

# Human Resource Management

## Unit – 3

### Training & Development



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# Training, Development & Education

**Training** refers to the process of imparting specific skills.

**Development** refers to the learning opportunities designed to help people to grow.

**Education** is a theoretical learning in a classroom



**According to “Edwin B. Flippo** “Training is the act of increasing knowledge and skill of an employee for doing a particular job”.

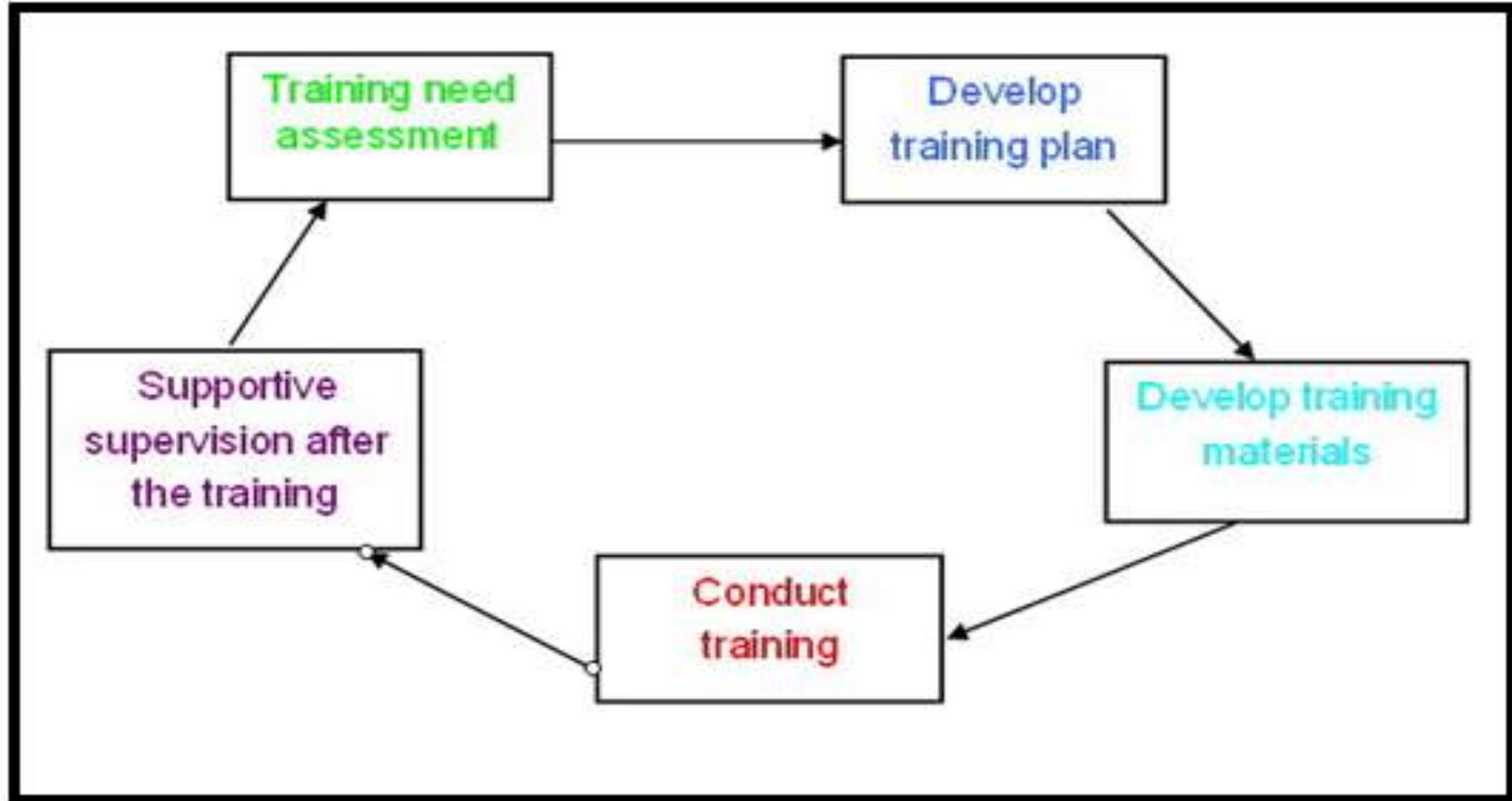
### **Objectives of Training:**

- Improving employee performance-
- Updating employee skills
- Avoiding managerial obsolescence
- Retaining and motivating employees
- Creating an efficient and effective organization
- It helps organization to absorb changes taking place in the environment and reduce resistance to change.
- Training increases the productivity and level of performance of employees.
- It aims to improve the quality of task.
- To train employees in a particular culture of the company.

- Training helps to identify the highly skilled and talented employees and the company can give them jobs of higher responsibility.
- Reduces the need to constantly supervise and overlook the employees.
- To Prevent attrition of manpower
- To develop cordial relationship in organization.



# Stages in Training Program





## Step 1:

The process of training begins with the needs **assessment** stage. The aim of the assessment stage is to understand whether or not training is required. If the answer is yes; the next step is determining competency or skills gaps and the appropriate training intervention required.

