**Unit -2**

**Training Programme**

**Introduction**

A training program is a planned sequence and combination of activities designed to equip employees with knowledge and skills to become better professionals.

Training programs are considered an integral part of development for human resources. It is an organized tool for the development of specific skills to the desired standard with the help of information, instruction, guidance, and practice.

Employee training programs are in the rage both in start-ups and established business entities as it brings a fresh perspective on the thinking process of an organization. More and more people are giving credence so as to include it in the workplace because it will boost development opportunities and promote employee retention.

**Characteristics of Training programme**

The characteristics of an effective employee training program are-

1. High-quality program management

The person in charge of the training program is responsible for planning and implementing training initiatives. He should be open-minded and motivated so that he can help the employees in reaching their potential

2. Identify the needs of an organization

It is important to identify the needs of an organization and build a training program that will take the company forward.

3. Evaluating adult learning benefits and shortcomings

It is vital that emphasis is given to the fact that adults are fast learners and they already have a strong base of existing knowledge.

4. Identifying training objectives and evaluate training

Identify the objectives of employee training and evaluate them to create an effective program.

5. Alignment

It is vital to align organization initiatives with needs to address all issues

6. Easy access

An important feature of the employee training program is that it is vital to have easy access if a company wants to implement a successful training program.

7. Multimedia options

This is the age where technology is evolving every second and an important feature of the employee training program is that the organizations must take advantage of advanced technology for their growth.

**Types of training programme**

A training program is an opportunity to polish skills and gain further knowledge. The different types of employee training programs include-

1. Instructor-led training

The most popular and traditional employee training method is an instructor-led training program. It is conducted by a professional trainer with the help of prescribed materials and tools and is especially effective for complex topics.

The trainers are in the driving seat and answer particular questions; nudge employees towards the use of necessary resources and implements training style and level in a manner that the employees are able to undertake.

This type of training has its own limitations as it is both time-consuming and expensive and is not suitable for concise topics.

2. Simulation employee training

This type of training is offered via a virtual reality device or a PC. It has found acceptance amongst trainees that are placed in high-stake fields and is often undertaken by high0end employees, doctors, pilots, etc.

The advantage of Simulation employee training is that it is reliable and highly effective with a good consistent progress rate. Its disadvantage is that it is a bit expensive compared with other types of training programs.

3. eLearning

In the present scenario, the most preferred type of training program is eLearning. It relies heavily on online videos along with interactive games, activities, tests and gamified components. It is very easy to implement online training for a large number of trainees at once. It has a high turnover rate as it can be implemented in remote places where traveling is difficult.

4. Mentoring training

This is a type of hands-on employee training program with an emphasis on the relationship between trainee and trainer, who can be a coach, mentor, veteran employee or supervisor.

The advantage of this type of employee training program is that it enables the trainee to discuss and sort any issues that he may not be comfortable sharing during group training. Its drawback is that it is expensive as hiring a trained coach or mentor costs money.

5. Lecture-style training

As the name suggests the lecture-style training program is used in cases where you want to impart a large portion of information to a hefty number of population. The disadvantage of this type of training is that there is no actual relationship between the trainer and trainee and can seem boring after a time.

6. Hands-on training

This type of training puts its onus on the individual needs of the trainee. This is experimental training and is implemented on the job itself to make the workforce fit into their role. The only drawback is that it is time-intensive and is applicable only when the firm has enough resources to support it easily.

7. Case studies

One of the types of employee training programs that have been in existence for a very long time is case studies. It is the quickest way to know about focussed studies.

8. Group discussions

Group activities and discussions can bring people closer and help in finding the perspective of someone else. It enables several employees to train together and is used for complex issues.

The drawback of this employee training program is that too many disagreements can cause fall-out between everyone and can lead to discord and an unhealthy environment.

9. Management specific activities

This type of employee training program puts its onus on the needs of the manager and includes eLearning, role-playing, brainstorming, and simulations. This is done to address the additional needs of managers separate from other employees.

