

TRAINING

Chapter 6

MEANING OF TRAINING

- According to Edwin B. Flippo, “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.”
- The purpose of training is to bring about positive changes in
 - Knowledge
 - Skills and
 - Attitude of employees

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.
- Development is the 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'

DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT

Basis	Training	Development
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
Level of personal	It is used in relation to operative employees	It is used in relation to executives, managers and professionals
Orientation	It is job-oriented	It is career- oriented
Duration	It is short-term in nature	It is long-term in nature
Initiative	It is imparted to operative workers at the initiative of management	The executives take initiative for their own development
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
Depth of knowledge	The knowledge gained pertains to job only	The knowledge gained is all round and long-lasting

MEANING OF EDUCATION

- 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 phenomena.
- Education is broader in scope than training which is related to the goals of organization more than to the goals of the individual.

DIFFERENCE BETWEEN TRAINING AND EDUCATION

Basis	Training	Education
Nature	It is applied and practical	It is generally theoretical
Scope	It is job-related and its scope is narrow	It is broad and general in nature
Duration	Its duration is short	Its duration is long. In fact, education is a life long process
Depth of learning	Learning is related to job only	Learning is all round
Result	It results in learning of new skills and increased efficiency	It results in broad learning of a particular subject and change of individual's perspective

OBJECTIVES OF TRAINING

To enhance knowledge of employees

To improve job related skills

To develop proper job related attitudes

To prepare for higher responsibilities

To facilitate organizational changes

IMPORTANCE OF TRAINING

- 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.
- Management can also increase the morale of the employees and motivate them to work for the achievement of organizational goals by installing a suitable system of training.
- Training also offers the management an assessment of those employees who might be well suited for new jobs and responsibilities.

BENEFITS OF TRAINING TO ORGANISATION

Systematic Learning

Better Performance

Recruitment Through Promotion

Better utilization of machines and materials

Economical Supervision

Uniform Procedures

Reduction in Accidents

High Morale

Better Climate

BENEFITS OF TRAINING TO EMPLOYEES

Increased skills and knowledge.

Higher Productivity

Opportunity for Promotion

Increased Mobility

High Morale

Less Accidents

IDENTIFICATION OF TRAINING AND DEVELOPMENT

- **ORGANISATION ANALYSIS:** It involves understanding the short-term and long term objectives of the enterprise. The management has to examine the specific training inputs that would help towards achieving the objectives.
- **TASK ANALYSIS:** Here the focus is on job or task. Job Analysis can indicate the skills and training required to perform the job according to predetermined standards. Under task analysis, all possible information about the nature of task, its components and its standards should be set.
- **HUMAN RESOURCE ANALYSIS:** The total HR environment of the organisation should be analysed. The internal environment of organization, the environment of the sector of economic activity (private sector, public sector) and environment of the economy, influences the training needs of the manpower in the organization.

DESIGNING A TRAINING PROGRAM

Identification of training needs

- Organisation Analysis
- Task analysis
- HR analysis

Setting Training Objectives

Organisation of training program

- Trainee & Instructor
- Period of training
- Training methods & material

Evaluation of Training Effectiveness

SETTING TRAINING OBJECTIVES

Specific objectives

- Increased Productivity
- Better Human resource planning
- Higher morale
- Better health and safety

Overall objective of Training is Increased organisational Effectiveness

TYPES OF TRAINING

Role Specific Training

Competency Based Training

ROLE SPECIFIC TRAINING

- Training of the executives to impart skills to enable them to play various roles is known as role-specific or skill based training.
- Roles specific skills are given below:
 - ❖ Decision making skills
 - ❖ Planning skills
 - ❖ Organisation skills
 - ❖ Leading skills
 - ❖ Controlling skills

COMPETENCY BASED TRAINING

- Managers require different types of competencies.
- Job competencies are observable and measureable behaviours comprising part of the job of a manager.
- Competencies means the attributes and behavior expected of a person to do his job effectively.
- Competency based training for HR professionals covers four areas, namely,
 - Personal Attributes
 - Leadership and Management competencies
 - HR role-specific competencies
 - HR Core competencies

KINDS OF TRAINING PROGRAMS

Induction or Orientation training

Apprenticeship or Craft Training

Internship Training

Training for Promotion

Refresher Training or Retraining

Job Rotation or Versatility Training

METHODS OF TRAINING

On the Job Training

- Coaching
- Understudy
- Job Rotation

Vestibule

- (adapted to the environment at the place of work)

Off the Job Training

- Special lecture-cum-discussion
- Conference
- Seminar
- Role Playing

EVALUATION OF TRAINING EFFECTIVENESS

- Training effectiveness is the degree to which trainees are able to learn and apply the knowledge and skills acquired in the training program.
- It depends on attitudes, interests, values of the trainees and the training environment.
- Contents of a training program and the ability and motivation of trainers also determine training effectiveness.
- It is necessary to evaluate the extent to which training programs have achieved the aims for which they are designed.
- The evaluation of training results or consequences also provide useful data on the basis of which relevance of training and its integration with other functions of human resources management can be judged.

EVALUATION CRITERIA

Training effectiveness can be measured in the terms of the following criteria

- Reaction of Participants
- Learning of participants
- Behaviour of participants
- Results achieved

Ideally all the four levels of training evaluation should be built into the training design and implementation.

LEVELS OF EVALUATION CRITERIA

