Unit -1 **Training and Development**

**Overview- Training and development**

Training is a formal process by which talent development professionals help individuals improve performance at work. Development is the acquisition of knowledge, skill, or attitude that prepares people for new directions or responsibilities.Training and development involve improving the effectiveness of organizations and the individuals and teams within them.

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

Training is a short-term reactive process meant for operatives and process while development is designed continuous pro-active process meant for executives. In training employees' aim is to develop additional skills and in development, it is to develop a total personality.

In training, the initiative is taken by the management with the objective of meeting the present need o fan employee. In development, initiative is taken by the individual with the objective to meet the future need of an employee.

**Meaning**

Training and development is one of the main functions of the human resource management department. Training refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines / software's or how to do specific tasks to increase efficiency.

Whereas, development refers to the overall holistic and educational growth and maturity of people in managerial positions.

Training and development in human resource management is the foundation for getting the best out of each employment.

**Definition**

Employee Training and Development in HRM is defined as a system used by an organization to improve the skills and performance of the employees. It is an educational tool which consists of information and instructions to make existing skills sharp, introduce new concepts and knowledge to improve the employee performance. An effective training & development initiative based on training needs analysis helps the company to enhance the skills of working manpower and improve productivity.

**Nature of Training**

1. Training is a must in every organization. The alternative to systematic training is training through ‘trial and error’, which is more costly, time-consuming and nerve-raking.

2. Expenditure on training is not an expense but an investment in human resource development. It yields attractive returns in the form of higher productivity and employee satisfaction.

3. Training has become more important these days because of rapid changes in technologies, environment, working ways, and employees’ aspirations from their jobs, and management styles. Further, effective training can result in increased competitiveness of the organization, and greater employee satisfaction and career development.

4. Training matches individual’s abilities with job and organizational requirements. It turns new employees into productive insiders, contributing their best efforts towards higher productivity and profitability, quicker organizational growth and change,

5. In industry training enhances three broad skills:

I) Motor or technical skills: skill in using the operating system (machines,

methods, men) in the desired directions in most efficient and effective manner

ii) Cognitive or decision-making skills: skill in comprehending and responding to surrounding developments,

iii) Interpersonal or human relation skills: skill in interacting with people in groups.

6. Training in an organization serves at least three functions:

Maintenance function: making sure that a new employee knows how to do his new job satisfactorily.

Motivational function: improving the employee’s confidence and willingness to perform his job more efficiently and learn new skills easily. and

Socialization function: helping an employee to get familiarized with his co-workers, supervisors and people in other department in the same organization.

8. Training involves learning and learning follows a learning curve. It takes place in bursts and plateaus. In the beginning trainees take time to pick up, then pick up learning with zeal and then plateau (relax) for sometime, and then sees a sudden spurt and again a plateau and sudden spurt.

**Concept of training**

* Training contributes to the goals of both the organization and the individual being trained.
* Training benefits an organization in the following ways:
* Training reduces learning time. It also cuts the economical, psychological and physical cost of learning by trial and error.
* It reduces labour costs by improving labour productivity. Because of training a trained employee is able to work faster, with greater confidence and accuracy.
* Training helps in better utilization of machine time, material and overhead costs, and reduces chances of frequent machine breakdown etc.
* Training improves the quality of output, reduces scrap and reduces rejections by customers of sub-standard goods.
* Training improves job satisfaction because employees are able to perform up to expectations and their enthusiasm for work is raised.
* Training helps in developing multiple skills in the employees for multiple jobs. This helps them at the time of re-structuring the organization, or in times of emergency when some employees are absent, or when new technologies are introduced.

**Is good aspect when company Investing amount in training?**

**Yes ..**

* Training opportunities increase employee retention.
* Training is cheaper than replacing.
* Regular training is a must for remaining current with industry trends and technologies.
* When it comes to filling an open position, training a current employee in a new skill and moving said person between roles or departments is a potential cost savings rather than hiring a new one.

**Essentials of Training and development**

**Lowers Attrition**

Training is one of the best ways to value your employees. It shows them that you are as invested in their well being and growth as they are in the your growth as a company. Employees who are looked after will never want to look elsewhere.

