

UNIT-III

TRAINING

Human Resource Management is concerned with the planning, acquisition, training & developing human beings for getting the desired objectives & goals set by the organization. The employees have to be transformed according to the organizations' & global needs. This is done through an organized activity called Training.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between what the employee has & what the job demands.

Concept

Training is the process of increasing the knowledge and skills for doing a particular job. It is an

organized procedure by which people learn knowledge and skill for a definite purpose. In other

words, training is a systematic programme of the organization which aims at increasing the aptitudes, skill and abilities of the workers to perform specific job. By training, the employee can acquire new manipulative skills, technical knowledge, problem solving abilities etc.

According to Edwin B.Flippo, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job"

IMPORTANCE OF TRAINING AND DEVELOPMENT

The need for training of employees arises due to the following factors:

(i) Higher Productivity:

It is essential to increase productivity and reduce cost of production for meeting competition in the market. Effective training can help increase productivity of workers by imparting the required skills.

(ii) Quality Improvement:

The customers have become quality conscious and their requirement keep on changing. To satisfy the customers, quality of products must be continuously improved through training of workers.

(iii) Reduction of Learning Time:

Systematic training through trained instructors is essential to reduce the training period. If the workers learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work.

(iv) Industrial Safety:

Trained workers can handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to industrial accidents.

(iv) Reduction of Turnover and Absenteeism:

Training creates a feeling of confidence in the minds of the workers. It gives them a security at the workplace. As a result, labour turnover and absenteeism rates are reduced.

(vi) Technology Update:

Technology is changing at a fast pace. The workers must learn new techniques to make use of advance technology. Thus, training should be treated as a continuous process to update the employees in the new methods and procedures.

(vii) Effective Management:

Training can be used as an effective tool of planning and control. It develops skills among workers and prepares them for handling present and future jobs. It helps in reducing the costs of supervision, wastages and industrial accidents. It also helps increase productivity and quality which are the cherished goals of any modern organization.

Training Process

Definition: The **Training Process** comprises of a series of steps that needs to be followed systematically to have an efficient training programme. The Training is a systematic activity performed to modify the skills, attitudes and the behavior of an employee to perform a particular job.

Training Process



1. **Needs assessment:** The first step in the training process is to assess the need for training the employees. The need for training could be identified through a diagnosis of present and future challenges and through a gap between the employee's actual performance and the standard performance.

The needs assessment can be studied from two perspectives: Individual and group. The individual training is designed to enhance the individual's efficiency when not performing adequately. And whereas the group training is intended to inculcate the new changes in the employees due to a change in the organization's strategy.

2. **Deriving Instructional Objectives:** Once the needs are identified, the objectives for which the training is to be conducted are established. The objectives could be based on the gaps seen in the training programmes conducted earlier and the skill sets developed by the employees.
3. **Designing Training Programme:** The next step is to design the training programme in line with the set objectives. Every training programme encompasses certain issues such as: Who are the trainees? Who are the trainers? What methods are to be used for the training? What will be the level of training? etc. Also, the comprehensive action plan is designed that includes the training content, material, learning theories, instructional design, and the other training requisites.
4. **Implementation of the Training Programme:** Once the designing of the training programme is completed, the next step is to put it into the action. The foremost decision that needs to be made is where the training will be conducted either in-house or outside the organization.

Once it is decided, the time for the training is set along with the trainer who will be conducting the training session. Also, the trainees are monitored continuously throughout the training programme to see if it's effective and is able to retain the employee's interest.

5. **Evaluation of the Training Programme:** After the training is done, the employees are asked to give their feedback on the training session and whether they felt useful or not. Through feedback, an organization can determine the weak spots if any, and can rectify it in the next session. The evaluation of the training programme is a must because companies invest huge amounts in these sessions and must know it's effectiveness in terms of money.