**Steps of training programme**

**1. Identify the needs**

Take a step back and assess the situation in your firm. What are the areas where you need to focus so that you can achieve set targets easily? The success lies in being honest and writing down a set of needs that can be overcome by offering suitable training programs and thus will help you in future endeavors.

Identify business goals like minimizing waste and costs, boosting efficiency and implementing a new product. Now think what the firm will have to do so that the employees can achieve the target. Is there a performance gap that is keeping the employees from doing the work and are they in need of any training activity to do that work is an important question that needs to be addressed.

Finally, determine the type of training program that will be most useful for the employees, for instance, should it be anything specific or general, computer-based or theory-based and self-guided or through a trainer. Remember it is important to determine beforehand the employees you want to give training to. A firm cannot offer the training program to every employee as it is an expense that it has to bear.

**2. Keep learning principals in mind**

Keep learning principals in mind if you are interested to build your first employee training program. Make sure that the employee is interested in taking part in the training program and is coming to the field with certain knowledge and experience.

When you have a relevant employee training program in place that is a task and goal-oriented the experience becomes doubly valuable.

**3. Develop learning objectives**

Create a list of learning objectives before you build a training program. It will help the employees to know about the things that they can do after the training is completed so that they can understand how it is going to have an impact on their personal and professional life.

**4. Design a training program**

You have completed your preliminary work and now is the time to design your training program. Focus on the learning needs and create content that is aligned with the learning objectives. Make sure that you incorporate a hands-on practice session to make the learners proficient in their training.

Interaction is an important part of the learning process and makes sure you are hiring a trainer who believes in open and clear communication channels. Sometimes a task looks like a mountain but the easiest way to accomplish it is by setting small goals and that too in a systematic manner so that the learner can breathe easily and take one step at a time.

**5. Developing a training program**

After designing the next stage is taking help of training materials to develop and build a training program. There are numerous options available to you like PowerPoint projections, computer-generated graphics, Flip-Charts, Excel and Word hence take its help to create an outline.

It is important to align with the latest technologies to make the task easier and of course relevant to changing times.

**6. Implementing a training program**

One of the most important phases of building a training program is implementing it successfully. Involve and include your employees by giving them the information about the program and asking them to be actively involved in designing, creating and implementing the procedure.

Buy the required supplies and make sure everyone is comfortable with set schedules. Think and decide whether you want to opt for case studies, group assignments or focus groups. Make sure every trainee is 100% involved if you are looking for ways to build an effective training program.

**7. Roadmap your success**

Create a roadmap for the onboarding phase by starting with an orientation program and nudging it towards complex stages.

**8. Working with the head of departments**

Working with the head of departments will help to know about any oversight, assistance or instructions that are necessary.

**9. Align mentors and employees**

It is a proven fact that a mentor is one of the strongest influences on an employee. Choose a person that has professional experience of several years at his behest and can mentor the employees during the implementation stage.

Every one of them will introduce employees to the process and critical operations and ensure that the employees are getting the best out of the experience. Mentors have the ability to evaluate employee performance and steer them towards the right path.

**10. Developing feedback culture**

Feedbacks are an important part of all training programs hence see that there are opportunities for feedback during and after the program. This feedback can be both positive and negative make sure that the employees are taking it in a constructive manner.

Trainers and mentors should offer regular feedback and trainees must make sure to act on the answers they are getting to boost performance levels.

**11. Encourage monthly or weekly reports**

One of the most useful techniques to build and boost the training program is to incorporate the culture of weekly and monthly reports. It should be compulsory for both trainee and trainer to write these reports so that any discrepancies can be addressed.

**12. Evaluating the training program**

None of the training programs is perfect at their initial stage. It needs regular evaluation to know about the issues and sorting them out in a timely manner. It is important to know whether the program has been at par with the expectations hence keep a note of the employee reactions.

**Essentials of training programme**

Training helps the organization to achieve the goal of the organization. Training improves the performance of the employees by filling the gap what is expected from them and what they achieved. A good training programme must posses following essentials:

* An effective training programme should be flexible.
* It should be able to prepare the trainees’ mentally before they impart any knowledge.
* It should emphasize on both theory and practical training.
* It should be given by qualified and trained trainer.
* An effective training programme should be supported by top management.
* The content of the training programme should be prepared before identifying the training needs as they should be according to the job requirement.

