

Tanning and Development

Dr.G.Sathiyan
Centre for the Study of Social Inclusion



Content

- Introduction to training
- Need for Training and Development
- Importance of Training and Development in organization
- Differences of Training and Development
- Systematic Approach to Training
- Assessment phase
- Training and Development phase
- Evaluation Phase
- Training administrations

- 
- Training and development involves improving the effectiveness of organizations and the individuals and teams within them.
 - Training may be viewed as related to immediate changes in organizational effectiveness via organized instruction, while development is related to the progress of longer-term organizational and employee goals.

TRAINING



COACHING



TEACHING



KNOWLEDGE



DEVELOPMENT



LEARN



EXPERIENCE



SKILLS



TRAIN THE
TRAINER



PROFESSIONAL
DEVELOPMENT



SUPERVISORY
MANAGEMENT



IN-COMPANY
TRAINING



MANUAL HANDLING
INSTRUCTOR



WORKPLACE
COMMUNICATION

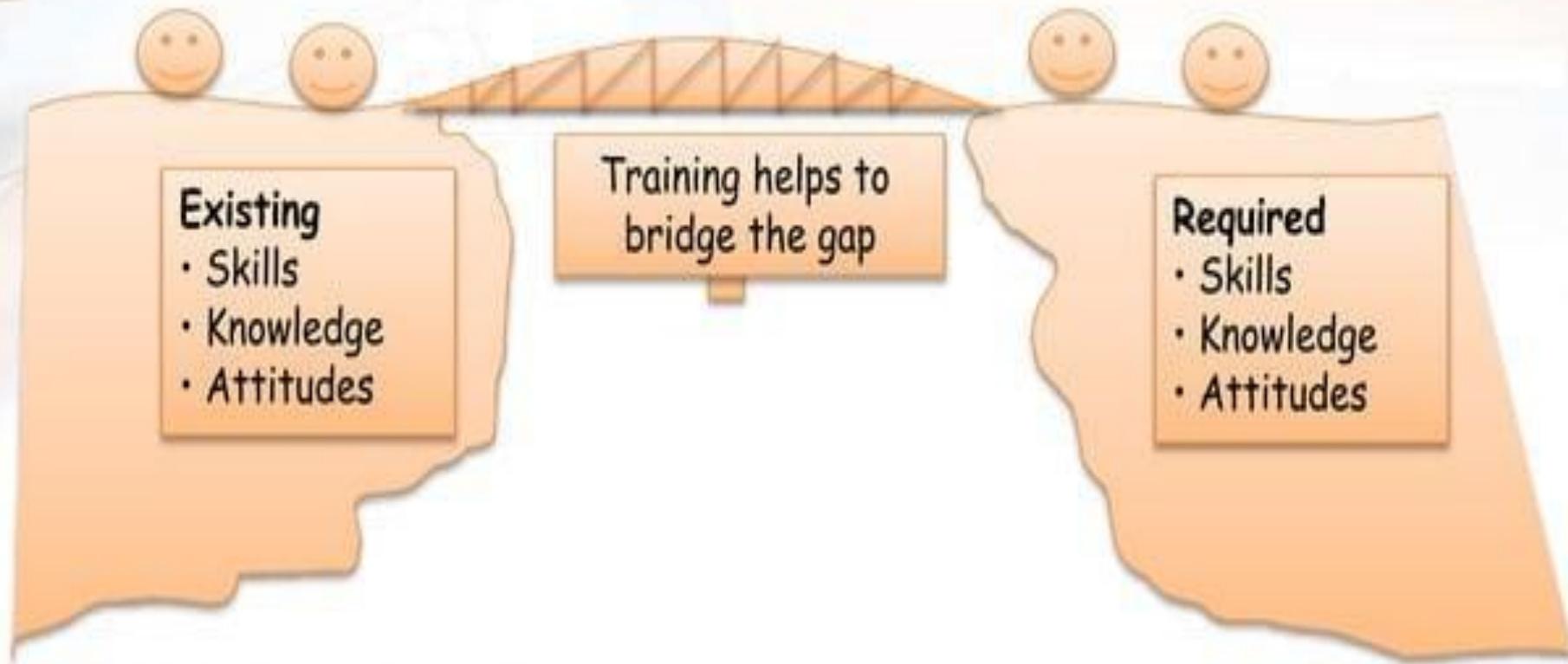


CAREER
TRANSITION



COACHING FOR
PERFORMANCE

Training?



