



Introduction to Personnel Training and Development



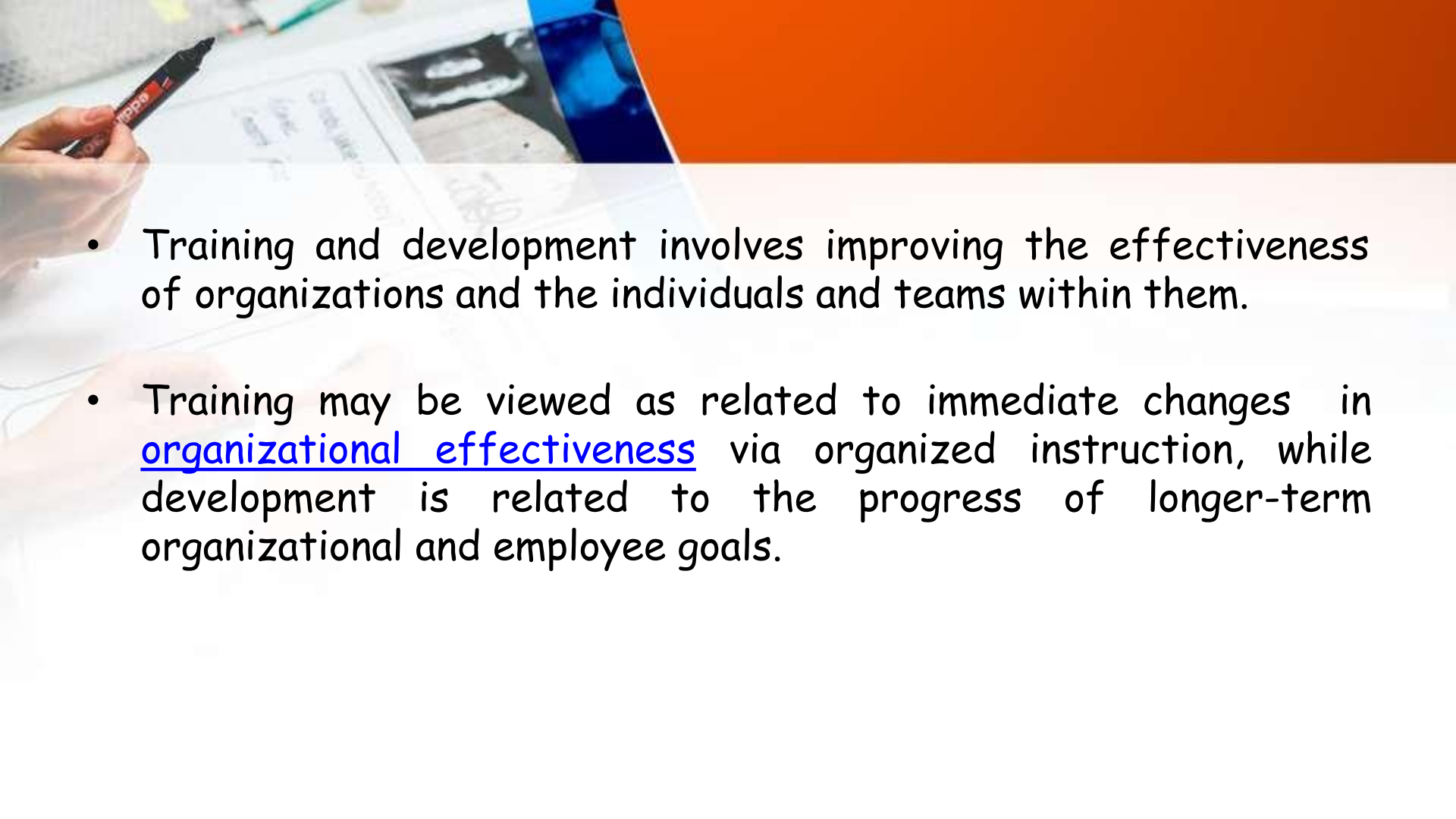
Background of Personnel Training and Development

- Disconnect between Academia and Industry
- Diminishing interest in formal qualifications and Increasing emphasis on skills and attitudes
- Need for efficient Resource utilization including Human Resource
- Rapid Pace of technological innovation, Declining technology and skill-set life cycles
- Competition : Competition