**Prepares for upcoming challenges**

Training can be a pre-emptive step to train employees for expected/unexpected changes in the industry. In times like ours when trends change constantly under the influence of online evolution, keeping our teams prepared just makes good sense.

**Fosters Leadership**

There is no better way to create future leaders than to train the best bunch. This will also lead to a clear career path for employees preventing attrition and dissatisfaction.

**Growth of the company**

Any company dedicated to training its workforce will only prosper and move forward. The employees are a major part of a company's assets and taking care of them will mean taking care of the organisation.

**Importance of training**

1. **Increased productivity:** When employees stay current with new procedures and technologies, they can increase their overall output.
2. **Reduced micromanagement:** If workers feel empowered to perform a task, they typically require less oversight and work more independently. [**1**](https://www.ibm.com/in-en/topics/training-development#citation1)
3. **Train future leaders:** Organizations must have a solid pipeline of well-trained and innovative potential leaders to grow and adapt over time.
4. **Increased job satisfaction and retention:** Well-trained employees gain confidence in their abilities, leading to greater job satisfaction, a reduction in absenteeism and overall employee retention.
5. **Attract highly skilled employees:** Top recruits are attracted to firms with an identifiable career path based on consistent training and development.
6. **Increased consistency:** Well-organized training ensures tasks are performed uniformly, resulting in tight quality control that end users can trust.
7. **Increased camaraderie:** Training and development helps create a sense of teamwork and collaboration.
8. **Bolstered safety:** Continuous training and development helps ensure employees have the knowledge and skills to perform a task safely.
9. **Ability to cross-train:** Providing consistent training creates a knowledgeable team overall where employees can help train or assist each other as needed.
10. **Added innovation:** Consistently trained employees can help develop new strategies and products, contributing to the company’s bottom line and continued success.

**Recent trends in training**

The corporate marketplace is quickly changing, and businesses must be flexible and easily adapt to change. Technology is one of the key drivers in this rapid change, with automation and artificial intelligence (AI) in the forefront.

Here are four key trends impacting how organizations must rethink training and development:

Remote mobile training

Today’s corporations have discovered that it’s no longer just about what employees need to know, but also when, where and how the development experience enables performance. With the advancements in mobile technology, companies are relying more on mobile workforces. Training is migrating to mobile devices where apps provide “just-in-time” information and recommendations to workers across industries.

AI training

AI systems can process unstructured information in a similar way to humans. These systems understand language patterns and sensory inputs including text, pictures and auditory cues. AI-based software can customize how training content is delivered to a learner, based on their learning style, suggest content based on a learner’s past performance and predict what information is most important for them to learn next.

Agile learning

Agile learning is a process that encourages employees to learn by doing and iterate often, inspiring organizational change and buy-in. For example, IBM has introduced IBM Garage, a tool for executing, scaling and managing an organization’s multiple transformation initiatives. Companies like Ford Motor Company and Travelport are using IBM Garages around the world to create cultures of open collaboration and continuous learning.

Remote flexible learning models

While distance learning has been around for a long time, the COVID-19 pandemic has underscored the need for companies to have resilient, flexible, mobile workforce management. Organizations have learned that remote workforces need to be productive, engaged, and continually working towards learning and improvement.

**Benefits of Training**

The benefits of training and development are -

* Employee training and development increases job satisfaction and morale among employees.
* Reduces employee turnover.
* Increases employee motivation.
* Increases efficiencies in processes, resulting in financial gain.
* Increases capacity to adopt new technologies and methods.
* Increases innovation in strategies and products.

**Objectives of training**

* To improve organizational effectiveness
* By improving efficiency, productivity, motivation, safety, versatility, promotability of the employees,
* By building better employer-employee relations as well as better employee – employee relations.
* By preparing employees and organization for future challenges and opportunities and for change.
* To improve work experience for the job incumbents:
* By removing their current and future performance deficiencies,
* By improving employee morale and motivation.

**Levels of Training**

Training needs analysis is ideally undertaken at 3 levels (organisational, team and individual). These three levels are interlinked, and using this structure will help ensure a balanced analysis of training requirements that takes into account the entire strategic picture as well as the specific needs of individuals within the organisation.