Training is expensive.....

Without training it is more expensive



- Training - a planned effort by a company to facilitate employees' learning of job-related competencies.
- Competencies include knowledge, skills or behavior, abilities (KSA) critical for successful job performance.



Training is given on four basic grounds:

New
candidates who
join an
organization

Refresh and
enhance their
knowledge.

Implementation
of updates and
amendments

Promotion and
career growth

Benefits





Areas of Training

Company
Policies and
Procedures

Skill-based
Training

Human Relations
Training

Problem Solving
Training

Managerial and
Supervisory
Training

Methods of Training



Training vs Development



Training is mostly short term with a concrete goal.



Training focuses on the role.



Training aims at a specific job or role requirement.

Present

Training revolves around immediate or the present need.



Training enhances the knowledge or skills for a particular job or role.



Training programs are group focused, where more than one individual participates in organized group events, such as workshops, classes or seminars, etc.



The Organization takes the responsibility of training.



Development is a long-term activity, with goals that are open-ended and ongoing.



Development focuses on the person.



Development is more conceptual and focuses on overall progression of the individuals.

Future

Development activities are futuristic.



Development focuses on career building and progression.



Development activities tends to be more of a personalized experience, which is catered based on the individual's development plan.



Development is a self-assessment procedure, where individuals are held responsible for creating and owning their development plan & activities.



DEVELOPMENT

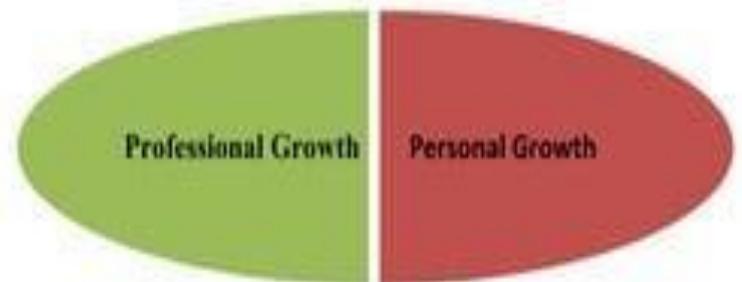
What are the
key success factors?



Co go ciastki?

Employee development

- Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual.
- Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities.





Professional Growth

Employee development activities must be defined keeping in mind an employee's current stage and desired stage. Knowing an employee's current and desired stage helps you find the gaps and in which all genres he/she needs to be trained on. Human resource professionals must encourage employees to participate in internal or external trainings, get enrolled in online courses to increase their professional knowledge and contribute effectively.

Personal Growth

- Employees start taking their work as a burden only when an organization does not provide any added benefits or advantages which would help in their personal growth.
- Soft skills classes, fitness sessions, loans with lower interest rates are certain initiatives which not only motivate an employee to do quality work but also help in employee development.
- Employee development not only helps in enhancing knowledge of employees but also increases the productivity of organizations. Employees, as a result of employee development activities are better trained and equipped and work harder to yield higher profits.



