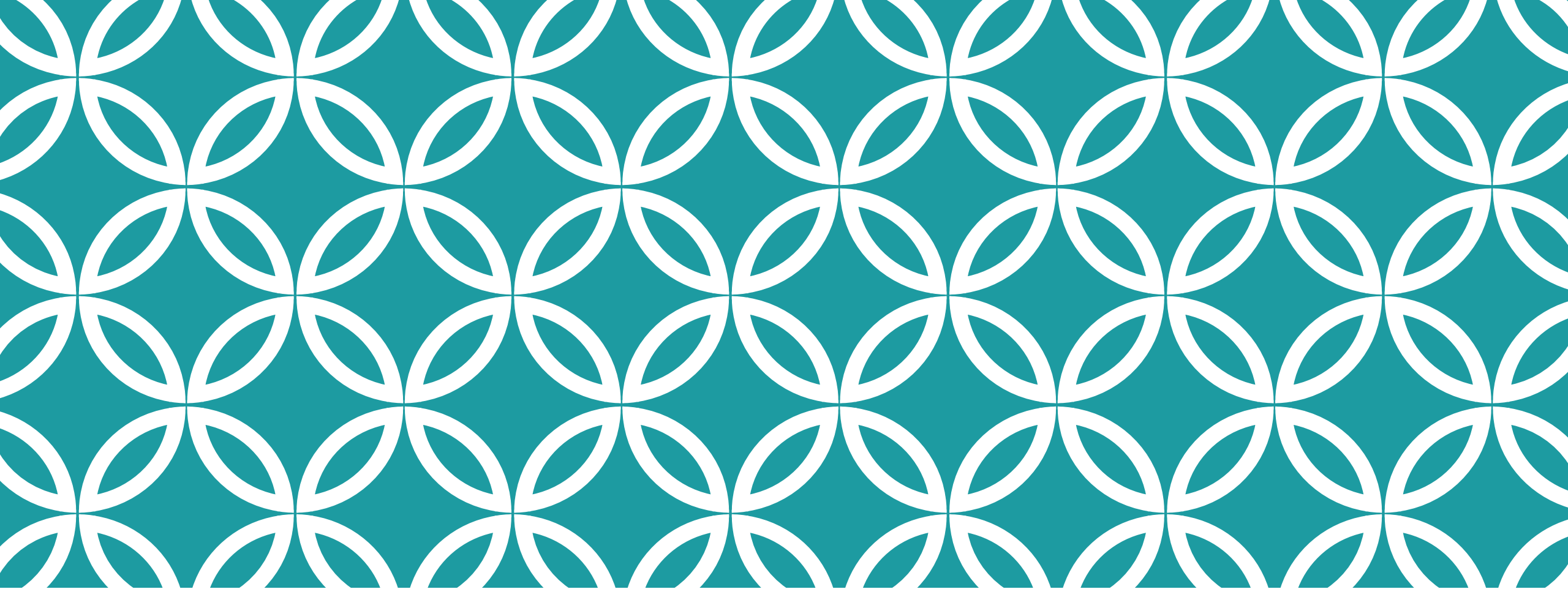




HUMAN RESOURCE TRAINING AND DEVELOPMENT

Chapter-5



HUMAN RESOURCE TRAINING

Part-1

EMPLOYEE TRAINING

Training is the base of Human Resource Management. If we expect high level of performance from our employees, we must train them. Radical changes take place in the technology and management every day. It may not be possible for the workers and employees of the enterprise to work in these changed circumstances. Therefore, it becomes necessary that the workers and employees of the enterprise must be trained in scientific and systematic methods so that they discharge their duties easily and effectively and they may adjust with the changed circumstances. Training may be managerial or supervisory. Training is the organized procedure by which people learn or develop skills for a definite purpose. Training is a process by which the attitudes, skills and abilities of employees to perform specific jobs are increased. Training is the act of increasing the knowledge and skills of an employee for a particular job.

