

Training

A planned programme designed to improve performance & bring out measurable changes in knowledge, skills, attitude & social behaviour of employees.

Features of Training

- (i) Increases knowledge & skills for doing a particular job. i.e. bridges gap between job needs & employee skills.
- (ii) Focuses attention on current job i.e. provides employees with specific skills required for job & help to correct present deficiencies in their performance.
- (iii) Concentrates on individual employees:
Emphasis on changing what employees know, how they work, their attitude etc.
- (iv) Narrow focus: Tries to fix current skill deficit & aimed at improving short term performance quickly.
- (v) Improve their ability to perform the job

Needs for Training

- (i) For Job success
- (ii) Higher production
- (iii) greater job satisfaction
- (iv) To develop specific & useful ~~knowl~~ knowledge, skills & techniques.
- (v) Improve quality of workers
- (vi) Bridges gap between employee skills & job requirement
- (vii) Improves morale of employee & making them more versatile & flexible & useful to the organization
- (viii) To prepare employee for new job posting in company in future due to changes in job requirement so that recruitment could be done by internal source.

Training V/S Development

Training

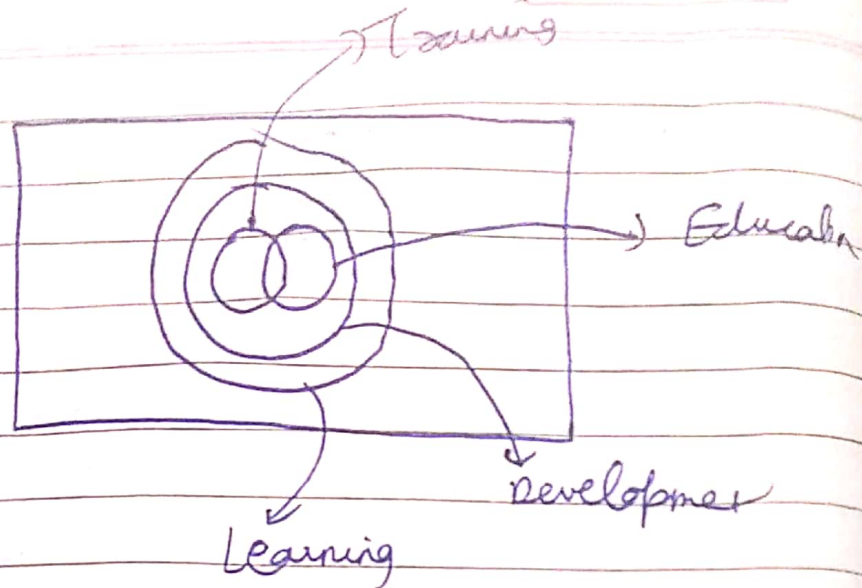
- ⇒ A learning process in which employee get an opportunity to develop skill as per job requirement.
- ⇒ Focus on present & is short term
- ⇒ Job oriented & ~~can~~ try to improve work performances of the employees

⇒

Development

- ⇒ Development is an educational process which is concerned with overall growth of the employee.
- ⇒ Focus on long term & for future
- ⇒ Prepare employee for future challenges & more often career oriented & conceptual & general knowledge.

Education: Process of increasing the general knowledge & understanding of the employees in an organization. It is the understanding & intervention of knowledge. It does not provide definitive answers but rather develops a logical & rational mind to.



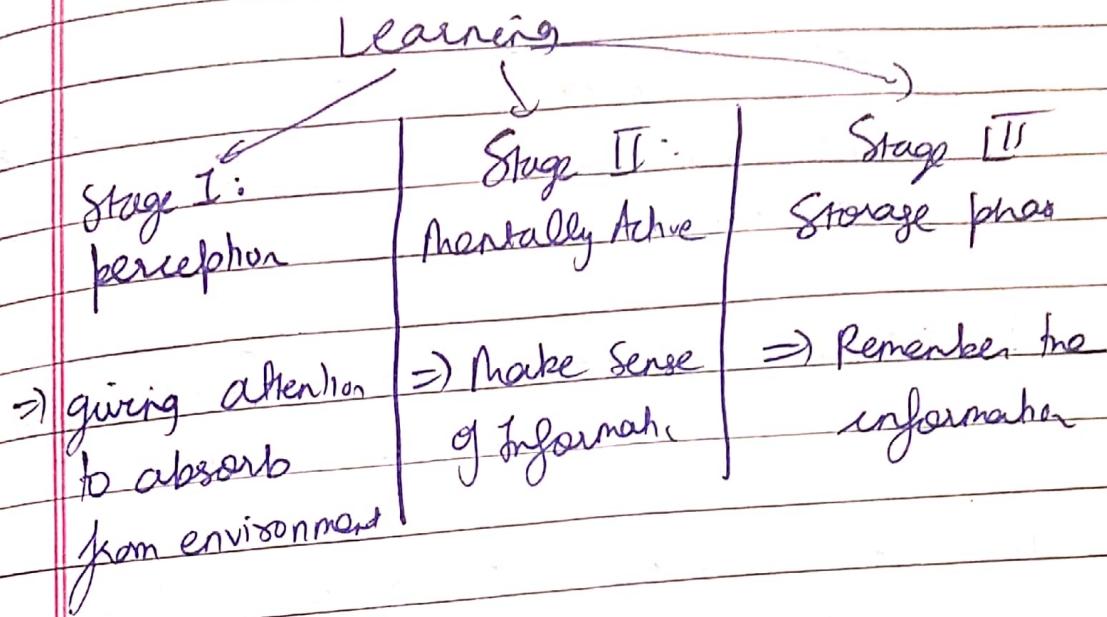
- * Learning & development collectively helps organization in supporting business goals by improving the quality of workforce & also helps individuals in their life to ~~become~~ ~~many~~ for their overall growth.