Methods of Development

Competency Development Area	Methods
Decision-making skill	Business games, Case study
Interpersonal skill	Role plying, Sensitivity Training
Job Knowledge	On-the-Job experiences, Coaching,
Organizational Knowledge	Job Rotation, Multiple Management
General Knowledge	Special course, Special Meeting, Specific Reading
Specific Individual Needs	Special Projects, Committee Assignments

Systematic Approach



Systematic Approach to Training

Establish Training Requirements

Determine Training Needs
(have v. need)

Select/Design/Review
Training Materials

Conduct/Administer Training

Evaluate

- Organisational Variables
 - Compliance requirements
 - Mandatory
 - Position requirements
 - Required or Elective*
 - Technical
 - Behavioural
- Environmental Variables
 - Workforce planning
 - Legislation
 - National Standards
 - Environmental scanning

Role-Based
Training Profiles

Systematic Approach to Training



Systematic Approach to Training

Establish Training Requirements

Determine Training Needs
(have v. need)

Select/Design/Review
Training Materials

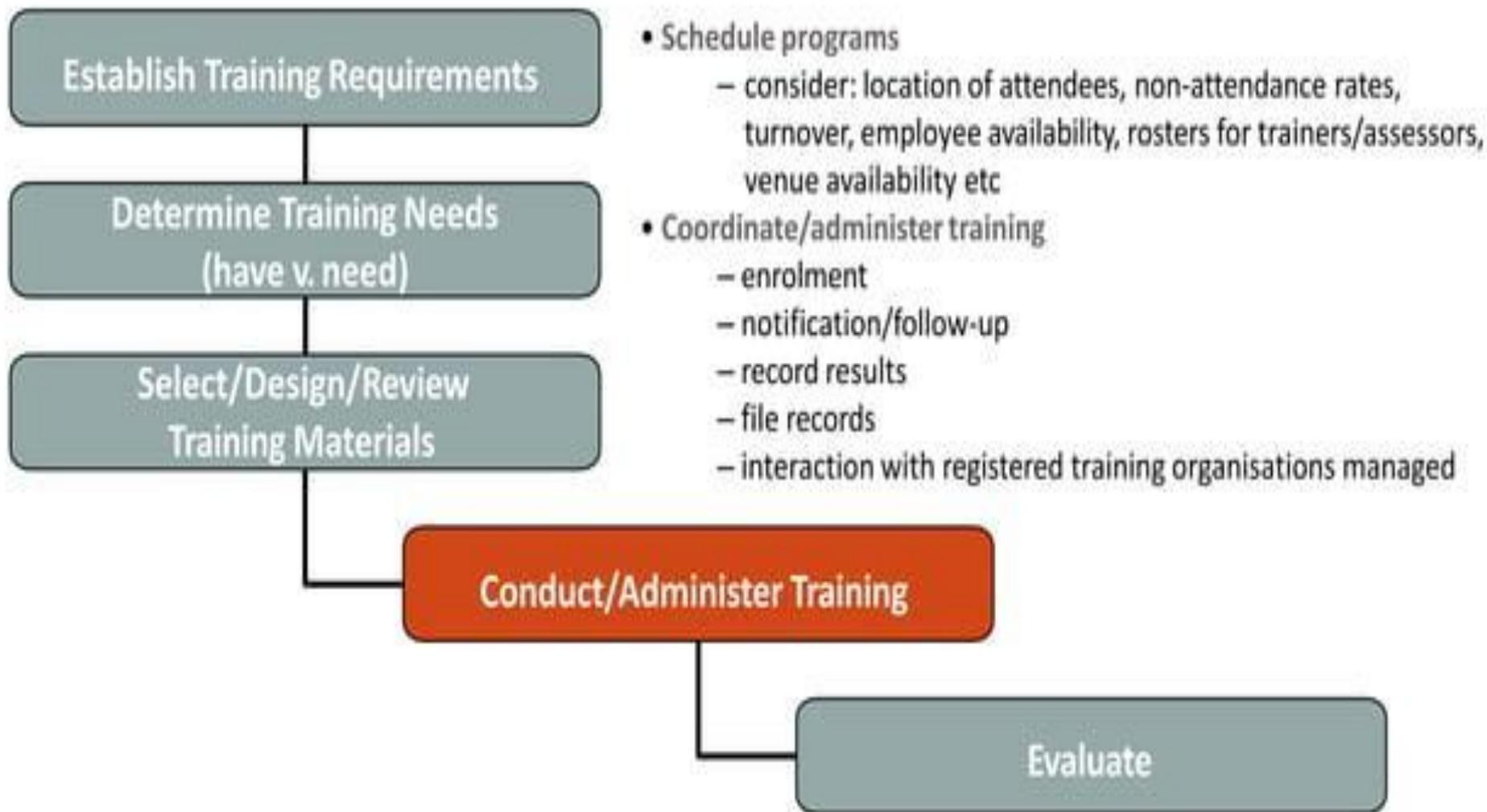
Conduct/Administer Training

Evaluate

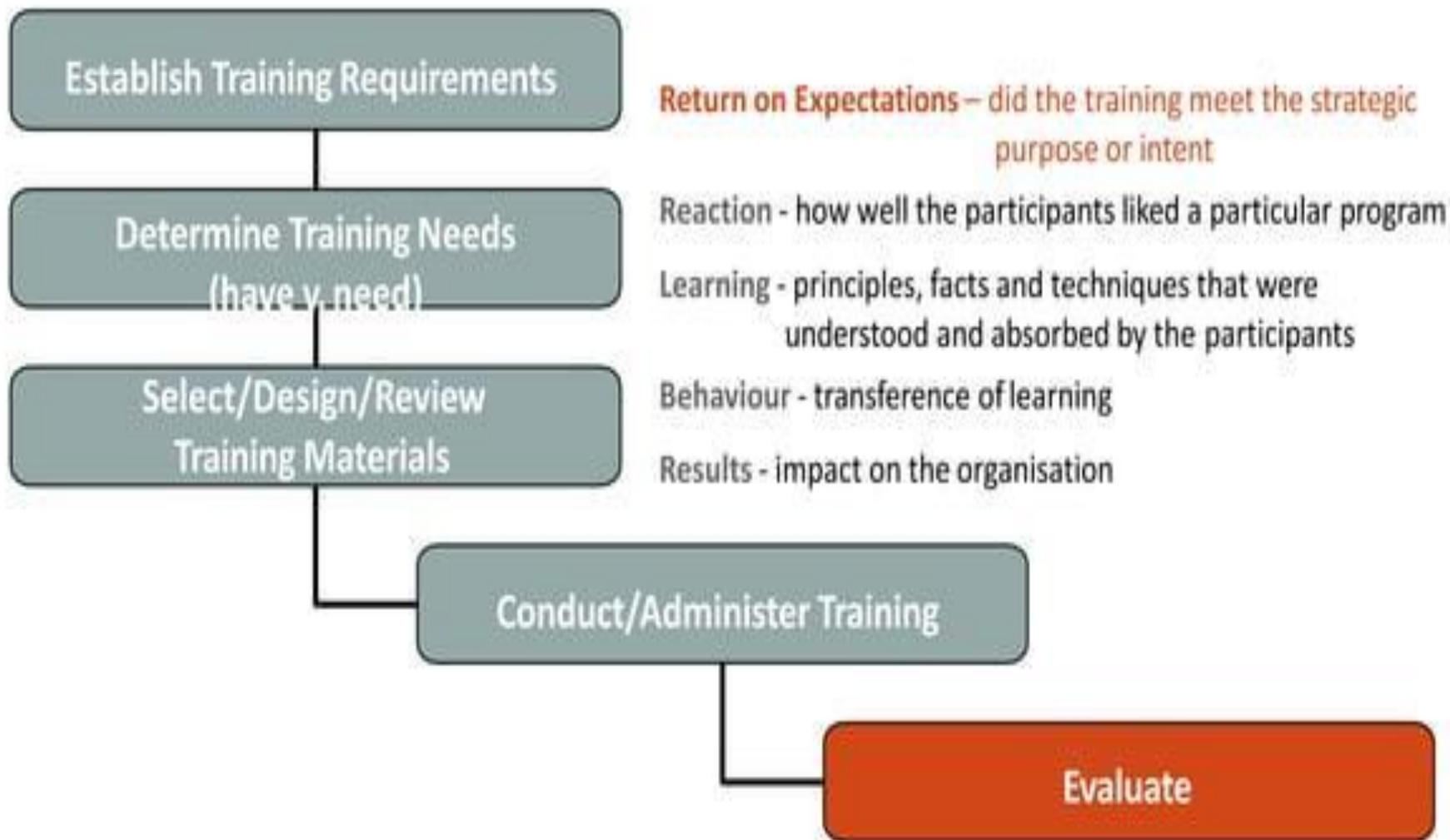
- Determine delivery methodology
- Develop training materials
- Ensure materials meet competency/company/legislative standards
- Develop evaluation processes
- Document management

