TRAINING & DEVELOPMENT

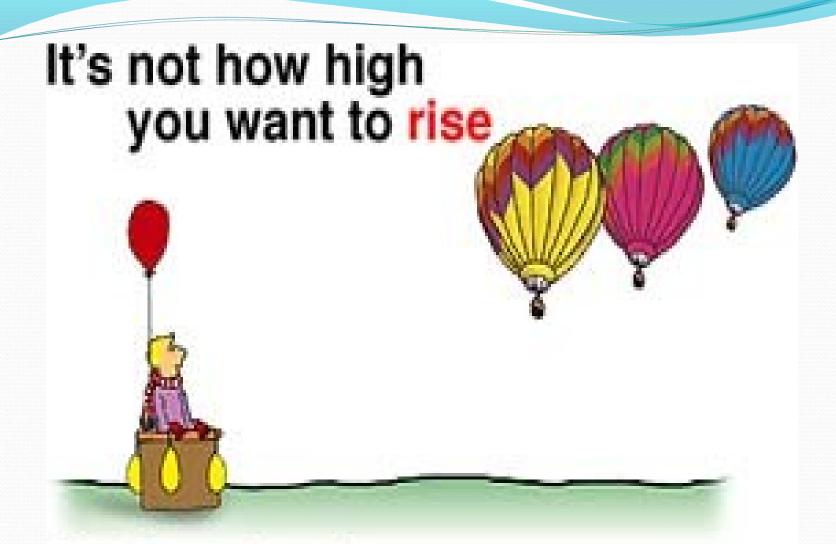Prof. Shrinivas

TRAINING DEFINED

- **TRAINING** is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees.

1. Difference Between Training

Training focuses on <u>specific</u> job knowledge and skill that is to be applied in the short run.

Development focuses on broad knowledge and insights that may be required for <u>adaptation</u> to environmental demands in the future.

DEVELOPMENT DEFINED

- **DEVELOPMENT,** on the other hand, helps the individual handle future responsibilities, with less emphasis on present job duties.

Need and basic purposes of training

- **To Increase Productivity**
- **To Improve Quality**
- **To Help a Company Fulfil Its Future Personnel Needs**
- **To Improve Organizational Climate**
- **To Improve Health and Safety**
- **Obsolescence Prevention**
- **Personal Growth**

The Benefits of Training

How Training Benefits the Organisation

❖Leads to improved profitability and/or more positive attitudes towards profit orientation.

❖ Improves the job knowledge and skills at all levels of the organization.

❖ Improves the morale of the work force.

❖Helps people identify with organisational goals.

❖Helps create a better corporate image.

The Benefits of Training

❖ Aids in organisational development.

❖ Helps prepare guidelines for work.

❖ Aids in understanding and carrying out organisational policies.

❖ Provides information for future needs in all areas of the organisation.

❖ Organization gets more effective decision making and problem solving.

❖ Aids in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

The Benefits of Training

❖ Aids in increasing productivity and/or quality of work.

❖ Helps keep costs down in many areas, e.g., production, personnel, administration, etc.

❖ Develops a sense of responsibility to the organisation for being competent and knowledgeable.

❖ Improves labour-management relations and creates an appropriate climate for growth, communication.

The Benefits of Training

- ❖ Reduces outside consulting costs by utilising competent internal consulting.

- ❖ Stimulates preventive management as opposed to putting out fires.

- ❖ Eliminates sub-optimal behaviour.

- ❖ Helps employees adjust to change.

- ❖ Aids in handling conflict, thereby helping to prevent stress and tension.

Benefits to the Individual

❖ Helps the individual in making better decisions and effective problem solving

❖ Through training and development, motivational variables of recognition, achievement, growth, responsibility and advancement are internalized and operationalised.