**Need of training programme**

The need for training of employees arises due to the following factors:

(i) Higher Productivity:

It is essential to increase productivity and reduce cost of production for meeting competition in the market. Effective training can help increase productivity of workers by imparting the required skills.

(ii) Quality Improvement:

The customers have become quality conscious and their requirement keep on changing. To satisfy the customers, quality of products must be continuously improved through training of workers.

(iii) Reduction of Learning Time:

Systematic training through trained instructors is essential to reduce the training period. If the workers learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work.

(iv) Industrial Safety:

Trained workers can handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to industrial accidents.

(iv) Reduction of Turnover and Absenteeism:

Training creates a feeling of confidence in the minds of the workers. It gives them a security at the workplace. As a result, labour turnover and absenteeism rates are reduced.

(vi) Technology Update:

Technology is changing at a fast pace. The workers must learn new techniques to make use of advance technology. Thus, training should be treated as a continuous process to update the employees in the new methods and procedures.

(vii) Effective Management:

Training can be used as an effective tool of planning and control. It develops skills among workers and prepares them for handling present and future jobs. It helps in reducing the costs of supervision, wastages and industrial accidents. It also helps increase productivity and quality which are the cherished goals of any modern organization.

**Objectives of training programme**

Main Objectives of Training Programme are as follows:

i) To impart to new entrants basic knowledge and skills,

ii) To assist the employees to function more effectively in their present position by exposing them to the latest concepts, information and techniques and developing in them the skills required in their fields,

iii) To build up a second line of competent officers and prepare them as a part of their career progression to occupy more responsible positions.

iv) To broaden the minds of the senior managers by providing them opportunities for interchange of experiences within and outside with a view to correct the narrow outlook that may arise from over specialization.

(v) To impart customer education.

Effective recruitment and selection are key to employee retention. An important measure of the effectiveness of these functions is the extent to which the organization is able to attract committed employees who remain with the organization. Many factors affect retention and, as discussed later, recruitment and selection procedures can have an impact on retention.

Further, we know that employee retention is tied to the effectiveness of orientation and onboarding procedures; therefore, we should also focus on these practices in our efforts to improve retention.

Recruitment

The goal of recruitment is to generate a pool of qualified job applicants. Specifically, recruitment refers to the range of processes an organization uses to attract qualified individuals on a timely basis and in sufficient numbers and to encourage them to apply for jobs in the organization. The success of recruitment is dependent on many factors, including the attractiveness of the organization, the community in which the organization is located, the work climate and culture of the organization, managerial and supervisory attitudes and behavior, workload, and other job-related considerations. We often distinguish between internal recruitment (which usually entails promotion or transfer from within the organization) and external recruitment (identifying applicants from outside of the organization).

Common measures of the success of a recruitment function include the following:

 Quantity of applicants

 Quality of applicants

 Overall recruitment cost and cost per applicant

 Diversity of applicants

 Recruitment time or time-to-fill

Selection

Employee selection is the process of collecting and evaluating applicant information that will help the employer to extend a job offer. To a great extent, the selection process is a matter of predicting which person, among a pool of potentials, is likely to achieve success in the job.

Traditional selection processes are based on ensuring person-job fit. In current practices, managers tend to be concerned mostly with applicant competencies, assessing whether the person has the knowledge, skills, and abilities to perform the job. Of increasing importance is the idea of person-organization fit, the extent to which an applicant’s values match the values and culture of the organization. A great many selection tools are available, including the job application form, standardized tests, personal interviews, simulations, and references.

Retention

Among the most important healthcare workforce challenges is staff shortage, and associated with this issue are employee turnover and retention. Every organization faces different challenges in its efforts to retain valued employees. The success of a retention program depends on the ability of the organization to correctly determine the causes of turnover and to enact strategies that appropriately target these causes.

Also, the organization must recognize the advantages and usefulness of alternative retention strategies.

