



TRAINING AND DEVELOPMENT

Chapter 9





DEFINITION OF TRAINING AND DEVELOPMENT

- Training and development refers to organized learning activities in the organization to improve performance and/or personal growth for the purpose of improving the job, the employee and the organization.
- **Training** focuses on learning the necessary skills required to perform a job. In other words, training is both focused upon, and evaluated against, the job that an individual currently holds.



- **Development** focuses on the preparation needed for future jobs or jobs that an individual may potentially hold in the future, and is evaluated against those jobs.
- The goal of training is for employees to master the knowledge, skills and behaviors emphasized in training programs and to apply them to their day-to-day activities.
- Training improves individual performance; development prepares an employee to a future job.





- Training and development is a continuing process to combat obsolescence and increase productivity.
- HR professionals approach training through ***instructional design***.



TYPICAL REASONS FOR EMPLOYEE TRAINING AND DEVELOPMENT

- When a performance appraisal indicates performance improvement is needed.
- To 'benchmark' the status of improvement so far in a performance improvement effort.
- As part of an overall professional development program.
- As part of succession planning to help an employee eligible for a planned change in role in the organization.





- To “pilot” or test the operation of a new performance management system.
- To train about a specific topic such as computer skills, quality assurance, communications, supervisory, customer service, human relations, how to handle a grievance and discipline, labor relations, safety, negotiations, and many others.





SPECIFIC BENEFITS FROM EMPLOYEE TRAINING AND DEVELOPMENT

- Increased job satisfaction and morale
- Increased employee motivation
- Increased effectiveness in processes, resulting in financial gain
- Increased capacity to adopt to new technologies and methods
- Increased innovation in strategies and products



- Reduced employee turnover
- Enhanced company image (e.g., conducting customer service training)
- Improved risk management and ethical behavior in business





CAVEAT ON TRAINING

- Training is not the answer to all problems of the company.
- The tendency of some organizations to buy “off-the-shelves” training programs without considering their relevance or direct applicability to their needs.



THE FOUR-STAGE TRAINING CYCLE

Stage One:
Training Needs
Analysis (TNA)

Stage Two:
Planning the
Training

Stage Three:
Implementing the
Training

Stage Four:
Evaluating the
Training



Stage One: Training Needs Analysis (TNA)

- The TNA will provide a systematic assessment of the organization, the task, and the employee.
- The overall corporate strategy is the central point for the assessment of the company's training needs.
- These needs must be explored within the context of the firm's goals and strategies.



Training Needs Analysis Process

Organization Analysis

What are strategies/goals?

Reasons for Training:

- Lack of basic skills
- Poor performance
- New technology
- Customer Problems
- New Products
- Higher performance standards
- New/restructured jobs

Task Analysis

In what do they need training?

Outcomes:

- Who receives training
- What trainees need to learn
- Types of training
- Frequency of training
- Buy or develop training decisions
- Training methodology

Person Analysis

Who needs training?



Organization Analysis

- There must always be a link between the firm's strategies/goals and training development.
- Identification and assessment of current competencies to develop a master training plan.





Task Analysis

This activity involves identifying the important tasks and job-related knowledge, skills, and attributes (KSA) that need to be emphasized in training for employees to complete their tasks.





Person Analysis

Person analysis helps the company to determine whether training is appropriate and who among the employees need training.



Other Issues on Training Needs Assessment

Ensuring employees' readiness for training

Creating a learning environment

Ensuring transfer of training





Ensuring Employees' Readiness for Training

Readiness for training means personal characteristics that are essential requisites for learning, such as:

- ability
- attitudes
- beliefs
- motivation



Creating a Learning Environment

- Communicate to employees the benefits of training.
- Be supportive of the training activities by allowing time off from job to join training programs.
- Ensure that physical facilities for training such as a good training room free from noise and distractions are available





Ensuring Transfer of Learning

- Transfer of learning is the proof that training was effective.
- Trainees must apply the knowledge, skills, and abilities (KSA) from the learning environment to the actual job.
- Successful transfer of learning needs constant practice.



Stage Two: Planning The Training

Training plan describes the key decisions, tasks and resources needed to develop a strategy for developing training.





Matrix of the Basic Components of One Training Plan

Training Goal	Learning Objectives	Learning Methods/ Activities	Facilities, Resource Persons	Budget
Overall results or capabilities to be achieved by implementing the training plan, e.g., to pass the Senior Accountant qualification test	<p>To be able to do as a result of the learning activities the skills required for the job, e.g.,</p> <ol style="list-style-type: none"> 1. Exhibit required skills in problem solving and decision making 2. Exhibit required skills in delegation 	Lectures, workshops, case studies, and teambuilding sessions	Facilities include the choice of the venue of training, audio-visual equipment, handouts, papers and pencils, meals, snacks, transportation/ Accommodation, if done offsite, and choice of instructors/ resource persons	The specific costs of training should be spelled out to comply with the accounting procedures of the company