When program is ready, conduct pilot if time allows.

Systematic Approach to Training



Systematic Approach to Training



Training design process

1. Conducting Needs Assessment

Organizational Analysis'
Personal Analysis
Task Analysis

2. Ensuring Employees' Readiness for Training

Attitudes and Motivation
Basic Skills

3. Creating a Learning Environment

Learning Objectives
Meaningful Material
Practice
Feedback

6. Selecting Training Method

Traditional
E-Learning

5. Developing an Evaluation Plan

Identify Learning Outcomes
Choose Evaluation Design
Plan Cost-Benefit Analysis

4. Ensuring Transfer of Training

Self-Management
Peer and Manger Support

7. Monitoring and Evaluating the Program

Conduct Evaluation
Make Changes to Improve the Program

Based on the principles of Instructional System Design (ISD)

Training Needs Assessment

- "Training Needs Assessment" (TNA) is the method of determining if a training need exists and, if it does, what training is required to fill the gap.
- TNA seeks to identify accurately the levels of the present situation in the target surveys, interview, observation, secondary data and/or workshop.
- The gap between the present status and desired status may indicate problems that in turn can be translated into a training need.



Training Needs = Desired Capability – Current Capability of the Participants

TNA process

Reasons for pressure points

- Lack of basic skills
- Poor performance
- Customer requests
- New Product
- New Jobs
- High performance standards



Organizational
Analysis

Person
Analysis

Task
Analysis

Outcomes

- What Trainees need to learn
- Who receives training
- Type of Training
- Frequency of Training
- How training should be evaluated

- Why** conduct the training: to tie the performance deficiency to a working need and be sure the benefits of conducting the training are greater than the problems being caused by the performance deficiency. Conduct two types of analysis to answer this question: (1) *needs versus wants analysis* and (2) *feasibility analysis*.
- Who** is involved in the training: involve appropriate parties to solve the deficiency. Conduct a target population analysis to learn as much as possible about those involved in the deficiency and how to customize a training program to capture their interest.
- How** can the performance deficiency be fixed: training can fix the performance deficiency or suggest other remediation if training is not appropriate? Conduct a performance analysis to identify what skill deficiency is to be fixed by a training remedy.
- What** is the best way to perform: there is a better or preferred way to do a task to get the best results. Are job performance standards set by the organization? Are there governmental regulations to consider when completing the task in a required manner? Conduct a *task analysis* to identify the best way to perform.
- When** will training take place: the best timing to deliver training because attendance at training can be impacted by work cycles, holidays, and so forth. Conduct a contextual analysis to answer logistics questions.