OBJECTIVES

Main Objects of Training are-

To establish the feelings of loyalty among the workers and employees towards the enterprise and its management.

To increase the morale of employees.

To enable the workers and employees to do their work in the best possible manner.

To make them efficient to do their work in the changed circumstances.

To fulfill the desires of development and promotion of the employees.

IMPORTANCE

Base of fine management system. Training is equally important for all the organizations, whether large scale or small scale. Training is required for all the employees, whether old or new. Old employees are to be trained about the changes in technology, circumstances and the policy of management while new employees are required to be trained about the methods of doing their job.

Value of training to managers –

Improvement in the quality and quantity of production: Training increases the efficiency of employees, which in turn increases the quantity and quality of production.

Maximum utilization of materials and machines: Training teaches the employees of the enterprise the method of doing their job in the best possible manner. To make the best possible utilization of the materials and machines of the enterprise available to them.

Difference between efficient and inefficient employees: Training provides an opportunity to evaluate the ability and capability of all the employees. An efficient employee learns the methods to do a work efficiently while an inefficient employee learns the methods to do a work very late. Inefficient worker may be allocated some light job to do.

IMPORTANCE- TO MANAGERS

Minimum Need of Supervision: A trained worker can do his work himself efficiently so need of supervision is minimum.

Reduction in Cost of Production: Efficient workers do their works in the best possible manner by making the maximum utilization of materials and machines. Leading cost of production to reduce.

High Morale: As the trained workers are capable in doing their jobs in most suitable manner and can understand the procedures and methods easily, it increases their morale and gives them satisfaction in their work.

Minimum Possibility of Accident: Trained workers know how to use the machines in the best possible manner.

Increase in Understanding: Trained workers can learn the methods and procedures of production quickly. They can follow the technical attitudes and changes themselves easily and quickly.

Helpful to Managers: As there is minimum need of supervision, it helps the managers of the enterprise to concentrate upon the important problems of the enterprise.

Stability in Organization: Training brings stability in organization, because it reduces the rate of absenteeism and labour turnover. It enables the workers to do their works in the absence of any supervision.

IMPORTANCE- TO EMPLOYEES

Self-confidence: Training helps to improve the self-confidence of the employee, which in turn enables him to approach and perform his job with enthusiasm and hope.

High productivity: Training increases productivity of employees and they not only earn better wages; organisation also reaps good profits and shares with employees as bonus.

Increased skills and knowledge: Through training, employees acquire new skills and Knowledge , as a result of which they advance in their career path.

Adaptability: Training enables an employee to adapt changes in work procedures and methods.

Safety: Training enables the employees to learn how to run risky and complicated machinery and handle sophisticated materials. As they learn and understand various safety devices , the employees get less accident-prone.

High morale: Trained employees know and understand their job fully and have greater job satisfaction. This increases their morale.

PROCEDURE

Training officer must know the required method of training. He must have required equipment, tools and assistance.

Training officer must have a thorough knowledge of trainees. He must continuously encourage the trainees to learn the best method of work.

The training officer must understand training programme thoroughly. The training must be divided into different activities. A particular activity must be trained at one time. Training must be specific, clear and well defined.

The performance of trainees must be closely supervised and in case of any fault, it must be again taught to them.

Trainees must be set free to do their works after training.

METHODS

1. On the Job Training- oldest and most popular method. The new employee is put on the job under the consent, guidance and supervision of his superior officer. He learns by observation, experience and guidance from his officer. He gets the necessary instructions and directions under the guidance of a supervisor.

2. Vestibule Training: The employees are trained at the training centre. Such training centre is specifically set up to train the employees. At this centre, all efforts are made to create actual workshop conditions. For this, separate machines and tools are used to train the employees.

3. Apprenticeship Training: suitable for the industries. The new employees are required to work as apprentice under the guidance and supervision of experts. During training, they are paid pre-determined remuneration.