Content

- Introduction to training
- Need for Training and Development
- Importance of Training and Development in organization
- Differences of Training and Development
- Systematic Approach to Training
- Assessment phase
- Training and Development phase
- Evaluation Phase
- Training administrations

- 
- A hand holding a black marker is visible in the top left corner, poised to write on a document. The document features a blue and orange background. The main content is a list of two bullet points.
- Training and development involves improving the effectiveness of organizations and the individuals and teams within them.
 - Training may be viewed as related to immediate changes in organizational effectiveness via organized instruction, while development is related to the progress of longer-term organizational and employee goals.

TRAINING



COACHING



TEACHING



KNOWLEDGE



DEVELOPMENT



LEARN



EXPERIENCE



SKILLS



TRAIN THE
TRAINER



PROFESSIONAL
DEVELOPMENT



SUPERVISORY
MANAGEMENT



IN-COMPANY
TRAINING



MANUAL HANDLING
INSTRUCTOR



WORKPLACE
COMMUNICATION

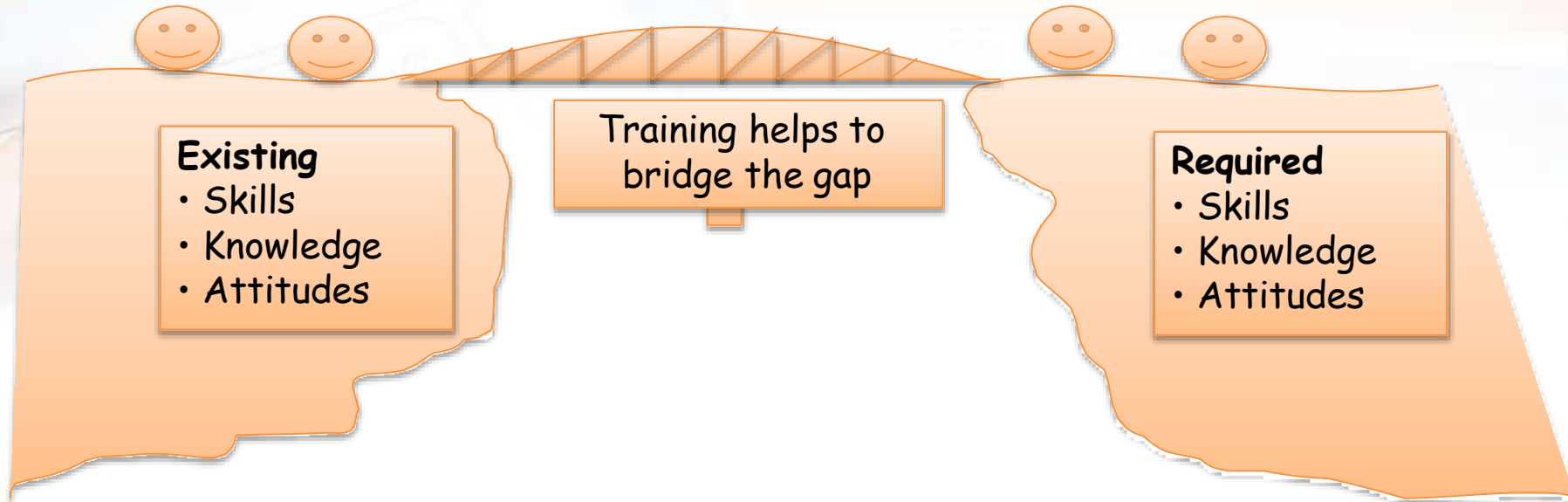


CAREER
TRANSITION



COACHING FOR
PERFORMANCE

Training?



Training is expensive.....

Without training it is more expensive



- Training - a planned effort by a company to facilitate employees' learning of job-related competencies.
- Competencies include knowledge, skills or behavior, abilities (KSA) critical for successful job performance.