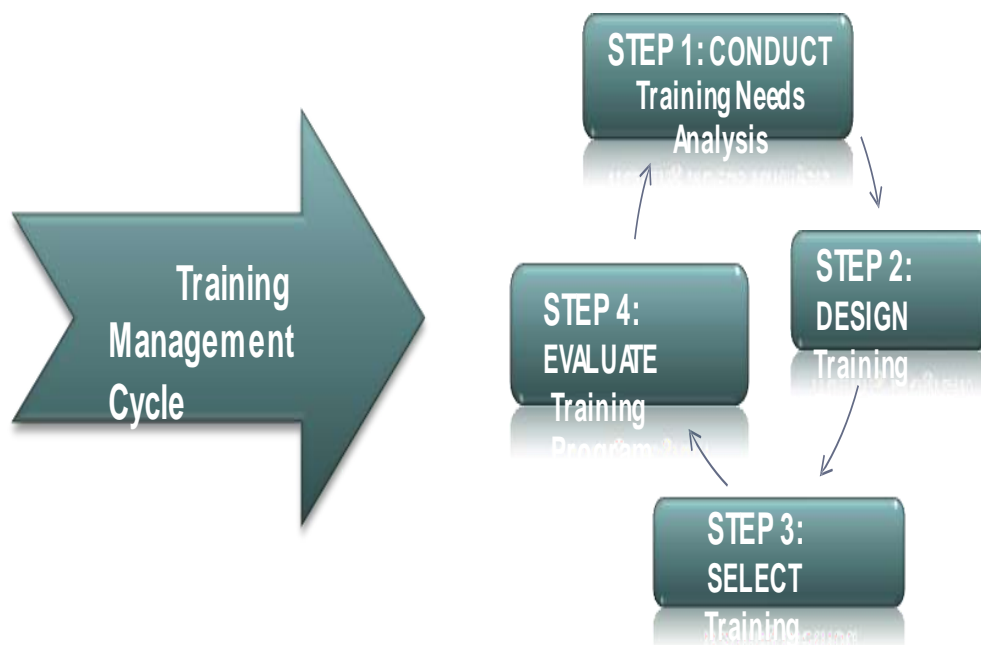
Thus, every firm follows the series of steps to design an effective training programme that serves the purpose for which it was intended.

Training Evaluation

• Definition of Training Evaluation

Training Evaluation involves assessment of effectiveness of training programs. This Assessment is done by collecting data on whether:

- 1 Participants were satisfied with the training program.
- 2 Effectiveness of participants' skills is enhanced.
- 3 Participants are able to apply new skills at their workplace.



• Benefits of Training Evaluation

- **Ensuring accountability.** (Training programs comply with competency gaps)
- **Matching training costs with desired outcomes.** (e.g., Improving employee behaviour)
- **Determining the program's strengths and weaknesses.**
(Does the program meet learning objectives?)

• Purposes of Training Evaluation

1)

Feedback

Giving feedback to candidates by defining objectives and linking these objectives to learning outcomes.

2)

Research

Ascertaining relationship between acquired knowledge, transferring knowledge at workplace and training.

3)

Control

Controlling training program to ensure its effectiveness.

4)

Power

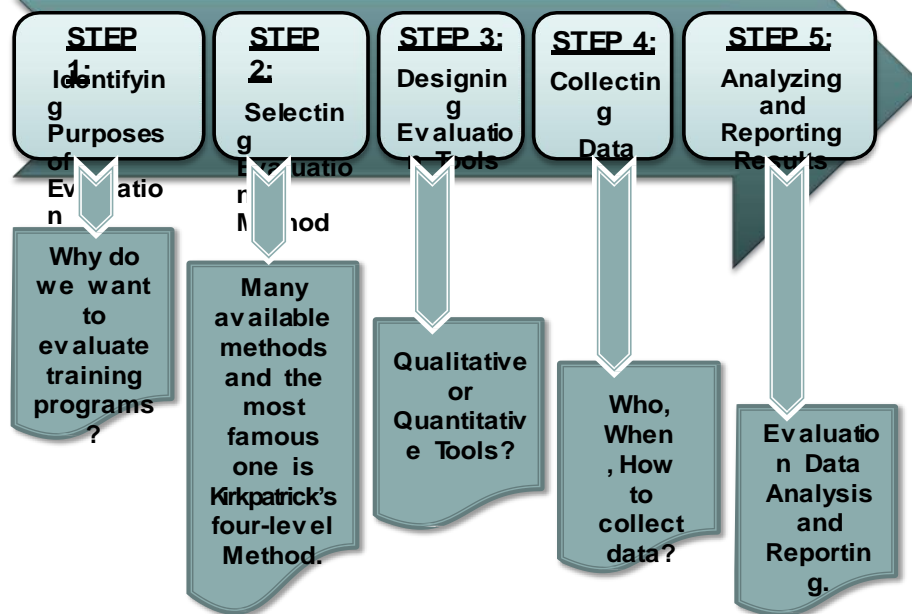
Using evaluative data to manipulate them for the top management's benefits.

