

HR Training and Development

UNIT 5

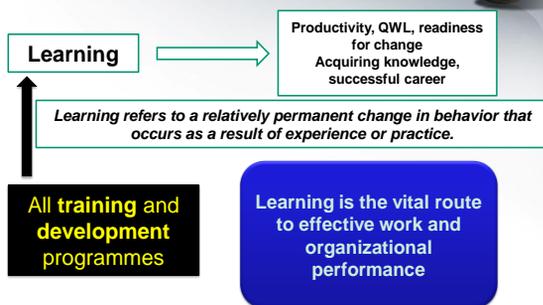


Content



- Concept and needs of HR training and development
- Training needs assessment
- HR training: objectives and methods (on-the-job and off-the-job).
- Evaluation of training program
- Mgmt Development: concept, objectives, and methods (on-the-job and off-the-job)
- Career planning and development

Training and Development: Concept



Training: concept



- *“Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job”* – DeCenzo and Robbins, 1993

Training: concept



- *“Employee training and development is any attempt to improve current or future employee performance by increasing, through learning, an employee’s ability to perform, usually by increasing his or her skill and knowledge”* – Schuler, 1984

Training: concept

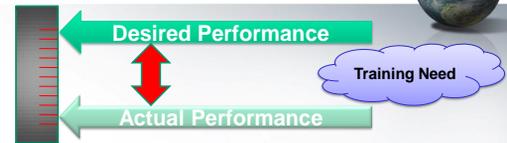


- *“Training consists of planned programs designed to improve performance at the individual, group, and/or organizational levels. Improved performance, in turn, implies that there have been measurable changes in knowledge, skills, attitude, and/or social behaviour”* – Casio, 1992

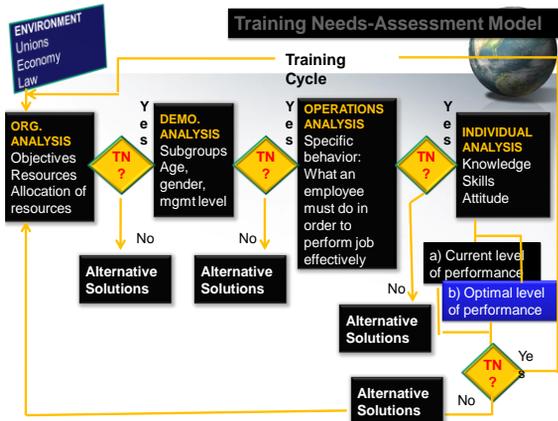
Objectives of Training

- To remove performance deficiencies
- To help employees learn knowledge, skills and attitude.
- To increase commitment at work
- To adapt with new technology
- To improve work efficiency
- To increase productivity

Determining Training Need



- Deterioration in employees' performance
- Changes in the prevailing technology and work procedure
- For employee promotion and management succession in a higher level position
- For increasing productivity and effectiveness of certain units of operation



Training Methods for Non-managerial employees

• On-the-Job training:

- Training a person to learn a job while working on it.
- A method by which employees are given hands-on experience with instructions from their supervisor or other trainer.

Training Methods for Non-managerial employees

- OJT comprises:
- Apprentice Training (an extension of OJT)
 - A system of training in which a worker entering the skilled trades is given thorough instruction and experience, both on and off the job, in the practical and theoretical aspects of the work.
 - A structure process by which people become skilled workers through a combination of classroom instruction and on-the-job training.

Training Methods for Non-managerial employees

- Job Instruction Training
 - Listing each job's basic tasks, along with key points, in order to provide step-by-step training for employees.

Training Methods for Non-managerial employees



- **Off-the-job Training**
- Lectures:
 - Quick and simple way to provide theoretical aspects of information related to job to large groups of trainees
 - Exchanging ideas and views between the trainer and trainees.

Training Methods for Non-managerial employees



- Programmed instruction:
 - Self instruction method
 - Information is structured in step-by-step sequence from the basis elements of a skill or concept to the more difficult material.
 - Trainees learn step-by-step by following the instructions given.

Training Methods for Non-managerial employees



- Audiovisual-Based Training
 - Films, ppt, videoconferencing, audiotapes, and videotapes
 - Exposing trainees to events not easily demonstrable in live lectures, visual tour of a factory or open-heart surgery.
 - Stop-action, instant replay, and fast- or slow-motion capabilities of audiovisual can be used

Training Methods for Non-managerial employees



- Computer Based Training
- Distance and internet-Based Training
- Vestibule Training

Management Development



- Any attempt to improve current or future management performance by **imparting** knowledge, **changing** attitudes, or **increasing** skills with aim to enhance the future performance of the company itself.
- It consists assessing the company's strategic needs; appraising the managers' current performance; and then developing the managers.

