

9. PROGRAMME AREAS IN HUMAN RESOURCE DEVELOPMENT

(Pace, Smith & Mills, 1991)

Introduction

- Background
 - Programme areas
 - Categories of organisational employees
 - Skills based offerings
- Training outside control of HRD department
- Three categories of programmes
 - Management training
 - Operations of technical training
 - Support services staff training

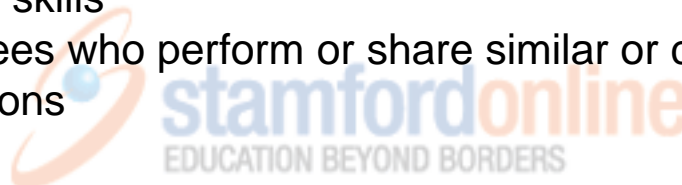


BACKGROUND

- An individual's education does not terminate when entering employment
- Lifelong learning, avoid obsolescence

Programme areas

- Cluster of courses or training activities
- Enhance knowledge and skills
- Among group of employees who perform or share similar or comparable functions and/or positions



Categories of organisational employees

- Executive management group
- Administration group
- Operations group
- Engineering group
- Non-exempt group

Continuation

Courses or activities segregated as

- R (required)
- S (suggested)
- A (as appropriate)



Skills based offerings may include

- Basic management
- Secondary management
- Special offerings

TRAINING OUTSIDE CONTROL OF HRD DEPARTMENT

1. Executives (Stephan *et al.*, 1988)
2. Professionals
3. Trade and crafts



THREE CATEGORIES OF PROGRAMMES

Three areas

- Management training
- Operations or technical training
- Support services staff training

Management training

- Executive-level programmes
- Middle manager-level programmes
- Supervisory-level programmes



OPERATIONS OR TECHNICAL TRAINING

- Manufacturing training
- Warehousing training
- Distribution training



SUPPORT SERVICES STAFF TRAINING

- Traditional support staff training- clerical and secretarial personnel

Value-added customer service (Albrecht & Zemke, 1985)

Important factors:

- (i) Customer care and concern
- (ii) Spontaneous and discretionary acts
- (iii) Problem solving behaviours
- (iv) Compensating behaviours

Types of customer service

- Deprived-based
- Purchase-based
- Opportunity-based



Continuation

- Clerical skills training
- Secretarial skills training
- Word-processing skills



REVIEW

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