Our professional team can carry out a training needs analysis involving a range of depths and sophistication. This can include a full three level analysis of all jobs or an organisational analysis can be conducted and supported by samples at team and individual level. By looking at real life scenarios and existing human resources, our team can identify important skill gaps in the workplace where more training may be required.

We have been delivering health and safety training since 1991, so if your organisation needs health and safety training, this can be provided at a discounted rate.

The outcome of the training needs analysis will enable the creation of a robust learning and development plan, linked to organisational, team and individual objectives – this can be achieved through graphical representation of the goals of the organization, alongside performance appraisals and a training plan for staff.

**Organisational Level**

Once you have a strategic picture of your organisation’s objectives, performance and future direction, this can be reviewed from the perspective of the knowledge, skills and behaviours that can help your organisation to build on its strengths and address weaknesses. Training/learning needs analysis at this level would start with a review of the organisation’s strategic and operational plans. We will give you the knowledge and authoring tools necessary to identify training gaps with your organisation.

For example, do senior executives and directors have safety training?

**Team Level**

Analysis of training/learning needs should also be undertaken at department/team level. This usually means reviewing the competency needs and skill sets within a team against the team’s own objectives and desired business objectives. It will involve taking into account both the needs of individuals, but also anything that can help the department/team to work together as effectively as possible. This will generally include consideration of information gained from appraisals or performance reviews. You may want to consider training an entire team or department to the same level, such as giving all managers health and safety management training. Reference can also be made to relevant competency frameworks for jobs or types of work.

**Individual Level**

Appraisal and supervision one-to-one meetings allow individuals to reflect on their own training/learning needs in relation to their work objectives. This helps to identify what needs to improve – whether this be through a training program that they are required to complete or other continued professional development.

**TRAINING TECHNIQUES OR METHODS OF TRAINING**

They can be divided into two groups as follows:

**TECHNIQUES OF TRAINING**

On-the Job techniques Off-the Job Techniques

Job Instruction Training \*. Lecture Method

Vestibule Training. \* Conference (discussion) Method

Job Rotation \* Case study Method,

Apprenticeship \* Simulation: a) Role Playing,

Coaching b) In basket exercises,c) Business Games.

Internship. \* Sensitivity Training.

\* Programmed Instructions

1**. ON THE JOB TRAINING METHODS**:

In these methods, training is provided on the job, in realistic job situations, at employers’ cost and time. The trainee usually learns as well as earns. In terms of learning principles, there is higher motivation, participation, and involvement of the trainees in the learning process. There is also quick transference of learning to the job. However, its biggest limitation is that the supervisor-trainers may not take full interest in the training, may only fulfill the ritual of training and leave the trainee to sink and swim at his own risk.

The main methods of on-the job training are:

i) **Job Instruction Method**: It is also called, ‘on the job training ‘. In this method the trainee is placed directly on the job under the care of his immediate supervisor. This training involves five steps: First, the supervisor-trainer explains to him the basic nature of the job, rules, procedures, methods, ‘dos’ and ‘don’ts ‘ etc. Second, he demonstrates to him, step-by step, how the work is done, explaining every step carefully. Third, he makes the trainee practice the work in front of him repeatedly, guiding him every time when he falters because of lack of confidence or skill. At the fourth step the supervisor allows the trainee to perform simple routines at first at his own and then more difficult operations in his guidance. Lastly, the supervisor leaves the trained worker free under the guidance of some senior co-worker and occasionally checks his progress and gives him more practical tips.

The main advantages of this method are: i) It is easily organized, and realistic, ii) it stimulates high motivation, iii) it speeds up the worker’s adjustment to his superior and fellow workers, iv) its cost is less, v) in terms of learning principles the method is job-relevant, facilitates repetition and positive transfer, provides active participation, and immediate knowledge of results.

The main disadvantages are: i) The immediate supervisor may be a poor instructor or unwilling instructor, ii) the worker in his haste for immediate production, may fail to learn the best way of doing the job, iii) the actual costs, considering lost time of trainee and trainer, as well as the wasted material and damaged equipment, may be heavy, and iv) this training is often too brief and poorly structured to provide complete training.

