Human Resource Management And Development

Topic:

Training and Development

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What is Training and Development?

- **Training (now)** help employees do their current jobs , the benefits of training may extend throughout a person's career and help develop that person for future responsibilities.

- **Development (future)**, by contrast, helps the individual handle future responsibilities with little concern for the current duties.

Training and Development

- Placing employees in jobs does not ensure their success. New employees are often uncertain about their roles and responsibilities.

- Job demands and employees' capabilities must be balanced through orientation and training programs.

- One employees have been trained and have mastered their jobs, they may need further development to prepare for their future responsibilities.

- Greater workforce diversity, flatter organizations, and increased global competition require organizations to have effective and regular T&D programs for their employees.

Benefits of T&D

◆ T&D programs can benefit different segments in the organizations including;

a) Benefits to the Organization

b) Benefits to the individuals (Human Resources)

c) Benefits in personnel and human relations, and policy implementation

A. Benefits to the Organization

- Leads to more profitability.

- Improves the job knowledge and skills.

- Improves the morale of the workforce.

- Improves the relationship between boss and subordinates.

- Aids in organizational development.

- Helps employees adjust to change.

- Aids in handling conflicts, thereby help prevent stress and tension.

B. Benefits to the individuals (Human Resources)

- ◆ Helps the individuals in making better decisions and effective problem solving.
- ◆ Aids in encouraging and achieving self development and self-confidence.
- ◆ Increase job satisfaction and recognition.
- ◆ Develops a sense of growth in learning.
- ◆ Helps a person in handling stress, tension, frustration and conflict.

C. **Benefits in personnel and human relations, and policy implementation**
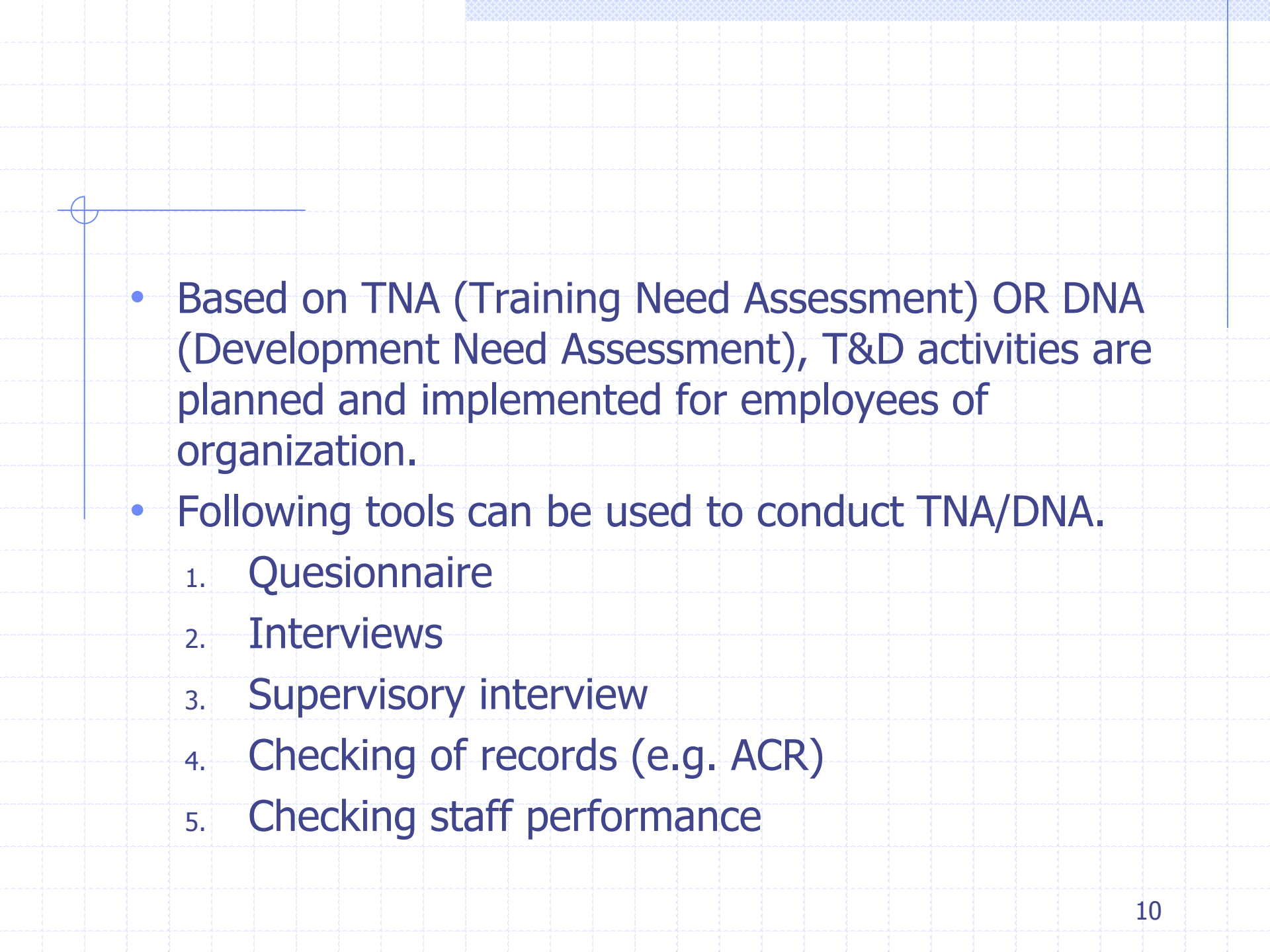
- Improves communication between groups and individuals.
- Provides information on equal opportunity and affirmative action.
- Improves interpersonal skills.
- Makes organization policies, rules and regulations viable.
- Improves morale
- Provides a good environment for learning, growth and coordination.