4. Class Room Training: some lectures are arranged by the enterprise. For these lectures, experts of their fields are invited to teach the employees of the organization.

5. Training by Supervisors: simplest method of training. The employees are put on the job under the supervision of their supervisor who instructs them to do their work and supervises their performance.

METHODS

6. **Internship Training:** Both the theoretical and practical training is provided to the employees through the joint efforts of business firms and training institutions. Trainees get theoretical knowledge in an educational or technical institution and practical experience in a factory or office. suitable for professional personnel.

7. **Teaching Machines:** latest method of training, here the help of machines is taken to train the employees. Tapes, slides etc. are prepared and played before the employees who learn the methods of doing their jobs with the help of pictures and sounds.

8. **Conference Method:** conferences are organized in which some groups of members discuss under the guidance of a leader. This method of training may be used to train the employees of an enterprise at all the levels of management. The members participating in a conference must be of equal status so that they may have a free and frank exchange of views at these conferences as various concerning issues and subjects.

CHOICE OF TRAINING METHODOLOGIES

Organizations treat training as a device to overcome certain specific problems and some organisations even regard training as a continuous activity. For some organizations, training is a permanent relationship, which exists between the superiors and subordinates. Every organisation has to make choice of techniques and programmes relevant for its training needs and organizational conditions. Training facilities and equipments used to impart training greatly influence the ultimate outcome and success of the training programme. Generally, training is imparted in the following forms:

1. Vestibule Training
2. On the Job Training
3. Off the Job Training

VESTIBULE TRAINING

Concept

Trainees are taken through a short course under working conditions, which are similar to actual shop, sales or office conditions. Training is imparted at the vestibule school, which consists of expert specialist instructors and trainees are able to avoid the work situation and are thus able to concentrate on training. The employees have an opportunity to get accustomed to work routine and recover from their initial nervousness before going on the actual job.

Advantages

Emphasis is on teaching skills than on getting production.

The trainees get accustomed to work-routines and recover from their initial nervousness before going on the actual job.

Inconveniences on-the-job training are avoided and the trainees are able to concentrate whole- heartedly on training.

The new employees do not disturb the line supervisors and regular production process is not affected.

ON THE JOB TRAINING

Concept

Also called in-service training. Used for apprentices, the trainees are placed on a regular job and taught the skills necessary to perform. It is the most effective method of imparting training to the operative personnel, who work on machines and equipment and other technical administrative jobs. Enables the trainee to get training under the same working conditions and with the same processes, materials and equipment that he will be using ultimately. The trainee learns his job under the supervision and guidance of a superior. He is put at work site and each step of the job is clearly explained to him. The superior gets immediate feedback, permits quick correction errors and provides extra practice as and when required.

Forms

Coaching under which the trainee learns the job knowledge and skills directly from the supervisor. In this emphasis is on 'learning by doing'.

Understudy the method, where the superior provides training trainee as understudy who is also called the heir-apparent. This generally adopted to prepare someone to the vacancy caused retirement, promotion transfer of the superior.

Position rotation is done to broaden the background of the various positions. In method the trainee is rotated from one job to another to enable him to gain general background of different jobs.

ON THE JOB TRAINING

Merits

the trainee learns on actual machine is use and in the real environment of the job .Gets strong motivation to learn.

Highly economical method because no additional space, equipment, personnel or other facilities are required for training,

The trainee learns the rules and procedures by actual observance from their day to day applications, he learns quickly and remain in his memory for long

the trainee in a very short period, what he would not have learnt in a long period of time other methods

Line supervisors take active training their subordinates.

Demerits

The trainee finds it difficult to concentrate due to noise of the actual work place,

The supervisor may be well experienced person but not a good trainer,

the trainee may cause damage to costly machines and equipment.