The training intervention is essentially decided in terms of attitude, knowledge and skill (ASK), the combination of which is called as competency. The assessment also called as the 'training needs analysis' is undertaken at three levels, the job, the individual and organisational analysis.

## Step 2:

Once the training needs analysis is complete, the next stage is that of **Development**. This stage involves the development of content and the training material. Right from designing the appropriate environment to deciding the various tools, everything is taken care of in the development stage. Games, A/V's, Case Studies, Class room intervention are various means that may be decided upon apart from the content delivered.



### **Step 3:**

The most important stage and perhaps the least talked upon from the training process is the **delivery**. Once the development stage is over it is time to conduct the training. Factors like time and venue of delivery are already decided in the earlier stages.

There are various factors that determine the process of delivery like the participant demographics, the training intervention, the individual style of the trainer etc. This brings in a lot of diversity to the training programs.

### **Step 4:**

**Evaluation** is the last stage in the training process and more important from the perspective of evaluation of the effectiveness of training. Needless to say, it is aimed at analysing whether or not the training has been effective in achieving the objective (bridging the competency gap, changing the attitude, developing new skills etc). There are various ways in which the effectiveness of training programs can be evaluated but not many are able to answer in terms of ROI. The most effective tool for evaluation of training is the *Kirk Patrick Model* of Evaluation.

# Training Needs Analysis



Training is an expensive process not only in terms of the money spent on it but also the time and the other resources spent on the same. The most important question therefore is determining whether or not a need for training actually exists and whether the intervention will contribute to the achievement of organisational goal directly or indirectly?

**Training needs analysis is a systematic process of understanding training requirements. It is conducted at three stages - at the level of organization, individual and the job, each of which is called as the organisational, individual and job analysis.**

# Organizational Analysis



The organizational analysis is aimed at short listing the focus areas for training within the organisation and the factors that may affect the same. Organizational mission, vision, goals, people inventories, processes, performance data are all studied. The study gives cues about the kind of learning environment required for the training.

**For example:** *Motorola and IBM*, conduct surveys every year keeping in view the short term and long term goals of the organization.

# Job Analysis



The job analysis of the needs assessment survey aims at understanding the ‘what’ of the training development stage. The kind of intervention needed is what is decided upon in the job analysis.

It is an objective assessment of the job wherein both the **worker oriented - approach** as well as the **task - oriented approach** is taken into consideration.

The **worker approach** identifies key behaviors and ASK for a certain job.

The **task - oriented approach** identifies the activities to be performed in a certain job.

The former is useful in deciding the intervention and the latter in content development and program evaluation.



# Individual Analysis

The individual analysis is concerned with who in the organization needs the training and in which particular area. Here performance is taken out from the performance appraisal data and the same is compared with the expected level or standard of performance. The individual analysis is also conducted through questionnaires, 360 feedback, personal interviews etc.

Likewise, many organization use competency ratings to rate their managers; these ratings may come from their subordinates, customers, peers, bosses etc. Apart from the above mentioned organizations also make use of attitude surveys, critical Incidents and Assessment surveys to understand training needs which will be discussed in detail in other articles.



# Methods of Training

A large variety of methods of training are used in business. Even within one organization different methods are used for training different people. All the methods are divided into two classification:

## On The Job Training Methods

- Coaching
- Mentoring
- Job Rotation
- Internship Training
- Job Instructional Technique (JIT)
- Apprenticeship Training
- Understudy

## Off The Job Training Methods

- Special Lectures
- Simulation
- Case Study Method
- Role Play
- In Basket Exercise
- Business Games
- Conference
- Vestibule Training
- Sensitivity Training



## A. On-the-job training Methods:

Under these methods new or inexperienced employees learn through observing peers or managers performing the job and trying to imitate their behavior.

These methods do not cost much and are less disruptive as employees are always on the job, training is given on the same machines and experience would be on already approved standards, and above all the trainee is learning while earning.

### Advantages Of On The Job Training:

1. On the job method is a flexible method.
2. It is a less expensive method.
3. The trainee is highly motivated and encouraged to learn.
4. Much arrangement for the training is not required.
5. Training improves the productivity of employees.
6. Training makes the employees multi-skilled.
7. On the job training provides the learning environment to the trainees. which make them more quick learner.



## Disadvantages of On The Job Training Methods

1. On Job training method is costly.
2. When the trainees work on the floor the risk of accidents increases because that time they will not be aware with the dangerous machine. that can be harmful.

Some of the commonly used methods are:

### 1. Coaching:

Coaching is a one-to-one training. It helps in quickly identifying the weak areas and tries to focus on them. It also offers the benefit of transferring theory learning to practice. The biggest problem is that it perpetrates the existing practices and styles. In India most of the scooter mechanics are trained only through this method.

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**2. Mentoring:** The focus in this training is on the development of attitude. It is used for managerial employees. Mentoring is always done by a senior inside person. It is also one-to-one interaction, like coaching.

