

# Training & Development

## Training

In the present competitive world of business every organization and especially human resource managers focus over efficiency of their workers. For this purpose, they train the employees as per the requirement and develop them for future roles. Change in technology is dynamic process so that training and development is also a dynamic process. Employees need to train as per the latest trends in the business scenario on periodic basis. For example, if any organization has decided to use automation instead of manual production process, employees of such organization should be trained to work with the machines. It will not be enough to train them once for the automation. As the technology changes these employees should be trained according to new machines or technologies. This is the reason employees are asked to attend various training programmes time to time during their tenure. These days the departments which deals with training and development of the employees are known as 'Learning and Development' departments because now we don't focus on teaching but on learning process.

## Concept

Training is a process of imparting new knowledge and skill to the employees so that they can accomplish any job or task successfully. There are important three 'P' for the human resource management;

- a. People (Employees/ Workers)
- b. Process
- c. Performance

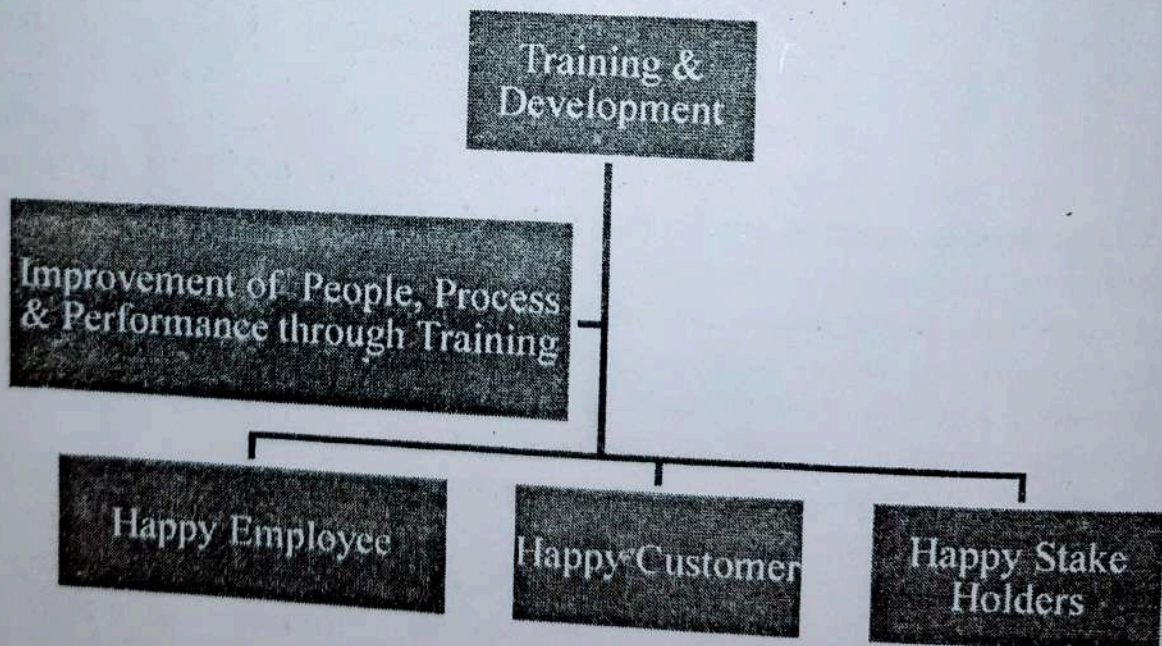


Figure: Framework of Training

In above diagram it is clearly shown that with the help of training and development manager try to improve the people (employees/ workers) of the organization along with their performance and the process through which they are working. It's very clear that if any organization is having trained employees they will perform as the desire and expectations of the management. If employee works well, they will receive rewards and recognition forms the management. These happy and trained employees will keep customers happy. Collectively happy customers and employees will make organization increasing profit they will lead to happy stake holders. That means training is basic requirement for the profit maximization of the organization.

## Definitions

As per the dictionaries, meaning of the training is the action of teaching a person or animal a particular skill or type of behaviour. According to various authors there are different definitions of the training, some are as following

According to **Edwin Flippo**, 'training is the act of increasing the skills of an employee for doing a particular job'.

**Dale S. Beach** describes training as 'the organized procedure by which people learn knowledge and/or skill for a definite purpose'.

