The aspect of human resources training & development with other supporting measurements over the total sustainable management

Abstract:

The purpose of this paper to deliver one a practical approach for the trainings and development in the field of total sustainability management in the organization, with realistic inputs and outputs, that could be measured and further can be managed, but from the perspective of cost saving, as an issue in most of the companies. And not only the cost saving that will come out of, but also improving the productivity, and making shorter the time needed for fulfilling the sustainability related tasks. This approach can be applied, in any organization, in all the part, economic, social and environmental also.

Key words: Sustainability, training, organization

Introduction

From ancient times, people have reacted to the natural environment and, using the acquired ability to manipulate building materials, have created a built environment, not only to create a protection from the vagaries of the water, but to express and understanding of the world1. The people need to learn and develop, to make new things and design new technologies, but with any actions, always follow reaction, and sometimes the result, if it is not predicted as correct, can cause serious problems. So, the learning, skill and abilities of the people are very important, and even will become more important in the future. That is why, each organization, as a field of study in this paper, need qualified employees, especially in the field of sustainability.

Training and development of employees

...sustainability, as human development problem, with all of the ethical, cultural, social... Showing population growth to sustainable levels, will require addressing an array of issues including... economical equity, ...2

According to Dr. John Sullivan, Head and Professor of Human Resource Management, College of Business, San Francisco State University, training can be measured in a variety of ways. The groupings below (Items I-V) are listed in increasing order of business value3.

I - Prior to training
II - At the end of training
III - Delayed impact (non-job)
IV - On the job behavior change
V - On the job performance change

Why this is important in the sustainability?

Aspect no. 1

The word sustainable by itself expresses the need of permanent education and permanent action to be taken, in the line with the development of technologies, especially in the fast moving businesses. That is why the people involved with the sustainable management should be involved in training and development activities about the new upcoming technologies, even before their implementation. There is a need to know the technologies and processes as to be able to protect further and to

2 Jean Garner Stead, Mark Starik, Sustainable strategic management, page 27
3 http://www.zigonperf.com/resources/pmnews/sullivan_meas_trng_eff.html
manage the sustainability. Certain knowledge is accumulated in the persons dealing with this issue, and we can clarify that as knowledge prior the training, that needs to be evaluated, second is identification of the gained knowledge as pure form, after the training. But not only can the knowledge make the sustainable management effective, it is needed to be shared with other, initially, as non-job activity. And only after that, can be expected change in behavior at the job, in sense of seen other aspect of managing the sustainability in the current organization or environment, and as an ultimate it is expected to be putted in real action the accumulated knowledge and the outcome is performance change.

Aspect no. 2
The other aspect of this paper is also related to the sustainable management, but from a different perspective, it is more production and financial perspective. It will be made approach over the previous stated measurements by Janelle Moy\(^4\), where we will apply over the sustainability measurements: (the same is important for sustainable management, because “it cannot be managed if it cannot be measured”).

### Profitability
- Sustainability overhead costs
- Sustainability operating costs
- Sustainability operating costs as a percentage of total costs/revenue

### Productivity and efficiency
- Sustainability costs per unit
- Sustainability targets met/exceeded
- Meeting sustainability equipment maintenance (costs or repair time), or replacement cost
- Response time to sustainability requirement
- Capacity of staff to solve routine and non-routine problems (e.g. supervision time required staffing requirements and workforce flexibility (e.g. dependence on casual/contract labou

### Sustainability Organization Learning/Development
- Sustainability performance appraisal ratings
- Accreditation or licensing requirements, new operating environments or facilitate organisational expansion
- Internal promotions resulting from employee competence and performance
- Employee perceptions of sustainability
- Alignment with human resources, business and strategic planning

Sustainability Organization Culture/Climate

Sustainability related disputes/grievances (number, cost or time lost)
number of employee suggestions (submitted or implemented)
interpersonal relationships and commitment to sustainability goals
participation in sustainability teams and committees
internal communication and information systems
implementation of new sustainability work practices
implementation/maintenance of a sustainability culture
contribution to re-engineering and refocussing of enterprise

The picture under, represent the supportability and it could be applied in macro systems like organization dimension; In this paper it tried to translated it in micro-environment in the range of organization.

Picture 1

In this sense, corporate sustainability performance ⁶ is defined as a business organization's

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⁵ http://www.eoearth.org/upload/thumb/9/99/Sustainable_development_triangle.gif/300px-Sustainable_development_triangle.gif
⁶ Oliver Salzmann, Corporate Sustainability Management in the Energy Sector: An Empirical …, page 37
configuration of external and internal determinants of CSM (Corporate Sustainability Management) strategic disposition to, economic rationale for, implementation of CSM and its outcome,

**Conclusion**

If the organization is aware about the need in sustainability in every aspect of businesses, the employees need as training and development in the line with the development of the new technologies, especial in the direct work labor. The cost for employees' development will always be much smaller and insignificant compared with the cost that can occur, without sustainable in every sense of the dimensions: social, economic and/or environmental field.

**Literature**

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