Training is given on four basic grounds:

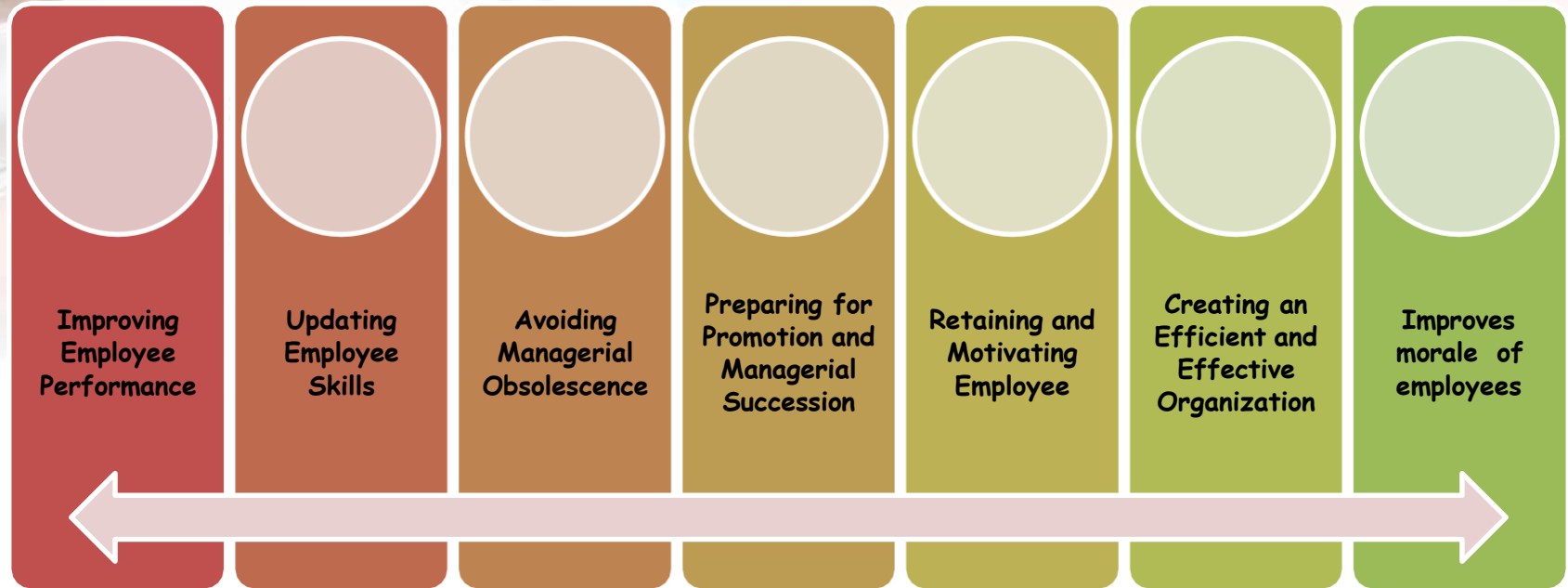
**New
candidates who
join an
organization**

