

Training



Highlights

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Introduction

After selecting the employees, the most important function of the human resource management is to impart training to them. In the modern world of technological changes, the need for training employees is being increasingly recognised so as to keep them in touch with the new developments. Every business concern must have a systematic training program, otherwise employees will try to learn the job by trial and error which may prove very costly. In this chapter, we shall study the concept, importance, methods and principles of training and also evaluation of effectiveness of training.

6.1 CONCEPTS OF TRAINING, DEVELOPMENT AND EDUCATION

Meaning of Training

Training is the process of increasing the knowledge and skills of an employee for doing a particular job. It involves the development of skills that are usually necessary to perform a specific job. Its purpose is to bring about positive changes in (i) **knowledge**, (ii) **skills**, and (iii) **attitudes of the employees**.

'Training' denotes a systematic procedure for transferring technical know-how to the employees so as to increase their knowledge and skills for doing particular jobs.

—Edwin B. Flippo

Meaning of Development

Development is concerned with the growth of employees in all respects. It is the process by which managers or executives acquire skills and competency in their present jobs and also capabilities for future tasks. The purpose of development is imparting advanced knowledge and competencies among the employees.

Development is a continuous process of building competencies of employees and thus facilitating their overall development. The term is generally used in relation to managers or executives and is described as 'management development' or 'executive development'.

Distinction between Training and Development

The terms 'training' and 'development' are sometimes used synonymously. This is not correct as these terms have different connotations and scope. The term

TABLE 6.1 : Difference between Training and Development

Basis	Training	Development
1. Nature	Training is concerned with increasing the skills for doing a particular job.	Development is concerned with the growth of an employee in all respects.
2. Level of Personnel	Training is used in relation to operative employees.	Development is used in relation to executives, managers and professionals.
3. Orientation	Training is job-oriented.	Development is career-oriented.
4. Duration	Training is short-term in nature.	Development is long-term in nature.
5. Initiative	Training is imparted to operative workers at the initiative of management.	The executives take initiative in their own development.
6. Scope of Learning	The scope of learning is limited to the job only.	The scope of learning is very wide. It pertains to overall development of the employee.
7. Depth of Knowledge	The knowledge gained relates to the job only.	The knowledge gained is all round and long-lasting.

'training' is used to indicate the process by which attitudes, skills and abilities of employees to perform specific job are imparted. But the term 'development' means growth of the individual in all respects. In practice, the term 'development' is used in relation to managerial personnel whereas the term 'training' is used in relation to operative employees. Training is a short-term process utilising a systematic and organised procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. Development is a long-term educational process utilising a systematic and organised procedure by which managerial personnel learn conceptual and theoretical knowledge for general purposes. The difference between training and development has been given in Table 6.1.

Meaning of Education

Education is another term that needs to be understood here. *Education is the process of increasing the knowledge and understanding of employees.* It is the understanding and interpretation of knowledge. It does not provide definite answers, but rather develops a logical and rational mind that can determine relationships among pertinent variables and thereby understand a phenomenon. Education imparts qualities of mind and character and understanding of the basic principles and develop the capacity of analysis, synthesis and objectivity. Education is broader in scope than training which is related to the goals of organisation more than to the goals of the individual.

Education, Training and Development : Distinction and Inter-relationship

Education is broader in scope though both education and training are concerned with learning. By education we generally mean **formal instruction** in a school or a college, whereas training is **vocationally oriented** and is imparted to do a particular job only. Thus, training has a more immediate utilitarian purpose than education. Actually, the distinction between training and education is not precise because in many cases both training and education occur at the same time. Some formal vocational school programs are only job-oriented, whereas some employee development programs are quite wider in scope and they may be viewed as education. Particularly, where the emphasis is given on off-the-job training, the objective is to increase the knowledge and understanding of the employees about the working environment. In this way, business enterprises are involved indirectly in educational process when they organise training of their employees.

The concept of development is intimately related to education. In other words, development may easily be transformed into education since it is more individual oriented rather than organisation oriented as in case of training. In the words of Bass and Vaughan, "Development implies the nature and direction of change induced among the employees through the processes of education and training." Development concerns the means by which a person cultivates those skills whose application will improve the efficiency and effectiveness, with which the anticipated results of a particular organisational segment are achieved. Learning about the skills takes place in training situations, whether in a classroom, in a conference or in a managing experience; skill in actual managing can be developed only by managing, and thus manager development is basically self-development. As emphasised by Dale Yoder, "The use of the terms 'training' and 'development'

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in today's employment setting is far more appropriate than 'training' alone since human resources can exert their full potential only when the learning process goes far beyond simple routine."