5)

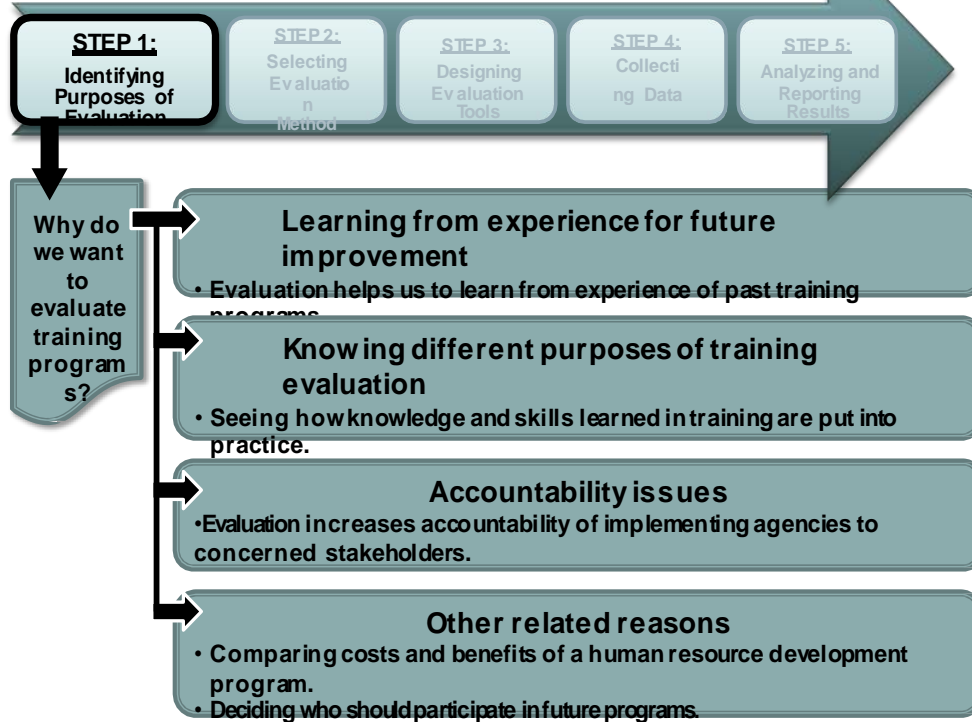
Intervention

Determining whether actual outcomes are aligned with expected outcomes.

