

# Managing the Training and Development Function

## Purpose

Training and development is potentially a powerful strategic function. It can make a major contribution to organisational, group and individual effectiveness, efficiency, growth and success. It is important that other functional managers accept the training and development specialist as a business partner, whether operations are co-ordinated as a centralised specialist function or are controlled by line managers.

This managerial-level Standard is relevant for those with overall responsibility for the whole range of formal and informal training and development activities within a business, delivering solutions to meet organisational needs. The Standard is appropriate to the functional head of training and development or equivalent, either in an organisation where training is a support function or in one providing specialist training and development services to a range of clients. It applies to:

- a specialist who sees the management of training and development as a career route
- a manager for whom a period managing training and development activities is part of a career path
- a senior practitioner operating as a consultant in a training organisation.

This Standard reflects changing work roles and organisational structures and the context where some responsibility for training and development is devolved to line managers. It emphasises the need to tailor training and development activities to organisational objectives and business needs and includes reference to managing the development of non-employees and outsourced and subcontracted work.

To be effective, the specialist professional manager of training and development operations must be able to establish, manage and evaluate a cost-effective, value-adding function appropriate to the needs of a particular organisation. She/he must ensure a good 'fit' between the vision and strategy of training and development and organisational vision and goals. This 'fit' is more important than any form of idealised 'best practice'.

The Standard incorporates many requirements of the NVQ/SVQ Level 4 in Learning and Development and some of the level 5 requirements. It also covers the management of relevant, efficient and cost-effective policies and practices for vocational education and training. To be fully effective, the functional manager in this area probably also needs to meet the Standard in Managing Organisational Learning and Knowledge.

No personnel or development activity exists in a vacuum. So it is inevitable that this Standard reinforces and confirms some of the issues that also appear in the People Management and Development Standard, and the Generalist Learning and Development Standard. Because of its management focus it also relates to some content in the Core Management Standards.

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