6.2 OBJECTIVES OF TRAINING

The general objectives of training are discussed below :

(i) **To enhance knowledge of employees.** Organisations need to help their employees to keep up their knowledge in tune with the contemporary trends. This is especially so in these days of explosive improvements and innovations in science and technology. Organisations should support their personnel in the battle against obsolescence. Personnel are to be exposed to refresher courses and developmental programs with a view to improve their utility to the organisation.

(ii) **To improve job related skills.** Some employees are not able to perform their jobs well. They possess inadequate skills and knowledge of their assignments with the result that they produce poor quality and volume of output, waste resources, damage equipment and tools, respond insufficiently to the supervisor's instructions and so on. They need a training course for the purpose of removing their deficiencies and fitting them to their jobs.

(iii) **To develop proper job-related attitudes.** The employees have to be trained to develop positive and helpful attitudes towards their jobs, superiors, colleagues and juniors, the goals, policies and procedures of the organisation and to the environment of the work place. Employees sometimes tend to be ignorant, indifferent and even hostile towards their jobs in their inter-personnel relations and to the work culture. Attitude development and socialisation of the personnel is essential for generating teamwork, ensuring discipline and maintaining consistent behaviour.

(iv) **To prepare for higher responsibilities.** The personnel need to have opportunities for advancement in their careers. Concurrently, they should also be striving for assuming higher responsibilities and performing more complex tasks with competence. For this purpose, an organisation may design a system whereby opportunities are made available to personnel for their career advancement and simultaneously preparing them through training for higher positions.

(v) **To facilitate organisational changes.** Organisations need to be dynamic to cope with, adjust and adapt to the changes in technology and other environmental forces. The personnel have to be conditioned to learn new skills and capabilities to enable them to be receptive to required changes and to assimilate them. For this purpose, they are to be properly trained. Training of personnel is one of the approaches for the organisation to win over their resistance to change which is caused by fear, anxiety and unfamiliarity.

6.3 NEED AND IMPORTANCE OF TRAINING

Training as a Tool of Effective Management

Training is an adjunct of the management process. Under the umbrella of training, several useful functions of management can be performed. Training reduces the need for constant and close supervision ; thus it helps in management by exception. A manager can delegate authority and responsibility to his subordinates

who will not be reluctant to accept new assignments if they have been given proper training. In addition, management can get better results, and can put its plans into action surely with the help of trained work-force. Management can also increase the morale of the employees and motivate them to work for the achievement of organisational goals by installing a suitable system of training.

Training can also offer the management an assessment of those employees who might be well suited for new jobs and responsibilities. If the training has a sufficient degree of openness, it will uncover skills and abilities among the employees which might otherwise go unnoticed. A competent trainer can judiciously make appraisal of employees which will be useful for the management. Management can use such information in placing the employees correctly and in developing the talents of the promising employees for future use.

An important task before the management is to improve the overall competence of the organisation. The knowledge and skills acquired by individuals may be of great help in this regard. Training experiences which focus upon interaction. Problem-solving and information sharing can be one means of expeditiously pooling knowledge. As a matter of fact, those experiences and insights become the common property of the group which received training. The expertise obtained by the group can be multiplied within the organisation and it will improve the competence of the organisation.

Benefits of Training to the Organisation

The benefits of training to the employers are discussed below :

- (i) **Systematic learning.** A systematic training program helps to reduce the learning time to reach the acceptable level of performance. The employees need not learn by trial and error or by observing others and waste time if the formal training program exists in the organisation.
- (ii) **Better performance.** A trained employee usually shows better productivity and higher quality than an untrained employee. Training increases the skill of the employee in the performance of a particular job. An increase in skill usually helps in increase in both quantity and quality of output.
- (iii) **Recruitment through promotion.** When totally new skills are required by an organisation, it has to face great difficulties in the selection process. Training can be used in spotting out promising men and in removing defects in the selection process. It is better to select and train from within the organisation rather than seek the skilled employees from outside sources.
- (iv) **Better utilisation of machines and materials.** Machines and materials are handled economically resulting in the elimination of wastage. It leads to reduction in cost of production.
- (v) **Economical supervision.** If the employees are given proper training, the responsibility of supervision is lessened. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision.