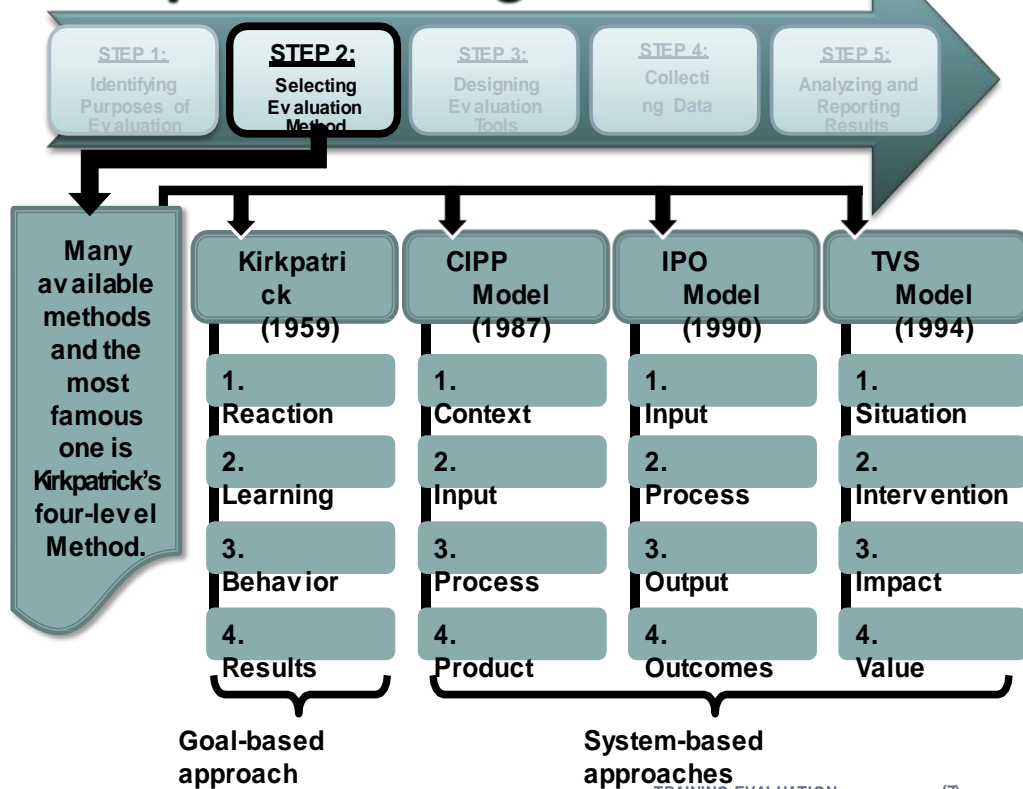
• Steps of Training Evaluation



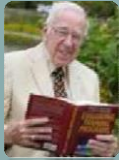
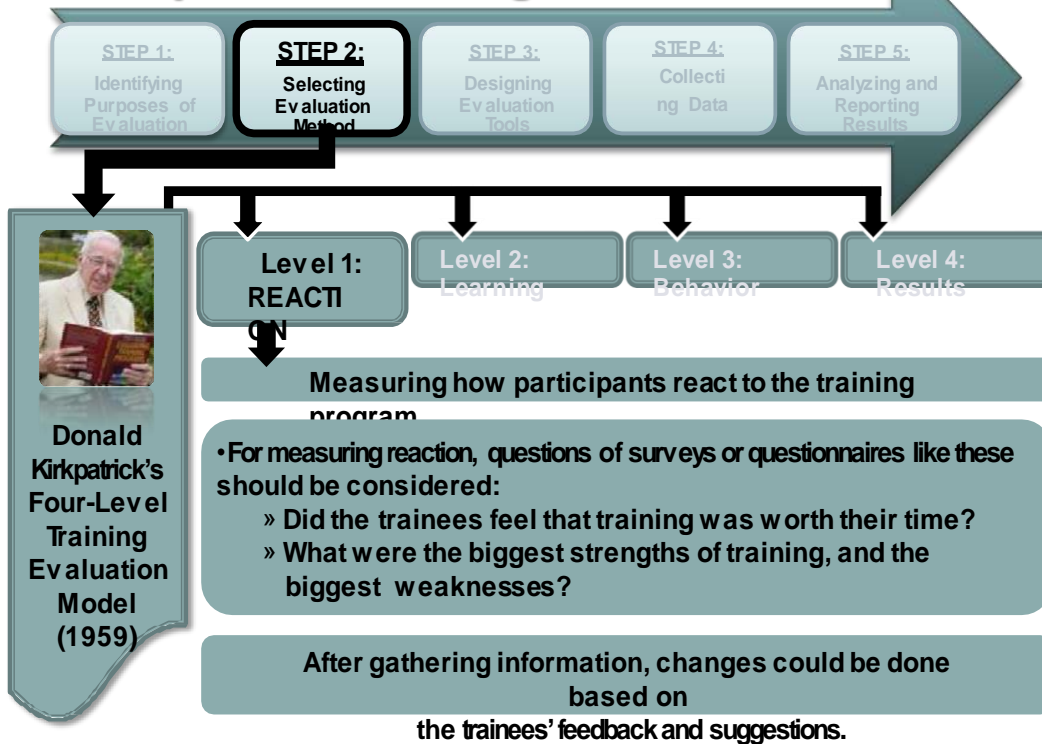
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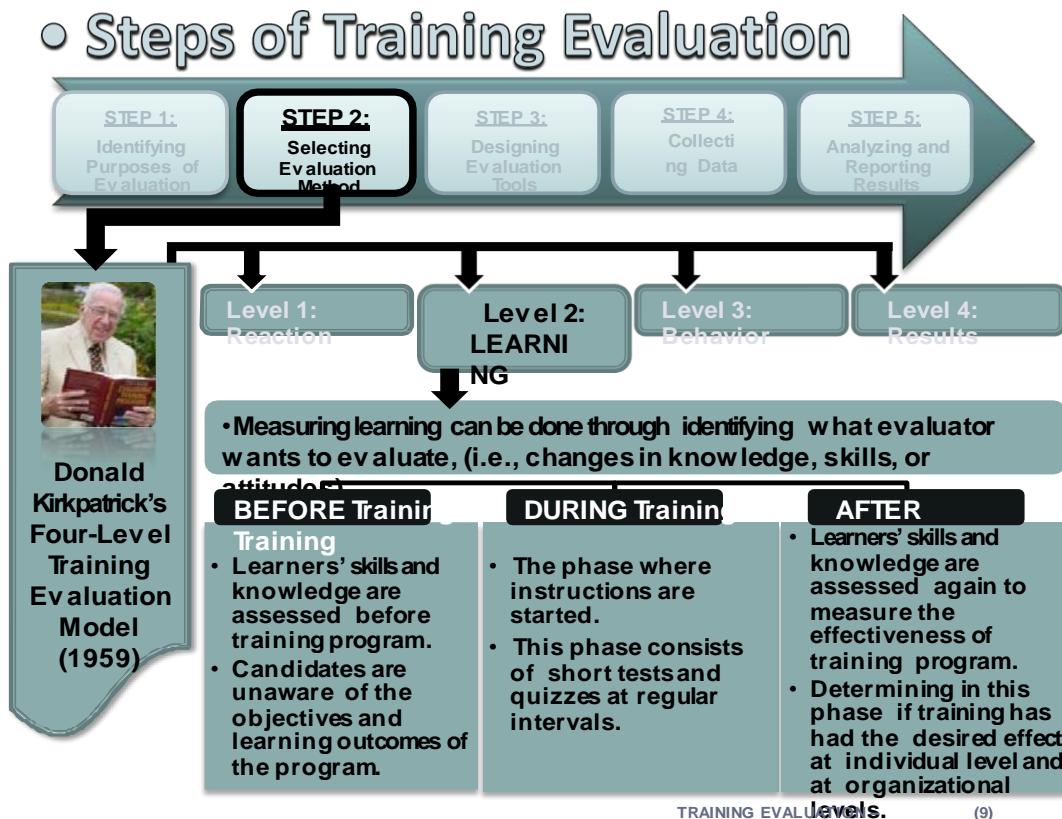


