**GRANT MANAGEMENT**

**Module 3: Hiring And Training Key Staff Of Community Organizations**

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**ASSIGNMENT 3**

1. **Distinguish between training and development. Discuss how training is important for maintaining employee motivation and improving organization efficiency. Critically evaluate the significance of training employee in present day environment**.
2. **Training** is a process or a program organized by the organization in which the trainees get an opportunity to learn the key skills which are required to do the job. It helps the employees to understand the complete job requirements. Induction training, vestibule training, apprenticeship training, job training, promotional training, internship trainings are some of the major types of training([**Surbhi**](https://keydifferences.com/author/author2)**, 2015)**
3. **Development** is an organized activity in which the manpower of the organization learns and grow; it is a self-assessment act. Coaching, mentoring, counselling, job-rotation, role playing, case study, conference training, special projects are some of the methods of development. ([**Surbhi**](https://keydifferences.com/author/author2)**, 2015)**

In **training**, the employees are imparted technical knowledge and skills related to the particular job and stresses on improving the abilities of each worker. In contrast, **development** is a sort of educational process which focuses on the growth and maturity of the managerial personnel. Check out the article given below, that elucidates the difference between training and development, in tabular form ([**Surbhi**](https://keydifferences.com/author/author2)**, 2015)**

1. **Distinguish between induction and training highlighting any three advantages of on the job training**
2. **Induction**

**Induction** is the process of receiving and welcoming an employee when he/she first joins a company and giving him/ her the basic information he/she needs to settle down quickly and happily and start work (Armstrong M. 2017). It makes the new employee feel at home and degenerate in him a feeling of belongingness to the organization.

1. **Training**

According to Prof. Jayalakshmi, **Training** is the process of planned programs and procedures undertaken for the improvement of employee’s performance in terms of his attitude, skills, knowledge and behavior. These training and development programs can significantly improve the overall performance of the organization.

**Training** increases knowledge and skill of managerial personnel, Training programme helps increasing quality and quantity of output, it helps each individual to utilize his/her full potential, and also employees feel that they are being taken care of by the management and this result in increasing their morale. Trained employees need less supervision.

1. **Successful organizations make deliberate effort to forecast their human resource needs. Explain five reasons for this effort.**

Kukreja, S. (2019) itemized the following reasons for conduct human resources forecasting.

1. quantify the jobs necessary for producing a given number of goods, or offering a given amount of services;
2. determine what staff-mix is desirable in the future;
3. assess appropriate staffing levels in different parts of the organization so as to avoid unnecessary costs;
4. prevent shortages of people where and when they are needed most; and
5. monitor compliance with legal requirements with regard to reservation of jobs.
6. **Explain five reasons why inadequate staff training may contribute to low organizational productivity.**

The Effects of Lack of Employee Training according to Petersen, L. (2018) are:

1. **Poor Performance**

Employees who don't receive adequate training may have difficulty meeting performance standards. While some workers may be self-motivated and take it upon themselves to learn how to do their jobs better, others may not have this kind of initiative. As a result, they may end up learning by trial and error or by imitating co-workers of varying levels of competency. Mediocre performance not only takes its toll on employee morale but negatively impacts your entire business.

1. **Lack of Employee Development**

The process of hiring a new employee can be expensive, and there is no guarantee that a new hire is going to be a good fit for your company. For this reason, many businesses offer education and training opportunities to better improve chances of being able to promote employees from within. If you don't invest in employee development, your current employees may never develop the skills necessary to take on supervisory positions, executive roles or highly technical tasks. You'll end up spending more money trying to attract outside talent, while your current workforce stagnates.

1. **Diminished Industry Standing**

If your employees are continually learning through seminars, classes and participation in industry events, they are able to keep your company on the cutting edge of industry trends. Failure to invest in training can result in a cloistered business that has little industry relevance. If you want your business to stay competitive, make sure that your employees are learning from and alongside their industry colleagues.

1. **Legal Consequences**

Failure to train your employees properly doesn't just impact individual employees, it can also create risks for your entire company. Mistakes made by your employees can result in lawsuits, fines and, in some cases, charges of criminal negligence.

1. **Too much time to get up to speed**

A hire begins a new job and must be trained. He or she may get some shoulder-to-shoulder training, but many companies can’t pull managers and other star employees away from other tasks for too long to provide the depth that is often needed to reach a decent level of operational productivity. Subsequently, the hire is left to figure out many processes without much guidance, thus resulting in spending extra time to complete a task. After a couple weeks of this, the employee may become flustered and leave, or the manager might think the hire doesn’t have what it takes

1. **Distinguish between the following terms as used in Human Resource Management**
2. **General Management and Human Resource Management.**
3. **General Management**

According to grant management knowledge center, **General management,** is the executive /senior role within a company, overseeing most or all a firm's functions. contrary to functional, general managers have a broad, overall responsibility for profit and loss in a company or strategic business unit and they manage a cross all or at least multiples functions.

Other definition of management According to Henri Fayol, "To manage is to forecast and to plan, to organise, to command, to co-ordinate and to control."