**Refresh and
enhance their
knowledge.**

**Implementation
of updates and
amendments**

**Promotion and
career growth**

Benefits





Areas of Training

**Company
Policies and
Procedures**

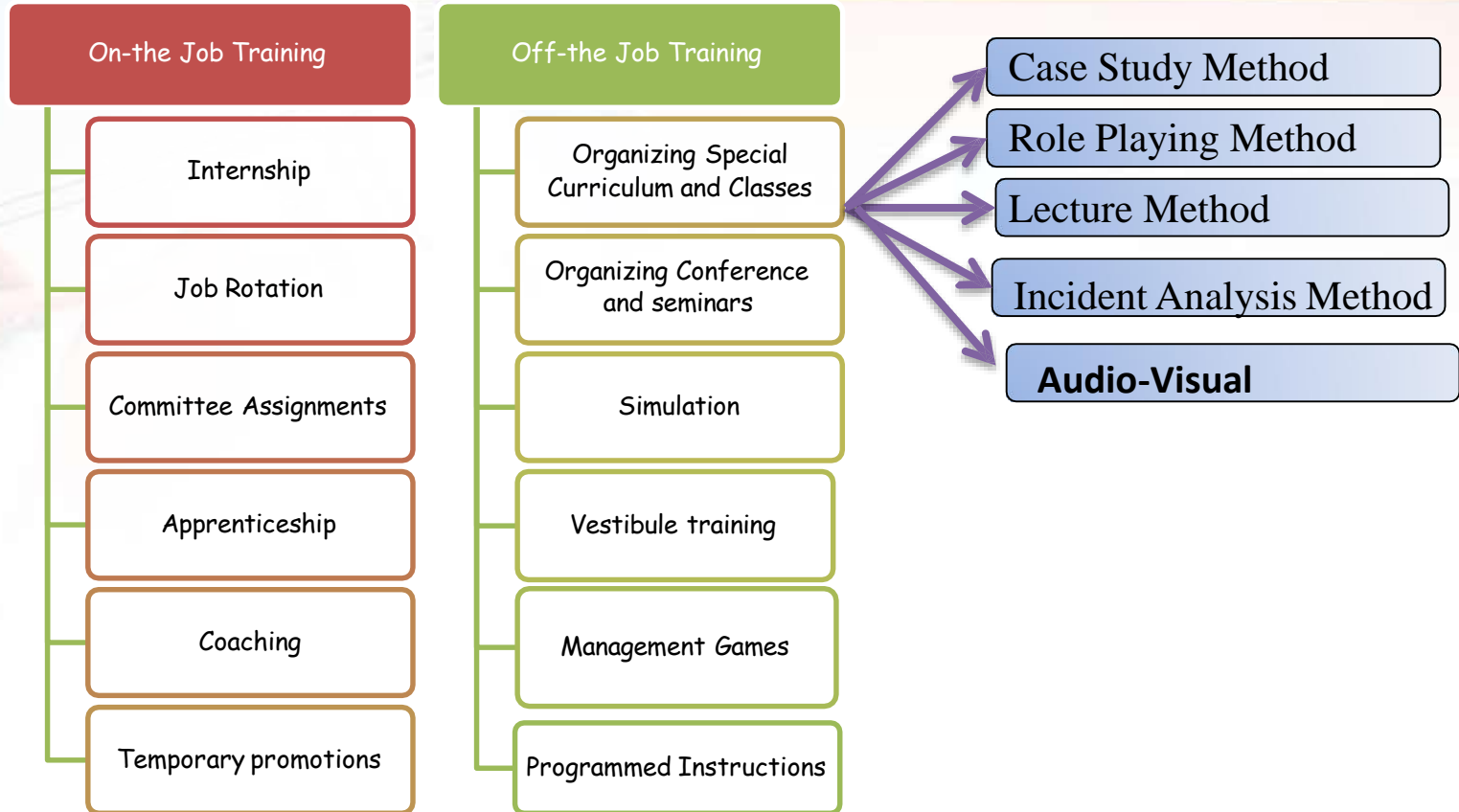
**Skill-based
Training**

**Human Relations
Training**

**Problem Solving
Training**

**Managerial and
Supervisory
Training**

Methods of Training



Training vs Development



Training is mostly short term with a concrete goal.



Training focuses on the role.



Training aims at a specific job or role requirement.

Present

Training revolves around immediate or the present need.



Training enhances the knowledge or skills for a particular job or role.



Training programs are group focused, where more than one individual participates in organized group events, such as workshops, classes or seminars, etc.



The Organization takes the responsibility of training.



Development is a long-term activity, with goals that are open-ended and ongoing.



Development focuses on the person.



Development is more conceptual and focuses on overall progression of the individuals.

Future

Development activities are futuristic.



Development focuses on career building and progression.



Development activities tends to be more of a personalized experience, which is catered based on the individual's development plan.



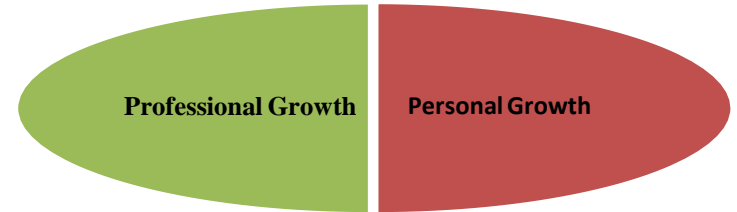
Development is a self-assessment procedure, where individuals are held responsible for creating and owning their development plan & activities.



DEVELOPMENT

Employee development

- Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual.
- Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities.