OFF THE JOB TRAINING

It is provided away from his job. Generally, it is theoretical in nature and is imparted in a classroom type (lecture method) atmosphere. This training is used when concepts, theories, problem-solving skills are to be taught. The instructor possesses considerable in-depth knowledge of the concerned subject. He explains the various thoughts about the subject matter in such a way that trainees take interest. They also take notes of the lecture for their further study outside the training class. Formal reading assignments are given, demonstration are presented and films shown along with the lecture. This type of training can be provided to a large group of trainees in the classroom and as such the cost per trainee is low. This type of training is a one-way. But trainees may ask questions and thus provide feedback to the trainer. The other classroom methods are conference, case study and role-playing but these are not very popular and useful for operative employees.

IDENTIFICATION OF TRAINING NEEDS

In order to identify training needs the specific needs of the organization and of individual employees should be integrated. The gap between the existing and required levels of knowledge, skills, performance and aptitudes and the problem areas sought to be solved through training, should also be specified. following analysis determine training needs:

1. Task or Role analysis: Major focus is on the task analysis of the job and its various conditions will indicate the skills and training required to perform the job. The standards of performance have to be set for each job so that it is performed at the desired level of output and quality through well-designed methods. To collect information about jobs methods like questionnaire, interviews, personnel records, reports and tests also could be used.

2. Manpower analysis: In this analysis, the persons to be trained and the changes required through training in their knowledge, skills and aptitudes are determined. For this purpose, first of all it is to be determined whether performance of the individual is substandard and he needs training and he is capable of being trained. Secondly specific areas in which training should be imparted and assessment whether the training will enable him to improve his performance, have to be decided If this analysis is continuously carried out only then training will be useful and viable. All these analyses should be integrated in a carefully designed and executed programme.

IDENTIFICATION OF TRAINING NEEDS

2. Organizational analysis: This analysis is a systematic effort to identify and understand exactly what types of training shall be required by its employees involves a study of the entire organization in terms of its objectives, resources resource allocation and utilization, growth potential and its environment. It also analyses the short-term and long-term goals and specific inputs that would contribute towards the achievement of these objectives through the proposed training programme. The organizational analysis has following elements:

The long-term and short-term objectives and their relative priorities, department and section wise should be analyzed for achieving the overall organizational objectives. Further, in view of fast changing economic conditions and government policies, there should be constant review and revision of objectives.

Resource utilization analysis: Allocation of human and physical resources and their efficient utilization in meeting the operational targets are analyzed. In order to examine the inputs and outputs, efficiency indices may be developed which will help to determine the adequacy of specific workflows as well as the contribution of human resources.

Organizational climate and general environment: The success of any training programme depends upon management aptitude towards employees. General political, economic, technological and socio-cultural environment of the organisation influences a training programme.

FEATURES OF A GOOD TRAINING PROGRAMME

The training programme should be chalked out after identifying training needs in accordance with requirements of the specific job.

The training programme should be conducted by qualified, well experienced and trained professionals.

The training programme should be flexible. It should make due allowance for differences among individuals with regard to ability, aptitude and learning capacity of the trainees.

