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COMPREHENSIVE STAFF DEVELOPMENT: A SYSTEMS APPROACH

Effective management of human resources in residential care requires a systematic approach to the professional and personal development of child and youth care workers and other professionals. Ordinarily, an agency confines its development activities to an in-service training program which is related more to the agency's need to document training in specific areas than to the individual's need for personal growth and satisfaction and to the mutual needs of agency and individual. The primary characteristic of staff development in most agencies, therefore, is a patchwork approach. The impression of disorganisation in planning or of inattention to the needs of staff members is strengthened when the staff members come to realise that there is little or no connection between standards of competence or performance based on skills and knowledge and the regular evaluation process.

A comprehensive system of staff development must take into account the needs of both the professional and the agency. This is done most efficiently through individual and group needs assessments, professional growth contracting, effective supervision, and well designed educational programs which make use of in-service education and outside resources, such as degree programs, institutes, courses and professional conferences. The basic assumption is that such planned development will lead to increased levels of job satisfaction, more efficient job performance, greater longevity in a position or with the agency, and more rational career planning. The system must be comprehensive, integrated, continuous consistent and clear. If it is comprehensive, it includes all elements of the agency which bear upon development. If it is integrated, these components link with each other smoothly. If it is continuous, the system operates every day throughout the year. If it is consistent, it includes all staff members and is applied evenhandedly. If it is clear, the links among the components are both evident and reasonable.

This conference presents the basic assumptions, design, and functioning of a comprehensive system, employing results of recent research in job satisfaction and management of human resources. The connection between job satisfaction - job turnover and staff development are noted, the components of a comprehensive and integrated system are presented and described, and methods for maintenance and development of the system through ongoing needs assessment and systems evaluation are described.

Anhand von Forschungsberichten über Berufszufriedenheit und Personalmanagement versucht der Konferenzler, die Grundannahmen, den Aufbau und das Funktionieren einer ganzheitlichen Personalpolitik in der Kinder- und Jugendpflege zu beschreiben. Oft genug wird die Personalpolitik (staff development) dem Zufall überlassen oder sie ist einseitig an den Bedürfnissen der Institution ausgerichtet. Eine ganzheitliche, integrierte, kontinuierliche, konsistente und klare Personalpolitik versucht, die Interessen von Individuum und Institution in Einklang zu bringen.

En partant de travaux de recherche sur les attitudes par rapport au travail et la gestion des ressources humaines, le conférencier présentera les principes de base, les structures et le fonctionnement d'une politique compréhensive vis à vis du personnel des institutions pour enfants et jeunes gens. Assez souvent, cette politique est façonnée par le hasard ou orientée uniquement aux besoins de l'institution. Une politique compréhensive, intégrative, continuelle, consistante et claire essaye de reconcilier les intérêts des particuliers et des institutions.