Professional Growth

Employee development activities must be defined keeping in mind an employee's current stage and desired stage. Knowing an employee's current and desired stage helps you find the gaps and in which all genres he/she needs to be trained on. Human resource professionals must encourage employees to participate in internal or external trainings, get enrolled in online courses to increase their professional knowledge and contribute effectively.

Personal Growth

- Employees start taking their work as a burden only when an organization does not provide any added benefits or advantages which would help in their personal growth.
- Soft skills classes, fitness sessions, loans with lower interest rates are certain initiatives which not only motivate an employee to do quality work but also help in employee development.
- Employee development not only helps in enhancing knowledge of employees but also increases the productivity of organizations. Employees, as a result of employee development activities are better trained and equipped and work harder to yield higher profits.

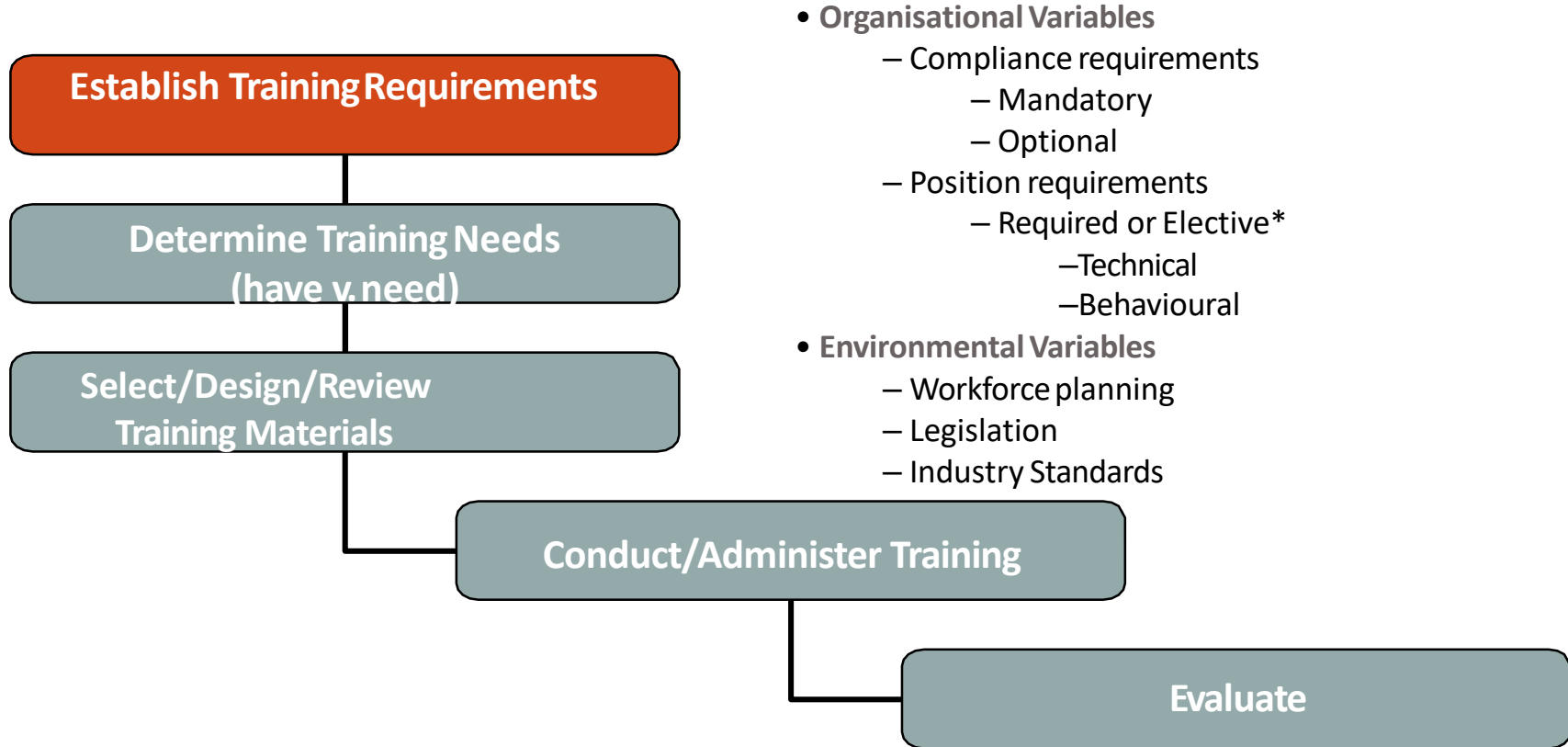
Methods of Development

Competency Development Area	Methods
Decision-making skill	Business games, Case study
Interpersonal skill	Role plying, Sensitivity Training
Job Knowledge	On-the-Job experiences, Coaching,
Organizational Knowledge	Job Rotation, Multiple Management
General Knowledge	Special course, Special Meeting, Specific Reading
Specific Individual Needs	Special Projects, Committee Assignments

