

MANPOWER DEVELOPMENT

Manpower development is one of the primary functions of the personnel department. The personnel manager must not only ensure that the organisation employs sufficient personnel or the right type, he must also ensure that they remain with the organisation. One of the ways in which he can do this is by creating opportunities for the employees to make themselves more valuable to the organisation. The different methods of achieving this can be divided first of all into "training and development" and "technical and management training".

Training can be defined as "the steps taken to qualify a person for his present job", while development can be defined as "equipping an employee for work at a higher level".

The methods used for training and development are basically the same, however, the purpose differs, as defined above. Thus one person can attend a course on personnel management because he fills a post in the personnel department at the present time, whereas another person may be sent to the same course because management intends that he should fill a post in the personnel department in the future. The former person is training, but the latter is on a development course.

The personnel manager does not have to train other employees himself; he is primarily responsible for the provision of development facilities and courses. He must ensure that

the employees get the opportunity for training and development and that they are encouraged to develop to higher levels of competence.

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