

# Notes on Training

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## Meaning of Training

- ✓ Training is the process of teaching the new and/or present employees the basic skills they need to effectively perform their jobs. It is the act of increasing the knowledge and skill of an employee for doing his/her job.
- ✓ The primary purpose training is helping members of an organisation to acquire and also to apply the required knowledge, skill and attitudes to perform their jobs effectively.
- ✓ It is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously.
- ✓ Training is the act of increasing the knowledge and skill of an employee for doing a particular job.

## Definitions

- ✓ Dale S. Beach defines training as ‘the organized procedure by which people learn knowledge and/or skill for a definite purpose’.
- ✓ According to Edwin B. Flippo, “training is the act of increasing the knowledge and skills of an employee for doing a particular job.”
- ✓ Michael Armstrong points “training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience”.
- ✓ In the opinion of Michael J. Jucious, “training is any process by which the attitudes, skills and abilities of employees to perform specific jobs are improved.”

## Characteristics of Training

- ✓ (i) Its objectives and scope are clearly defined.
- ✓ (ii) The training techniques are related directly to the needs and objectives of the organization.
- ✓ (iii) It employs accepted principles of learning.
- ✓ (iv) As far as possible, it is conducted in the actual job environment.

## Objectives of Training

- ✓ (i) To provide job related knowledge to the workers.
- ✓ (ii) To impart skills among the workers systematically so that they may learn quickly.
- ✓ (iii) To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization.
- ✓ (iv) To improve the productivity of the workers and the organization.
- ✓ (v) To reduce the number of accidents by providing safety training to the workers,
- ✓ (vi) To make the workers handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
- ✓ (vii) To prepare workers for promotion to higher jobs by imparting them advanced skills.

## Areas of Training

- ✓ **Knowledge:** Training aimed at imparting knowledge to employees provides for facts, information and principles related to his/her job. In general, training imparted in the knowledge area considers three aspects, namely, job context, job content and quality of work.
- ✓ **Technical Skills:** The training in this area aims at teaching the employees the physical acts or actions like operating a machine, working with a computer, using mathematical tools to take decisions, etc. It is somewhat like induction training.
- ✓ **Social Skills:** The training in this area is broader in scope embracing many aspects. This category of training aims at the development of individuals and team work. Accordingly, employees are imparted training to acquire and sharpen such behavioural and human relations skills that help improve inter-personal relationship, better team work and effective leadership.
- ✓ **Techniques:** Training in this area involves teaching employees the manners how to apply knowledge and skills to dynamic situations.
- ✓ **Attitudes:** This involves orientation or induction programmes that help change the employees' attitudes favourable toward the achievement of organisational goals. Through training programmes, employees' attitudes are moulded to render support for the effective completion of company activities and inculcate the spirit of better co-operation and greater loyalty among the employees.

- ✓ **Experience:** It is not and cannot be taught or imparted in the classroom. It is gained by putting knowledge, skills, techniques and attitudes into use over a period of time in different work situations. Experience makes one perfect.

## **Importance of Training**

### **1. Better Performance:**

Training improves employee's ability and skills and, in turn, improves employee's performance both in quantity and quality. Better or increased employee performance directly leads to increased operational productivity and increased organisational profits. Improve-ments in employee performance/productivity in developed countries' lend support to this statement.

### **2. Improved Quality:**

In formal training programmes, the best methods of performing jobs are standardised and then taught to employees. This offers two-fold benefits. Firstly, uniformity in work performance helps improve the quality of work or service. Secondly, better informed, or say, trained workers are less likely to make operational mistakes.

### **3. Less Supervision:**

A trained worker is self-reliant. He knows his work and way to perform it well. Therefore, his work requires less supervision. The supervisor can devote his time on more urgent works.

### **4. Less Learning Period:**

A well planned and systematically organised training programme reduces the time and cost involved in learning. Training enables to avoid waste of time and efforts in learning through trial and error method'.

### **5. High Morale:**

Training not only improves the ability and skill of employees, but also changes employee attitude toward positive. Higher performance, job satisfaction, job security and avenues for internal promotion lead to high morale among the employees. High morale, in turn, makes employees' lore loyal to the organisation.

