

OBJECTIVES OF IN-SERVICE TRAINING

1. Broadly, the purposes of in-service training are to help people to do their present job better and more easily; to prepare them to meet future demands of the job, and to prepare them to assume higher responsibilities.

2. Specifically, in-service training is aimed at:

a. Correcting deficiencies in education and experience. Too, often, an individual has achieved a key position in an organization by advancing within a narrow specialized field. Inevitably, the narrowness of his technical background and his lack of administrative experience, begins to limit his ability to function fully effectively. Planned development is concerned with correcting this situation.

b. Broadening perspective. An individual who has an appreciation of the relationship between his specific job and the mission of the larger groups of which he is a part, will do a better job. It is a purpose of in-service training to help the individual to achieve this unity of individual and organizational goals.

c. Keeping people abreast of technical, economic and social changes which will effect their jobs. No work situation is completely stable. It exists in a changing environment. The organization environment changes through modifications in basic mission, policy and procedures, changes in its financial resources, changes through technical knowledge and changes in its personnel. The larger environment of the agency, department or the nation as a whole is similarly subject to change. The successful staff operator must be aware of these changes and respond accordingly in order to continue to be successful.

d. Strengthening human relations skills. Every work situation is also a social situation. Harmonious, productive relationships with all the people one comes in contact with is therefore essential to successful work

activity. No man can be truly effective if he cannot cause other people to work toward a common goal on a coordinated basis. The art and science of getting people to work are abilities which can be learned and improved. No man is so able in this area that he cannot do better.

e. Strengthening supervisory skills. Leadership is also an acquired talent. A good technician does not necessarily mean a good supervisor. The abilities to program work for a group, to coordinate the work of subordinates, to motivate subordinates and to stimulate the development of subordinates are inherent in supervisory responsibility. In-service training is one way of strengthening some of these skills.

f. Bringing out latent skills. Equally important to improving shortcomings is the discovery of talents which have not been fully utilized and the provision of opportunity to exercise those talents. Manifestly, it is in the interests of both the organization and the individual to make full use of all existing skills.

g. Increasing the flexibility of the organization by creating greater versatility in the staff. Correlative of the development of new skills and the strengthening of existing areas is the increased plasticity of the staff. The potential danger of having only one person cognizant in a given subject is avoided. In addition, the ability of the leader of the group to deploy his people with greater freedom and to equalize work loads is increased.

h. Creating a reservoir of potential replacements for the managerial ranks. It has already been stated as one of the broad objectives of in-service training that people be prepared to assume higher responsibilities. In the process of training and developing people, individuals who have the capacity for handling supervisory or executive responsibilities can be identified, and their potential in these lines can be developed to the point of use. This

benefits the organization in that any disruption of operations due to the loss of a supervisor would be minimized by having a replacement immediately available.

i. Improving morale. Aside from its other purposes, the careful and constant attention to the training and development of the staff is evidence of the consideration which an organization has for its personnel as individuals. This, of course, serves to strengthen the allegiance of the individual to the organization and to stimulate his desire for accomplishment. These constructive attitudes are aspects of high morale.

j. Achieving greater stability in the staff, i.e., reducing turnover. The opportunity for personal development and advancement within the organization is an important incentive for staff members to remain with the organization. The problem of recruiting, selecting and orienting new staff members is reduced and a high degree of staff utilization can be maintained.

k. Providing a basis for a career system. A planned program of in-service training is an essential segment of a career system. Such a system contemplates, theoretically, the planned recruitment of well-qualified, high-potential employees at the junior level and their progressive development and advancement within the organization until retirement. The benefits of such a system are numerous, but are largely not possible unless a program of in-service training is part of the system.

3. The training and development of personnel is an inseparable part of good management. On this presumption, it can be said that a purpose of in-service training is to fulfill a management responsibility effectively.