

DEVELOPMENT

The process of development can be carried out in four basic ways:

- (a) Informally within the work situation.
- (b) Formally within the work situation.
- (c) Informally outside the work situation.
- (d) Formally outside the work situation.

These methods are described below:

- (a) Informally within the work situation

Under this type of development there is no official programme. The person is put to work immediately and he or she is expected to learn in due course of time. It may also happen that a newcomer is put to work with an experienced employee for a while to familiarize him with the organisation's methods and practices.

Informal development within the work situation may also involve the method of "coaching" by the employee's immediate superior. For example, the supervisor may give his subordinate certain responsibilities and instructions regarding how he should perform these tasks.

Job rotation is another common form of informal internal development. According to this method a staff member is moved to a new job as soon as he shows that he is in command of his present job. The rotation could be short-term, for example two weeks in every job, or long-term, one year in every job. The second case usually applies to the development of individuals for senior management positions.

What is important is that job rotation must not take place at random -there must be a well-planned programme for this activity. This is where the personnel manager can make an important contribution, by keeping a careful record of each employee's development progress and by encouraging line managers to establish this type of development.

(b) Formal development within the work situation

Formal development refers to a training process in which the employee receives a formal qualification. The most common form of this type of development is apprenticeship. The apprentice is allocated to a qualified artisan, and so provided with the necessary practical training.

As an exercise the student should consider the following question or even discuss it with friends: "Do you consider that an apprentice receives training, development, or both ?"

From time to time the apprentice must attend block courses, usually at a technical institute. After a few years, on completion of the necessary number of years, the apprentice must pass an artisan's examination, after which he is presented with an artisan's certificate.

Other examples of this type of development are the qualifying examinations in the Defence Force, which must be passed before promotion can be attained, and the examinations for banking officials. There are many more examples which the student may have encountered.

(c) Informal development outside the work situation

In this type of development, the employee does not receive a certificate as such, although a certificate is sometimes issued to state that the employee has attended a certain programme.

The most common type of this kind of development is a training course offered outside the organisation. Many of the larger organisations have training centres where staff members receive training in a variety of subjects.

Another form of informal development outside the work situation is the public seminar which is presented by an outside institution, for example a consultant or a professional institution. Such courses are normally attended by a variety of employees from different organisations. This type of course is of great value, especially to smaller organisations which want to expose only a few staff members to this type of training, when it would seem unfair to conduct such courses within the organisation.

The system has the disadvantage that the training material becomes generalised because it must, of necessity, apply to a number of widely divergent organisations.

Some organisations use a system of programmed instruction, which is a type of self-study programme. The employees study on their own, in their own time and at their own speed. Tests are organised at the end of certain sections of the course to determine their progress.

Another type of informal development is the fixed reading programme. By this method an employee will undertake to study certain books before a certain date, or to become a regular subscriber to a professional journal. If such a

programme is agreed upon, then the personnel manager must keep a check, otherwise the programme may peter out in the course of time.

(d) Formal development outside of the work situation

Formal study programmes are presented by educational institutions, for example, colleges and universities. This type of development is very wide and contributes to the employee's general development as opposed to equipping him or her for a specific job.

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