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INTERNAL TRAINING CENTER AS AN ALTERNATIVE WAY OF STAFF DEVELOPMENT

Annotation. The article deals with the influence of creation of the internal corporate training center on ensuring and improvement of the efficiency of enterprises. Modern concepts of reducing training costs are discussed and differences in the various approaches to staff development are examined. Basic functioning areas of the internal training center are developed with a view to improving company performance and enhancing its competitiveness.

Анотація. Розглянуто вплив створення внутрішнього центру професійного розвитку персоналу на забезпечення і підвищення ефективності діяльності підприємств. Відображено сучасні концепції скорочення витрат на навчання та визначено відмінності в різних підходах до розвитку персоналу. Розроблено основні напрями функціонування внутрішнього навчального центру з метою подальшого зростання ефективності діяльності, а також підвищення конкурентоспроможності підприємств.

Аннотация. Рассмотрено влияние создания внутреннего центра профессионального развития персонала на обеспечение и повышение эффективности деятельности предприятий. Отражены современные концепции сокращения расходов на обучение и отмечены отличия в разных подходах к развитию персонала. Разработаны основные направления функционирования внутреннего обучающего центра с целью последующего роста эффективности деятельности, а также повышения конкурентоспособности предприятий.

Keywords: personnel development, training, coaching, internal training center, staff efficiency, evaluating of personnel.

The main objectives of functioning of an enterprise are increasing the profit, expansion of economic activity, increasing the share of the product market, establishing mutually beneficial relationships with all stakeholders such as partners, suppliers, customers and staff. Thus, the activity of enterprises in modern economy has to be effective from economic and social points of view.

One of the most important factors increasing the efficiency of companies is an actively forming and functioning system of professional development of staff. This explains the relevance of the research topic and its main purpose.

Issues of professional development of staff are broadly covered in works of leading domestic and foreign scientists such as D. Goddess, A. Grishnova, G. Dmitrenko, A. Yehorshyna, V. Kolyesova, O. Kuznetsova, A. Levchenko, E. Libanova, V. Lycha, V. Savchenko, L. Filshteyn and others. However, a more detailed consideration requires approaches to evaluate the impact of professional development of staff on the efficiency and competitiveness of enterprises [1].

The purpose of this article is to develop a methodological framework to assess the impact of the role of establishment in the organization's own internal corporate training structure, creation of a training center instead of expensive training with the help of external trainers and training companies.

Often, a comprehensive program of training and development is to produce a series of trainings on certain topics that are close to each other. But this approach does not provide a sufficient degree of influence and connection between the achievement of the purposes of training and development and business objectives for organizational development.

Tasks that can be solved by the introduction of the training center are [2]:

- systematization of training;
- short-term and long-term quality planning training programs, taking into account the development of all staff and specific categories / personalities and implementing a quality and human resources management;
- the use of a single standard in education;
- providing employees with quality training programs and the improvement of knowledge;
- providing timely service for business and personnel data;
- training tailored to the needs and characteristics of specific business structure and its personnel;
- methodological support for the introduction of new products and services;
- continuous analysis and monitoring effectiveness of training of employees;
- training based on corporate values, including historical, cultural, and so on.



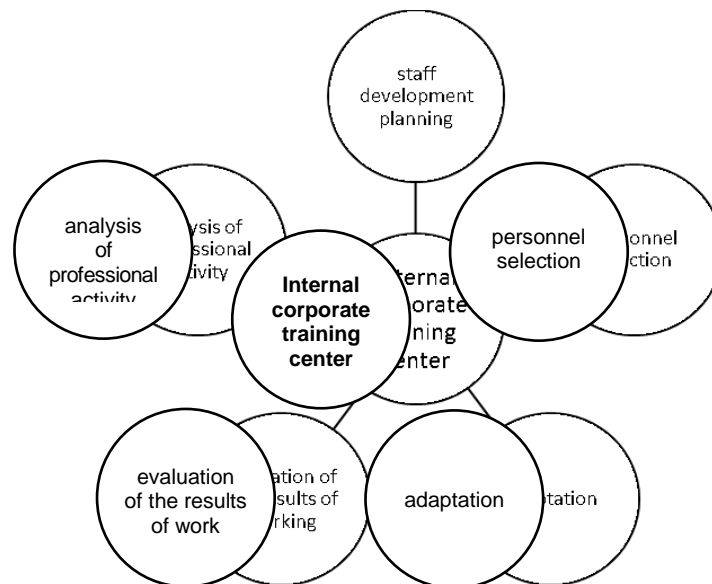


Fig. Location of the training center in the education system [1]

Information that is formed based on certain components of the life of the organization, and the information that must come to the training center is displayed in the Figure [1] and in the form of short notes and directions for use in the training center given below.

Personnel selection implies matching the new employee's qualification with the position to which the employee is appointed, revealing the knowledge and skills gaps on the basis of which the subsequent training and development is performed, identifying the training needs of a new specialist.

Adapting the staff includes introduction of new employees in the office, familiarising the specialists with the content, terms of employment and immediate surroundings, planning and participating in the processes of mentoring and coaching [3].

Analysis and evaluation of performance results considers the staff compliance with functional responsibilities according to job requirements.

Certification and assessment of staff is formation of a set of training programs aimed at improving the knowledge, skills and abilities for successful performance of individual employees or groups of experts.

Planning staff development means determining the appropriate number of staff to perform certain tasks, taking into account the business development of the company.

Before starting to search for an internal trainer for the company, the management need to decide on the coacher's professional level. Professionals in any field are hard to find, their services tend to cost much.

If the company plans to attract a single coach who will conduct various training sessions for employees at different levels and areas of functional activities, then the coach should be more professional. When a company has a training center with several coaches and developed corporate training standards, it may attract a prospective coach with high motivation to work and development, who can grow into a professional that will meet the specific company needs [3].

Not to be mistaken with a choice of a coach for the company, it needs to thoroughly prepare for the search of a suitable candidate. It is necessary to clearly define in advance the requirements to be met by the corporate trainer to ensure the proper competencies and personality. It is also necessary to define the selection criteria. It is necessary to evaluate all candidates by the selected criteria.

Uniform rules as to "standardized curriculum" do not exist as different business orientations require their own characteristics.

Training courses and programs should be modular, with different layouts of training courses (full-time study in combination with an electronic distance learning), which will significantly enhance the learning efficiency and use of the workload of staff.

In conclusion it should be noted that the creation of a training center is an effective instrument for the development of staff and one of the most important components of a single system of personnel management of the company.

The prospects for further research in this direction are primarily associated with the need to develop effective methods of quantitative evaluation of the impact of professional development training on the level of the enterprise performance and enhancing its competitiveness.

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