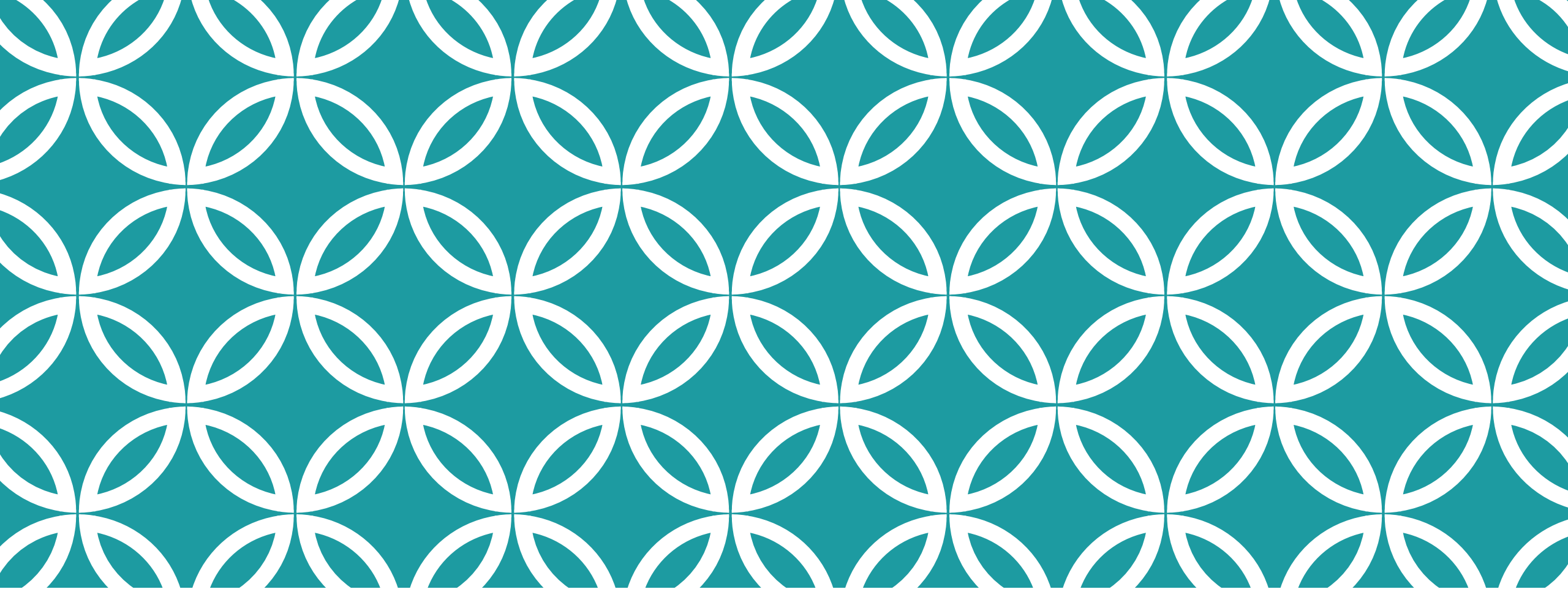
A training programme is good only when it prepares the trainees mentally before they are imparted actual job knowledge and skill.

The training programme should have management support as greatly influence the quality of training.

The training programme should be backed by an effective system of critical they can appraisal of the outcome of the training efforts.

TRAINING FACILITIES AND EQUIPMENTS

As physical equipment for imparting training, simulators which resemble the real equipment used at the job site, are provided to the trainees. The simulators are used to avoid the actual equipments, which are quite costly and besides the fear of damage of the equipment at the hand of raw trainees, the wrong use of equipments may also cause injury to the trainee. Training aids also include brochures, films and television, charts, blackboards and slides etc. The films and television are particularly appropriate in cases where technicians cannot be made to assemble and give practical demonstrations, for example, in demonstrating surgical techniques. These films, television and slides etc. are more economical, as these can be used again and again until the trainee has satisfied all his queries and can be preserved to future training programmes as and when required. Video disc is another fast-growing equipment, which enables the trainees to learn more rapidly and more enjoyably than classroom teaching. The video disc system consists of a portable video disc player, one personal computer and a video screen. This system is quite expensive and it is used only by big organizations and professional training schools.



HUMAN RESOURCE DEVELOPMENT

Part-2

MEANING

Executive or Managerial Development means the development of knowledge efficiency and aptitude of different officers of managerial level so that they may contribute with their feeling , co-operation and best efforts towards the accomplishment of organizational objectives. Managerial development is a systematic process of development and growth by which individuals gain and apply knowledge, skill, insights and attitudes to manage the work of organization effectively."On the basis of analytical study of above definitions, it may be concluded that the Executive Development or Managerial Development refers to a systematic and continuous process through which executives learn advanced knowledge and skills to improve their ability and performance in the present jobs and to improve potentialities for future managerial challenges . It is an unending process because there can be no limit to which a person can be developed .