According to **Michael J. Jucius**, "Training is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased."

**Dale Yoder** says, "Training is the process by which manpower is filled for the particular job it has to perform."

## Training Need Analysis (TNA)

Before planning & implementing the training programme need for the training should be identified. It should be identified that what training should given to which employee. Analyzing the training need is a crucial issue. We must design training module according to employees if they are new in job or existing employees. Analyzing training needs of existing employee is more complex rather than new employees because lack of performance may be due to lack of motivation instead of training needs. Thus, we must observe training needs very carefully.

This analysis can be divided in two parts.

- A. Task Analysis
- B. Performance analysis

### A. Task analysis

For the lower level of employees, task analysis is done. Newly employees are assessed about their needs for the job. Aim of this need analysis is to identify the training needs of the employees and later provide skills and knowledge to new employee for the job. Task analysis is a detailed study of the job to determine what specific skills the job requires. Job description and job specification are useful here.

## Task analysis format

Task list	Schedule	Quality	Working Condition	Skill & know. Req.	On job/off job training
Operate Paper cutter	4 times a day	100% Accuracy	Noisy	To operate paper cutter and safety awareness	On the job but practical In controlled environment is needed.

### B. Performance analysis

For current employees of the organization, performance analysis is the process of verifying that there is a performance deficiency and determining if the employer should correct such deficiency through training or some other means.

There may be following techniques for performance analysis

- i. performance appraisal
- ii. job related performance data survey
- iii. Observation.
- iv. Interview
- v. Written tests
- vi. Assessment centers review

### Cannot do/ won't do

This is the core of any performance analysis. In first scenario an employee does not know how to perform a job so he cannot do the same perfectly as per the set standards. We can find ways to correct it by training.

In second scenario employee could do a job better, but he didn't do job because lack of motivation and dissatisfaction. This lack of performance cannot be rectified through training. This problem can be solved by proper training.

### Training Climate

As we have observed and discussed so far that training process is all about enhancing the performance of the employees of the organization. Although one should not be get confused that training is only given to the employees of the organization. Training can be given inside of the organization and outside of the organization as well. Trainer can train the existing employees of the organization or the future workforce (as students).

For better training or teaching environment plays a vital role. A good and conducive environment is very necessary for the success of a training programme. There are three basic elements of a training programme;

- a. Trainer
- b. Trainee

c. Resources  
a. Trainer

Trainer is the individual who helps in imparting new knowledge and skills to the trainees. Trainer should make the training environment favorable and conducive for the trainees. For making a conducive environment of training, trainer can follow these steps.

- a. Trainer should accept the trainees as they are.
  - b. Trainer should follow the tools and techniques of training as per the level of trainees.
  - c. Trainer should be eager to share his/ her experiences and knowledge.
  - d. Trainer should care and affection to the trainees.
- b. Trainees

Trainees are individuals who seek the knowledge and come to join or participate in any training program. Trainees are equally responsible for the success of the training programme. For a fruitful training session, trainee should follow these steps:

- a. Participants or trainees should accept the trainer.
- b. Trainees should give proper respect to the trainer.
- c. Trainees should show friendly behaviour and should also show eagerness to learn.
- d. Trainees should feel free to express their experiences with the trainer and other fellow trainees.
- e. Trainees should follow the discipline and decorum of the training programme.

c. Resources

Resources are equally important factor of successful training session. With the help of these resources training process becomes easy and effective. With the help of various resources and tools trainer can transfer his/ her knowledge to the trainees easily. Resources add cost to the training programmes, but these investments give high return in the form of quick and effective learning. During the training program, we require various audio-visual aids and supporting material. Following can be resources for the training programme;

- i. **Infrastructure:** Building, electricity, sitting area.
- ii. **Stationery Material:** Flipcharts, pens, pencils, etc.
- iii. **Audio-Visual aids:** LCD, computers, Projectors, MPs audio, DVD players. TV internet.