Steps to Training and Development

- A variety of steps can be adapted by HR department of any organization to carry out training and development activities for its workforce.
- Some of the major steps of T & D include the following
  1. Need Assessment
  2. Setting T&D Objectives
  3. Managing Program Contents
  4. Setting and application of Learning Principles
  5. Actual Program
  6. Evaluation

1. Need Assessment:

- Need assessment diagnosis current problems and future challenges to be met through training and development. For example; Competitive pressure OR downsizing.

- Need assessment focuses both individual needs of the employees as well as the collective needs of the organization.

- It assess what knowledge, skills and attitude is lacking presently among employees or may be required in future.

- Based on TNA (Training Need Assessment) OR DNA (Development Need Assessment), T&D activities are planned and implemented for employees of organization.
- Following tools can be used to conduct TNA/DNA.
    1. Quesionnaire
    2. Interviews
    3. Supervisory interview
    4. Checking of records (e.g. ACR)
    5. Checking staff performance

2. Training and Development Objectives

- The objectives of the training activities are set.
- They act as the targets of the training activity.
- Objective should state the desired behavior and the conditions under which it is to occur.
- Objectives become standards against which individual performance and the programs can be measured.

2. Training and Development Objectives

Training Objectives should be **SMART**.

- **S**pecific
- **M**easureable
- **A**ttainable
- **R**ealistic
- **T**ime-bond

3. Program Contents

◆ The program's content is shaped by the needs assessment and the learning objectives.

◆ Contents of Training focus to teach specific skills, provide needed knowledge, or try to influence attitudes.

◆ Whatever its contents, the program must needs of the organization and the participants.

4. Learning Principles

- Learning principles are guidelines to the ways in which people learn most effectively.

- The more these principles are reflected in training, the more effective training is likely to be.

- A training and development program should ensure at least the following five learning principles.

Five Learning Principles in T&D

1. Participation
2. Repetition
3. Relevance
4. Transference
5. Feedback

T&D Approaches

Training and development approaches can be divided into two major approaches;

A. _On-the-job-training:_ It is simple and cost-effective method of training. Employees are trained in actual working scenario. It can be called as **"Learning by doing" Buddy system** is an example of OJT**.**

B. _Off-the-job-training:_ In this type of training employees are taken to another location (away from their work position) to learn a skill or acquire important knowledge. It means employees are give a break from the job.

Training approaches

On-the-job-training

- Job Instruction Training (buddy system)
- Job Rotation
- Apprenticeship and Coaching

Off-the-job-training

- Lectures
- Group discussion
- Electronic training
- Vestibule training
- Role play
- Self study
- Internship training

THANK YOU