Managerial On-the-Job Training



- 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.
 - Trainee, often a recent college graduate, learns the department's business by actually doing it

Managerial On-the-Job Training



- Coaching/Understudy Approach
 - Trainee works directly with a senior manager or with the person he or she is to replace.
 - Understudy relieves the executive of certain responsibilities, giving the trainee a chance to learn the job
- Multiple-management programme:
 - Inviting lower and middle level managers, having a potential for future career and promotion, to participate at the time of formulating corporate plans and policies

Managerial Off-the-Job Training and Development Methods



- The Case Study Method
 - A development method in which the manager is presented with a written description of an organizational problem to diagnose and solve.
 - The solution is presented for discussion with other trainees.

Managerial Off-the-Job Training and Development Methods



- Management Games
 - A development technique in which teams of managers compete by making computerized decisions regarding realistic but simulated situations.
 - Trainees learn best by being involved, and the games can be useful for gaining such involvement.
 - Problem solving skills, focus attention on planning rather than just putting out fires.

Managerial Off-the-Job Training and Development Methods



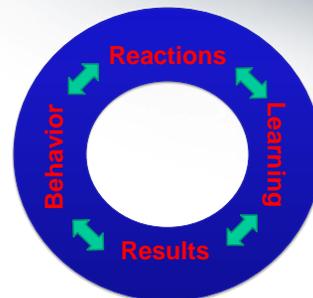
- Role playing
 - A training technique in which trainees act our parts in a realistic management situation.
- University-Related Programs
 - Executive development programs

Evaluating Training Effectiveness: Criteria



- **Reaction of the participants** toward training and its usefulness for the job to be performed.
- **Changes in participants' knowledge and skills**
- **Changes in participants' attitudes** towards jobs.
- **Changes in job performance**
- **Organizational performance** by reducing turnover and improving productivity

Criteria for Evaluating Training



Criteria for Evaluating Training: REACTIONS



- What were your learning goals for this program?
- Did you achieve them?
- Did you like this program?
- Would you recommend it to others who have similar learning goals?
- What suggestions do you have for improving the program?
- Should the organization continue to offer it?

Criteria for Evaluating Training: BEHAVIOR



- In fact, on measures of employee reactions and learning, the program might score quite high.
- But for several reasons, trainees may not demonstrate **behavior change** back on the job.

Transfer of Training

Effective application of principle learned to what is required on the job

Criteria for Evaluating Training: LEARNING



- Whether trainee actually learn anything...
 - Testing knowledge and skills before and after the training program

Criteria for Evaluating Training: RESULTS



- How much did quality improve because of the training program?
- How much has it contributed to profits?
- What reduction in turnover and wasted materials did the company get after training?
- How much has productivity increased and by how much have costs been reduced?

ROI = Results / Training Costs

Evaluating Training Effectiveness: Methods



- Test-retest Method (pre- and post training period test)
- Pre-Post performance Method (attitudes skill, knowledge in the real job situation)
- Experimental-control group method

Evaluating Training Program: Process



- Develop evaluation criteria
- Pre-test trainees
- **Monitor Training** to ensure according to plan
- **Evaluate Training** by taking response of participants' for improvement of next training package
- **Evaluate Transfer** of SKA
- Feedback

Career



- What is career ?..... ?..... ?..... ?..... ?..... ?..... ?
- “Careers were **traditionally** viewed as an upward, linear progression in one or two firms or as stable employment within a profession.”
- **Today**, someone’s career is more likely to be “driven by the person, not the organization (and) reinvented by the person form time to time, as the person and the environment change.”

What does this mean for HR?



- Psychological contract between employers and workers has changed
- Yesterday, employees traded loyalty for job security.
- **Today**, employee exchange performance for the sort of training and learning and development that will allow them **to remain marketable**.
- To serving the company’s needs, HR activities must now be designed to serve employees’ long run interests.

Career Management



- A process for enabling employees to better understand and develop their career skills and interest, and to use these skills and interests more effectively.

Career Development



- The lifelong series of activities that contribute to a person’s career exploration, establishment, success, and fulfillment.

Career planning



- The deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations, and other characteristics; and establishes action plans to attain specific goals.