



The role of human resource management in improving the outcomes from training and workplace learning

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The project

- Impact of human resource management, training and other management practices on:
- Skills retention
- Skills utilisation
- Expert interviews, employer survey, case studies



The survey

- Mailed out questionnaire
- 2,500 enterprises from Dun & Bradstreet
- 328 useable responses
- 13 per cent response rate
- Good sample



Skills measures

- Employee turnover
- Extent of the use of employee skills
- Access to skills to achieve long term goals
- Fully use skills to achieve long term goals
- Skills retention strategies



The measures

- The nature of the organisation
- Skill retention and utilisation
- Management practices and philosophies
- Human resource management practices
- Training practices
- Business environment



Long term skills measures

- The extent to which an organisation has continuous access to the employee skills it believes it requires to achieve its long-term goals.
- The extent to which an organisation can usefully employ the skills of its employees to achieve its long-term goals.



Categories of workers

- Managers, professionals and technicians (MP)
- Skilled trades workers (SW)
- Intermediate skilled workers (IS)
- Elementary skilled workers (ES)



Retention and utilisation

	Turnover %	Utilisation % approx
Managers, profs and techs	13.5	86
Skilled trades	12.7	80
Intermediate skilled	17.0	79
Elementary skilled	21.9	75



Factors influencing retention

- Learning orientation:
- Extent of unionisation
- Flexible working time arrangements (MP and IS)
- Use of nationally recognised training (MP and IS)
- Use of formal appraisal (SW and ES)



Learning orientation

Learning orientation refers to organisation-wide activities of creating and using knowledge to enhance competitive advantage. It consists of three things: commitment to learning, open-mindedness, and shared vision.



Skills retention strategies

	% using strategies	% not using
Higher pay	66	34
Engendering a 'happier workplace'	60	40
Improved working conditions	60	40
Better career progression	43	57
Other non-monetary benefits	33	67
Improved fringe benefits	20	80



Factors influencing utilisation

- Learning orientation (MP, SW, IS)
- Nationally recognised training (SW and ES)
- Level of unionisation (SW)
- Level of technological turbulence **-ve** (MP and IS)



Long term access and use of skills

- Learning orientation (+ve)
- Level of technological turbulence (-ve)
- Organisation in growth stage of lifecycle (-ve)
- Training for skills objectives lowers long term access
- Training for soft skills lowers long term use



Some considerations

- Importance of learning orientation
- Retention higher in unionised workplaces
- Limited impact of retention strategies
- Only some HR factors seem to work
- Only nationally recognised training seems to have impact