Concerns of Managers & Trainers in TNA

	Upper Level Managers	Middle Level Managers	Trainers
Organizational Analysis	<ul style="list-style-type: none">• Is training important to achieve our business objectives? How does training support our business strategy?	<ul style="list-style-type: none">• Do I want to spend money on training? How much?	<ul style="list-style-type: none">• Do I have the budget to buy training services? Will managers support training?
Person Analysis	<ul style="list-style-type: none">• What functions or business units need training?	<ul style="list-style-type: none">• Who should be trained? Managers? Professionals? Core employees?	<ul style="list-style-type: none">• How will I identify which employees need training?
Task Analysis	<ul style="list-style-type: none">• Does the organization have the people with the knowledge, skills, and ability need to compete?	<ul style="list-style-type: none">• For what jobs can training make the biggest difference in product quality or customer service?	<ul style="list-style-type: none">• What tasks should be trained? What knowledge, skills, ability, or other characteristics are necessary?

Organizational analysis

Organisational analysis involves considering the context in which training will occur.

Three factors need to be considered before choosing training as the solution to any pressure point:

- Support of managers and peers for training activities
- Company strategy
- Training resources available.



Person analysis

Person analysis involves:

- Determining whether performance deficiencies result from a lack of knowledge, skill or ability (a training issue) or from a motivational or work-design problem
- Identifying who needs training
- Determining employee's readiness for training.

What do you want to do in the future?

Carry out a training needs analysis on yourself by...

- Listing skills, qualities, experiences and qualifications you have that will support your future career
- Identifying any skills, qualities, experiences and qualifications that would be desirable for your future career but you do not currently possess
- Plan the training and development activities you could undertake to help you gain the necessary attributes

Task analysis

- Identifying the important tasks and knowledge, skills and behaviours that need to be emphasised in training, in order for employees to complete their tasks.



Readiness for training

- Employees have the personal characteristics (ability, attitudes, beliefs, and motivation) necessary to learn program content and apply it on the job.
- The work environment will facilitate learning and will not interfere with performance.

How can managers ensure employee readiness for training?

- Ensure employees' self-efficacy.
- Understand the benefits of training.
- Be aware of training needs, career interests and goals.
- Understand work environment characteristics.
- Ensure employees' basic skills levels.
- Also consider input, output, consequences and feedback.

- Employees need to:
 - Know why they should learn
 - Use their own experiences as a basis for learning
 - Have opportunities to practise
 - Receive feedback
 - Learn by observing and interacting with others
 - Undergo a well coordinated and arranged training program.

Selecting training methods

Presentation methods

Classroom instruction

Distance learning

Audiovisual techniques

Hands-on methods

On-the-job training (OJT)

Self-directed learning

Apprenticeship

Simulations

Business games and case studies

Behavior Modelling

Interactive video

E-learning

Group-building Methods

Adventure learning

Team training

Action learning



Reasons for evaluating training

- To identify the program's strengths and weaknesses.
- To assess whether the content, organisation and administration of the program contribute to learning and the use of training content on the job.
- To identify which trainees benefited most or least from the program.
- To gather data to assist in marketing programs.
- To determine the financial benefits and costs of the program.
- To compare the costs and benefits of training versus non-training investments.
- To compare the costs and benefits of different training programs, so as to choose the best program.



Training Administrator

The training administrator updates and organizes company training programs for clerical, supervisory, technical and lower-level management personnel. This position has limited decision-making as problems can generally be evaluated in terms of defined procedures or precedents. The training administrator assesses several elements and alternatives, which involve minor research. This position modifies methods and procedures or plans and establishes new methods and procedures. This role trains new employees and assists lower-level personnel.



Essential Functions

- Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
- Researches, plans and coordinates training programs, seminars and conferences for clerical, supervisory, technical and lower-level management personnel.
- Writes initial draft material for new training programs; reviews, evaluates and modifies existing and proposed programs; recommends appropriate changes.
- Evaluates training program qualification tests and determines eligibility of prospective attendees.
- Contacts attendees and department representatives about training program.
- Schedules the appropriate classroom and prepares the physical setup, including any audiovisual equipment.
- Prepares and distributes training aids such as instructional material, handouts, evaluation forms and visual aids.
- Conducts presentations for new-employee orientations.
- Conducts additional presentations when necessary



Thank
You

Co go ciastki?

Co go ciastki?
Co go ciastki?