TRAINING AND DEVELOPMENT

Chapter Objectives

- Define *training and development* (T&D).

- Explain factors influencing T&D

- Describe the T&D process and how training needs are determined and objectives established.

- Identify the various T&D methods.

- Define *orientation* and identify its purposes.

Chapter Objectives (Continued)

- Identify special training needs.

- Identify the means by which T&D programs are implemented and evaluated

- Describe training partnerships that exist between business, government, and education

- Distinguish between career and job security

- Explain career planning and development.

- Define *organizational development* (OD) and describe various OD techniques

Training and Development (T&D)

- **Human Resource Development** – Major HRM function consisting not only of T&D, but also individual career planning and development activities and performance appraisal

- **Training and Development** – Heart of a continuous effort designed to improve employee competency and organizational performance

Training and Development (T&D)

- **Training** - Designed to provide learners with the knowledge and skills needed for their present jobs – *formal and informal*

- **Development** - Involves learning that goes beyond today's job – more long-term focus

- **Learning Organization** – firms that recognize critical importance of continuous performance-related training and development an take appropriate action

Training and Development (T&D)
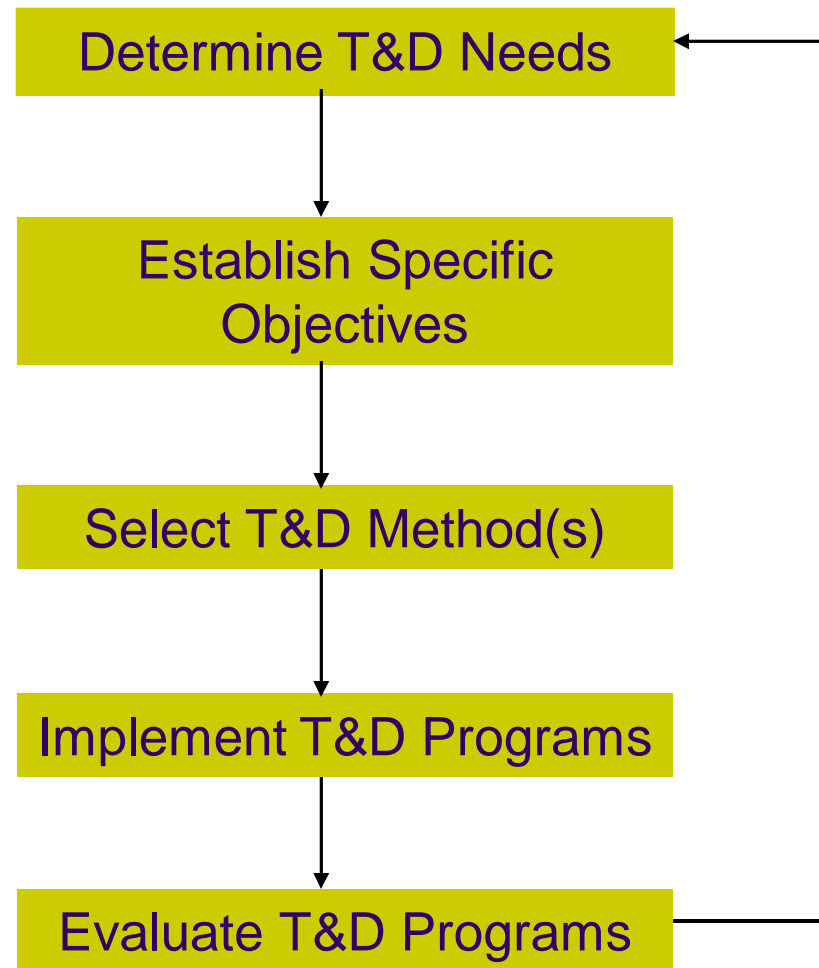
Key Factors

- ✓ Increasing a person education level increases productivity

- ✓ 100 Best companies to work for in America list T & D <u>second</u>

Factors Influencing T&D

- Top management support
- Commitment from specialists and generalists
- Technological advances
- Organizational complexity
- Learning style