And Peter Drucker,"Management is a multi-purpose organ that manages business and manages managers and manages workers and work."

1. **Human resource Management**

The process of hiring and developing employees so that they become more valuable to the organization.  
Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. Examples of core qualities of HR management are extensive knowledge of the industry, leadership, and effective negotiation skills. Formerly called personnel management. Businessdictionary

1. **Recruitment and selection**

According to [Chebrolu](https://in.linkedin.com/pub/sarika-chebrolu/a5/ba5/a33), S. (2015) Both **recruitment** and **selection** are the two phases of the employment process. The differences between the two are:

1. **Recruitment**

**Recruitment** is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization whereas **selection** involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

The basic purpose of **recruitments** is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization.

Recruitment is a positive process i.e. encouraging more and more employees to apply whereas selection is a negative process as it involves rejection of the unsuitable candidates

1. **Selection**

Selection is the procedure of selection or choosing the correct candidate, who is maximum appropriate for a vacant job position in an organization. In other words, selection can also be clarified as the procedure of interviewing the candidates and assessing their potentials, which are essential for a precise job and then selecting the suitable candidate for the position.

1. **Succession planning and Human Resource planning**
2. **Succession planning**

Half, R. (2018), defined **succession planning** as “a strategy for identifying and developing future leaders at your company — at all levels. Succession plans are used to address the inevitable changes that occur when employees resign, retire, are fired, get sick, or die. They make sure the business is prepared for all contingencies by identifying and training high-potential workers for advancement into key roles.”

1. **Human Resource planning**

According to **Leon C. Megginson**, as quoted by Smriti Chand, **human resource planning** is “an integration approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual’s needs and goals of organizational members.”

1. **Job design and Job Analysis**

The **Job Design** means outlining the task, duties, responsibilities, qualifications, methods and relationships required to perform the given set of a job. In other words, job design encompasses the components of the task and the interaction pattern among the employees, with the intent to satisfy both the organizational needs and the social needs of the jobholder. (Angell, [2018](https://businessjargons.com/job-design.html#comment-825)).

**Job design** essentially involves integrating job responsibilities or content and certain qualifications that are required to perform the same. It outlines the job responsibilities very clearly and also helps in attracting the right candidates to the right job. Further it also makes the job look interesting and specialised.

[Heathfield](https://www.thebalancecareers.com/susan-m-heathfield-1916605), S. (2018) defined **job analysis** as a process used to collect information about the duties, responsibilities, necessary skills, outcomes, and [work environment of a particular job](https://www.thebalancecareers.com/culture-your-environment-for-people-at-work-1918809).

The job analysis pares the responsibilities of a job down to the core functions necessary to successfully perform the job. it provides an overview of the fundamental requirements of any position.

1. **Job evaluation and employee evaluation**
2. **Job evaluation**

**Job evaluation** is an assessment of the relative worth of various jobs on the basis of a consistent set of job and personal factors, such as qualifications and skills required. the objective of job evaluation is to determine which jobs should get more pay than others. several methods such as job ranking, job grading, and factor comparison are employed in job evaluation. businessdictionary.com

**Job evaluations are performed for these reasons**

* to determine what positions and job responsibilities are similar for purposes of pay, promotions, lateral moves, transfers, assignments and assigned work, and other internal parity issues.
* To determine appropriate [pay or salary grades](https://www.thebalancecareers.com/how-does-a-pay-grade-work-1918221) and decide other [compensation](https://www.thebalancecareers.com/compensation-definition-and-inclusions-1918085) issues.
* To help with the development of job descriptions, job specifications, performance standards, competencies, and the performance appraisal system.

1. **Employee evaluation**

Peterson, J., (2017) define an **employee evaluation** as a tool used by managers and human resource departments to review an employee's performance during a set period of time. Often evaluations include details about productivity, attitude, punctuality, and the employee's ability to meet goals.

Employees that are having problems in specific areas will gain the advantage of receiving personal attention to help overcome challenges, while employees that have gone above expectations are acknowledged for their efforts. Employee evaluations also serve as a written record of any areas that need to be improved.

1. **Explain the usefulness of having job description in the organization.**

Writing job descriptions is an important step in planning your staffing programs. They form the foundation for many important processes such as job postings, recruitment, selection, setting expectations, compensation, training and performance management. Job descriptions should give a brief overview of the role, how it relates to your company vision, a list of key responsibilities, requirements and qualifications (go2hr.com)

**The Importance of Job Descriptions outline are:**

* Job descriptions assist in making sure your staff duties align with your company vision
* They allow you to make informed hiring decisions by developing recruiting strategies that clearly outline to applicants their role and responsibilities
* When conducting interviews, job descriptions should form the foundation for the development of interview questions
* Job descriptions can also be used to determine areas in need of training and development when expectations or requirements are not being met
* Having clear job descriptions also allows for a basis on which to develop compensation plans that ensure jobs are being compensated in ways that reflect their levels of responsibility and qualification in the organization
* Finally, when used as a means to communicate expectations, job descriptions can also be used as a basis for performance management. For the employee, having a clear job description allows them to understand the responsibilities and duties that are required and expected of them

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