**Significance of Audio-Visual:** Audio Visual aids are essential parts of the training these days. Its not like training is not possible without these audio-visual aids but it is based on a saying, "one picture is equal to thousand words". Importance of the audio- visual aids can be as following;

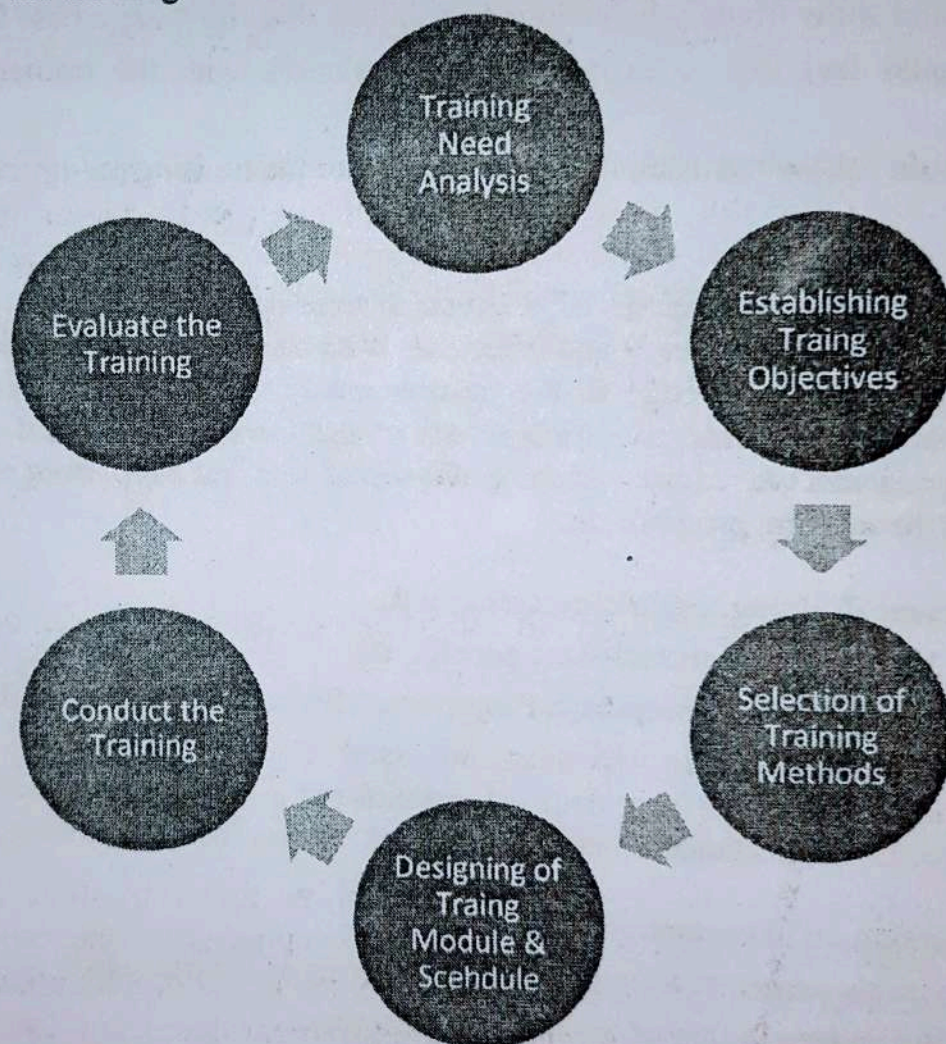
- i. Focuses attention on important points.
- ii. Audio and visuals related to training, generate interest of the trainees.
- iii. It Enhance the understanding of trainees for the topics.
- iv. These audio visuals Increase the retention capability of trainees as we can memories the pictures more effectively instead of spoken words.

- v. It Help in understanding the sequence of activities.
- vi. These days with the help of internet and personal devices training contents can be shared with the trainees with ease.
- vii. Trainees can learn the concepts of training as per their convenience if training material shared with them.
- viii. Various concept difficult to express can be taught with the help of animations.

## Process of training

Process of training is a sequential activity. This sequential activity can be divided in to five – six steps. These steps of training are as following;

- a. Training need analysis
- b. Establishing training objectives
- c. Selection of training method
- d. Designing of training module & schedule
- e. Conduct the training
- f. Evaluate the training



