

Older and wiser?



Do longer-tenured employees have the same training needs as entry-level staff and new arrivals? *Human Capital* asks three experts for their top tips

Tip 1 – Late career training should typically be more focused on specific areas of learning, to augment what has been learnt to date

By Cliff Taylor, HR director, Eli Lilly Asian Operations

I believe that development comes from a blend of experiences, relationships and structured learning, such as training programs. The proportions should be about 70–20–10 respectively. This is true across a total career or lifetime.

It stands to reason that most training will come early on in a career, when content and skills need to be learnt and developed. However, this does not mean that the need for training stops.

Rather it changes over time, particularly as people progress through different levels of leadership, when some skills need to be further developed, and sometimes new skills need to be learnt. Hence, later in a career, the training would typically be more focused on specific areas of learning, to augment what has been learnt to date.

At Lilly, we attempt to tailor training to each individual. We sometimes use external training programs for more experienced employees to help address their specific developmental needs.

For new hires and junior employees, our in-house training programs allow senior leaders to mentor them using their real-life examples, something that will be easier for participants to relate to.

Tip 2 – Treat all learning opportunities as a key component of success

By Scott Drach, senior HR director, Boeing International

In our global marketplace, and in a dynamic industry like aviation, investing in education and training for all employees is not a luxury, but a key component of success. Our customers are counting on us for high-quality, innovative and affordable solutions. Without investing in our employees, we would not have been able to yield the

type of groundbreaking solutions that led to the 787 Dreamliner and the Airborne Laser.

At Boeing, we believe in lifelong learning and apply training and educational opportunities consistently across our workforce. We've found that our company grows as our employees grow. We do not differentiate between the amount of training provided to longer-tenured employees and newer employees. Whether they have been with us one year or 41 years, all are encouraged to learn continuously.

So in that respect, we find that a proportionate number of longer-tenured employees and newer employees attend and grow via training.

Tip 3 – Longer-tenured employees are valuable assets only if they are equipped to deal with the future

By Vinoth Govindarajan, executive VP – HR, Religare Capital Markets

I was once speaking to my college professor while pursuing my Masters in HR and he told me that he expected me to be back in a school in 10 years to 're-skill' myself. I was shocked but now I realise how true his words were.

In today's dynamic business environment, capability building is an ongoing feature.

Longer-tenured employees are valuable assets only if they are equipped to deal with the future. One also derives career satisfaction when one sees their organisation investing in them. Long-tenured employees therefore continue to evolve via training as they rise in an organisation. Their need for training also increases as they learn to deal with the Facebook generation or marketing via the use of digital media.

Newer employees handle largely operational roles when they enter an organisation. If they are taken at a senior level as an experienced professional they bring with them the skill set required for the job. Organisations make these kinds of hiring decisions very carefully, as no organisation would take a novice at that level. **HC**