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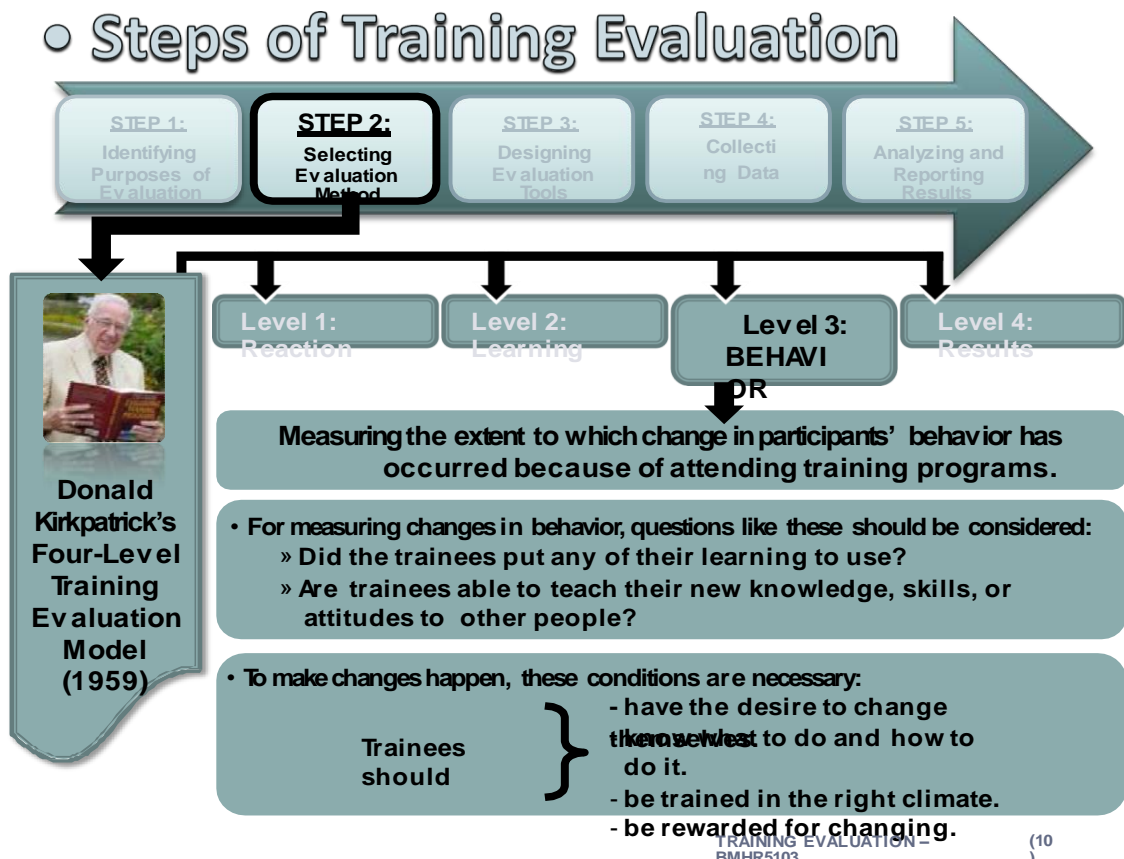


