

DEVELOPMENT OF HUMAN RESOURCES

ANNUAL CONFERENCE : INSTITUTE OF TRAINING MANAGERS

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*Revision  
Rethink the  
Case.*

WHAT DOES INDUSTRY WANT ?

Industry wants innovative and skilled management and workers. The growth, efficiency and profitability of Irish industry is determined by the people who work in it. The greater the skills, motivation and innovative ability of the people in Irish industry the greater will be our competitive advantage compared to other countries. For geographical and historical reasons Irish industry has disadvantages which must be compensated for by above average personal qualities.

The leadership ability and skills of a top class manager can often double the rate of growth of a firm. The knowledge and skill of a machine operator can often double the output of his equipment.

HOW CAN THIS BE ACHIEVED ?

Firstly, by <sup>①</sup>relevant education which provides knowledge, and orients attitudes, then by pre job training and finally, by continuing education and training.

Education can suppress or encourage innovative ideas. It can relate abstract knowledge to reality. It can mould attitudes. For too

long, work in industry has been regarded as second class, rather than desirable. A basic understanding of how and why industry operates and its basic economics is essential in the modern economy, as almost 40% of young people end up working there. <sup>in industry</sup> Since this is the major wealth creating sector of the economy it should attract the best brains. A positive promotional campaign is required by schools, colleges and university. Work in industry is also a vocation - not a second best occupation.

Education should be followed by pre-industrial training which is related to particular trades, and professions. The object should be to provide the maximum amount of pre-industrial training in modern controlled conditions outside the firm. This has two advantages - (a) uniform high quality standards can be imposed; and (b) the trainee can make a contribution more quickly to the firm when employed.

When the trainee has been recruited by industry he requires further training within the firm related to a specific job. It is again necessary to have facilities provided whereby managers and workers can supplement their incompany training externally in order to update knowledge and develop new skills. This is required both for those in continuing employment and those who need to be retrained for new jobs.

WHAT FACILITIES ARE REQUIRED ?

To answer this question it is necessary to forecast the manpower requirements of industry - which sectors are growing and which are declining; which skills are surplus and which skills are in short supply, and in what areas of the country.? In short, a manpower forecast for at least five years ahead should be made, classified by trade, profession, and region, and up-dated annually. This is not an insuperable task. It could be done by the officers of the National Manpower Service with the help of the training managers in industry, and the IDA. It is essential if we are to avoid unnecessary waste and make the greatest use of all our manpower resources.

A manpower forecast would then indicate the education and training facilities required.

WHAT WILL IT COST ?

During the next few years between 15,000 and 20,000 people per year will take up new jobs in industry. The majority of the 200,000 employees in manufacturing industry will require continuing training and education if they are to contribute fully. No one will say that our training and education facilities for industry are adequate - but expansion costs money.



*Glad to hear the  
Minister's statement*

Apart from the national resources of industry and state, financial assistance should be obtained from the Community Social Fund which is \$180 million for 1973.

The aim of the Social Fund <sup>as per law</sup> is to promote employment opportunities and mobility, both geographical and vocational so that it can contribute to the best possible utilisation of the whole working population. Priority areas for assistance have been established.

These are :

1. For training and retraining where EEC policies affect employment.
2. For training and retraining to :
  - a) eliminate unemployment in backward regions;
  - b) correct employment problems in industries affected by technical progress.

Two industries are designated so far in this section - agriculture and textiles.

A proposal which is accepted may expect to obtain pound for pound matching for any state help if the application is made by industry.

All of Ireland may be designated as a region eligible for assistance, and one could possibly interpret most of the training and retraining carried out by industry and its service agencies as contributing to the elimination of unemployment.

Similarly the textile industry has been singled out for special assistance and it is clearly desirable to submit a special project for this sector.

In the preparation of these projects the members of the Institute of Training Managers can make a major contribution. Training and retraining plans are necessary, costs must be calculated, state assistance through AnCO, IDA, Department of Education, CTT, IIRS, etc. must be assessed so that composite proposals can be prepared.

#### CONCLUSION

Irish industry wants a continuing supply of skilled management and workers. Manpower forecasts must be made by trade, profession and region. Adequate facilities must be provided to meet forecast demand for education, training and retraining. The forecasts must be up-dated regularly. The European Social Fund can supplement Irish financial resources in developing the present inadequate facilities. Projects must be submitted based on the best information available. The members of your Institute have a major role to play. If you are not thoroughly familiar with the provisions of the Social Fund, you should lose no time in becoming familiar.

With or without help from Europe, the matching of demand for training and the resources available must be approached with greater urgency than ever before, if industry is to make its full contribution to the economy.

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