

ORGANIZATIONAL APPROACHES TO TRAINING AND PERSONNEL DEVELOPMENT

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The article examines the specificity of approaches to training and personnel development, basic directions of employees' programs development, interaction of managers in the process of competence management.

The program of employees' training and development should correspond to philosophy and strategy of actively developing organization. The basic directions of such program are described below.

The company's attitude to staff training and development is defined by the chosen type of industrial philosophy. The economic growth of a company, viewed as a series of big leaps, sharp changes, the use of already achieved skills and abilities with the aim of getting the immediate result in the nearest future, is determined by the first type. The second type of philosophy presupposes the development of staff growth and its ability to become more efficient.

The concept of gradual growth supposes the formation of personnel who have high productivity and can permanently increase it.

The first concept is based on the thesis that human resources are the factors of expenses which is directly linked with the process of production. On the other hand, the second concept can be defined in a different way, which treats labor as the assets of organization and capitalized investment.

According to two basic approaches of organizational knowledge, that are called "single loop" and "double loop", efficiency of its realization depends on the collective efforts of managers. The main feature of contemporary management is the acknowledgement of a rising role of human factoring in the system of production and the development of new forms and methods of the staff operation. The most successful companies, despite of their branch and national belonging, have similar labor policy and try to provide the guaranteed busyness and the internal development and the rotation of staff instead of outside recruitment. The principle of

a continuity of vocational training should be provided by step-by-step and continuous learning by everybody of each step of education (from low to high) on the basis of consecutive mastering of knowledge, abilities and skills.

For this purpose it is expedient to build a training process on the principle of an ascending spiral so that each subsequent coil is a logical continuation of a previous one and represents a finished cycle of training. It is not "a double loop" training any more, but consecutive spiral ascension to new knowledge and not realized competence.

The model of relations within organization directed on formation of a steady personnel kernel by means of constant development maintenance and training of the worker in the organization, as a matter of fact, is a home market of work. The program of development and training of employees in this case is coordinated to philosophy and with strategy of actively developing organization. Main directions of such program should combine in itself: a highly specialized professional training, a training of qualified employees with general specialization as well as the preparation of the qualified personnel focused on the person that is called to stimulate the development of human qualities and maturity of a worker.

Moreover, the program of additional development should aim at the development of a person's abilities and the improvement of professional skills.

There are, actually, some points concerning purposeful intensive short-term training for middle and top managers. All managers in a certain sense are staff managers. In fact, all of them are involved into the process of recruitment, interviewing, selection and training of personnel. It is

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possible to contrast functions of line and staff managers. The coordination of work and the generation of implement basic tasks of a company are the main authorities of line managers. Staff managers call to help and to advise line managers for the best achievement of objectives.

Effective managers affect liberation of energy and potential possibilities of each subordinate. Their duties include revealing of abilities for everyone and searching of suitable means of their disclosing. Unfortunately, not all managers know how to create stimulating environment, therefore needs of many employees in personal development remain unknown and unsatisfactory. An effective manager helps each subordinate to understand a rupture between

present and perfect indicators, and to raise results of industrial activity.

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