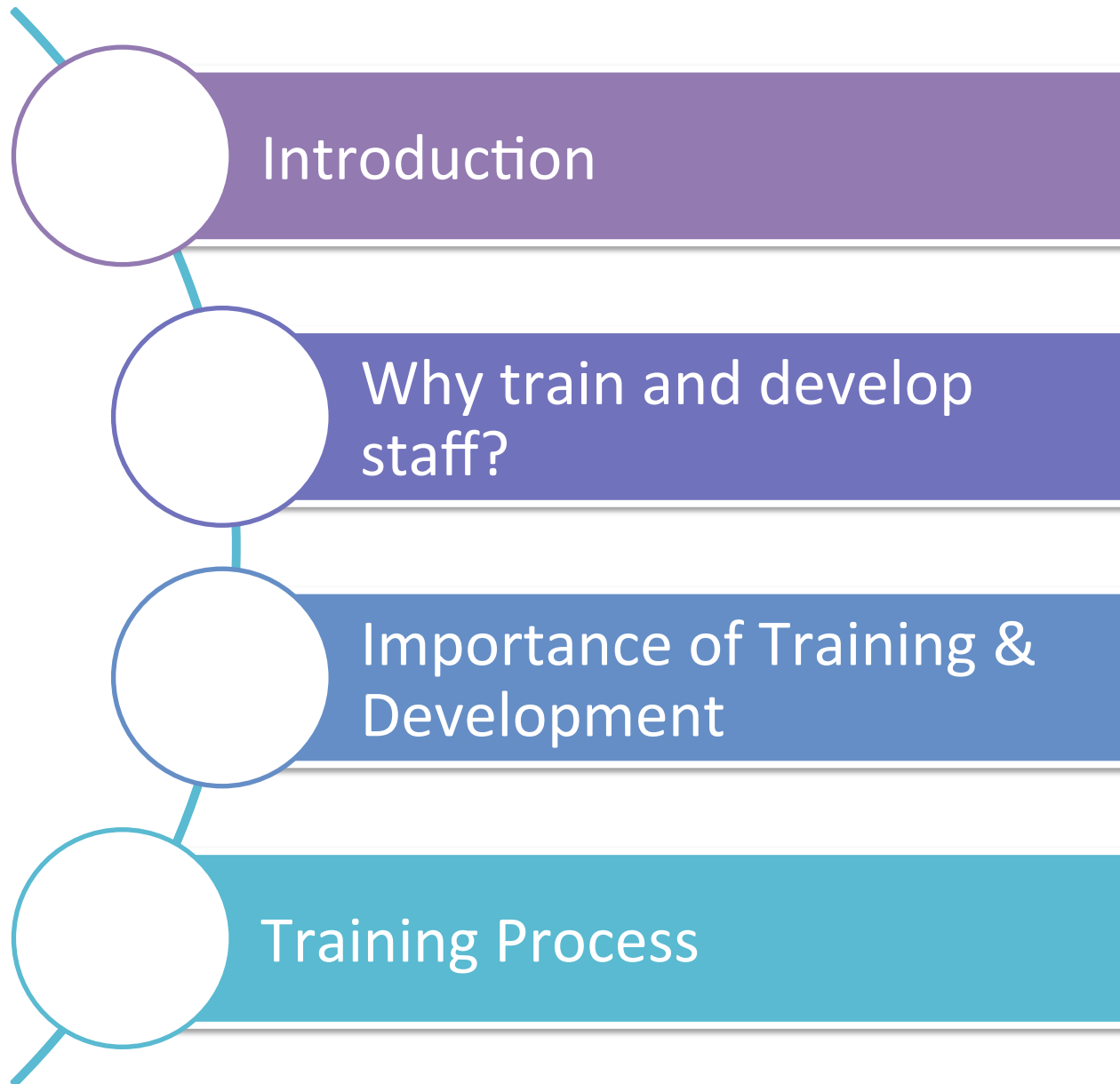


TRAINING & DEVELOPMENT

Diah Sastri



INTRODUCTION

Training and Development

- **Training**

- Effort initiated by an organization to foster learning among its members.
- Tends to be narrowly focused and oriented toward short-term performance concerns.

- **Development**

- Effort that is oriented more toward broadening an individual's skills for the future responsibilities.