❖Aids in encouraging and achieving self-development and self-confidence.
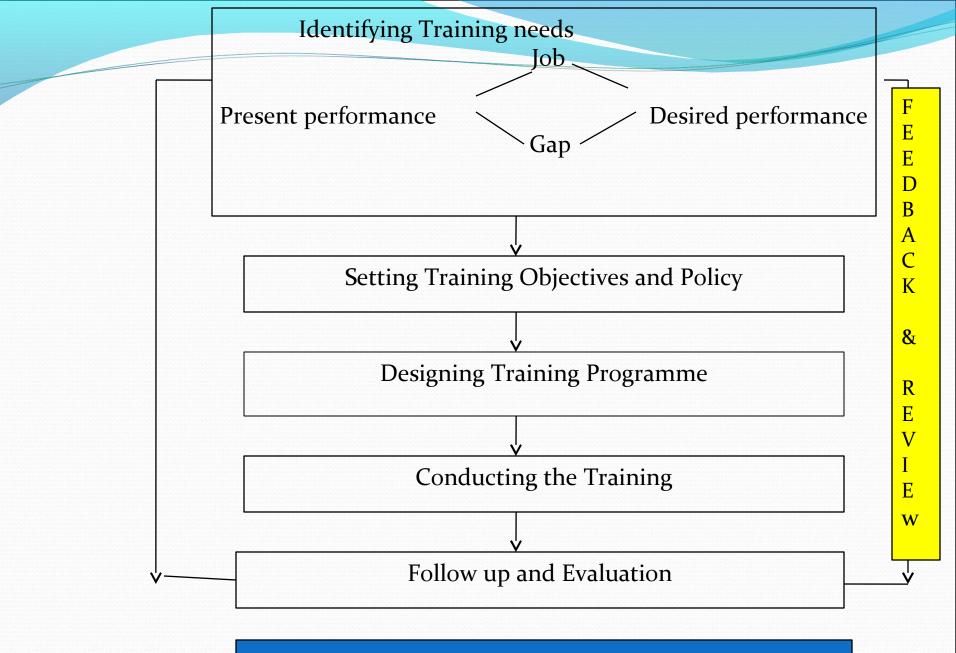
Benefits to the Individual

❖ Helps a person handle stress, tension, frustration and conflict.

❖ Provides information for improving leadership knowledge, communication skills, and attitudes.

❖ Increases job satisfaction and recognition.

❖ Moves a person towards personal goals while improving interaction skills.

❖ Satisfies personal needs of the trainee.

Benefits to the Individual

❖ Provides trainee an avenue for growth and a say in his/her own future.

❖ Develops a sense of growth in learning.

❖ Helps a person develop speaking and listening skills; also writing skills when exercises are required.

❖ Helps eliminate fear in attempting new tasks.

Benefits in Intra and Inter-group Relations

❖   Improves communication between groups and individuals.

❖ Improves interpersonal skills.

❖ Makes organisation policies, rules and regulations viable.

❖ Improves morale.

❖ Builds cohesiveness in groups.

❖ Provides a good climate for learning, growth, and coordination.

❖ Makes the organisation a better place to work.

Identifying Training needs

Job

Present performance

Desired performance

Gap

↓

Setting Training Objectives and Policy

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Designing Training Programme

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Conducting the Training

↓

Follow up and Evaluation

FEEDBACK & REVIEW

Approach to Training

Types of Training

- Induction or Orientation Training:- It is concerned with introducing or orienting a new employee to the organisation & its procedure, rules & regulation.

- Job Training:- It relates to specific job which the worker has to handle, it gives information about machines, process of productions, instructions to be followed, methods to be used & so on.

- Internship Training:- Under this method, the educational institute enters into arrangement with an industrial enterprise for providing practical knowledge to its students.

- Refresher Training:- It meant for the old employees of the enterprise. The basic purpose of refresher training is to acquaint the existing workforce with the latest methods of performing their jobs & improve their efficiency further. In the words of Dale Yoder, "Retraining programmes are designed to avoid personnel obsolescence."

- Training for promotion:- The talented employees may be given adequate training to make them eligible for promotion to higher job in the organisation.

Training Methods

On-the-Job Methods

- Job Rotation
- Coaching
- Job Instruction/Training through step by step
- Committee assignment
- Internships
- Apprentice

Off-the-Job Methods

- Vestibule Training
- Role Playing
- Lecture Methods
- Conference or Discussion
- Programmed Instructions
- Lecture/Talks/Discussions
- Videos/Films
- Case study
- Demonstrations

On-the-Job Training Methods

This type of training, also known as job instruction training is the most commonly used method. OJT has the advantage of giving first hand knowledge & experience under the actual working condition while the trainee learns how to perform a job, he is also a regular worker rendering the services for which he is paid.

Managerial on-the-Job Training

- Job rotation
  - Moving a trainee from department to department to broaden his or her experience and identify strong and weak points.
- Coaching/Understudy approach
  - The trainee works directly with a senior manager or with the person he or she is to replace.