OBJECTIVES

To develop the efficiency of analyzing the problems and of taking related decisions concerned with the problems related to managerial posts and duties.

To establish harmony and co-ordination in the changed circumstances.

To implement effective communication system in the organization.

To bring stability in the organization.

To encourage the executives to adopt the latest technology and process.

To establish friendly human relations in the enterprise.

To enable the enterprise to achieve its pre-determined objects.

To develop the efficient and capable managerial officers for the future.

METHODS

1. Methods To Be Adopted On The Job-

Coaching: This is a method of training by which an executive learns by doing the job. He is trained by a senior officer who continuously guides and instructs him. The trainee serves as an assistant to the senior officer so that he may fill up the vacancy, which may rise in future.

Committee Assignment: The executive is placed on a committee which is to make the recommendations on a particular aspect. The executives learn by the discussions in the committee meeting.

Position Rotation: The executive under training is transferred from one job to another so that he may get the knowledge and experience of different jobs. It improves his ability and capability. Job rotation is a process of horizontal movement that widens the experience of manager beyond limited confidence of his own.

Special Project and Task Forces: A trainee is assigned a project. He works on it and learns it.

METHODS

2. Methods To Be Adopted Off The Job –

Lectures: The lectures of experts and scholars of different fields are organised from time to time. Executives of the enterprise attend these lectures and if they have any problems on any point these problems are also solved by these experts and scholars.

Special Courses: Some special courses are administered for the development of executive. These programmes may be arranged by the company itself or by the universities or by any management institute. Some of the executives of the enterprise are attend the classes in which a particular field of activity is taught to them and group discussions on the topics are also organized.

Meetings and Conferences: very popular method adopted in India. The meetings and conferences are organized. The problems related to a particular field of managerial activities are discussed and all efforts are made to find out a solution to these problems.

Sensitivity Training: Sensitivity training involves the division of managerial Personnel into small groups so as to increase the sensitivity of managerial personnel to the feelings of one another. It provides an opportunity to the managerial personnel to study the impact of their behaviour upon others. It enables them to develop the feeling and spirit of the group activities.

Management Games: This is a very special type of training under which the managerial executives are trained to take the decisions under uncertainty. Under this method, a group of managerial executives complete with each other to arrive at decisions about definite businesses problems under stimulated conditions created specifically for the purpose. opportunity to understand and appreciate the views of other persons.

Case Study Method: The managerial executives are assigned the particular cases to study. They study these cases and learn to face the particular situation. This method increases the power of observation among the managerial executives .

PROCESS

1. Organizational Planning: It is required to determine the company's present and future needs.

2. Programme Targeting: It has to focus the company's efforts on the most pertinent areas.

3. Ascertaining key Position Requirements: It requires to stress the basic requirements of particular managerial positions.

4. Managerial Appraisal: It evaluates periodically the abilities and performance of individuals with a view to identifying managers showing a promise of further development and meeting their training needs.

5. Replacement of Skills Inventories: The purpose of it to indicate persons qualified for managerial replacements.

6. Planning Individual Development Programmes: preparation of specific development programmes is done for promising managers

PROCESS

7. Appraising Existing Programmes: last stage, it is necessary to ascertain areas of improvement to be incorporated in future programmes. Since the object of management development is to influence and modify the behaviour of the managers in operation, it is necessary that in framing a management development programme for specified managerial group, the following points should be involved:

To identify the pattern of behaviour at which the programme is aimed at which it seeks to influence and modify.

To identify the causes, the internal or external impulses inter se horizontally up and down the enterprise, which blend to give, rise to the pattern of behaviour.

To identify the nature of the exposure: The impulses that must be introduced into the system - through the development programme, which will touch the spring of motives and responses modifying the behaviour in the desired direction.

To take care to throw impulses into the system: The programme must take care to throw impulses into the system in a manner that generates the urge to behaviour changes from within the trainee manager by the process of evolving rather than an imposition from outside.