### **3. Job Rotation:**

It is the process of training employees by rotating them through a series of related jobs. Rotation not only makes a person well acquainted with different jobs, but it also alleviates boredom and allows to develop rapport with a number of people. Rotation must be logical.

### **4. Internship Training:**

The internship is a pre-job experience of future employees. In internship pre-placed employees work on the floor and learn the real experiences of the company. It helps the college graduates to learn the real experiences of the company.

## 5. Job Instructional Technique (JIT):



It is a Step by step (structured) on the job training method in which a suitable trainer

- (a) prepares a trainee with an overview of the job, its purpose, and the results desired,
- (b) demonstrates the task or the skill to the trainee,
- (c) allows the trainee to show the demonstration on his or her own, and
- (d) follows up to provide feedback and help.

The trainees are presented the learning material in written or by learning machines through a series called 'frames'. This method is a valuable tool for all educators (teachers and trainers). It helps us:

- To deliver step-by-step instruction
- To know when the learner has learned
- To be due diligent (in many work-place environments)



## 6. Apprenticeship Training:

- Apprenticeship is a system of training a new generation of practitioners of a skill. This method of training is in vogue in those trades, crafts and technical fields in which a long period is required for gaining proficiency. The trainees serve as apprentices to experts for long periods. They have to work in direct association with and also under the direct supervision of their masters.
- The object of such training is to make the trainees all-round craftsmen. It is an expensive method of training. Also, there is no guarantee that the trained worker will continue to work in the same organization after securing training. The apprentices are paid remuneration according to the apprenticeship agreements.

**7. Understudy:** In this method, a superior gives training to a subordinate as his understudy like an assistant to a manager or director (in a firm). The subordinate learns through experience and observation by participating in handling day to day problems. Basic purpose is to prepare subordinate for assuming the full responsibilities and duties.



In order to have the overall development of employee's **off-the-job training** can also be imparted. of training which are adopted for the development of employees away from the field of the job are l the-job methods. Off-the-job training methods are conducted in separate from the job environment, s is supplied, there is full concentration on learning rather than performing, and there is freedom of expression.

### **Advantages of Off The Job Training Methods:**

- 1. Effective Method:** Off the job training is well organized and conducted by experts and specialists which makes the training program more effective.
- 2. High Productivity:** It is conducted out side the organization or workstation and trainees are not involved in the production process. Only trained and skilled workers are placed at the work place. So, productivity will be higher.
- 3. Minimize Errors:** Under this method, newly appointed employees are trained outside the production area and skilled and trained manpower perform the job. So, it lowers the production errors.
- 4. Economical:** It is a cost effective method.
- 5. No Disturbance :** Trainees are not allowed to work in the actual work place. So, production process will not be disturbed and existing employees can do their jobs smoothly.

## Disadvantages Of Off The Job Training



- 1. More Expensive:** This method of training may be very expensive due to extra space, accommodation and transportation costs and experts' fees etc.
- 2. Less Effective:** Off the job training is less effective than on the job training method because it is conducted outside the working environment. Employees need extra induction training to handle their job.
- 3. Dissatisfaction:** Training is conducted artificially outside the work place. So, employees cannot learn properly in this training method. Dissatisfaction may arise among the employees.
- 4. No Production:** Trainees cannot take part in the production process. So, potential output and time is lost in this method of training.



## Types of Off the Job Training Methods

- 1. Special lectures:** This is also called as classroom training wherein the employees are given lectures about the job requirements and the necessary skills required for implementing the job. There is generally a classroom or a workshop wherein the complete job knowledge is given to the workers by the experts or specialists from the professional institutes. The main purpose of this training is to make the employees well informed about their job roles and discussing their queries arising out of the lectures.
- 2. Simulation:** Under this training, the trainee is required to learn the operations of machines and equipment, that are reasonably designed to look similar to those installed at the actual work floor. This is one of the most common method of training wherein the worker learns to operate tools and machinery that look alike to those, they would be using in the actual work environment.



### 3. Case study method:

Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyze the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

### 4. 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.

### 5. In-basket method:

The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.



## **6. Business games:**

Under this method, the trainees are divided into groups and then they are presented with the simulated marketplace or the situations, wherein they are required to apply their learning and solve the problems accordingly.

**7. Conferences:** A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point.

**8. Vestibule Training:** This type of training is specifically given to the technical staff, office staff and the employees who learn the operations of tools and equipment assembled at a place away from the actual work floor. This type of training is conducted to give the real feel to the trainees, that they would be experiencing at the actual plant.



## 9. Sensitivity Training:

- Sensitivity training is also known as laboratory or T-group training. This training is about making people understand about themselves and others reasonably, which is done by developing in them social sensitivity and behavioral flexibility. It is ability of an individual to sense what others feel and think from their own point of view.
- It reveals information about his or her own personal qualities, concerns, emotional issues, and things that he or she has in common with other members of the group. It is the ability to behave suitably in light of understanding.
- A group's trainer refrains from acting as a group leader or lecturer, attempting instead to clarify the group processes using incidents as examples to clarify general points or provide feedback. The group action, overall, is the goal as well as the process.