Module Overview

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Training Human Resources

Training is a process whereby people acquire capabilities to perform jobs. This module examines training and HR, training and organizational strategy, training for global strategies, planning for training, training needs assessment, training design, training delivery, and training evaluation. The module first examines training and HR including the various training categories, required/regular, job/technical, developmental/career training, and interpersonal/ problem-solving, and legal issues related to training.

Next, the module explores the relationship between organizational strategy and training. This module includes strategic training and organizational competitiveness aspects of training such as knowledge management, training as a revenue source, performance consulting, and integrating performance with training. Then training and global strategies are explored, including global assignment training and intercultural competence training.

Planning for training is explored next and includes orientation, planning for new employees, and evaluating orientation. The module is devoted to the four phases in the training process.

The relevant phases or components of effective training programs consist of (1) an assessment phase to identify what needs to be included in the training and the establishment of training goals, (2) designing the training program, (3) training delivery, and (4) evaluating the training program to help measure the extent to which the training was applied to job conditions. Each of these is described in some detail.

- Training needs assessment includes three types of organization analyses—organizational, job/task, and individual—and establishing training objectives and

organizational, job, task, and individual—and establishing training objectives and priorities.

- Training design addresses learner characteristics, instructional strategies, and transfer of training.
- Training delivery covers internal training, external training, combination training such as cooperative training, and e-learning/on-line training.
- Evaluation of training describes four levels of evaluation (reaction, learning, behavior, and results), training evaluation metrics (cost-benefit analyses, returns on investment (ROI), and benchmarking), and three forms of evaluation design: (1) post-measure, (2) pre/post-measure, and (3) pre-/post-measure with a control group.

Training Management

This part of the module describes talent management and development. Talent management deals with the attraction, development, and retention of human resources. The module discusses talent management systems and the scope of talent management. The module also explores succession planning. Succession planning is the process of identifying a longer-term plan for the orderly replacement of key employees. The succession planning process, planning decisions, and the benefits of succession planning are included.

Next, careers and career planning are discussed. Careers are seen as the series of workrelated positions a person occupies throughout life. More than one employer may be involved. Career planning can be organization-centered or individual-centered. In the first instance, a person's career path follows a line of promotions and transfers *within* an organization. In the second instance, the individual's career moves through one or more organizations, and the emphasis is on individual goals rather than the organization's needs. General career progression considerations including early career issues and career plateaus issues are also covered along with career transitions dealing with job loss and retirement issues.

The next area covers common individual career issues such as those involving technical/professional workers, women, dual-career couples, and global career concerns. Then the module looks at developing human resources. This includes developing specific capabilities/competencies through lifelong learning and re-development, and development needs analysis using assessment centers, psychological testing, and performance appraisals.

The module then describes a number of HR development approaches including job-site (coaching, committee assignments, job rotation, and "assistant to" positions) and off-site (classroom courses and degrees, outdoor development experiences, and sabbaticals and leaves of absences) development methods and learning organization development efforts (corporate universities and E-Development). Next, various managerial development issues are covered including supervisor development, leadership development (modeling, coaching, mentoring, and executive education). The section ends with a discussion of the common problems with management development efforts.

Performance Management and Appraisal

Performance management systems are used to identify, encourage, measure, evaluate, improve, and reward performance. Performance appraisal is the specific process used to evaluate how well employees perform their jobs and then communicate that information to the employees. The components of effective performance management are discussed in this module and include (1) the nature of performance management, (2) identifying and measuring employee performance, (3) uses, decisions, and legal issues of performance appraisal, (4) who conducts appraisals, (5) tools for appraising performance, (6) manager and employee training in performance appraisal, and (5)

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