- Job Instruction

This method is also known as training through step by step. Under this method, trainer explains, the trainee the way of doing the job, job knowledge & skills & allow him to do the job. The trainer appraises the performance of the trainee, provides feedback information & corrects.

- Committee Assignments

A group of trainees are given and asked to solve an actual organizational problem. The trainees solve the problem jointly. It develops team work.

Off-the-Job Training Methods

Under this method of training, trainee is separated from the job situation & his attention is focused upon learning the material related to his future job performance. There is an opportunity for freedom of expression for the trainees.

Off-the-job training method are as follows :-

- Vestibule training
- Sensitivity training
- Transactional analysis
- Grid training
- Role playing
- Lecture methods
- Conference or discussion
- Programmed instruction

Off-the-Job Management Training and Development Techniques

- Vestibule Training:-

In this method, actual work condition are simulated in a class room. Material, files & equipment those are used in actual job performance are also used in training. This type of training is commonly used for training personnel for clerical & semi skilled jobs. The duration of training ranges from days to a few weeks.

Off-the-JOB Development Methods

Sensitivity Training

- ST or Laboratory training is a method of changing individual behaviour through unstructured group interaction

- The main objective of ST is to develop among the group members, an understanding of themselves and other their relationships with others

Off-the-JOB Development Methods
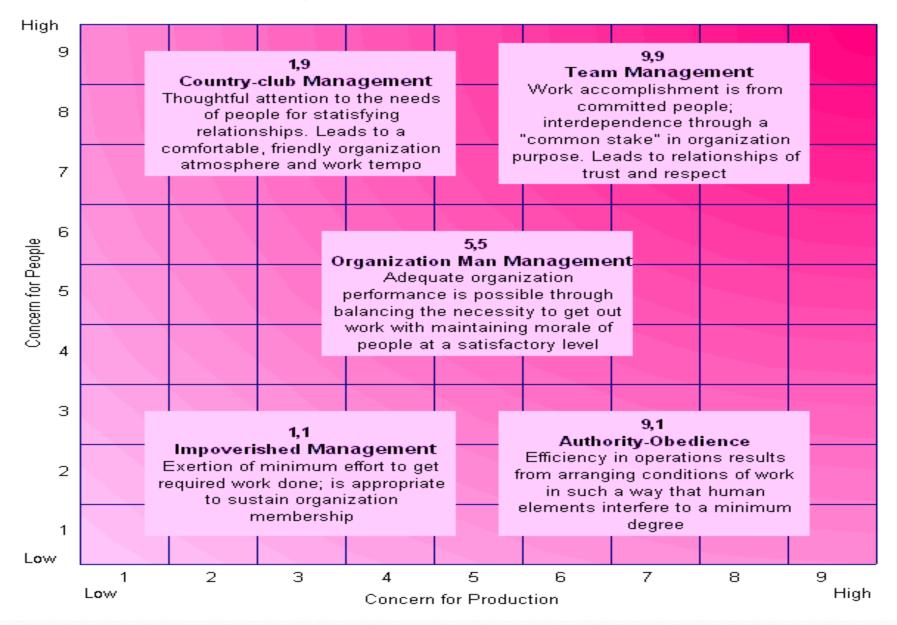
Transactional Analysis

- This is a theory of personality and provides an approach for defining and analyzing the interaction between people

- The basic theory behind transactional analysis is that an individual's personality comprises of three ego states
  - The parent
  - The child
  - The adult

Off-the-JOB Development Methods

Grid Training

- Its is a six phase program lasting from 3 to 5 years
- It starts with upgrading managerial skills, continues to group improvement, improves inter group relations, goes into corporate planning, develops implementation methods and ends with an evaluation phase

Managerial Grid
from Blake and Mouton, 1964

High

9

1,9
Country-club Management
Thoughtful attention to the needs of people for statisfying relationships. Leads to a comfortable, friendly organization atmosphere and work tempo

8

9,9
Team Management
Work accomplishment is from committed people; interdependence through a "common stake" in organization purpose. Leads to relationships of trust and respect

7

6

Concern for People

5

5,5
Organization Man Management
Adequate organization performance is possible through balancing the necessity to get out work with maintaining morale of people at a satisfactory level

4

3

1,1
Impoverished Management
Exertion of minimum effort to get required work done; is appropriate to sustain organization membership

