TRAINING AND DEVELOPMENT

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Orientation Program For New Members

- Carefully selecting employees doesn't guarantee they'll perform effectively. Even high-potential employees can't do their jobs if they don't know what to do or how to do it. Making sure your employees do know what to do and how to do it is the purpose of orientation and training.

- The human resources department usually designs the orientation and training programs, but the supervisor does most of the day-today orienting and training. Every manager therefore should know how to orient and train employees.
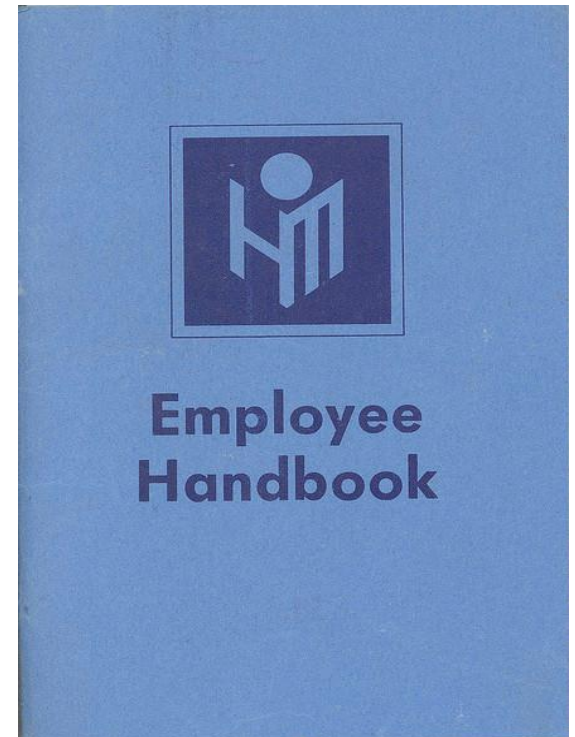
The Purpose of Employee Orientation/Onboarding

- **Welcome**

- **Basic information**

- **Understanding the organization**

- **Socialization**

The Orientation Process

- **Employee handbook**
- **Orientation technology**

The Difference Between Education, Training, and Development

- The primary purpose of learning and development as an organizational process is to aid collective progress through the collaborative, expert and ethical stimulation and facilitation of learning and knowledge that support business goals, develop individual potential, and respect and build on diversity.

The components of L&D are:

- *Learning –*
- *Development –*
- *Training –*
- *Education –*

'Learning is the process by which a person constructs new knowledge, skills and capabilities, whereas training is one of several responses an organization can undertake to promote learning' (Reynolds *et al*, 2002: 9). Learning is what individuals do; training is what organizations do to individuals.