- (vi) **Uniform procedures.** With the help of training the best available methods of performing the work can be standardised and made available to all employees. Standardisation will make high levels of performance rule rather than the exception.
- (vii) **Reduction in accidents.** Since the workers are trained in handling machines and are taught various safety measures, the rate of accidents falls considerably.
- (viii) **High morale.** Training helps in reducing absenteeism, labour turnover and grievances among the employees. This increases the morale of the workers.
- (ix) **Better climate.** An endless chain of positive reactions results from training such as higher productivity, better quality, efficient use of resources, more financial incentives, stress on promotion, less conflict and so on.

Benefits of Training to the Employees

Training is useful not only to the organisation, but to the workers also. The workers may derive the following benefits from training :

- (i) **Increased skills and knowledge.** The employees acquire new skills and knowledge which will help them improve their career.
- (ii) **Higher productivity.** The productivity of the workers is increased as a result of training. Because of this, they earn higher wages and bonus.
- (iii) **Opportunity for promotion.** The efficient workers can sharpen their skills during training. This helps them to try for promotion to higher jobs.
- (iv) **Increased mobility.** Trained employees can shift from one job to another or even from one organisation to another in order to advance in their career.
- (v) **High morale.** Trained employees know their jobs fully and have greater job satisfaction. This increases their morale.
- (vi) **Less accidents.** Trained workers are less prone to accidents as they know how to use risky machines and materials. They also know the use of various safety devices.

6.4 TRAINING NEED ASSESSMENT

For identifying training needs, three types of analysis is carried out :

- (i) Organisational analysis
- (ii) Task analysis
- (iii) Human resource analysis.

Organisational Analysis

It is a systematic effort to identify and understand exactly what types of training shall be required. It involves a total analysis of the organisation structure, objectives, its human resources and future plans etc.

The first step in organisational analysis is achieving a clear understanding of the short-term and long-term objectives of the or enterprise. The management would have to examine what are the specific training inputs that would contribute towards the achievements of these objectives.

For organisational analysis, there are three essential requirements :

- (a) Whether the personnel performance is upto the required standards?
- (b) Whether the organisational environment in different departments is conducive to fulfilment of tasks?
- (c) Whether adequate number of personnel are available to ensure the fulfilment of the organisational goals?

Task Analysis

Here the focus is on the job or task. Analysis of the job and its various conditions will indicate the skills and training required to perform the job according to the predetermined performance standards. The standards of performance have to be set for each job so that it is performed at the desired level of output and quality. Moreover, the methods, and the components of the job, have also to be properly designed. The main object is to obtain all possible information that is available about the nature of the task, its components and standards of the performance to be set. This information would be useful in designing the training program for employees. For collecting relevant information, questionnaires, personal records, interviews, observation and other methods can be used.

Human Resource Analysis

The total HR environment of the organisation has to be carefully analysed. In fact, there are three major aspects: The internal environment of the organisation, the environment of the sector of economic activities, i.e., government, public sector or private sector, and the environment of the economy, which influences the training needs of manpower in the organisation.

If the organisation has a skill inventory, i.e., a detailed record of education, training experience and job performance of its employees, it can analyse such data and draw up a training plan depending on its own projections for future requirements.

Specific training and development needs should be determined on the following lines :

- (a) specific areas where individuals need training;
- (b) the capacity of the present workforce to learn new skills and behaviours;
- (c) the time frame within which training must be imparted, and
- (d) job designing and redesigning, introduction of new work methods and technology.

6.5 DESIGNING A TRAINING PROGRAM

The training program is an integral part of human resource management. As shown in Fig. 6.1, it consists of the following inter-related steps :

1. Identification of training needs.
2. Setting training objectives.
3. Organisation of training.
4. Evaluation of training outcomes or results.