2

9,1
Authority-Obedience
Efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree

1

Low

Low   1   2   3   4   5   6   7   8   9   High

Concern for Production

Off-the-JOB Development Methods

Behaviour Modeling

- It demonstrates desired behaviour and provides trainees the chance to practices and role/play/imitate those behaviours and receive feedback

- Role playing

Creating a realistic situation in which trainees assume the roles of persons in that situation. This method of training involves action, doing & practice. The participants play the role of certain characters, such as the production manager, mechanical engineers, superintendents, maintenance engineers, quality control inspectors, foreman, workers & the like. This method is mostly used for developing interpersonal interactions & relations.

Lecture Method

- The lecture is traditional & direct method of instruction. The instructor organizes the material & gives it to a group of trainees in the form of a talk.

- To be effective, the lecture must motivate & create interest among the trainees. An advantage of lecture method is that it is direct & can be used for a large group of trainees.

Conference or Discussion-

- It is a method in training the clerical , professional & supervisory personnel. This method involves a group of people who pose ideas, examine & share facts, ideas & data, test assumption, & draw conclusion all of which contribute to the improvement of job performance .

- Discussion has the distinct advantage over the lecture method in that the discussion involves two way communication and hence feedback is provided.

Programmed Instruction-

- In recent years this method has become popular. The subject matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex levels of instruction. The trainees goes through these units by answering question or filling the blanks .

- This method is time consuming and expensive.

Design Of a Training Programme

1.Identification of Training needs

- Organisational Analysis
- Task Analysis
- Human Resource Analysis

4.Evaluation of Training Results

2.Setting Training Objectives

3.Organisation of Training Programme

*Trainee and Instructor

*Period of Training

*Training Method of Material

Training Process:-

- Understanding Organisational Objectives and Strategies
- Training Need Assessment
- Establishment of Training Goals
- Devising Training Programmes
- Implementation of Training Programme
- Evaluation of Results

Process of Training and Development

(1) Training needs analysis
(2) Instructional design
(3) Validation
(4) Implementation
(5) Evaluation and follow-up

(1)Training needs analysis

A. Organization analysis: identify training needs of the organization according to its long-term goals-set the training goals.

B. Job analysis: identify training needs according to job descriptions and specifications—specify skills/knowledge/behavior to be trained.

C. People analysis: identify people that need training and their trainability-identify potential trainees.

(2) Instructional design

A. Set training goals.
B. Determine what to train.
C. Identify trainees.
D. Choose training materials.
E. Determine training modes and methods.
F. Select trainers.
G. Schedule training.
H. Develop training budget.

(3) Validation

A. Validate the training program before implementation.

- Pilot study: conduct the program with a small number of trainees to test its effect.

- Consultation: consult the trainees and their supervisors on the appropriateness of the program.

B. Make revision of the training programs before implementation.

(4) Implementation

A. Obtain continuous support from line-management to the training program.

B. Appoint manager for the training program.

C. Develop managing guidelines for the program.

D. Provide logistic support.

E. Conduct concurrent evaluation of the program.

(5) Evaluation and follow-up

A. Types of evaluation:

- Concurrent evaluation: evaluate training effects during training.

- Immediate final evaluation: evaluate training effects at the end of the training.

- Follow-up evaluation: evaluate training effect by evaluating trainee performance over time.

C. Forms of evaluation

- Written tests: Check learning results of knowledge.
- Simulation: check learning results of skills.
- Interviews: check training effects by talking to the trainees and their supervisors.
- Questionnaire: check effectiveness of instruction materials, trainer and training methods.
- Performance appraisal: check learning transfer and training effectiveness on job.

Evaluation of Training Programme:-

○ *Reactions: Evaluation on the basis of Trainees reaction to the usefulness of coverage of the matter, depth of the course content, method of presentation, teaching methods etc..*

○ *Learning: Evaluation on the basis of quantity of learning and time of learning with the application of the knowledge gained through training.*

○ *Job Behaviour: Evaluation based on the manner and extent to which the trainee has applied his learning to his job.*

○ *Organisation: Evaluation based on the overall organisation's increased productivity, quality, morale, sales turnover etc..*

○ *Ultimate Value: Measurement of the ultimate result of the contributions of the training programme to the company goals like survival, growth, profitability etc..and to the individual goals like personality and social goals like CSR activities.*