**Staff retention strategies**

Employee retention strategies for retaining top talent

* Recognize retention starts with recruiting
* Identify candidates who’ll stay the course
* And identify those who share your outlook
* Provider ongoing education and clear paths to advancement
* Stick with remote work options
* Be competitive with compensation packages
* Deliver for your employees
* Engage your workers
* Put data (and AI) to work
* Be prepared for turnover
1. **Recognize retention starts with recruiting**

“Retention starts right from the beginning, from the application process to screening applicants to choosing who to interview,” says Dan Pickett, former CEO of Nfrastructure. “It starts with identifying what aspects of culture and strategy you want to emphasize, and then seeking those out in your candidates.”

Pickett had good success at Nfrastructure with this approach, as the company had a retention rate greater than 97% — almost unheard of in the IT industry.

“It’s an increasing returns model; the longer someone’s with your company, the more productive they become over time,” he says. “You have to look at this as a long game and take steps to ensure you’re doing it right by making sure each employee is completely engaged with and part of the company’s ongoing success.”

1. **Identify candidates who’ll stay the course**

How can you choose candidates that are more likely to stay? There are key indicators right on their resume, says Pickett. First, he says, look for candidates with longevity at their previous jobs.

“You’re looking beyond what’s written on the resume. Have they worked at a company for many years through ups and downs? That speaks to loyalty, perseverance, engagement,” he says. “You should also look for someone who plays team sports, who has committed to volunteer or other activities outside of work — that can help tell you that they are invested in a cause, a team, a sport, yes, but also that they have the mindset to stick with something they really care about.”

Job-hoppers are something of a gamble, he says. While they might just be looking for the right place to land, Pickett says a candidate “who’s had, say, 10 jobs in 12 years is going to be really difficult to retain for any company.”

1. **And identify those who share your outlook**

Workers tend to stay longer at organizations where they are aligned with the values, vision, and mission, so identifying them during the recruitment process can pay long-term dividends in terms of retention.

“We focus more on identifying candidates for whom our organizational story resonates than strictly focusing on longevity. When top talent feels that they have shared values with their employer, it increases the likelihood that they will stay longer with the organization,” says Loralie Thostenson, senior vice president and technology talent officer at Liberty Mutual Insurance.

1. **Provide ongoing education and clear paths to advancement**

Promoting from within not only provides a clear path to greater compensation and responsibility, it also helps employees feel they’re valued and a crucial part of the company’s success. So employee development and education are essential.

“First, provide professional and career developmental opportunities that are fitted to each individual,” Parsons says. “This should begin with assessment, coaching feedback, and an understanding of one’s specific in-depth strengths, risk factors, and intrinsic motivators. Once IT learning and development specialists are clear on these, and the individual is self-aware through coaching, then the development should be molded to fit the needs, profiles, and goals of each individual.”

She says studies show that Millennials and GenZers crave career and professional development, with several studies suggesting that 80% or more of them would leave a company that doesn’t offer personal development opportunities.

“Learning cannot just be an afterthought — it must be a core focus of any strong organization,” agrees Kevin Griffin, an IT advisor at Falco Enterprises and former CIO of GE Capital, adding that commitment to training is seen by employees as an investment in their worth and a powerful incentive to stay at the company.

“Investing in your employees’ education can help retain talent and intellectual property at a time when there’s stiff competition for both,” says Griffin. “The need for new skill sets and evolving roles are in demand at rapidly growing rate, so putting someone on a career path that doesn’t have any room to develop is not only a career-limiting move for the employee, but a business-limiting move for the company.”

1. **Stick with remote work options**

Williams recently had two employees move nearly 2,000 miles away from Red Hat’s headquarters but keep their jobs anyway. “One way we’re retaining people is to let them say remote; we’re focusing on flexibility,” he says.

Employers in general will have to adopt that attitude if they want to keep their workers, experts say.

“The pandemic demonstrated that long-term remote work is possible,” says John Dooney, an HR knowledge advisor with the Society for Human Resource Management (SHRM). “From a recruitment and retention perspective providing increased flexibility for work hours and location of work help increase employee satisfaction, which leads to retention, along with increasing an employer’s competitiveness and attraction to land top talent.”

