



Managing Human Resource

Training and Development

Topic: Training and Development

4th Semester

By: Dr. Neha Raitani

Faculty of Commerce

Definition:

Training and development refer to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

What is Training:

Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job.

Definition of Training:

Dale S. Beach defines training as 'the organized procedure by which people learn knowledge and/or skill for a definite purpose'. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

Need for Training:

Every organization should provide training to all the employees irrespective of their qualifications and skills.

Specifically, the need for training arises because of following reasons:

1. Environmental changes:

Mechanization, computerization, and automation have resulted in many changes that require trained staff possessing enough skills. The organization should train the employees to enrich them with the latest technology and knowledge.

2. Organizational complexity:

With modern inventions, technological upgradation, and diversification most of the organizations have become very complex. This has aggravated the problems of coordination. So, in order to cope up with the complexities, training has become mandatory.

3. Human relations:

Every management has to maintain very good human relations, and this has made training as one of the basic conditions to deal with human problems.

4. To match employee specifications with the job requirements and organizational needs:

An employee's specification may not exactly suit to the requirements of the job and the organization, irrespective of past experience and skills. There is always a gap between an employee's present specifications and the organization's requirements. For filling this gap training is required.

5. Change in the job assignment:

Training is also necessary when the existing employee is promoted to the higher level or transferred to another department. Training is also required to equip the old employees with new techniques and technologies.

Types of Training:

Various types of training can be given to the employees such as induction training, refresher training, on the job training, vestibule training, and training for promotions.

Some of the commonly used training programs are listed below:

1. Induction training:

Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization.

2. Job instruction training:

This training provides an overview about the job and experienced trainers demonstrates the entire job. Addition training is offered to employees after evaluating their performance if necessary.

3. Vestibule training:

It is the training on actual work to be done by an employee but conducted away from the work place.

4. Refresher training:

This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee.

5. Apprenticeship training: Apprentice is a worker who spends a prescribed period under a supervisor.

What is Development:

Development is a process of working with employees to improve, enhance, refine and hone existing skills, and to also develop newer ones, in support of the organization's mission and goals.

Need and importance of employee development:

1. **Performance Improvement:** For companies to remain competitive in their niche, the organization must continue to outperform the competition. Employee development can help the organization meet – and even exceed – performance expectations.
2. **Better handle unexpected situations:** Today's business environment is all about constant change. And that change not only brings challenges (for the workforce), but if handled properly, it also opens previously unexpected opportunities. It is therefore vital for the workforce to be able to handle ever-evolving situations quickly and effectively.
3. **Learning culture inside an organization help attract new employees and improve loyalty:** HR professionals can attest to the fact that it's not just enough to advertise job vacancies – it's equally important for prospective employees to want to apply for those posts. If the latter is absent, companies will not attract the best and the brightest to help them remain competitive.
4. **Save money via retaining employees:** Investing in in-house employee skills development programs is important to ensure that the workforce can do what they must do to "keep the ship afloat". However, employee development can also be a big money-saver in the longer-term.
5. **Help grow potentially good employees into great leaders:** If an organization is to grow, survive and thrive in the long-term, it needs to build a continuous stream of would-be-leaders.
6. **Improve employee engagement and motivation with good training:** Having a workforce that's fully committed and engaged with the organization at every level is vital for success. Driving employee engagement, so that they remain motivated to the company's mission, is a function of various factors, such as a good working environment, employee recognition and appreciation, frequent communication and great training.

Types of Development:

1. **Stretch assignments and projects.** Think about what special assignments might exist in the coming months and who on your team would benefit from serving on a cross-functional team while developing additional skills.
2. **Job Enrichment.** These opportunities typically exist internally that will benefit an employee's current role, while creating additional ways to develop. Examples could include presentations at team meetings, joining a diversity committee or volunteering.

3. **Mentoring or Coaching.** Whether or not your company has a formal mentoring program, start small. Mentoring and coaching provides demonstrated benefits around quality of work, problem solving and communication skills.
4. **Job Shadowing.** Job shadowing can be a great way for your employees to learn critical elements of other jobs, while further developing in their own. It is also a great way for employees to more formally explore potential career opportunities internally, yet outside of their current job.
5. **Job Rotation.** Providing an opportunity for your team to move and rotate through one or more positions is another great strategy in employee development. Rotations can last for days, months, or even a year or two.
6. **Lateral move.** Typically, with a lateral move an employee takes on a different position with the same salary grade and similar level of responsibilities. In addition to retaining employees longer, the real benefit of a lateral move provides new challenges and skill development.
7. **Promotions.** When executed with the right plan, promoting your employees into a new position is another way to reward great performance, develop skills and increase motivations.

Difference Between Training and Development:

Training	Development
Training is designed for non-managers as well as managers.	It involves only managerial personnel.
It is a short term process.	Long term in nature.
Managerial personnel learn technical knowledge and skills.	Managerial personnel learn conceptual and theoretical knowledge.
The objectives of training are specific job-related purpose.	The objectives have broader overview and consider general knowledge.
Training is concerned with the immediate improvement of the employee, i.e. the ways to make the employee more effective in his current role.	Development is a process to make the employee efficient enough to handle critical situations in the future, i.e. how well he can equip himself for the future demands.
Training means learning new things and refreshing old one.	Development means implementing the learned session and finding new ones.