The Training and Development (T&D) Process

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│   Determine T&D Needs         │◄─────┐
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┌──────────────────────────────┐      │
│   Establish Specific          │      │
│   Objectives                  │      │
└──────────────────────────────┘      │
              │                        │
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┌──────────────────────────────┐      │
│   Select T&D Method(s)        │      │
└──────────────────────────────┘      │
              │                        │
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┌──────────────────────────────┐      │
│   Implement T&D Programs      │      │
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┌──────────────────────────────┐      │
│   Evaluate T&D Programs       │──────┘
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Determining Training and Development Needs

In order to compete effectively, firms must keep employees well trained.

Establishing Training and Development Objectives

- Desired end results

- Clear and concise objectives must be formulated

T&D Methods

- Classroom Programs
- Mentoring
- Coaching
- Role Playing
- Simulations

- Distance Learning and Videoconferencing
- E-learning
- On-the-Job Training
- Job Rotation
- Internships

Classroom Programs

- Continue to be effective for many types of employee training

- May incorporate some of other methods

Mentoring

- Approach to advising, coaching, and nurturing, for creating practical relationship to enhance individual career, personal, and professional growth and development

- Mentor may be located elsewhere in organization or in another firm

- Relationship may be formal or informal

Coaching

- Often considered responsibility of immediate boss
- Provides assistance much as a mentor

Role Playing

- Respond to specific problems they may actually encounter in jobs

- Used to teach such skills as:

    - interviewing

    - grievance handling

    - performance appraisal reviews conference leadership

    - team problem solving

    - communication

Simulations
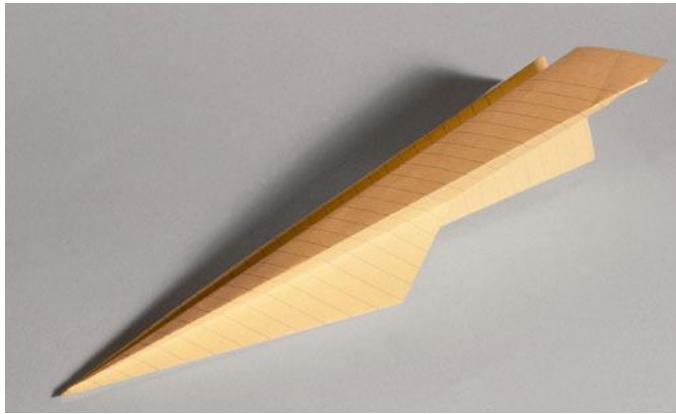
Training devices that model the real world or programs replicating tasks away from the job site

Distance Learning and Videoconferencing

- Interactive training
- Used to:

  > increase access to training

  > ensure consistency of instruction

  > reduce cost of delivering T&D programs

E-Learning

Umbrella term describing online instruction

On-the-Job Training

- Informal approach that permits employee to learn job tasks by actually performing them

- Most commonly used T&D method

- No problem transferring what has been learned to the task

Job Rotation
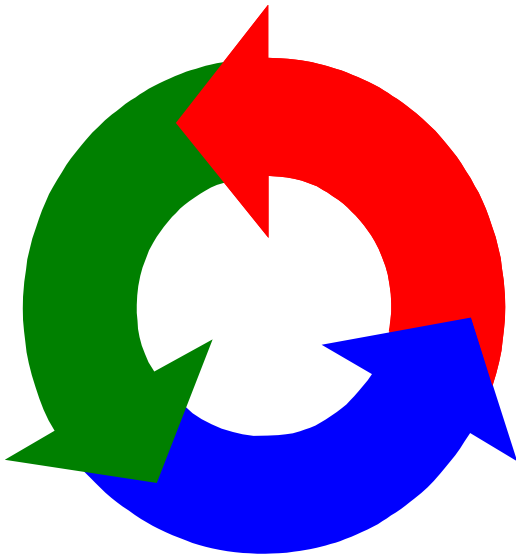
- Employees move from one job to another to broaden experience

