

Mod 3: Training & Dev

① Need of development

→ Need of TD is determined by emp's performance deficiency computed as follows:

• TD need: $[Std\ performance - Actual\ performance]$

→ Diagnoses the present & future challenges to be met through TD.

→ Appraisal, Interview, Questionnaire.

→ Individual assessment: Individual needs training when his performance fall short of expectations.

→ Group assessment: Any change in org strategies. When high scrap or accidental sales, low moral and motivation → Org goal, exit interview, Surveys.

② Training Evaluation

↳ Need:

- i) Allows effectiveness of differing approach
- ii) Provides feedback for trainees
- iii) Enable improvements to be made
- iv) Recording achievements may be a motivation
- v) Indicate to what extent objectives are met

↳ Criteria:

• Reaction • Learning • Behaviour • Results

↳ Techniques:

i) Return of interest (ROI) = $\frac{Train\ Benefit - Train\ cost}{Train\ cost} \times 100$

ii) Training hours / emp

= $\frac{Total\ hours\ of\ training}{No\ of\ emp}$

① Training Budget

- Important cos it is an investment in your org
- Positively correlated with emp & customer retention
- Needs to be established based on specific business training needs
- Plan a comprehensive Training budget
- Budgeting for training needs
- Prioritising training needs
- Use E-learning to maximise T-budget

② Executive development (Mgmt dev)

- Fastest developing areas in personnel.
- Process in which managerial personnel gain & apply knowledge, skill etc. to manage work in org effectively & efficiently

Methods:

i) Decision making	Business games, case study
ii) Interpersonal skill	Role playing, Sensitivity training
iii) Job knowledge	Experiences, Coaching
iv) Org knowledge	Job Rotation, Multiple mgmt
v) General knowledge	Special course, meeting
vi) Specific needs	Special project, committee assignment

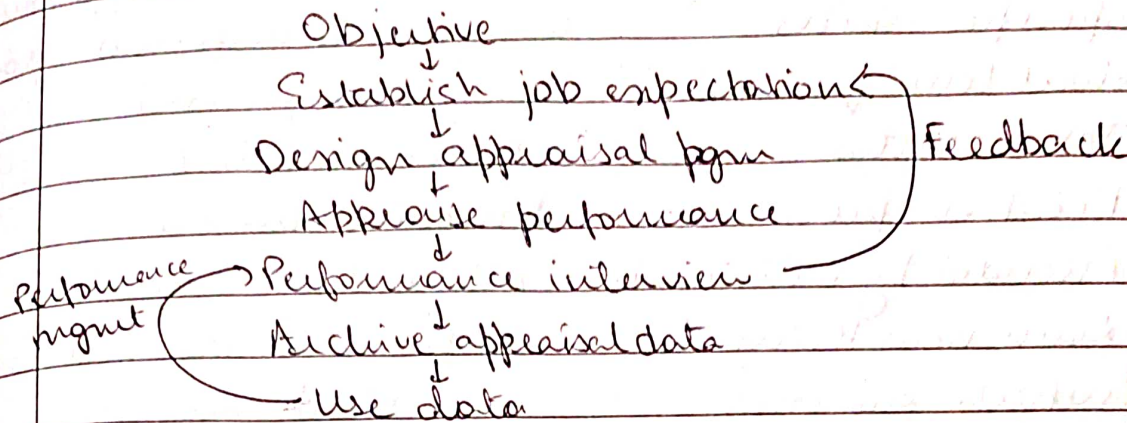
③ Performance appraisal

Systematic assessment of an individual w.r.t their performance on the job and their potential for development in the job

④ Components of appraisal

- Key performance area → Self appraisal → Performance analysis
- Performance rating → Performance counselling

① Appraisal process (Diagram)



① Need, Importance & Objective

- | | |
|---|---|
| N | i) Give info about performance |
| | ii) Give info about achievement & behaviour |
| | iii) Give info of emp strength / weakness |
| | iv) Give info on emp shortage |
| I | i) Personal attention |
| | ii) Feedback |
| | iii) Career path |
| | iv) Emp accountability |
| O | i) Salary increase |
| | ii) Promotion |
| | iii) T&D |
| | iv) Feedback |
| | v) Pressure on employees |

① Methods of Appraisal

→ Traditional method

- | | |
|--------------------------------|------------------------------------|
| i) Graphic Rating Scale Method | (Rating) |
| ii) Ranking method | (Rank) |
| iii) Paired comparison | n(n-1)/2 |
| iv) Forced distribution | (S point) |
| v) Checklist method | Simple, weighted, Forced checklist |
| vi) Free form | (Experts) |
| vii) Group appraisal | (Supervisor) |
| viii) Confidential report | |

→ Modern method

- | | |
|---|------------------|
| i) Behaviorally anchored rating scale (Behaviour) | |
| ii) Assessment Center | (Experts) |
| iii) HRA | |
| iv) Mgmt by objectives | (Identify goals) |
| v) Psychological appraisal | |

⑧	Training	Development
→	Process of imparting specific skills	Refers to learning opportunities designed to help employees grow
→	Short term focused	long term focused
→	Job oriented	Career oriented
→	Reactive process	Proactive process
→	Attended by individual	Attended by individual
→	Learn new things & refresh old ones	Implement learned sessions and find new ones