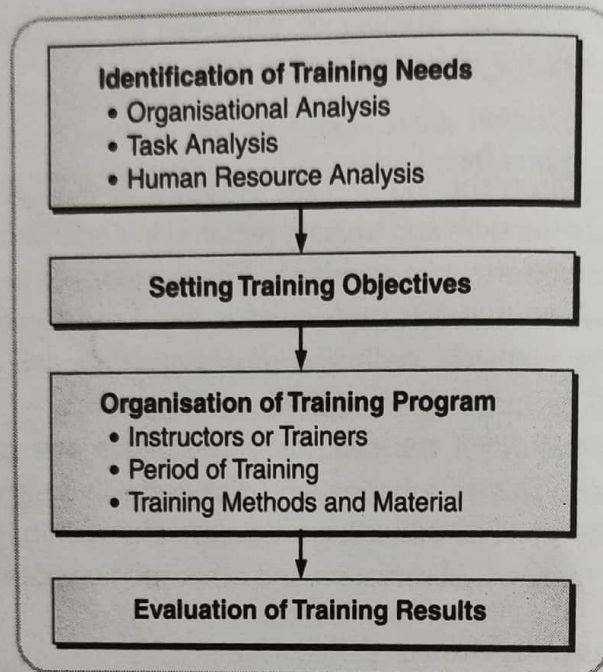


Fig. 6.1. Design of a Training Program.

6.5.1 Identification of Training and Development Needs

The need for training and development arises because of the following factors :

- (a) under performance by subordinates, evidenced by low output, lack of initiative, bad decisions or general incompetence;
- (b) acquisition of new and unfamiliar equipment or the introduction of new technology;
- (c) perusal of subordinates' job descriptions to identify gaps between what they are doing and what they should be doing; and
- (d) analysis of the strengths and weaknesses of the organisation.

While training could be useful in improving any transformation process that takes place in terms of present inputs and outputs, the training has to be related, both to the needs of the organisation and those of the individuals. For instance, for carrying out diversification of product lines, new types of skills are required. This fact must be considered while determining the training needs of individual employees.

The nature of training and development needs can be identified by carrying out: (i) organisational analysis; (ii) task analysis; and (iii) human resource analysis which have been discussed earlier.

6.5.2 Setting Training Objectives

Once the training needs are identified, the next step is to set training objectives in concrete terms and to decide the methods to be adopted to achieve these objectives. The overall aim of any training program is to increase organisational effectiveness. However, each training program must also have specific objectives such as increased productivity, improved quality, better human resource planning, better health and safety, prevention of obsolescence and enhanced personal growth. These objectives contribute to organisational effectiveness as explained in the beginning of the chapter. The relationship between specific objectives and overall purpose of training is shown in Fig. 6.2.

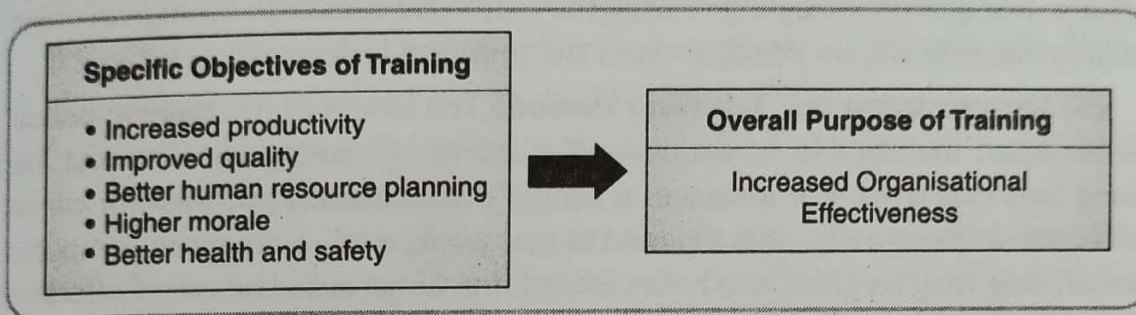


Fig. 6.2. Objectives of Training.

6.5.3 Organisation of Training Program

Training is a strenuous task which cannot be undertaken by any single department. The responsibility for training has to be shared among:

- (a) The top managers who should formulate and authorise the basic training policy, review and approve the training plans and programs and approve training budgets.
- (b) The human resource manager who should plan, establish and evaluate instructional program.
- (c) The line managers who should help in implementing the training program.
- (d) The employees who should provide feedback and suggestions for improvements in the training program.

Every training program includes trainees, trainers, a training period and training material. These constituents of training are discussed below :

(1) Short-listing of the Trainees. Proper choice of trainees is of major importance if permanent and gainful results are to be obtained. A trainee should be trained for the kind of job he likes and is fitted to perform. In this respect, training is closely related to the selection of personnel. Careful screening of candidates for training will raise the effectiveness of the training program.