

Managing the Training and Development Function

Purpose

Training and development is potentially a powerful strategic function. It can make a major contribution to organisational, group and individual effectiveness, efficiency, growth and success. It is important that other functional managers accept the training and development specialist as a business partner, whether operations are co-ordinated as a centralised specialist function or are controlled by line managers.

This managerial-level Standard is relevant for those with overall responsibility for the whole range of formal and informal training and development activities within a business, delivering solutions to meet organisational needs. The Standard is appropriate to the functional head of training and development or equivalent, either in an organisation where training is a support function or in one providing specialist training and development services to a range of clients. It applies to:

- a specialist who sees the management of training and development as a career route
- a manager for whom a period managing training and development activities is part of a career path
- a senior practitioner operating as a consultant in a training organisation.

This Standard reflects changing work roles and organisational structures and the context where some responsibility for training and development is devolved to line managers. It emphasises the need to tailor training and development activities to organisational objectives and business needs and includes reference to managing the development of non-employees and outsourced and subcontracted work.

To be effective, the specialist professional manager of training and development operations must be able to establish, manage and evaluate a cost-effective, value-adding function appropriate to the needs of a particular organisation. She/he must ensure a good 'fit' between the vision and strategy of training and development and organisational vision and goals. This 'fit' is more important than any form of idealised 'best practice'.

The Standard incorporates many requirements of the NVQ/SVQ Level 4 in Learning and Development and some of the level 5 requirements. It also covers the management of relevant, efficient and cost-effective policies and practices for vocational education and training. To be fully effective, the functional manager in this area probably also needs to meet the Standard in Managing Organisational Learning and Knowledge.

No personnel or development activity exists in a vacuum. So it is inevitable that this Standard reinforces and confirms some of the issues that also appear in the People Management and Development Standard, and the Generalist Learning and Development Standard. Because of its management focus it also relates to some content in the Core Management Standards.

Managing The Training And Development Function

**Alan Michael Saks, Monica
Belcourt, Wright, Phillip Charles**



Managing The Training And Development Function:

Managing the Training and Development Function Allan D. Pepper, 1984 Management development guide training management personnel management human resources management in service training career development annotated bibliography

Managing Training and Development Finance Fiona Green, Ken Langdon, 2004-01-16 Effective Training Development is essential if you are to continuously get the best from your people and extend the knowledge shelf life of your company This module explores the vast array of options available to the HR function including on the job learning formal management education coaching and mentoring Cost effectiveness and measurable payback are also dealt with as cornerstones of any training and development activity

Diagnosing Management Training and Development Needs Milan Kubr, Joseph Prokopenko, International Labour Office, 1989 Offers a conceptual framework and a compendium of techniques practical guide lines and tips for managers in both the public and private sectors and those involved in the management of large and small enterprises management centres and institutes

Managing the Training Function Christopher Gane, 2017-06-26 This systematic and practical approach to training principles and practice first published in 1972 provides a unifying framework as a guide to problem solving and action by executives This step by step account illustrated by case histories shows how to apply the principles to analysing and solving varied training problems within organisations

Management Training and Developmental Programs Barbara T. Harder, National Cooperative Highway Research Program, 1994 This synthesis will be of interest to administrators human resource managers technical managers and those who develop training courses for departments of transportation DOTs It describes the management philosophies that support the management training and development programs such as the need for effective leadership customer service as a primary mission increased workforce productivity employee involvement teamwork for more effective results and the need for a systems perspective by management Major issues including the increasing nonengineering functions within DOTs the aging and diversity of the workforce recruitment of entry level professionals employee retention and the use of contract services are discussed This report of the Transportation Research Board examines the types of management and development training courses that are considered important by state departments of transportation costs of training types of participants topics that are covered needs for transportation related courses vs administrative training and the development of courses within the DOT Suggestions for future management training objectives are also presented

Effective Training and Development of Management Y. P. Singh, 2001 Training Is A Continuous And Lifelong Process Training Is A Time Bound Programme In Fact A Training Programme Is Continuously Evaluated By The Participants And Trainers Alike If There Is Pressure Of Training A Large Number Of Functionaries On One Hand On The Other There Is An Urgent Need For Improving The Quality Of Training There Should Be Systematic Approach To Training And An Instructional System Should Be Developed Keeping The Short Term And Long Term Objectives Of Training Policy In View The Present

Book Contains Very Succinct Information On A Number Of Vital Issues Like General Introduction Training Training Centres Management And Supervisory Training Training Needs Developments And Techniques Of Training Etc Academics And Professionals In The Field Will Find It Vade Mecum **Personnel Management Training Courses** United States. Office of Personnel Management. Office of Training and Development,1985 Managing the Training and Development Function Chartered Institute of Personnel and Development,2005 **Managing the Training Function For Bottom Line Results** Jean Barbazette,2008-05-14 This book presents time saving strategies tactics and a host of job aids to get the best result from the corporate learning function It will serve both as a must have reference tool and as a practical survival guide for workplace learning professionals who face unique challenges in accomplishing their responsibilities Several strategies and tactics are offered to organize the roles and responsibilities of the training function There s authoritative advice too for managing the function including staff management communicating expectations setting the learning agenda coaching subject matter experts hiring consultants and vendors managing content working with learning portals setting up and managing a learning resource center marketing and building internal support for training and integrating learning into the business