**ii) Vestibule Training**: In this method, the trainees, before being placed on the job, are trained, in a training-workshop attached and adjacent to the main production line almost on identical equipment, but by trained instructors.

This training is more systematic and complete because it moves on the principle of progressive learning, i.e. first learn the first step and then only move to the learning of the second step. This gives greater satisfaction and confidence to the trainee and saves costly equipment from misuse.

However, its cost is a little higher because it requires spare equipment, special instructors, and a special training workshop near the main production line.

This type of training is given to workers on technical jobs where costly equipment is used and the operations require meticulous moves, or where the operation cycle is long and involves several workstations and workers performing several manipulations on the way.

**iii) Job Rotation**: This is a method of training in which a worker is moved systematically from one job to the other job, in such a manner that he learns and masters the nuances of different jobs of the same order and level in the same department or in different departments. This training gives him a wider exposure, develops in him multiple skills, allows management to use his services in different department on different jobs, and prepares him to assume supervisory responsibility for all the jobs he learnt during training. In management development programmes this technique is known as ‘position rotation’ technique.

The main advantages of this training are: a) it trains workers in a variety of duties and responsibilities and thus develops multiple skills. b) Workers also get an overall perspective of related activities and jobs; c) It helps management to use the services of these workers on multiple jobs as per staff requirements. d) Learning is more effective because of higher motivation (variety of skills and challenges), active participation in learning process, quick transference of skills to jobs, and prompt feedback on progress etc. e) it improves the marketability of the trained employees’ skills, he can easily get alternative employment anywhere.

The main limitations of this method are: i) this training is time-consuming and costly too. ii) Due to individual differences, people are not equally suited for all jobs. iii) It weakens a workers commitment to a given job. iv) Placement of worker might create a problem when a particular workers shows inclination for a different job than the one being offered to him.

**iv) Apprenticeship Training**: This is a very old system for training artisans. In this system a new worker is ‘tutored and mentored’ by an established craftsman in the intricacies of the trade for a considerable period of time, say from two to five years. In this training the emphasis is placed first on the development of right attitudes and aptitudes and then on the intricacies of the trade and lastly on developing creative genius in the trade.

In the modern version, classroom instructions are imparted typically in the evening at local training school for about 144 or more hours per year. Each apprentice is usually given a workbook consisting of reading materials, tests to be taken and practice problems to be solved. The apprentice serves as ‘assistant’ and learns the craft by working with a fully skilled member of the trade called a ‘Journeyman’.

This training is used in such trades, crafts, and technical fields in which proficiency can be acquired only through practice over a relatively long period of time in and under direct supervision of experts. At the end of the training, the person is promoted to the position of a journeyman. This training is intense, lengthy and usually on one-to-one basis.

**v) Internship Training**: This training combines a heavy dose of theoretical and practical training for developing professional knowledge, skills, abilities and attitudes in the trainees. Training imparted in such professions as medicine, para-medicines, nursing, accountancy, law, computers etc. provide very apt examples of this training. In this training, the internees, after or alongside the passing of theory examination .have to undergo an intense internship training at actual place of professional practice e.g. hospitals, nursing homes, audit firms, law courts, etc. under the close guidance of established practitioners and learn practical tips and skills.

**vi) Coaching and Counseling**: At management levels, coaching and counseling of immediate subordinates by their managers to make them a better fit at the job and for improving their job skills and abilities, is a common practice. Coaching is similar to apprenticeship to some extent because the coach attempts to provide a model for the trainee to copy. However, this is less formal than apprenticeship training, because it generally does not include classroom sessions. Further, it is provided only when needed rather than as a part of a carefully planned program.

In management development programs the designated trainee may be inducted as an ‘assistant to’ the manager or as his ‘understudy’. This training also involves effective use of main learning principles: relevance, participation, feedback. and job-transference.

This type of coaching thrives in ‘a climate of confidence’, a climate in which subordinates respect the integrity, achievements and capability of their superiors. Its greatest advantage is individualized informal instructions, concentrating on those specific stimulus-situations, which subordinates find hardest to deal with, and those specific performance-requirements which subordinates find hardest to improve. The kind and quality of feedback provided also has great impact on subordinates. However, this training is less effective, if relations between trainee and coach are ambiguous or lack mutual trust.