- Helps new employees understand variety of jobs

Internships

- Training approach where university students divide their time between attending classes and working for an organization

- Excellent means of viewing potential permanent employee at work

- Students are enabled to integrate theory with practice

Management Development

- All learning experiences resulting in upgrading of skills and knowledge needed in current and future managerial positions

- Imperative managers keep up with latest developments in their fields while managing ever-changing workforce in a dynamic environment

- Requires personal commitment of individual manager

# Reasons to Conduct Management Training Outside of the Company
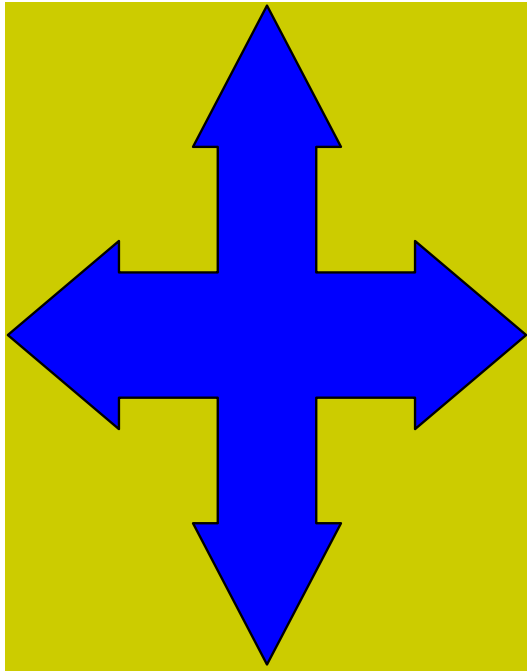
- An outside perspective
- New viewpoints
- Possibility of taking executives out of work environment
- Exposure to faculty experts and research
- Broader vision

Reasons to Conduct Management Training Inside of the Company
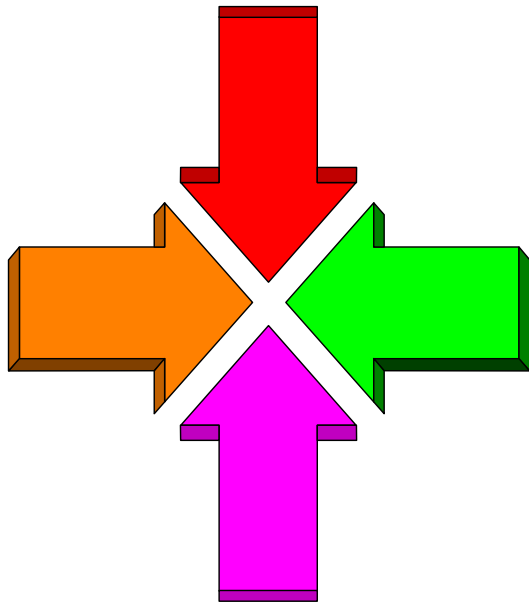
- Training more specific to needs
- Lower costs
- Less time
- Consistent, relevant material
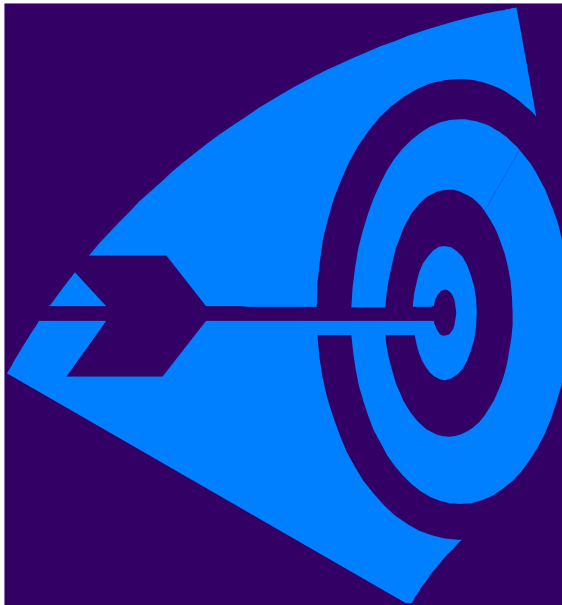- More control of content and faculty