Theories on learning

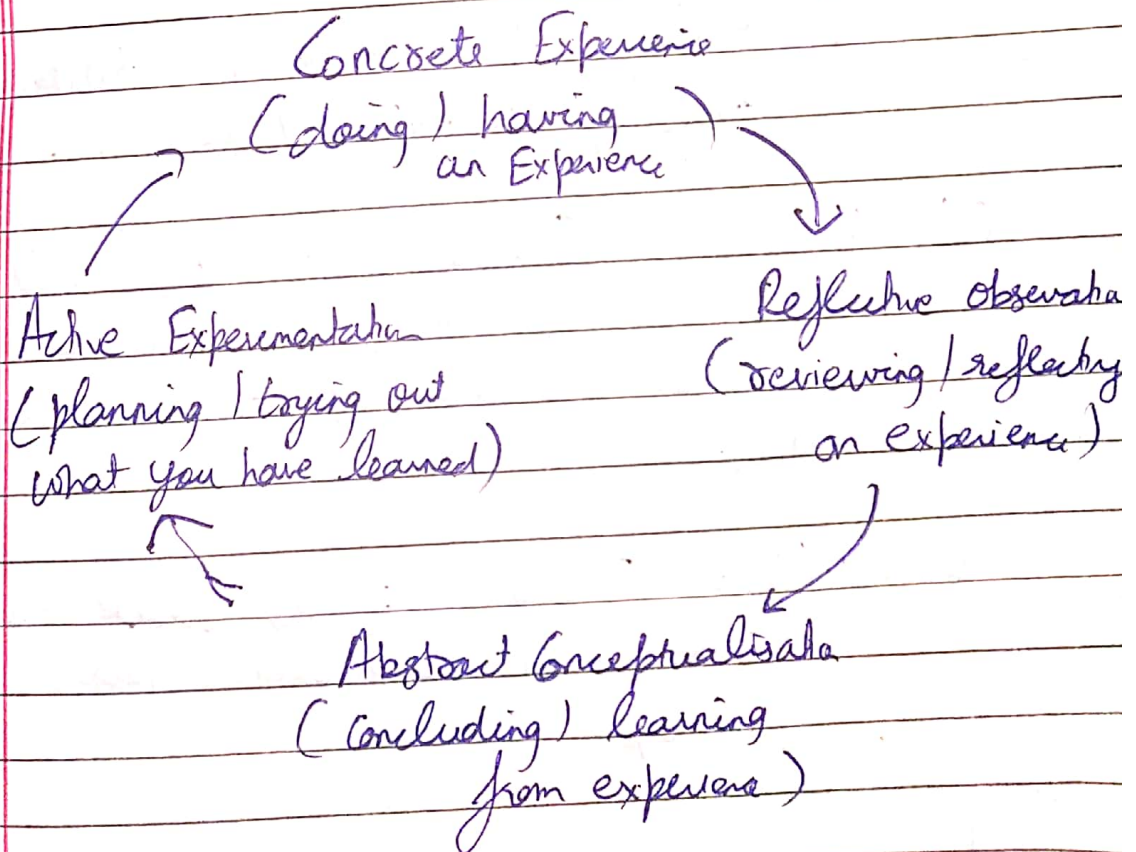
- 1) Classical Conditioning : People could be conditioned to behave in certain way.
- 2) Operant Condition : learning in people could be ~~aff~~ affected by reinforcement (positive, negative or intermittent)
- 3) Social learning theory : people learn by watching others in behaviour in social situation & try to imitate

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4) Cognitive Learning process:



Kolb's Learning Cycle: Determines a four stage process of how we acquire & embed new knowledge



Types of Training

- (i) Skill Training: Skills like reading, writing, computing, & problem solving are taught
- (ii) Refresher: Learn about latest development in respective fields
- (iii) Cross functional: To perform operations outside the area of their assigned job
- (iv) Team Training: How to work as team, communication between members & to avoid & solve internal conflicts
- (v) Creativity: Out of the box thinking & develop unexpected solutions.
- (vi) Diversity: Create better cross cultural sensitivity & maintaining more harmonious relationship among firm employees
- (vii) Literacy Training: for weak reading, writing or arithmetic skill employees.