*Figure: Training Process*

- Training need analysis:** This is the first step of the training process. Managers must identify the training need of the human resources. These needs can be identified through the collecting views from the employees or during the process of performance evaluation. If employees are not working as per the standards or expectation, there may be a reason of lack of proper training.
- b. **Establishing training objectives:** Once the training needs have been identified, the managers must identify and establish the objectives of the training. Whole training programme must be designed as per these objectives only.
  - c. **Selection of training method:** According to the set objectives for the training programme manager must choose the appropriate method of the training. For example, on the job training or off the job training.
  - d. **Designing of training module & schedule:** Designing part of the training programmes involves the training module and training schedule. Training module is collection of training material and all the necessities of the training programmes. Training schedule is all about the timelines of the training activities.
  - e. **Conduct the training:** Conducting the training is executory part of the training programme. Under this step actual training is conducted by the trainer with the help of various resources to train the trainees.
  - f. **Evaluate the training:** This step is equally important as setting the objectives for the training. After successful conduction of the training process trainees should be evaluated to check the whether the knowledge has been transferred to the trainees or not. This step is very similar to the concept of the examination in the education system. Teachers teach through out the semester and take examination or test at the end of semester to check whether students have learnt the knowledge or not.

## Elements of Training

There are various elements of training but can be categorize in to two categories as following;

- i. Training
- ii. Learning
- iii. Motivation

Trainer should select trainees based on their ability for a training (Reading, writing, mathematical abilities etc.) Trainees should know benefits of the training. If they find training and end results fruitful in accomplishing personal and organizational goals, they will try to learn and would be motivated, and hundred percent dedicated. Learning is known as permanent change in the behaviour. After the training session there should be change in the knowledge level, skills and attitude.

For motivating the employees following activities can be practices by the trainer

### A. Make the learning meaningful

- i. At start provide bird's eye view
- ii. Use a variety of example
- iii. Present logically
- iv. Use terms and concepts as per the level of trainees

### B. Make skills transfer easy

- i. Maximize the similarity between training and work situation
- ii. Provide adequate practice
- iii. Link the training with job situation
- iv. Prepare about tough situations of the job (Stress training).

### C. Motivation principles for trainers

- i. People learn by doing
- ii. Reinforce correct responses " well done"
- iii. Let them pace themselves
- iv. Schedule - half say training is as effective as full day

## Methods/Types of training

Once managers have decided to train employees and have identified their training needs and goals, they must design the training program. This basically means deciding on the actual contents of the training and how the training would be delivered. These are various types of training methods. These methods are selected as per the need of the employees and availability of the resources. There are be two types of categories of training methods.

- A. On the job training.
- B. Off the job training.

**A. On job training** – On the job training means to let the employees get trained at the workplace only instead of organizing the training programme outside the organization. The method of OJT traditional method of training and is used when trained professionals are passing their knowledge to the recruit.

This method of train is less expensive and comfortable for the employees but there can be some demerits of the OJT. Some demerits are like distraction of the other employees who are not getting trained. Second issue can be these untrained employees can be a threat to the other employees working at same shop floor. These untrained or undertraining employees can slow the production process down as well. Some types of on the job training are;

- a. Coaching
- b. Job rotation
- c. Apprenticeship

## Informal training

- a. **Coaching:** Coaching is a on the job training method. Sometimes coaches are appointed from the outside of the organization and sometimes supervisors or bosses play the role of coaches. These coaches identify the weak areas of the employees and coach them to develop these weak areas of the employees.
- b. **Job rotation:** Job rotation is a training method in which employees swap their roles in the organization. With this rotation in the jobs employees get the opportunity to know about the different responsibilities of the organization.
- c. **Apprenticeship:** This type of training is compulsory part of technical education. Government has also made it mandatory for the organization to employ students as apprentices. This training is combination of vocational and practical training. Time period for such training remains for one year. Some stipend is given by the employers to apprentices as well. These trainees work as regular employees and be job ready after completion of their academic courses.
- d. **Informal training** - as name says these trainings are not organized by the management. Most of the employees learn things from their seniors or co-workers while working on daily basis.

## Benefit of on job training-

- Inexpensive
- Learning while producing
- No expensive off-site facilities are required
- Quick feedback
- Familiar environment

## Steps of On the Job Training

On the job training process involves various steps as following;

### Step 1- Prepare the learner

- Put learner at ease
- Explain trainees why they are attending the training
- Create interest in the trainees
- Explain whole job to the trainees
- Place learners as close to normal working conditions
- Familiarize the worker with equipment will be used for the job.

### Step 2 - Present the operation

- Explain the quality and quantity required.
- Go through the normal work pace.
- Go through the slow work pace for several times.
- Between the operation explain difficult parts.