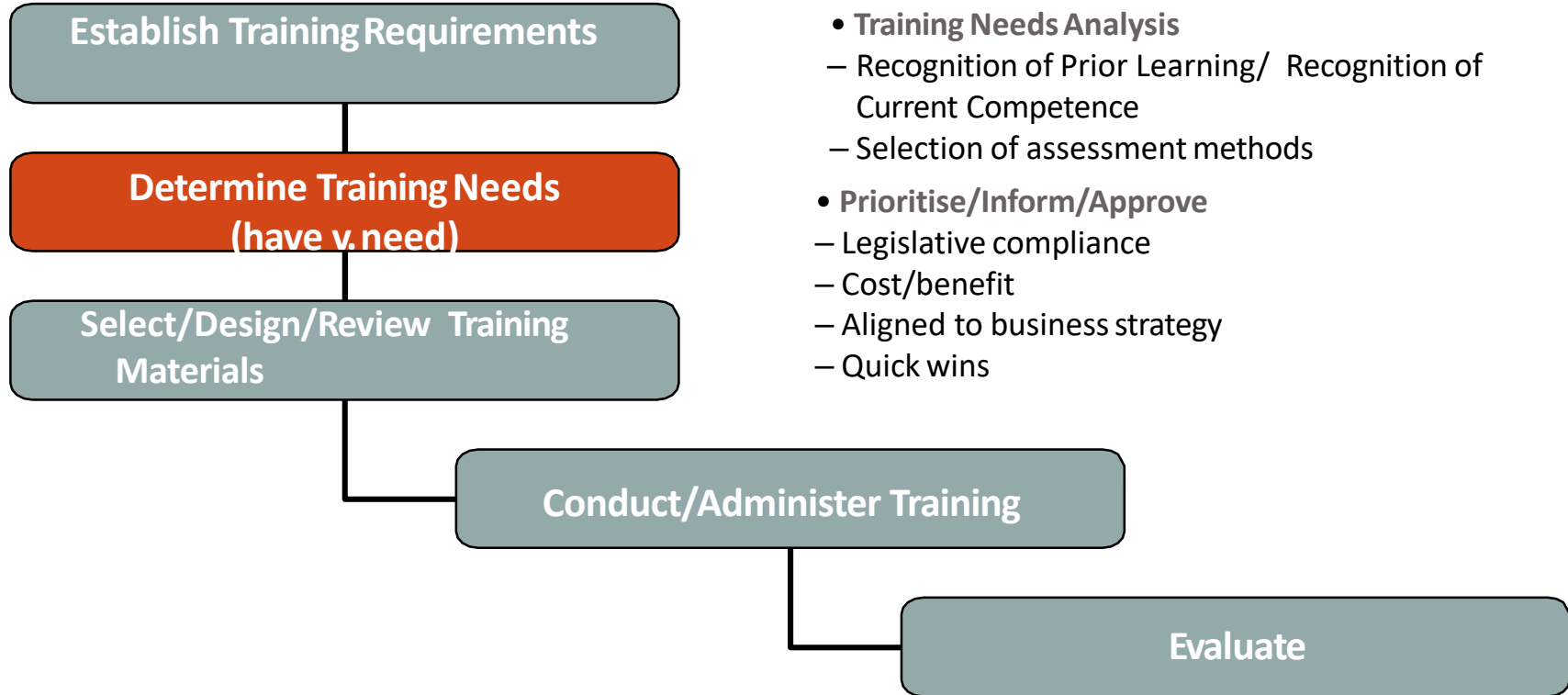
Systematic Approach



Systematic Approach to Training



Systematic Approach to Training



Systematic Approach to Training

Establish Training Requirements

**Determine Training Needs
(have v. need)**

**Select/Design/Review
Training Materials**