Objective of Training

* Innovative

- ⇒ Anticipating problems before they occur
- ⇒ Team building with departments

* Problem Solvers

- ⇒ Training clerks to reduce complaints
- ⇒ Training supervisors in communication to reduce miscommunication of information & protect ~~area~~ in ~~between~~ ~~of~~ between workers

* To train employee for the job change & make him asset to the organization

Phases of Training

(i) Assessment:

The needs of the organization & the individual employee should be assessed.

Three Types of Analysis

(i) Organisational analysis: It involves

- a) Study of entire organization in terms of objectives
- b) Study of organization resource utilisation
- c) Environmental Scanning

d) Organisational Climate Analysis

(ii) Task or Role Analysis: Examination of job, its component & various operations involved in the job are analysed.

(iii) Person analysis: It involves analysis involved in the job whether training is needed or not, an area of training needed, capability of the employee to be trained.

2) Implementation

Training can be implemented using two methods

(i) On the job Training

a) Job Instruction Training: Training is directly received on the job. The trainer demonstrates the job & trainee imitate it & at last trainee is left to do the job independently.

Advantages :

- (i) Learns fast through practice & observation
- (ii) Gains confidence while imitating the job with trainer
- (iii) Does not require special setup
- (iv) For unskilled or semi-skilled jobs

Disadvantages

- (i) Trainee should be a good learner &

- (ii) ~~trainee~~ While learning, equipment can be damaged & waste production also occurs by trainee which will be lost to company

- (ii) Coaching: Explaining things & answers question related to the job, conducts lot of decision making meetings, offers a model for trainee to copy. Requires lot of teaching skills

- (iii) Mentoring: Experienced person teach and train less experienced person by nurturing, supporting & guiding learners.

- (iv) Job rotation: Movement of trainee from one job to another.

Advantages

- (i) Provides valuable opportunities to network within organization
- (ii) Improves trainee job skills & satisfaction

Disadvantages :

- (i) High workload on trainee
- (ii) Stress & anxiety due to constant job change
- ~~(iii)~~

ii) Off the Job Training Methods

~~(i) Vestibule~~

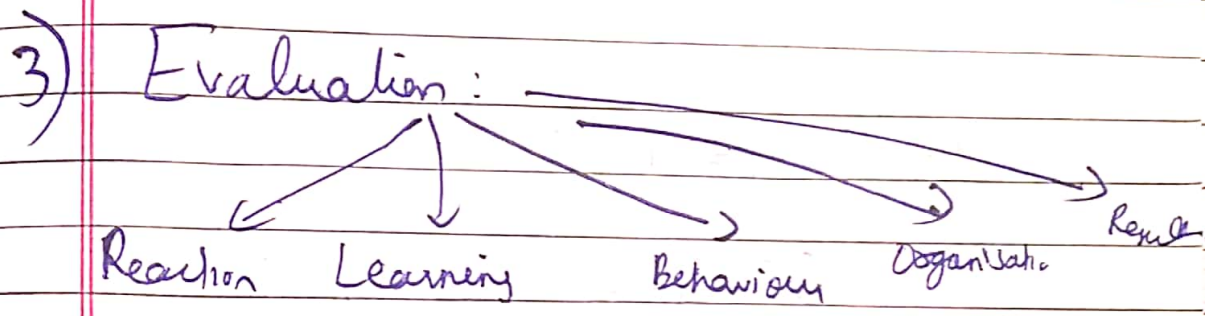
- (i) Vestibule: Operates on tools/equipment similar to those on job but not original ones are used.

- (ii) Role playing: Trainee has to act out behaviours associated with the given role.

- (iii) Lecture Method: Give lecture & study material to group of trainees about the job in form of talk

(iv) Conference Method: Trainer delivers lecture & involves trainee in a discussion to solve their doubts

(v) Programmed instruction: Study material to be learned in organised logical sequences.



Training program effectiveness is measured using

- (i) Trainee Reaction
- (ii) Extent of learning
- (iii) Learning transfer to job
- (iv) Results assessment.

(iii) Extent of learning:

It involves taking test at beginning & at end of training session to compare the improvement in performance

→ It also involves taking test of both training attendees & people who do not attend to analyse the difference in skills gained.

Behaviour: Effective application of principle learned on the required job is to be analysed & various factors like effect on contribution of profit, quality improve, productivity increased or not should be analysed.

Results or ROI:

Calculating the benefits gained by the company to the expense of the program should be analysed to know the effectiveness of program

If $ROI > 1 \Rightarrow$ Benefits of Training exceeds cost of Training

Benchmarking: Process of measuring one own's service & practice against the recognized leaders in order to identify area of improvement.

\Rightarrow Training Activity, results & efficiency should be analysed ~~constant~~ constantly

Deming's Benchmarking Model:

- 1) Plan \Rightarrow Conduct self-audit to identify areas of benchmarking
- 2) Do \Rightarrow Collect data about activities
- 3) Check \Rightarrow Analyse the data
- 4) Act \Rightarrow Accordingly implement changes & redefine benchmarks.