### Step 3 - Do a try out

- Let the learner go through the job several times.
- Run the job at normal pace.
- As soon as learner shows that he gained required skills to do the job assign them to real job.

### Step 4 - Follow up

- Designate to whom learner should go for help.
- Gradually decrease the supervision.
- Correct the faulty work.
- Compliment the good work.

## B. Off job training

a. **Job instruction training** - Many trainings involve step by step instruction to perform a job. For example, for Using an industrial cutting machine, worker needs to be instructed and trained for proper work and his own safety. Such instructions can be given during the on-job training but for theoretical knowledge such instruction can be given during the off-job training.

b. **Lectures** - lecturing method has several advantages. It is a quick and simple way to present knowledge to large group of trainees. During such lecture principles, concepts and theory related to the topic is discussed with the trainees. Any subject expert delivers the lecture to teach the concept of the topic.

c. **Programmed learning** - Programmed learning is a pre-planned activity. During such planning put a question or problem to the trainees and then with the help of an interactive session trainer tries to impart new knowledge to the trainees. Such trainings are useful with the employees who have some prior knowledge about the topic. This training involves three steps

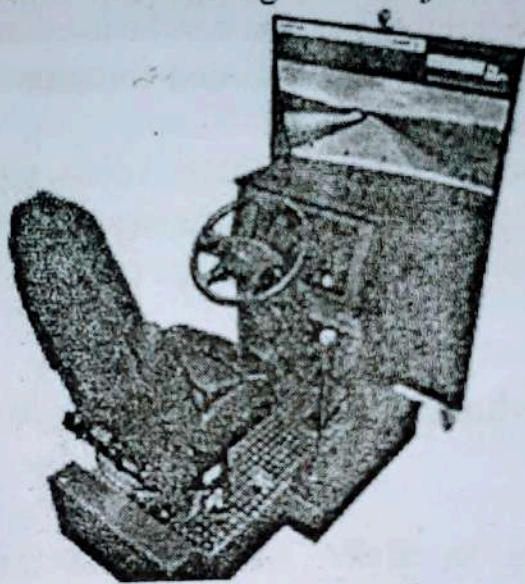
- i. Put a question
- ii. Allow participants to respond
- iii. Give feed back

d. **Audio visual training** - As we have discussed earlier in this chapter, visual memory is stronger. With the help of Pictures, videos, Audio visuals any concept can be easily taught. Following are examples of audio-visual aids;  
Examples of AV aids

- LCD Computer Projector
- Overhead projector
- Flip charts
- 35mm Slide Projector.
- Dry-erase board

- VCR or DVD player
- MP3 audio/iPod
- Digital video files
- Exhibits
- Models
- Audio Cassette
- Compact Disc
- Charts/Posters
- Television

e. **Simulation training** – This training is very similar technique like vestibule training. This training is used when it is too dangerous or costly to train employee on the job. Under this training with a mechanical and electrical setup, real job like situation. This simulator can be easily seen in the modern driving school these days. Simulator are very useful in the training of pilots as well. At the beginning if any pilot makes error while flying a real plane can cause huge loss of life and wealth. Here simulator can help trainee pilot to have experience of real life like situation and let learn then with mistakes which they can not do during the real job.



(Figure/ Image: Simulator for training)

f. **Vestibule training:** A off the job training that simulates or mimics actual job like environment. This training gives a good feel of real workplace situation so that employees would not feel unfamiliar the workplace. Vestibule training is used for clerical training and semi skill training and it is not much expensive like simulation training.

g. **Computer based training** – In this type of training computers are involved to train people in following ways

- i. PI - Programmed instructions
- ii. ITS - Intelligent tutoring system – this artificial intelligent system learns from feedback of trainee.

- iii. Simulation training
- iv. Virtual Reality

**h. Electronic performance support training** – Through this training we train employee to solve any problem step by step with the help of stored information in the form of electronic data (Usually Standard Procedures saved in the computers). e.g. Customer care engineer or executives

**i. Distance & internet-based training** – This type of training is used when trainers are not available at the location of the training. These days information and communication technology has been developed at very advanced level. With the help of computers and internet trainers are not needed to be physically present at the location of training. Following are the methods of distance training where with the help of technology trainer can train the trainees sitting at remote locations.

