

Letter to the Clinic

Training and Development Clinic:

In the March, 1974 issue of the *Journal*, the following question appeared in the "Clinic:"

Q. My organization has a philosophy that training is a responsibility of line management. How do I, as training manager, go about my responsibilities in helping them fulfill this role?

I feel that this is one of the most important issues that can be raised in the training and development field. I'd like to answer the question in a little more detail than was given in the "Clinic."

First, the responsibility for training and development should be stated as follows if things are really going to happen: (These statements could well become organization policy!)

1. Each individual has a responsibility for his/her own development.
2. Every manager has a responsibility for the training and development of his/her subordinates.
3. Every organization has a responsibility for the training and development of all its employees.
4. Every training and development staff person (training director, manpower development manager, organization development manager, personnel manager) has a responsibility for the training and development of all employees in the organization.

Obviously, I feel that there should be multiple responsibility,

some of it without authority. In essence the only person with authority is the immediate supervisor.

If we eliminate any one, we will have less than optimum chance for maximum growth and development to take place. If we eliminate all except no. 2, very little will happen unless the manager is most unusual.

Let's take a quick look at each one and see how the responsibility should be carried out.

1. Each individual has a responsibility for his/her own development.

This means that some time, effort, and possibly money should be spent by the individual. The more of this that is done by an individual, the more recognition that person should receive.

2. Every manager has a responsibility for the training and development of his/her subordinates.

This means that training and development of subordinates is an important function of each supervisor, manager, and executive. This can be carried out by informal coaching, on-the-job correcting and teaching, a formal performance review program, and by setting the proper example.

3. Every organization has a responsibility for the training and development of all its employees.

The organization should provide time, money and staff.

A tuition refund program is an obvious start. Others include: scheduling training meetings on company time; providing time and money to attend outside seminars; establishing a library of helpful books and periodicals; paying dues and expenses for professional society memberships and meetings; providing training facilities and staff; and top executives setting an

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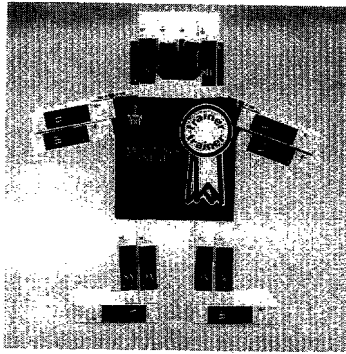
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example by their own self-development.

4. Every training and development staff person has a responsibility for the training and development of all employees.

There are a number of ways for the training person to fulfill this responsibility. These include planning and conducting training programs, coordinating participation in outside programs, and providing consulting services for internal management.

In specific answer to the question that started this article, a training director has a great opportunity to assist the line manager to execute his/her responsibility. Some of the approaches are:

- A. Provide *practical* training programs for the manager's subordinates. The managers should help determine objectives, subjects, schedules, etc.
- B. Help develop an effective performance review program. Again, this should be developed in conjunction with line managers to be sure it will be accepted and used.
- C. Provide help in improving the inadequate performance that is revealed in the performance reviews. This would include courses to attend, books to read, special assignments, individual coaching, programmed instruction, etc.
- D. Provide training programs for managers on "How to Train & Develop Subordinates." This would provide tangible help to managers who want to fulfill their training responsibility.

Nearly all line managers agree

that they have a training responsibility. However, most of them do not carry it out effectively. In many cases, it is just because they don't know how.

In summary, the specific answer to the question is that training is a line responsibility. The training director *should help* the line manager fulfill this responsibility effectively. But that's only part of the answer. The training director should also enlarge the philosophy of the organization to include the responsibilities of the individual, the training director, and the total organization as represented by its policies and top management.

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