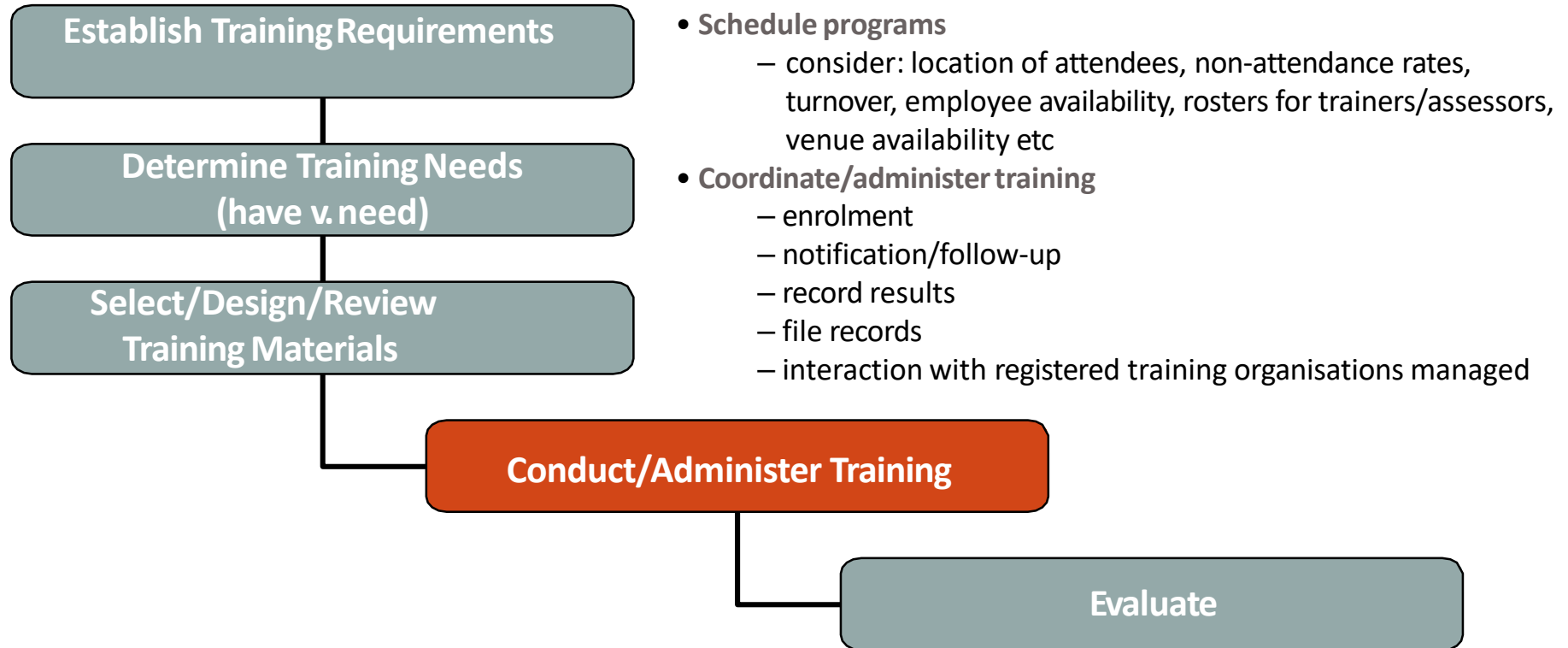
- Determine delivery methodology
- Develop training materials
- Ensure materials meet competency/company/legislative standards
- Develop evaluation processes
- Document management

When program is ready, conduct pilot if time allows.