- i. **Tele training** - Trainer at central location can teach trainees at remote location.
  - ii. **Tele conferencing** - video conferencing allows both, trainer and trainee interact with each other.
  - iii. **Internet based training** - with the help of internet training is provided. In this method recorded training session can be used as well. With the help of you tube many trainers are uploading recorded contents. Trainees can take the lessons as per their convenient.
  - iv. **Virtual classroom**- Virtual is class room equipped with Audio visual aids along with facility of video conferencing connected with the fast internet.
  - v. **E- learning**- Training contents are provided to trainees in form of MP3 or MP4 format.
- j. Literacy training technique** - Training for basic reading, writing and speaking ability.
- k. In basket training** – In basket training is a training technique to familiarise employees about their job where several problems are kept in the "in basket " (usually kept on the desk of the employee). The worker must look at the problems which could also be complaints from different employees and simultaneously deal with those problems. Employees must prioritise the job as per the importance and significance. In other words, it can be said that during the in-basket training trainers teach the employees about the time management.

## Importance of training

Training is a crucial process in an organization. Without the training employee would not be able to perform the job effectively and efficiently. Thus, it is an importance process for the managers and employees as well. For the managers its important to develop the employees

of the organization while importance of training for employees is future employability. There are following importance of the training;

1. **Improved performance:** Training process inculcate the knowledge and skills into the employees so that they can perform any particular task or the job. Through the training process performance of the employees is improved in comparison to previous compatibilities of the employees.
2. **Improved Employee Satisfaction:** A trained employee performs his tasks and goals effectively and efficiently. In the process of performance appraisal best performers are rewarded with promotions or salary hike. As training helps in improving the performance of the employee & salary hike, promotion lead the employee towards the employee satisfaction.
3. **Helps in removing weakness:** Training process helps in removing the weakness of the employees through the training need analysis. Employee who are not able to perform as per the desire of the management just because not having sufficient knowledge and skills such weakness can be removed with the help of training.
4. **Reduce employee turnover:** A well trained employee performs well with full dedication. Such phenomenon is known as employee engagement. If any employee is fully engaged in his job it is because he knows what to do and how to do. This clarity of the job keeps him engaged in his work. Such role clarity is only possible through the training process. If employees are engaged and satisfied with the job will never think to leave the organization.
5. **Safety:** In present era safe industrial practices are very necessary along with the higher productivity. Safety training are routine process for the training and development department with the integration of safety department. Such trainings ensure that employee would be aware and follow all the safety measures while working at workplace or shop floor.
6. **Enhanced customer satisfaction:** As service sector is increasing its market share day by day, direct contract of employees with the customer is increasing as well. If employees would be trained enough and have job clarity, will provide the best services to the customers.

## Executive/Managerial Development

It's not always easy to tell where training leaves off and management development begins. The latter, however, tends to emphasize longer term development and to focus on developing the capabilities of current and future managers. Managerial development is any attempt to improve managerial performance by imparting the knowledge, changing attitudes, or increasing skills.

Usually training is given to the lower level workers to accomplish any specific repetitive job. Managerial development is over all development of the future managers so that when they be managers, they would be ready to take important decisions. But this concept is not true all the time. Managers have to attend the training session to learn some specific skills for

example computer training or training related to any ERP (Enterprise Resource Programme) like SAP or Oracle. The managerial development process consists of following goals:

1. Assessing the company's strategic needs (for instance, to fill future executives' openings, or to boost competitiveness).
2. Appraising managers' current performance.
3. Developing the managers for future roles.

### **Methods of Executive/Managerial Development**

For accomplishing above goals of managerial development following methods are used;

#### **On the job Managerial Development Methods**

1. **Job rotation** - A management training technique that involves moving a trainee from department to department to broaden his or her experience and identify strong and weak points. For example, Probationary officer in bank.
2. **Mentoring** - Under this method, the trainee works directly with a senior manager or with the person he or she is to replace. Any senior member of the organization can play the role of mentor. These mentors show the right path to their follower. This is an informal process and depends on the personal relationship between the mentor and mentee. Coaching is like the mentoring but its more formal in nature.
3. **Action learning** - A training technique by which management trainees can work full time analysing and solving problems in own other departments. CFTs (Cross Functional Teams) and CLTs (Cross Location Teams) are the examples of this method.