2**. OFF THE JOB TRAINING METHODS**

These training progammes take place away from the daily pressure of the job and are conducted by highly competent resource persons, like consultants, technicians and academicians etc. who have training expertise. Its main advantages are, full attention on training aspect, guidance by the best experts in the area, freeing of the busy executives from often-unwanted instructional task, and freedom to the trainee from the daily pressure of work routine.

However, this has some limitations too: e.g. poor transferability to the job-more often the trainee learns new facts and principles at lectures, workshops, and conferences but have no idea how to apply what he has learned, once he is back in his job.

(I**) Lecture Method**: To make this method effective the instructor expert must plan his lecture by taking into consideration: who comprise his audience, what do they need from him, what is the time available, and what and how will he like to convey it. The lecture should be brief and to the point, presenting the theme of the subject in a manner that arouses interest in the audience from the start. The speaker should be poised, courteous, and sincere; his gestures and actions should be spontaneous. Affectations are extremely distracting and annoying. It is best to use simple language that has less chance of being misunderstood.

The main advantages of this method are: i) large number of trainees can be covered at the same time, ii) it is cost-effective, and iii) it is also an efficient method for acquiring latest knowledge in the field.

The main limitations are: i) it gives little opportunity for active practice, knowledge of results, or transfer of learning, ii) there is danger of over-learning when the experts try to cover too much in too little time, and iii) this method can not meet the needs of individual differences among learners–their backgrounds, personality , motivations etc.

The lecture method may be strengthened with the use of several instructional audio-visual aids like Blackboards, Flip-charts, Magnetic Boards, Overhead Projectors as tools of effective presentation, and short visuals, slides, enactments, case films etc. as tools to highlight the concepts. These aids make presentations more lively, precise and understandable. Further, the contents get etched in the memory of the trainees more permanently.

II**) Conference (Discussion) Method**: This method encourages the participation of all members of the group in an exchange of opinions, ideas, and criticism. It is a small group discussion in which leader plays a neutral role providing guidance and feedback. This method is effective when the material needs clarification and elaboration or where lively discussion would facilitate understanding all the implications of a problem and in developing creative and effective solutions to the problems at hand.

The main objectives of this method are: a) developing the decision-making and problem-solving skills of participants, b) presenting new and sometimes complex ideas and concepts, c) changing and modifying attitudes through group discussions. The method can draw on the learning principles of motivation, participation and feedback.

III) **Programmed Instructions**: It is also called a teaching machine. It was developed in the late 1950s for both school and industrial applications. Its main features are: i) the trainees learn at their own place, ii) the instructors are not a key part of the learning, iii) the material to be learnt is broken down into very small units or stages, iv) each step logically builds upon those that have preceded it, v) the trainee is given immediate knowledge of results for each answer he gives, and vi) there is active participation by the learner at each step of the programme. The programmed instructions include elaborate teaching machines, films, sound tapes, programmed books, illustrations, printed material, diagrams etc. The core feature of programmed instructions is participation by the trainee and immediate feedback to him.

IV) **Vocational Guidance**: Vocational guidance is a facilitative process, in which an expert advises individual employees about the type of jobs, and careers most suitable for them taking into consideration their interests, aptitudes and abilities and the available or likely to be available job/position opportunities in the organization or employment market. The expert is called vocational and career counselor. In a working organization he guides new employees in the selection of the right assignment for placement. He also guides existing employees in the selection of their career goals and guidance to the candidate how he can benefit.

V) **Case Study Method**: It is a written description of an actual situation in business which provokes, in the reader, the need to decide what is going on, what the situation really is, or what the problems are, and what can and should be done. Taken from actual experience of organizations, these cases represent attempts to describe, as accurately as possible, real problems that managers face. Trainees study the cases to determine problems, analyze causes, develop alternative solutions, select the best and workable, and debate and defend their choices. Case study can provide stimulating discussions among participants, as well as excellent opportunities for individuals to develop their analytical and judgmental abilities. It appears to be an ideal method to promote decision-making abilities within the constraints of limited data. Cases are usually organized around one or more problems or issues that are confronted by an organization.