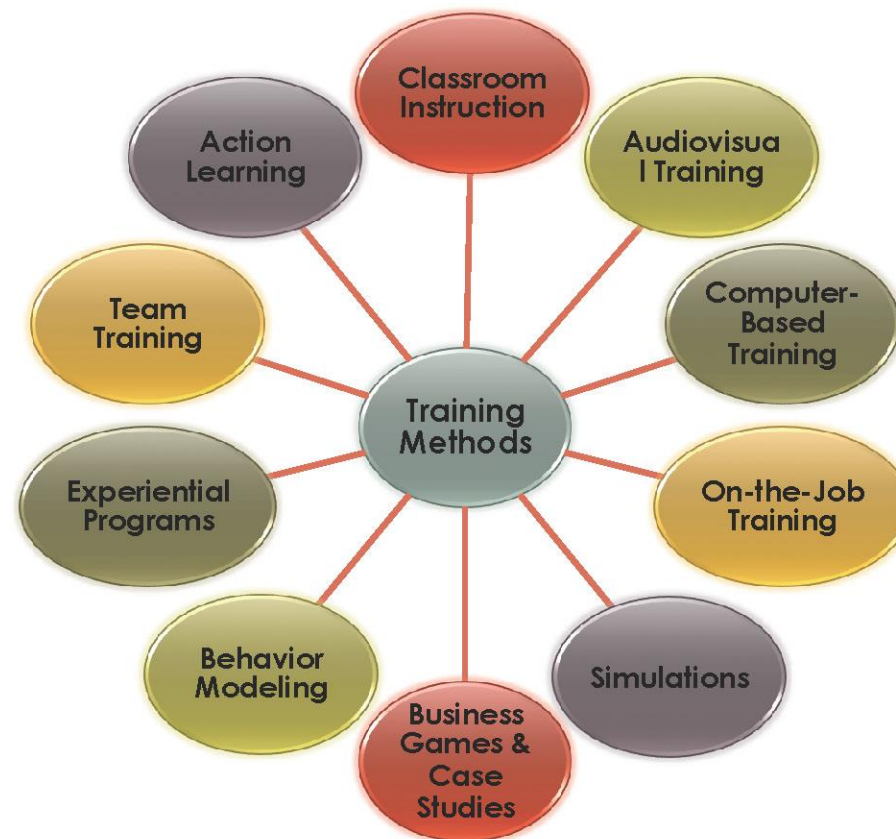
Other Issues in Planning the Training

- Should the training take place on-the-job or off- the-job?
- Should it be done by the company or outsourced to a training provider?
- Should it be done inside the company or off-site?
- What kind of training methods should be used?



Training Methods

A wide variety of methods is available for conducting training.





On-the-job Training (OJT)

- This is the training done while the employee is on the job.
- OJT is common in most skilled and semi-skilled jobs such as in manufacturing and in the service industries.
- Examples of OJTs: learnership, apprenticeship, dual training, internships, practicum, mentoring, coaching, simulation, distance learning, E-learning or web-based learning and other training modalities.





Advantages and Disadvantages of the OJT

Advantage of the OJT:

- Provides instant entry into the job.
- Trainees can see immediately the results of their work while being effectively trained and supervised.

Trainees can also see the social and behavioral aspects of the job

Disadvantage of the OJT:

- The training may be haphazardly done either because the supervisor is busy or he does not have the expertise in training.
- A trainer-employee may teach the wrong way or impart the bad habits



Other Work-Study Training Methods

Dual Training

- A company would strike partnership with a technical school where the trainee undergoes 50% classroom training and another 50% on-the-job training with the sponsoring company.

Practicum

- Usually required by schools for graduating college students to undertake practicum in companies for a certain number of hours before they can graduate.



Mentoring and coaching

- Done mostly in white-collar or supervisory jobs to improve trainee's KSA required of the job.
- Assigning senior employees to mentor junior members.





Simulation

- Represents a real-life situation, with trainees' decisions resulting in outcomes that mirror what would happen if the trainee were on the job.
- Simulators need to have identical elements found in the actual work.
- A good example is the flight simulator training at the PAL training center where a pilot trainee operates in a simulated cockpit under conditions similar to actual flight.



Distance learning, web-site based and E-learning

- Done through the internet or intranet.
- It can be done on self-tutorial basis or it can be done as a group
- Sound, video and automation are used.





Off-site Training

- Are training done out of the office.
- Advantages of Off-site Training:
 - There are no distractions during training.
 - Taking training out of the office and into a new setting can provide boost to concentration and focus.
 - The casual environment encourages trainees to have fun and to get to know each other without considering job titles, rank, and seniority.



Company or Outsourced Training Provider

- Outsourcing training to specialists or training organizations has the advantage of getting new faces who have acquired the reputation for running special courses.
- They provide high quality training and expose trainees to situations which they have not experienced before.
- The disadvantage is that it is more expensive and the trainer does not follow up the trainees' progress.



Stage Three: Implementing the Training

- Putting training program into effect according to definitive plan or procedure.
- Implementation includes delivering of the training materials and the actual training itself.
- Two segments of training implementation:
 - Practical administrative arrangements
 - Carrying out of the training



Stage Four: Evaluating the Training





MANAGEMENT AND CAREER DEVELOPMENT



- A firm's success depends on a large degree to its management talents.
- It must not only strive to retain these talents but also develop them
- Continuous training is necessary to enhance their management competencies and career advancement.