### **6. Personal Growth:**

Training improves employee's ability, knowledge and skills and, thus, prevents employee's obsolescence. This makes employees growth-oriented.

## 7. Favourable organisational climate:

The aforesaid advantages combined lead to an improved and favourable organisational climate characterised by better industrial relations and disciplines, reduced resistance to change, reduced absenteeism and turnover of employees, and improved stability of organisation.

In fact, a systematic and effective training is an invaluable investment in the human resources of an organisation.

## Methods of Training

There are several methods of training. These are mainly categorized into two groups:

- I. **On-the-Job training:** These are generally the methods that are applied to the workplace during the working of the employee. It means learning while working.
- II. **Off-the-Job training:** It refers to the methods that are used away from the workplace. It means learning before working.

## On-the-job Methods

**1. Job Rotation:** Job rotation involves shifting trainees from one job to another or from one department to another.

This allows the trainee to gain a better understanding of the working of the organization and all its parts.

The rotation enables the trainee to indulge in all kinds of operations from different departments, and also allows them to enhance their knowledge and skills.

This is also beneficial for the trainees, as they get to interact with other employees, which creates cooperation among different departments.

Such training of employees makes it easier for the organization at the time of promotions, replacements, or transfers.

**2. Coaching:** In this method, the trainer who is known as the coach guides and instructs the trainee.

The coach or the trainer sets the required goals with a mutual discussion, advises on how to achieve those goals, analyzes the trainees' progress from time to time, and suggests changes necessary in the attitude and performance.

The trainee works under the senior manager and the manager takes full responsibility for the employees' training.

The training is done to take the place of the senior manager so that he can be freed from some of his duties.

This is also a chance for the trainee to learn about his job and the working of the organization.

**3.Apprenticeship Programs:** Apprenticeship programs place the trainee under the guidance of well-trained personnel.

These programs are designed to obtain skills and knowledge of higher levels.

Such programs are necessary for people entering skilled jobs, like, plumbers, electricians, etc.

These apprentices are trainees who enter into these programs and invest some time working under the guidance of a professional or a trainer.

The trainees are required to spend a specified time here where both fast and slow learners are trained together.

The slow learners may be provided with additional training.

**4.Internship Training:** Internship training is a cooperation of educational institutions and business firms.

These trainings are generally a joint program.

The candidates who are selected continue to pursue their studies regularly and also work in a factory or office to gain the practical knowledge and skills required for a job.

**5.Job instructions:** Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

Such methods of training involve a supervisor training the employees with the most adequate method of achieving the tasks.

Trainers also train the workers for new kinds of jobs as a part of this.

## Off-the-job Methods

**1. Case Study:** Case studies are the actual experiences faced by the organization.

They display the events that the managers have faced in real life.

The trainees study these cases and analyze them sincerely to find out the problems and their causes, come up with possible solutions, select the best solution and at last, implement it.

**2. Incident method:** Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation.

Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

**3. Role play:** In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation.

The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

**4. Business/Management games:** According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization.

They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

**5. In-basket method:** The in-basket training method is a simulation exercise that helps employees learn their jobs and evaluate their skills.

The exercise presents employees with a simulated work scenario, such as an inbox or work basket, that contains a collection of documents. These documents can include emails, memos, reports, requests, and other work-related communication.

The documents may also contain issues or concerns, such as complaints from customers, scheduling conflicts, or low inventory.

Employees must then assess the issues, communicate with other employees, and solve the problems.

**6. Vestibule Training:** In vestibule training, the employees are given training on the equipment that they will be using during their jobs.

Though the training is conducted away from the actual workplace, the trainees are provided with a work environment in which all the pieces of equipment, files, and materials to be used are present.

This method is usually used when the employees need to handle advanced or complex equipment and machinery.

**7. Programmed instructions:** The programmed instructions method involves a series of steps with bits of knowledge and a mechanism for presenting the series and measuring the trainee's knowledge.