Donald Kirkpatrick's Four-Level Training Evaluation Model (1959)

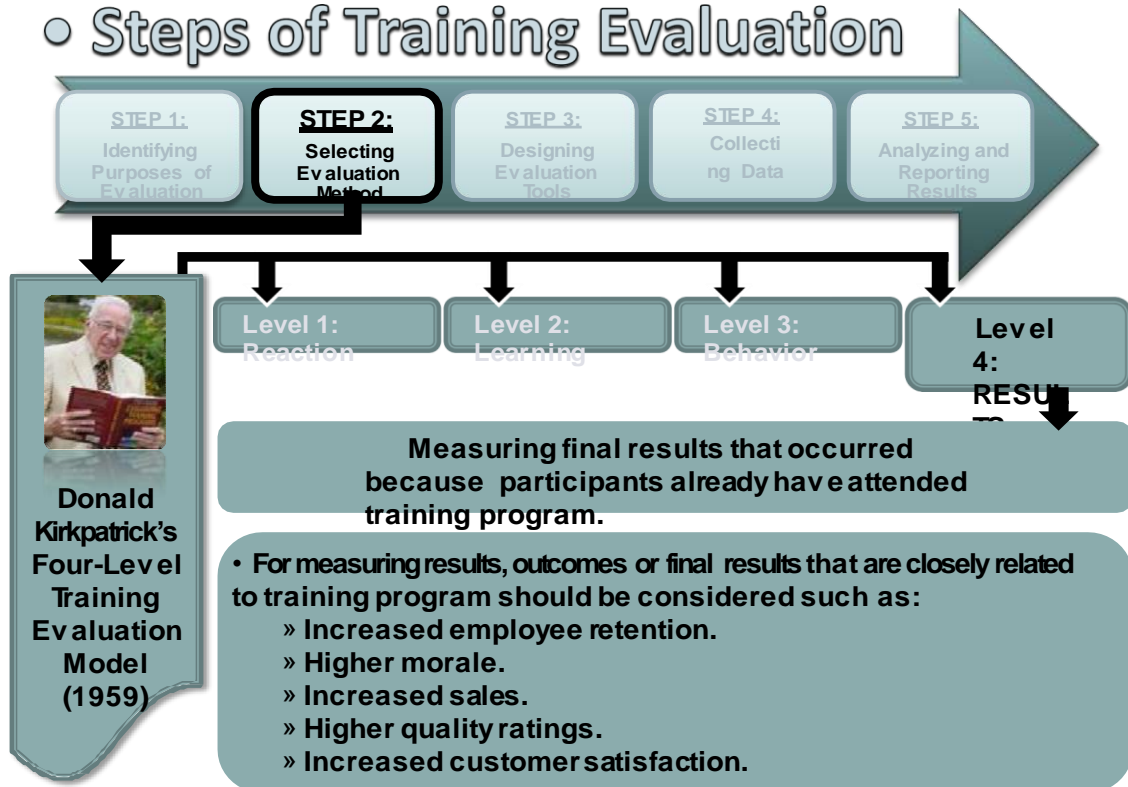
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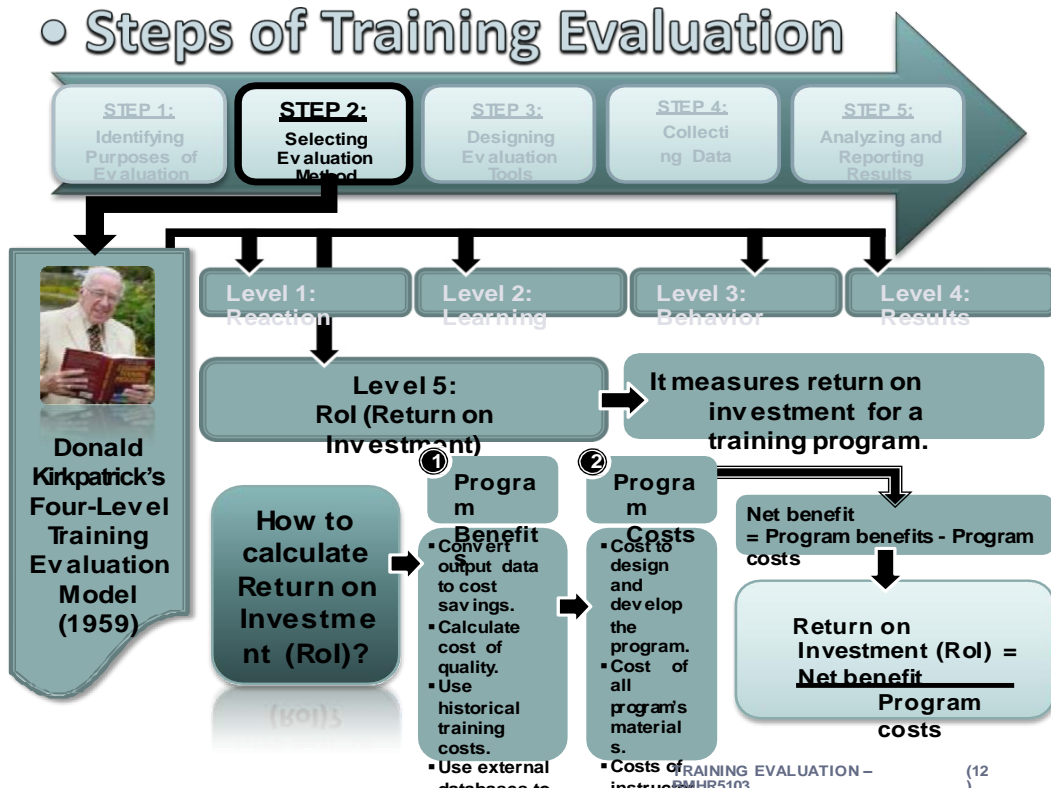