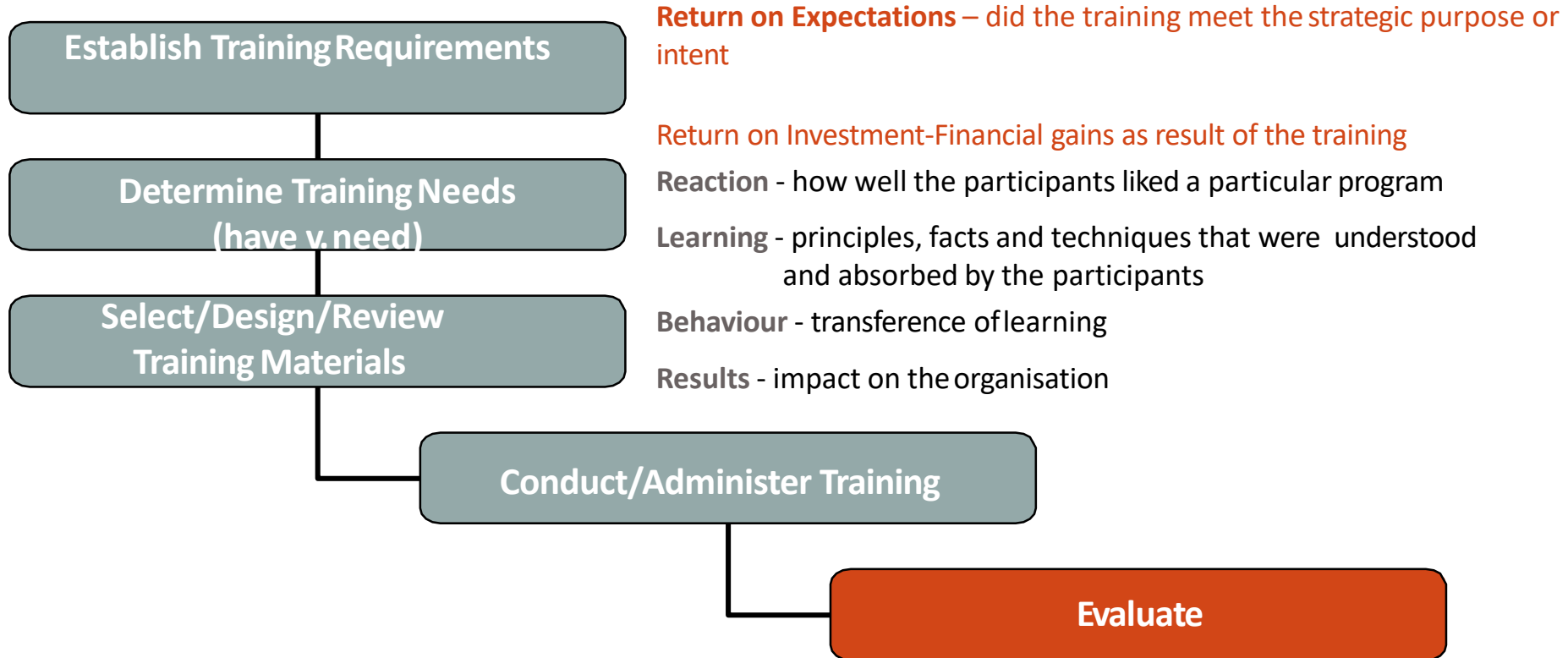
Conduct/Administer Training

Evaluate

Systematic Approach to Training



Systematic Approach to Training



Why	conduct the training: to tie the performance deficiency to a working need and be sure the benefits of conducting the training are greater than the problems being caused by the performance deficiency. Conduct two types of analysis to answer this question: (1) <i>needs versus wants analysis</i> and (2) <i>feasibility analysis</i> .
Who	is involved in the training: involve appropriate parties to solve the deficiency. Conduct a target population analysis to learn as much as possible about those involved in the deficiency and how to customize a training program to capture their interest.
How	can the performance deficiency be fixed: training can fix the performance deficiency or suggest other remediation if training is not appropriate? Conduct a performance analysis to identify what skill deficiency is to be fixed by a training remedy.
What	is the best way to perform: there is a better or preferred way to do a task to get the best results. Are job performance standards set by the organization? Are there governmental regulations to consider when completing the task in a required manner? Conduct a <i>task analysis</i> to identify the best way to perform.
When	will training take place: the best timing to deliver training because attendance at training can be impacted by work cycles, holidays, and so forth. Conduct a contextual analysis to answer logistics questions.