1. **Be competitive with compensation packages**

Williams says widescale remote work also means all employers are competing with everyone else, including the tech giants, so “salaries are adjusting to the highest bidders.”

That has IT leaders reviewing pay scales to ensure they’re as competitive as needed to retain talent, HR specialists say, adding that loyal workers expect to be rewarded for staying — and not feel like all the bonus pay is going only to new workers.

Williams says he regularly reviews existing workers’ pay to ensure it’s fair, competitive, and equitable throughout his organization, “ensuring that each individual is being paid for the role they’re in separate from any individual attribute unique to them.”

Pay, though, is only part of the equation, he and others stress. “Compensation, benefits, work environment, opportunities for development, rewards designs all matter,” Parsons says. “For example, in Silicon Valley, if a highly talented tech employee isn’t fully satisfied, he or she can merely walk across the street for a new and better opportunity. This is particularly true in a virtual world, post-COVID, where there are no longer geographic restrictions.”

1. **Deliver for your employees**

Know what your employees want and be prepared to meet them, experts say.

“It is fair to say that candidate expectations are changing,” Thostenson says. “For instance, people are looking for organizations that can provide flexibility in a way that meets their individual needs and preferences. That is true whether they are the candidate or a current employee. If an organization is unable to provide flexibility, that could make it difficult to attract or retain talent.”

She says Liberty Mutual strives to “recognize that people are multidimensional — and we need to support the whole person — whether that’s through flexibility, a wide range of benefits, financial stability, or meaningful projects to keep them engaged.”

1. **Engage your workers**

CIOs would do well to connect with their workers to update them on the organization and its direction and to get their feedback.

“CIOs may find that how their technical managers may have handled their interactions during the pandemic with technical employees can impact an employee’s view of the company and their role and job satisfaction,” Dooney says. “Because most employees leave their position because of satisfaction with their manager, if there have been past management issues or an employee felt the employer did a poor job of engaging and handling the workforce during the pandemic, they may be more likely to leave.”

He adds: “Employers may want to conduct stay interviews with employees to help understand any concerns an employee may have, and come up with ways to address those concerns.”

Meanwhile, Parsons suggests regular “state of the business” meetings, held quarterly or at least semi-annual with select or rotating senior executives conducting the sessions.

“All employees should be invited into sessions,” she says, noting there may need to be several sessions so the groups aren’t too large. “Tech people want to know what is going on with strategy, competition, the financials, and the business outlook. Include them and ask for their ideas. They appreciate feeling like partners in the enterprise.”

Another approach is to use an employee polling tool to get the pulse of staff’s attitudes to their work and the organization’s overall vision.

1. **Put data (and AI) to work**

Organizations have incredible amounts of employee data available that they can use to identify who’s most likely to leave, why they might jump ship, and then take steps to prevent that, says Dave Weisbeck, CSO at workforce analytics software firm Visier.

“I stumbled upon this Glassdoor survey that calls out January as the month when more employees are likely to leave,” says Weisbeck. “But contrary to that survey finding, a lot of the data from our own clients shows that’s not necessarily true. We looked across all of our data — about a million employees — and what we’ve found is a very clear pattern on a quarterly basis, and Q3 is the biggest quarter for resignations.”

Why is that? From the data, Weisbeck says Visier’s team extrapolated that the timing of these resignations isn’t necessarily defined by the calendar but around internal processes and structures such as bonus payments.

“People are thinking of this like, ‘Okay, I received my bonus and now I can leave,’ not ‘Oh, it’s a New Year, time for a new job,’” Weisbeck says. “Since many organizations time their bonuses to hit around Christmas and the end-of-year holiday season, it makes sense to see the January exodus. The pay and bonuses — or lack thereof — aren’t the reason they’re leaving; often times they have decided to leave months before but have hung on until they receive this money.”

Looking more closely at the data can help uncover patterns like this, potentially contradicting conventional wisdom, he says. AI and machine learning can help identify and address these issues before they lead to attrition and turnover.