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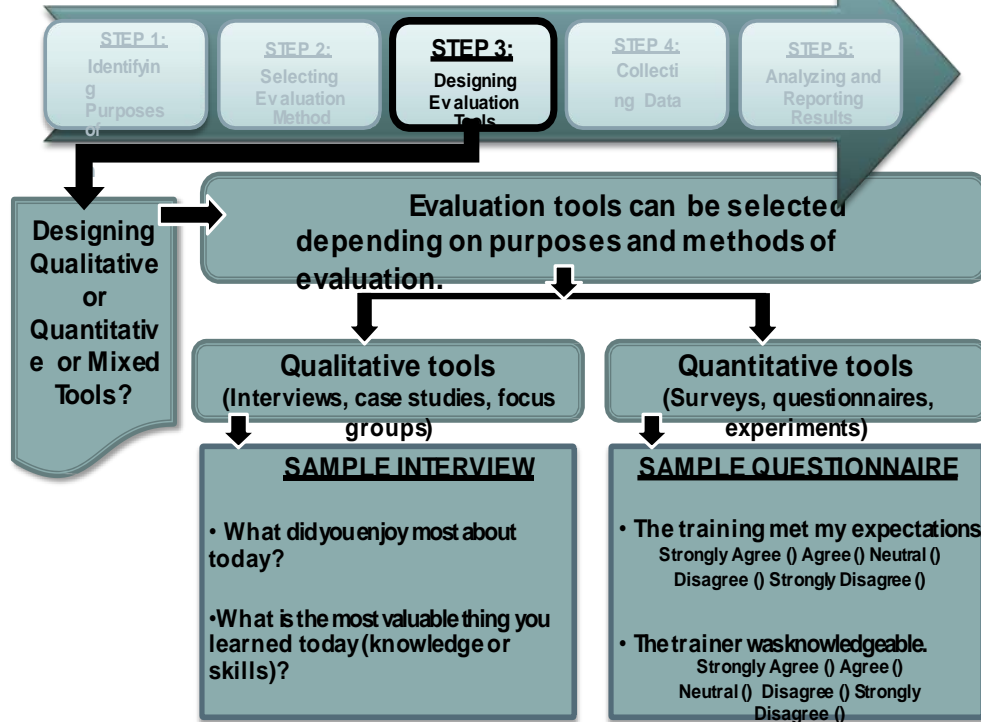
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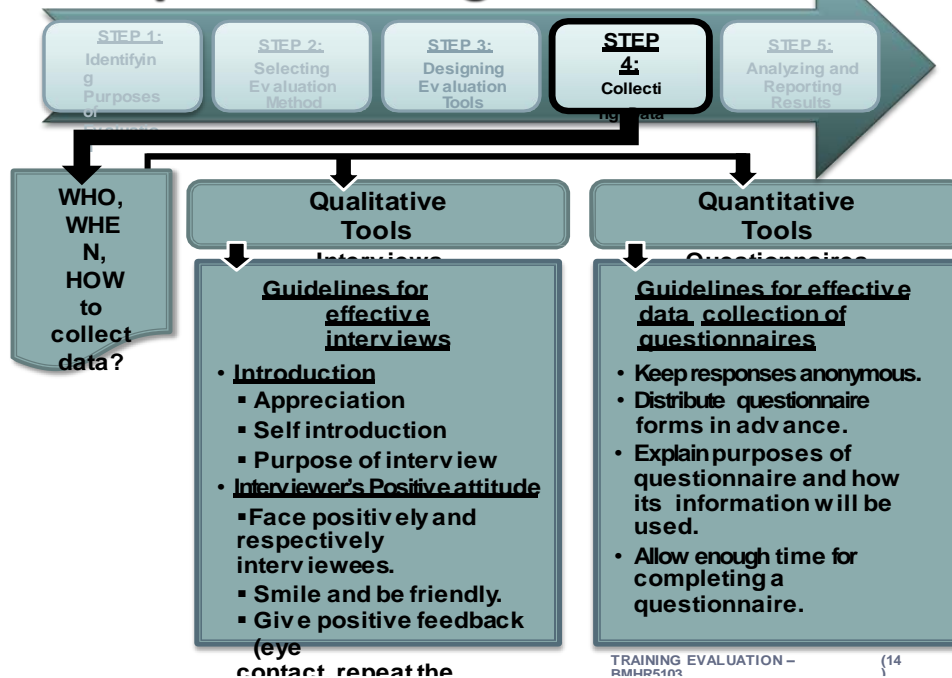
Steps of Training Evaluation