Training and Development

- **Training:**

- An organization's planned effort to facilitate employees' learning of **job-related competencies**.
- Training relates to job **specific skills and abilities**, learned at work or somewhere else (eg how to use a spreadsheet package)

- **Development:**

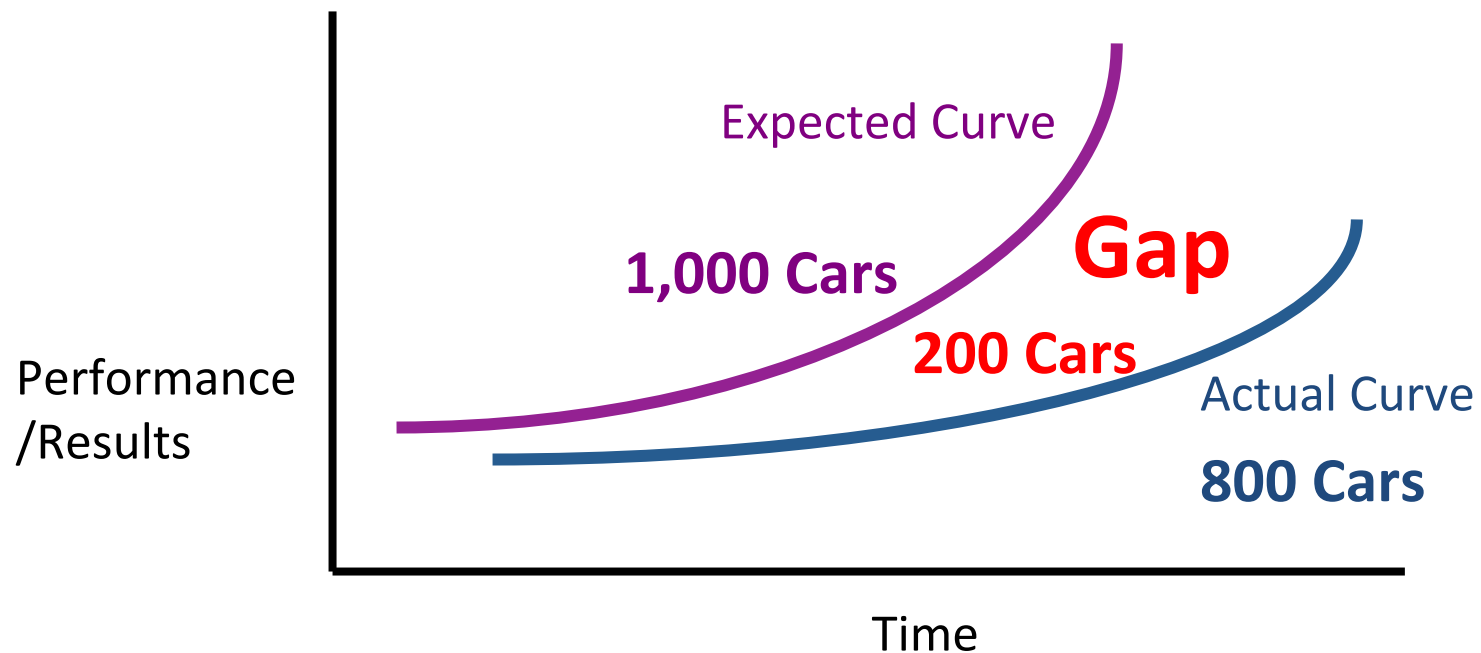
- Formal education, job experiences, relationships and assessments of personality and abilities that help employees **prepare for the future**.
- Development relates to any activities to **increase knowledge, skills or experience** (eg learning a foreign language).

Training and Development and Other HRM Functions

Availability of training can aid in recruitment	Recruitment	Provide an additional source of trainees
Training may permit hiring less-qualified applicants	Selection	Effective selection may reduce training needs
Training aids in the achievement of performance	Performance Appraisal	A basis for assessing training needs and results
Training and development may lead to higher pay	Compensation Management	A basis for determining employee's rate of pay
Training may include a role for the union	Labor Relations	Union cooperation can facilitate training efforts

WHY TRAIN AND DEVELOP STAFF?

