Chapter 3

Rethinking the Measurement of Training and Development in the Professions: A Conceptual Model

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ABSTRACT

The 21st century is often called the “age of talent.” Globalization has influenced both organizational processes and employee training, creating an increased need for educated, skilled, and adaptable employees. Training and development has become an integral part of most organizations’ efforts to develop and maintain competitive advantage, with an emphasis on creating learning organizations. These changes in the methods, modes and quantity of training have made it challenging to quantify the amount of training occurring across workplaces. This paper takes the view that in order to understand the impact of training on organizations, it is important to conceptualize where and through whom training activities occur. We can think of the training and development profession as consisting of a series of four tiers, with the T&D function occurring less centrally within each tier. Tier I members of the training and development profession occupy jobs in which training and development are paramount to their roles and occupy the vast majority, if not all, of their time.

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Tier II professionals may be the primary person within the organization responsible for training and development, but the training is often limited to a particular focal area. A whole host of supervisory occupations might be considered Tier III jobs because of the close relation supervisors often have with the employees they supervise. Tier IV training and development professionals may come from any occupational background, and this is where much of informal training occurs.
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