“Commute time, for example, isn’t as big a factor in people’s engagement, happiness and their chances of leaving a job as distance to family,” Weisbeck says. “If your commute is an hour and a half each way and you have a family at home, you’re not necessarily dissatisfied with the commute; it’s the time you’re not spending with your family. So, organizations could add more flex time. Remote work opportunities. Anything that could help address that pain point.”

1. **Be prepared for turnover**

Of course, sometimes turnover is inevitable, so organizations must be prepared to lose top talent.

“It’s difficult when we lose someone who’s a rock star,” Pickett says. “But that’s one of the things you have to be prepared for. Especially in the IT industry, it’s so competitive — but it’s also healthy. You don’t want someone who doesn’t want to be there anymore.”

Here, succession planning can be key — especially for high level or hard-to-hire positions. So too can maintaining a high profile.

“Be active in universities, tech organizations, professional organizations, local chambers, written publications, symposiums, and the like,” Parsons says. “Have a strong — positive — presence. Be visible and become the employer of choice.”

. **Employee retention strategies for job satisfaction**

* Onboarding and orientation. Every new hire should be set up for success from the start. ...
* Mentorship programs. ...
* Employee compensation. ...
* Perks. ...
* Wellness offerings. ...
* Communication. ...
* Continuous feedback on performance. ...
* Training and development.

**Challenges in Employee Retention**

In the current scenario, a major challenge for an organization is to retain its valuable and talented employees. The management can control the problem of employees quitting the organization within no time to a great extent but can’t put a complete full stop to it. There are several challenges to it.

Following are the challenges in Employee Retention −

Salary Dissatisfaction − Every employee has high salary expectations and this is one of the major reason, why an employee quits the organization. Retention becomes a problem when an employee quotes for an exceptionally high salary, which is beyond the budget of the organization. Every organization has a salary budget for every employee which can be raised to some extent but not beyond a certain limit.

Job Opportunities are high − There is a cut-throat competition to attract the best talent in the market. Companies go a long way to lure talented resources from their competitors. Availability of such lucrative offers make it difficult to retain good resources for long.

Hiring the Wrong Candidate − Recruitment plays an important role, which is the future of any organization. A right candidate hiring will give a good future and a wrong candidate hiring will give a bad future. Candidates speak all kind of lies at the time of interviews for getting a job. It is only later doing people realize that there has been a mismatch and thus look for a change. And problems arise whenever a right candidate is into a wrong job.

No Job Rotation − Any employee gets bored, if he/she does the same job for years together. The job might be good and interesting in the starting phase, but soon, it could become monotonous. In this scenario, the management must go for a job rotation and provide such employees the opportunity to do something new. And if there is no job rotation, then such employees might look for other avenues.

Unrealistic Expectations of Employees − It is not possible for an organization to meet the expectations of all the employees. An employee must be mature enough to understand that one can’t get all the comforts at the workplace. Sometimes, when the unrealistic expectations of the employees are not met, they look for a job change.

**Factors Affecting Employee Retention**

Following factors affect Employee Retention −

* Employees expect a well-defined Career Path which defines whether they will stay with the organization for a longer duration.
* Every employee wants a good compensation and benefits from his job. Day by day, these expectations are going higher and higher. So, compensation is one of the major for affecting employee retention in any organization.
* Employees gradually develop a cordial rapport with their employers over a period of time. It is like a comfort factor. This professional relationship is critical to ensure employee retention.
* Almost 80 to 90 percent of the employees in any organization come from middle-class background and they seek job security. But in the present scenario, there are layoffs, downsizing and organizational re-structuring, which are affecting the employee retention and loyalty, which in turn makes the employees look for other opportunities.
* Work environment should be good and healthy, which will create a beautiful place to work for. Workplace or work environment will affect in retaining employees. Employee, who are treated as the assets to the organization, continue to stick with the company for a long time.
* Every employee should be recognized and appreciated for his/her great work performance. This will pamper the employee and he/she gets motivated. If not, the employee gets demotivated and look for another job, which affect the employee retention.
* Every employee should be treated equal and the information should be transparent. This will build a trust among the employees in the organization. If there is no transparency and no fair reviews about the performance of the employee, then this could lead to employee dissatisfaction and for quitting the job.