussed about the HRIS Systems for Training and Development Functionality. The competitive business environment is forcing the HR professionals to optimize HR resources. Employee's training and development is the crucial tool which enhances productivity of an organization. The traditional methods of training and development are time consuming and hence ineffective, since jobs have become more sophisticated and influenced by technological changes. The success in enhancement of employees productivity has become a thrust of HR department area, due to the fact that the employees need constant improvement and motivation to achieve organization's goals and objectives. Learning management systems (LMSs) began simply as registration and record-keeping software to manage instructor-led instruction.

Information technology has changed the way the knowledge is acquired, manipulated and disseminated among individuals. Due to open knowledge environment and easy access to information, the stress is on the critical evaluation of knowledge and access to information to the employees of an organization. The effectiveness of training and development of human resources can be enhanced by creating an open IT-enabled e-learning environment. Open IT-enabled e-Learning Environment e-learning, is the design, sequencing, and integration of all electronic and Non-electronic components of learning, to deliver optimum improvement in competence and performance. The power of online training and knowledge management is magnified when they are used in combination. But they are even more powerful when properly integrated with more traditional classroom training programs.

Getting employees involved in learning has always been a challenge. We often express frustration that company leaders do not attend courses, even courses that designed for them. And if they do, they often cannot participate fully, sometimes leaving early due to the pressing nature of business. With little time to spare, executives say they don't have the luxury to take time to learn. It is not something they seek out to do. Instead the organization should try to find the right course that would attract executives. It is the time to change the approach to develop a learning architecture that's designed for business leaders from the start.

Selecting a learning management system can be the most critical decision you make when building your company's e-learning infrastructure, Implementation can take up to a year and cost from US \$50,000 to US \$1 million. To gauge the marketplace determine internal needs and issue a request for proposal (RFP).In addition to functionality, key considerations are technical infrastructure, scalability, and maintenance. In terms of cost, the software license is only a portion of the investment. All learning management systems will require additional consulting, technical configuration, and administrator training. Indeed, some training managers have horror stories of expensive, yearlong implementations caused by major data conversion and customization work. There are many providers of off-the-shelf Web-based training courses. Such companies, as Smart Force, Skill Soft, and NETg, market their courses directly and can either host individual courses or install the course libraries on a company's internal server. Other providers are content aggregators that offer courses from different sources, often on a pay-per-course or pay-per-use model. Generally, the pay-per-use model is more expensive than the library model.

Conducting a training evaluation completes the learning cycle that would have started with first identifying gaps in employee skills and knowledge, using a training needs analysis. The tangible symbol of this completion is the training evaluation report.

The training evaluation report is used to communicate information to stakeholders about the training that was provided, how it was received, its possible/potential impact, together with any additional observations and recommendations. This information forms part of the organizational training feedback loop and serves as an important guide to future training needs analysis, training events and training evaluations.

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