The ADDIE Five-Step Training Process

- **Analyze**

- **Design**

- **Develop**

- **Implement**

- **Evaluate**

Conducting the Training Needs Analysis

- **Strategic Training Needs Analysis**

- **Current Training Needs Analysis**
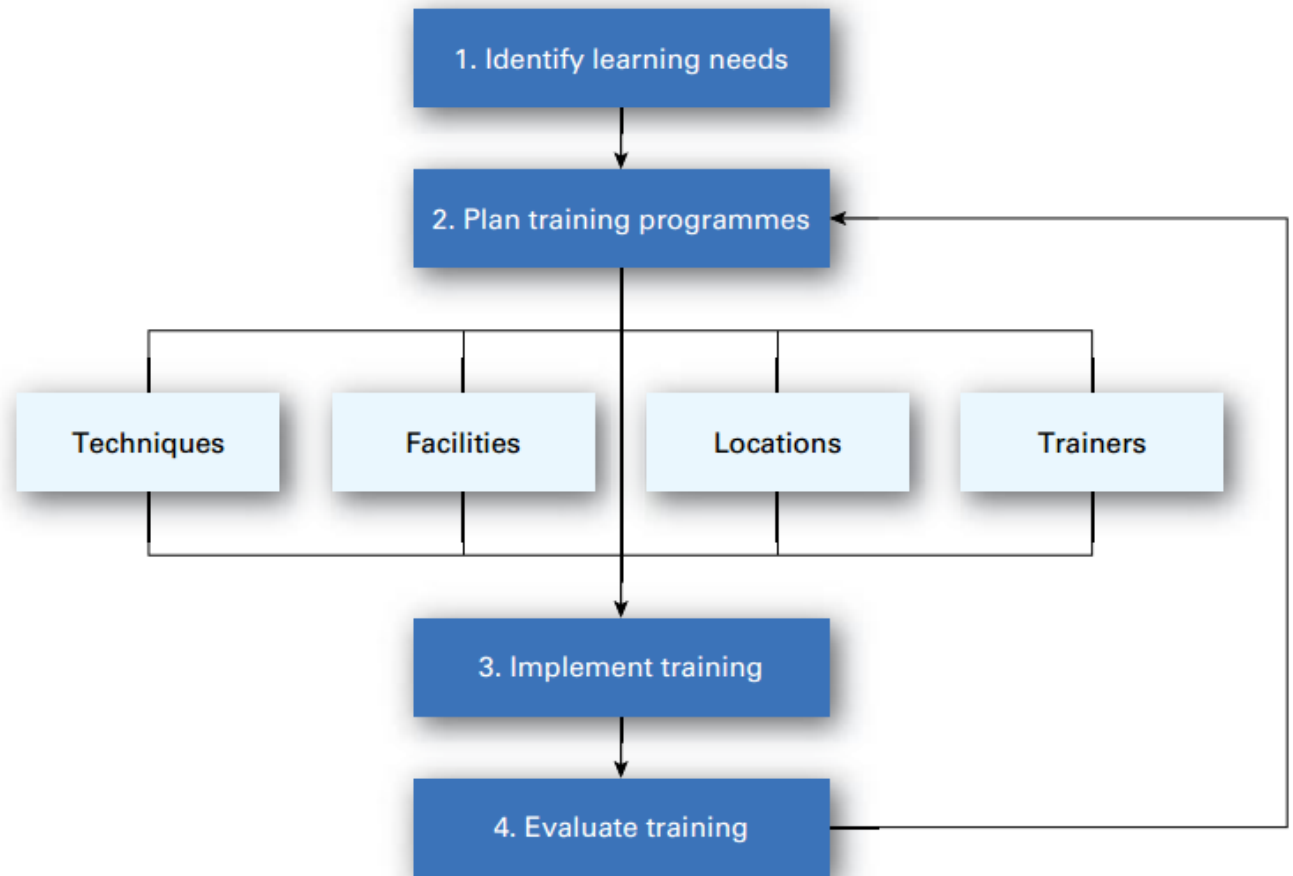
  ❖ **Task Analysis**

  ❖ **Performance Analysis**

Designing the Training Program

- **Setting learning objectives**

- **Creating a motivational learning environment**

COURSE DESIGN

Systematic Training Model Armstrong (2014:310)

Types Of Training

Training programmes or events can be concerned with any of the following:

- Manual skills, including apprenticeships;
- IT skills;
- Team leader or supervisory training;
- Management training;
- Interpersonal skills, eg leadership, team building, group dynamics, neurolinguistic programming;
- Personal skills, eg assertiveness, coaching,communicating, time management;
- Training in organizational procedures or practices, eg induction, health and safety, performance management, equal opportunity or managing diversity policy and practice.

Armstrong (2014:310)

Other Types of Training

- **Audiovisual-based**

- **Vestibule Training**

- **Electronic Performance Support System (EPSS)**

- **Videoconferencing**

- **Computer-Based Training (CBT)**

- **Simulated Learning and Gaming**

Developing the Program

- **Assemble training content and materials**
- **Training Methods**
  - **iPads**
  - **Workbooks**
  - **Lectures**
  - **PowerPoint slides**
  - **Web- and computer-based activities course activities**
  - **Trainer resources and manuals**
  - **Support materials**

Implementing Training Programs

- **Types of on-the-job training**
  - o **Coaching or Understudy**
  - o **Job rotation**
  - o **Special assignments**

- ## Strategy's Role in Management Development

- ## Succession Planning

Evaluating the Training Effort

- **Designing the study**

- **Controlled experimentation**

- **Training Effects to Measure**

  o **Reactions**

  o **Learning**

  o **Behavior**

  o **Results**

THANK YOU