Management Training and Development in China Malcolm Warner,Keith Goodall,2009-12-04 One of the critical issues facing both the Chinese government and businesses operating in China is the lack of trained managers This book with contributions by internationally known scholars from a wide range of countries examines the Chinese response to the challenges of management training and development It considers the development of business schools in the PRC and the impact of foreign partnerships on their operation It summarizes the current trends in management training and development and outlines the likely course of future developments Overall this book is a comprehensive account of management training and development in China and is an important resource in an area that has hitherto seen little substantive research

Human Resource Development John P. Wilson,1999 The definitive guide to human resource development Reflecting the changing role of training and learning this detailed text is the ideal handbook for all professional trainers and HRD professionals Clearly structured with detailed sections covering each aspect of the training cycle the book also includes a section on managing the HRD function Individual chapters cover such specific topics as The adult learner The reflective practitioner IT and training Flexible learning and Costing and auditing the HRD function Readership Trainers HR managers line managers responsible for training students of postgraduate courses in the subject Managing The Training And Development Function , *The Personnel Management Training Center* Personnel Management Training Center (U.S.),United States Civil Service Commission. Bureau of Training,1967 **Managing Performance Through Training and Development** Alan Michael Saks,Monica Belcourt,Wright, Phillip Charles,2000 *Managing the training and development function* Chartered Institute of Personnel and Development,2005 **Fundamentals of Human Resource Management** David A. DeCenzo,Stephen P. Robbins,2007 Written in a clear lively concise and conversational style this book

addresses the most critical issues in human resource management HRM The authors achieves a delicate balance between basic HRM functions and the new world of HRM Their new ninth edition focuses on a broad based market helping you build a strong foundation in the essential elements of HRM Relevant HR topics that are making news today are also covered such as work benefits drug testing minimum wages stock options and more Instructors Use this book with WileyPLUS an integrated suite of teaching and learning resources to help your students reach their full potential You and your students will get an online version of this textbook homework management tools interactive presentation resources and more Visit www.wiley.com/college/wileyplus or contact your Wiley representative for more information

Managing the Training and Development Function Chartered Institute of Personnel and Development,2005 *Training for Development* R.K. Sahu,2009 A comprehensive book from Dr R K Sahu a passionate Corporate Trainer for all those who have passion for Training A complete guide for Trainers HR Professionals Consultants Professors of Human Resource Development Management Students Training Managers and all individuals who aspire to make a career as a Trainer or in Managing Training Function A practical treatise covering all facets of Training including v Managing Training Functionv Training Needs Identificationv Aligning training with organizational goalsv Designing Training Programmev Training Methodologiesv Delivery of Trainingv Measuring Impact of TrainingA masterpiece detailing all finer elements of Training with a practical approach *Training Across Multiple Locations* Stephen Kreml,R. Wayne Pace,2001-04-13 Provides practical solutions to the business problem of distributing training to multiple locations Introduces a new and practical way to use assessment to create a sustainable training and development function Shows how those involved with training and development can make bottom line contributions to the company Provides a model for calculating return on investment ROI for technology based programs In this era of rapid globalization human resource development professionals in every type of organization face the problem of managing training and development across many different often widely dispersed sites Training Across Multiple Locations offers a comprehensive proven model for designing building and assessing every aspect of a multiple location training and development T D system Stephen Kreml and R Wayne Pace detail how to integrate training from multiple locations into a comprehensive organizational strategy and how corporate training can align those multiple locations with a single corporate vision Training Across Multiple Locations draws from numerous real life examples to show how distance learning technology including intra nets web based training and computer based training is being used to manage multi point training at companies like Motorola Ford Boeing Kinko s Hewlett Packard and others With technology the authors reveal training organizations are able to extend their reach and distribute training over a far wider audience in ways that may make current approaches to training less relevant and even obsolete And perhaps most importantly they provide a model for calculating return on investment ROI for these technology based programs Kreml and Pace present a detailed review process for evaluating the effectiveness of multiple location training and development systems and provide specific advice on

how to conduct the review and how to share data to enhance unit effectiveness They also include a unique questionnaire that helps teams assess how well they are carrying out their T D responsibilities and how well they are integrating their activities into the corporate business plan Training and development functions survive by maintaining relationships with critical decision makers at all levels in the organization This process is often described in terms of politics and power but Training Across Multiple Locations treats the issue simply in terms of how to get the job done The unique process described in this book will encourage better preparation and more informed discussions and decisions allowing managers to better anticipate problems and stay on top of key issues **Management of Training Programs** Frank Anthony De Phillips,1960

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