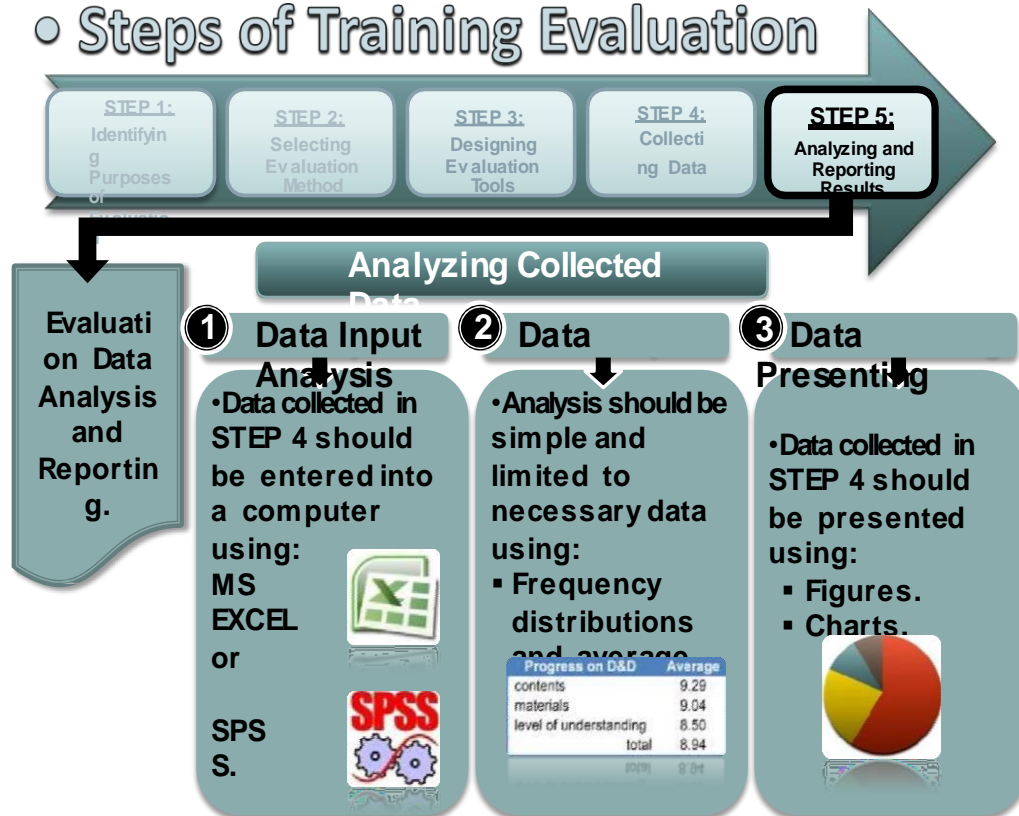
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