Orientation
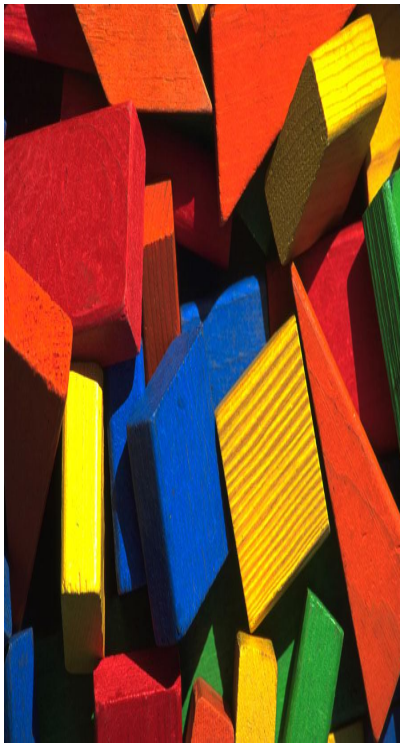
- Initial T&D effort designed for employees
- Strives to inform them about company, job and workgroup
- On-boarding

Additional Benefits of Orientation

Effective in retaining and motivating personnel

Special Training Areas

- **Telecommuter** – permit manager and employee to define job responsibilities and set goals and expectations

- **Diversity** – develop sensitivity to create more harmonious working environment

- **Ethics** – develop corporate culture that rewards ethical behavior

- **Conflict Resolution** – communication skills needed to resolve gridlock

Special Training Areas

- **English as a Second Language** – help employees in way that validates them and optimizes personal relationships

- **Teamwork** – how to work in groups

- **Empowerment** – how to make decisions and accept responsibility

- **Remedial** – basic literacy and mathematics skills

Implementing Human Resource Development Programs

- Implies change
- Feel they are too busy to engage in T&D efforts
- Qualified trainers must be available
- Trainers must understand company objectives

Evaluating Human Resource Development

- Ask participant's opinions
- Determine extent of learning
- Will training change behavior?
- Have T&D objectives been accomplished?
- Benchmarking
- Evaluation difficult, but necessary

Organization Development

- Survey feedback process
- Quality circles
- Team building
- Sensitivity training

Assignments:-

- 1. Explain the importance of training to an industrial concern

- 2. Differentiate between training and development.

- 3. Explain any three methods of training of employees.

Quality Circles

- Groups of employees who voluntarily meet regularly with their supervisors to discuss problems
- Investigate causes
- Recommend solutions

Team Building

- Conscious effort to develop effective workgroups
- Uses self-directed teams
- Small group of employees responsible for an entire work process
- Members work together to improve their operation

Sensitivity Training

- Participants learn about themselves and how others perceive them

- No agenda, leaders, authority, power positions

- People learn through dialogue

- Participants encouraged to learn about themselves and others in group

- Also called T-group training

CAREER PLANNING AND DEVELOPMENT

Career Planning and Development

- **Career** – general course that person chooses to pursue for working life

- **Career Planning** – process whereby individual sets goals and identifies means to achieve them

- **Organizational Career Planning** – paths identified for employees to assist in development

Job and Career Security

- **Job Security** – implies security in one job, often with one company

- **Career Security** – requires developing marketable skills and expertise that help ensure employment with a range of careers

Job and Career Security

What should a professional be doing to maintain security?

- Stay current on their industry trends
- Have on-going evaluations of their skills
- Continuing education
- Network continuously
- Have career/job mentoring