#### **Off the job Managerial Development Methods**

1. **Case study method** - A development method in which the manager is presented with a written description of an organisational problem to diagnose and solve.
2. **Management games** - A development technique in which teams of managers compete by making computerized decision regarding realistic but simulated situation.
3. **Outside Seminars** - Seminar are the group gathering of the person having interest and expertise in the same area. In these seminars' experts share their views and problem-solving techniques.
4. **University related programmes** - future managers who have potential to be manager in future can be referred for university related programmes which are commonly known as Executive programmes being offered by various management institutes like IIMs and XLRI.
5. **Role Playing** - A training technique in which trainees act out in a realistic management situation.
6. **Behaviour Modelling** - A training technique in which trainees are first shown good management techniques in a film, then are asked to play roles in a simulated situation and are then given feedback and praise by their supervisor.

**House development centre** - A company-based method for exposing prospective managers to realistic exercise to develop improve management skills.

## Difference Between Training & Development

As we have discussed earlier in this chapter that what is the training and development and how this process is significant for the organization. Tough these processes look like each other but there are differences in both the process as exhibited in following table;

Learning	Training	Development
Who	Non managers sometimes Managers	Managers
What	Technical and Mechanical Operations	Theoretical conceptual ideas
Why	Specific job-related information	General Knowledge
When	Short Term process	Long Term process

Training is given to the employees to perform any task efficiently. This process is given to the workers normally who are engaged in repetitive work. But this is not all the time true that training is given to the non-manager employees only. If any manager must learn how to operate the computer or any repetitive activity need to attend the training sessions.

Training process is more formal process in nature where trainer and trainee share a professional relationship. Trainers come for a short period of time to train the trainees and charge fee to conduct the training session. Tough in context to the internal training where training is being given by the member of the organization, fee is not charged by the trainer.

In other hand managerial development is more personalise process where employees are developed for the future managerial roles. This process is based on a relationship of mentorship. Seniors play the role of being mentor and share an informal relationship with the subordinates. In this process mentors don't charge like trainers.

Managerial development is a long-term process where seniors teach the subordinates. With the help delegation of authority and mentorship seniors help the subordinates to solve the daily routine problems as well as help in future planning.

## Designing the training programme

Designing of the training programme is crucial part of any training programme. Design of the training helps in chalking down the training programme before it occurs. Guest and Kenny discuss the criteria influencing the designing of a training programme. According to them five steps are involved in designing the training programme.

1. The first step is to choose the strategy or combination of strategies of the business.
2. Second step is to break the general training objectives into numerous smaller goals.
3. Third step is to specify the training method to achieve the pre-determined objectives. This step creates foundation for the training programme. By deciding the training method what kind of equipment and resources would be required.
4. In fourth step different packages are designed to achieve the training objectives. Normally budget is set in this step. Organization must to choose the feasible package for the training programme.
5. This is the final and last step of the designing process where events involved in the training programme are planned in detail. This step gives final shape of the training programme.

While designing the training programme following elements should be considered as planning part:

- a. Techniques:** As we have discussed earlier in this chapter that there are various types of training techniques like on the job and off the job training. Before implementing the training programme, it should be determined that what type of training would match the training objective.
- b. Duration:** Training can be a one-day activity, or it can be stretched for more than one day to one week. Duration is decided based on number of the trainees and content of the training. Some trainings require practical exposure to the trainees thus require longer duration instead of training involve theoretical concepts to be inculcated.
- c. Location:** Location is decided according to the type of training. For off the job type of training a location is selected outside the premises of the organization. Outside location for training gives a peaceful and disturbance free environment to the employees. For on the job training no such outside location is required. Selection of location can be decided based on the budget of the training programme as well.
- d. Trainers:** Trainer is main element of a training programme. Without a qualified and experienced trainer no training can be conducted. Trainer can be selected based on the objective of the training & budget of the training. Level of the trainers can also be a decisive factor for the selection of the trainers.
- e. Resources:** Resources are the supportive material to conduct the training like building, infrastructure, stationaries etc. Trainings are usually full day session so refreshment and food is also required to keep the trainees engaged.
- f. Audio visual aids:** These are the resources as well but are required to facilitate the learning process easier for the trainees. Projectors, TV screens etc enhances the interest of the trainees and it helps the trainers to explain the complex concept in easier way.
- g. Scheduling of training programme:** Schedule provides a timeline for the training session. Training for more than one day are complexed schedule while one day trainee session starts with breakfast and followed by other activities and ends with a valedictory session latter in the day.