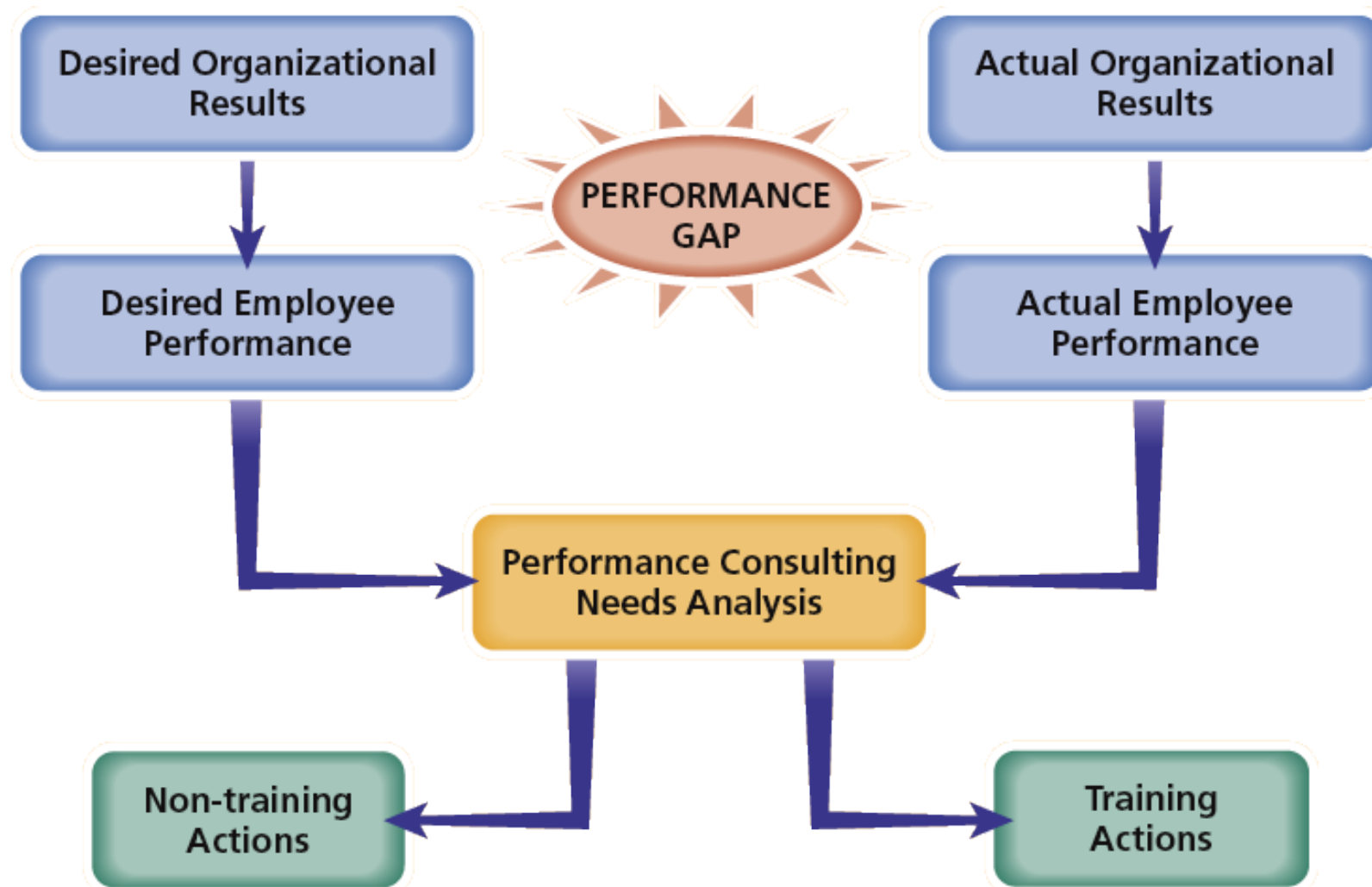
The Gap Concept



In training terms this means we need to develop programs to fill the Gap

PERFORMANCE CONSULTING

Human Resource Management 11e
Robert L. Mathis AND John H. Jackson



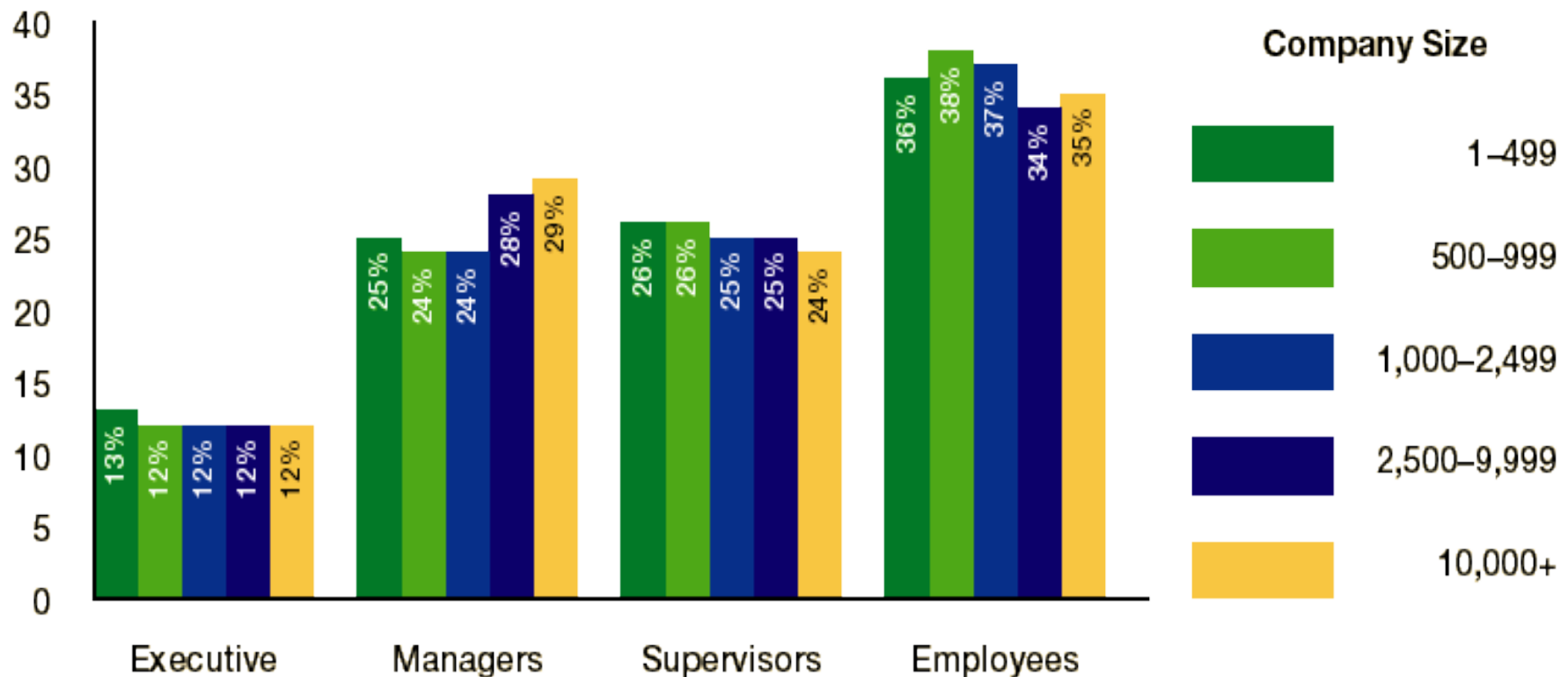
Importance of Training

- ✓ Maintains qualified products / services
- ✓ Achieves high service standards
- ✓ Provides information for new comers
- ✓ Refreshes memory of old employees
- ✓ Achieves learning about new things; technology, products / service delivery
- ✓ Reduces mistakes - minimizing costs
- ✓ Opportunity for staff to feedback / suggest improvements
- ✓ Improves communication & relationships - better teamwork

Why is training and development becoming an increasingly important issue?