Trainees receive questions in a sequence and receive a sign when they answer each question correctly. Training instructors may use manuals or books to carry out this off-the-job training. The programmed instructions method is often used to teach information regarding subjects like math or physics.

**8. Classroom lectures:** Also known as the lecture method, classroom lectures often train white-collar or management-level employees.

This type of off-the-job training takes place in a classroom-like environment and involves a trainer providing instruction in a lecture format.

Trainees learn crucial skills needed for their jobs, get to know their job responsibilities and have the opportunity to get their questions answered by experts.

In addition, classroom lectures may teach trainees the administrative or management aspects of their job, make them aware of certain procedures or provide them with instruction on a certain subject matter.

The trainer presents the material in class, often opening or introducing related theories. After the presentation, they may allow participants to ask questions and discuss. Or they give them a task to complete.

**9. Simulation:** With the simulation method of off-the-job training, trainees get trained through equipment or a machine that resembles what they'd use in the field or on the job.

The simulation method helps them prepare for handling the equipment and machines in real life. Typically, this training method is reserved for employees who handle expensive machinery or equipment.

For example, an airplane pilot may undergo simulation training to help them get ready for flying an airplane. Since airplanes are expensive, an employer may not allow trainees to train using a real airplane in order to avoid costly damage or to avoid putting the trainee's life in danger. Instead, they'll use a simulator to keep costs low and keep the trainee safe.

**10. Audio-visual content:** Trainees who receive off-the-job training through an audio-visual method learn the material through the use of various media such as films, television, video and presentations.

Education institutions often use this method to help students remember the learning material more easily.

In the corporate world, customer care center employers often administer this type of training to their employees to teach them how to interact and behave with customers.

## Training Process





## Process Explained

### 1. Needs Assessment

The first step in the training process is to assess the need for training the employees. It analysis what are the long term requirements of the organization and what does the organization expects from the employees. If there is a mismatch between the skills and knowledge required, it means there is a learning gap. To assess this learning gap below three elements is closely examined, i.e.,

- ✓ **Organization analysis:** The objectives of the organization are studied. The end result that a company wants to achieve is examined in context to how it uses its resources to achieve the same. Organizations' internal and environment is also considered.
- ✓ **Operation Analysis:** A job requires a combination of different activities for successful completion. Operation analysis focuses on the needs, skills, knowledge, and attitude required to efficiently complete the job.
- ✓ **Person analysis:** In-person analysis the focus is on the employee who has to perform the job. It is analyzed whether the performance of the employee is satisfactory and he is being able to achieve the organizational goal.

### 2. Defining Training Objective

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. Goals and objective of training becomes the foundation of the training initiatives. Hence determining the training objectives gives a direction to the entire learning program.

### 3. Designing a Training Program

Once the objective of the training program is determined, it is time to analyze the factors that need to be considered while designing a training program.

- ✓ **Who will be the trainer:** As per the skill and knowledge required for effective training; it should be decided upon who will conduct the training program. It can be a supervisor, university faculty, Industrialist, HR staff, consultants, etc.

- ✓ **Who needs to be trained:** It is to be decided who all needs to be trained to fill the learning gap. It can be on the basis of self-motivation, recommendation by supervisors of HR department itself.
- ✓ **Training Methods:** Trainer should have complete information about the participants and their profile so that he can choose the learning methods that best suits their requirements. The training content is prepared based on the specific areas that need development.

#### 4. Implementation of the Training Program

- ✓ It refers to putting the training plan into 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.
- ✓ There should be a proper environment created which is conducive to learning.
- ✓ It should be preferably a participative approach and trainer should promote role-playing and interactive games to keep the trainees involved.
- ✓ 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 and Follow up

- ✓ Training evaluation is done to check whether the goals and objectives of the training have been achieved or not.
- ✓ Feedback needs to be taken from the participants on the training results. Through feedback, an organization can determine the weak spots if any, and can rectify it in the next session.
- ✓ A follow up can be done by asking the supervisors whether the participants are applying the skills learned in the learning program on their day to day job.
- ✓ 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.

THANK YOU