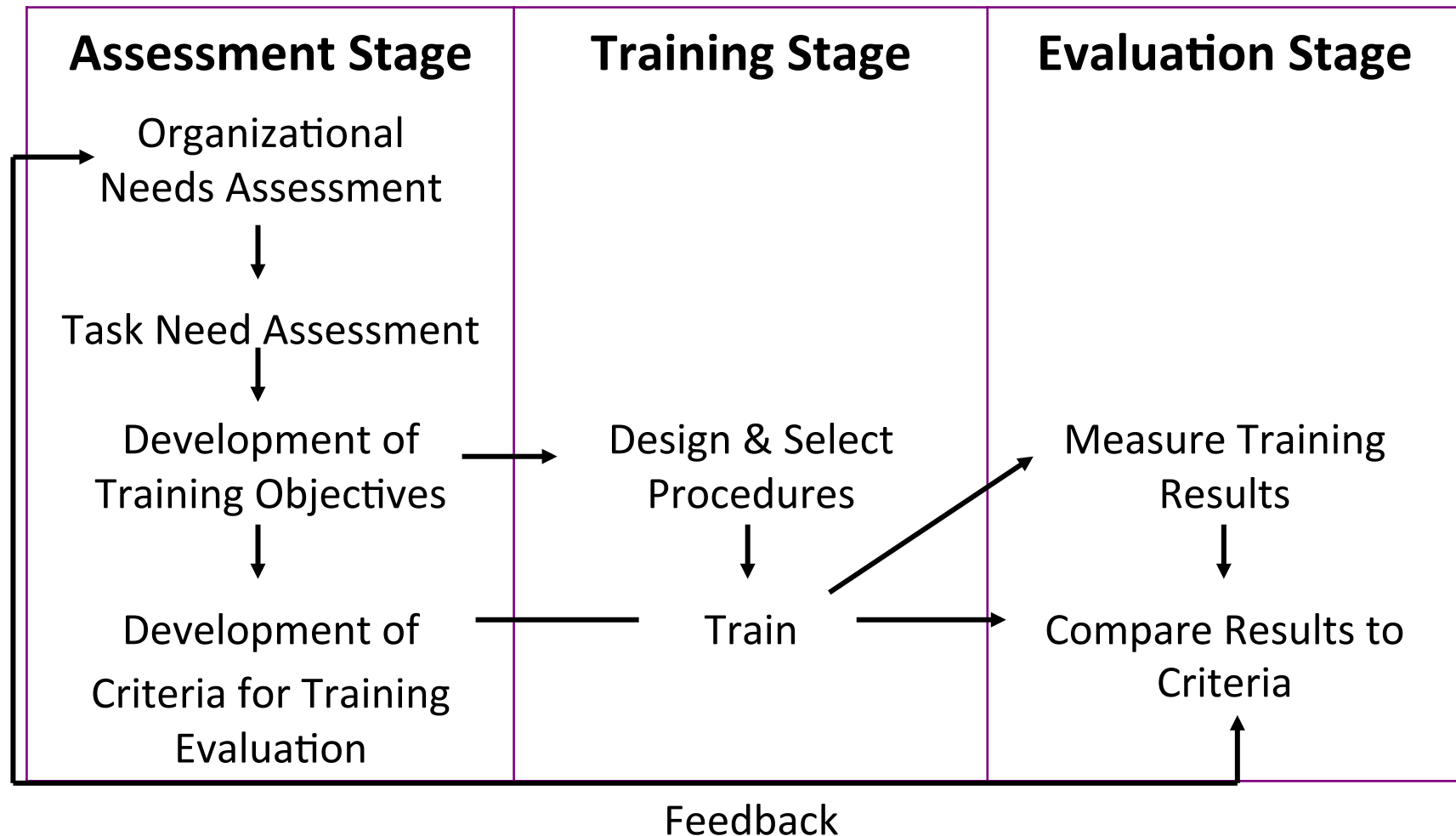
- ✓ Increasing importance of product and service quality (Collin, 2001 and Mabey & Salaman, 1995)
- ✓ Flexibility (Crofts, 1995 & Hyman, 1996)
- ✓ New technology (Hyman, 1996)
- ✓ Downsizing and delayering in lean organisations (Hyman, 1996)
- ✓ Employee commitment (Hyman, 1996 & Holden, 2001)
- ✓ Skills and labour shortages

Training Dollars Spent On...

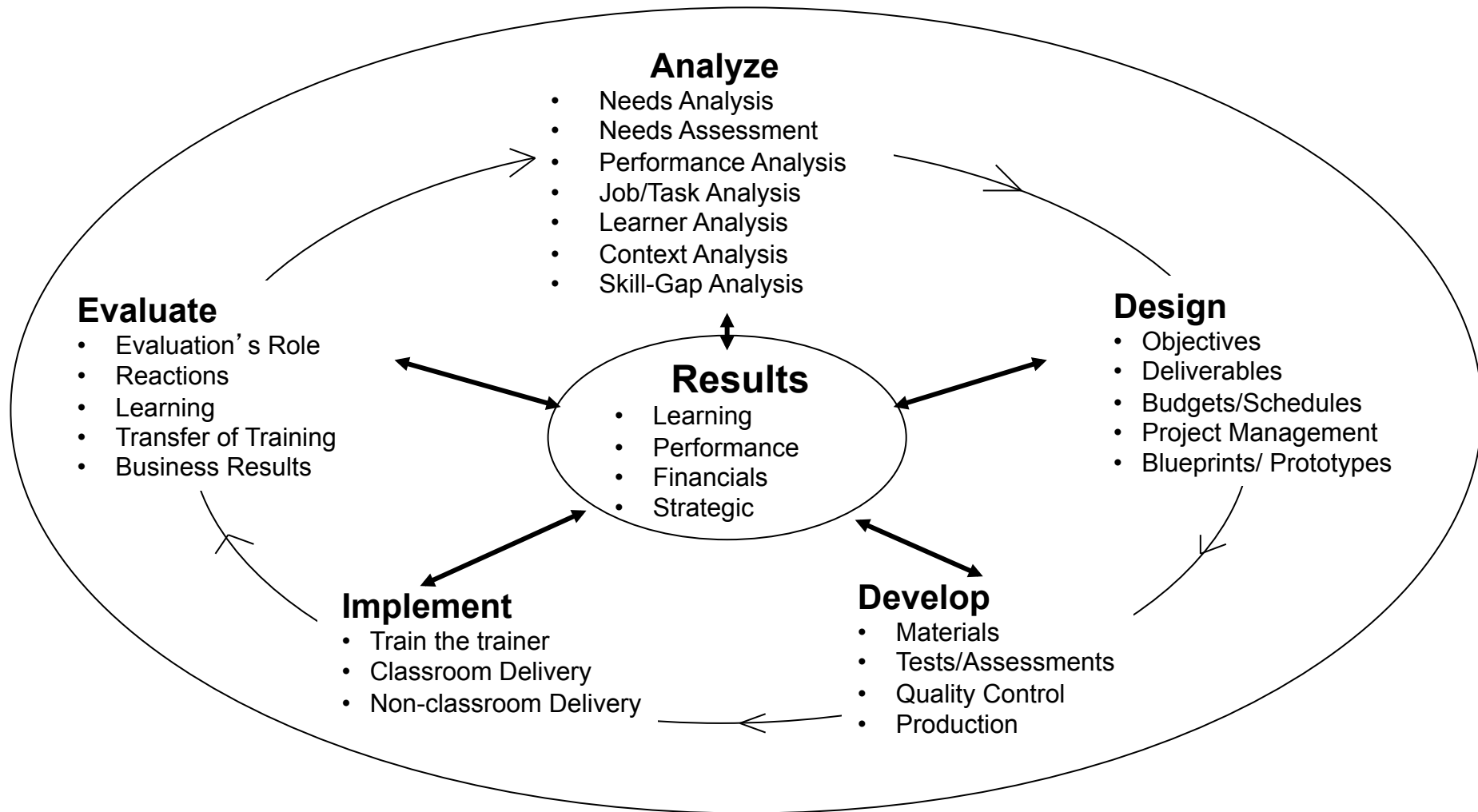


Model of the Training Process

Goldstein, I. (2002) Training in Organizations 4th Ed.



Result Based Training Design Model



Need Analysis:

*investigation into whether **training** or some other organizational intervention **can solve** a problem or enable desired new performance in the work place.*

Need Assessment:

*is the process of determining what **knowledge, skills and attitudes** (KSAs) employee need to perform their job.*

ANALYZE

Performance

Assessment: *is the **broader look** at the possible underlying causes of performance problems.*

FUTURE TRAINING NEEDS

- New technology
- New business developments
- Changing job content
- Changing job roles
- Ongoing personal development
- Better career prospects
- Multi-skilled staff
- Greater flexibility amongst staff
- New technology
- Greater efficiency
- New business opportunities
- Greater staff motivation and retention.

Strengths and Weaknesses of Few Methods

Method	Knowledge	Skills	Attitudes	Transfer
Lecture	Yes	No	No	Low
Video	Yes	No	Yes	Med
Role play	No	Yes	Yes	High
Simulation	Yes	Yes	No	High
Case study	Yes	Med	Yes	Med