



PAPER 201 - HRD

TRAINING AND DEVELOPMENT

LIFELONG EDUCATION EXTENSION AND SOCIAL WORK
JIWAJI UNIVERSITY

-ANKUR SHRIVASTAVA



Outline

■ Training and Development

- Training

- Development

- The Need for Training

- The Nature of Training

- The Importance of Training

- Types of Training

- The Training Process

Training and Development

Training & Development is a continuous process in an organization to achieve its organizational goals by improving the skills and knowledge of the employees.

The training and development function in an organization has gained a lot of importance due to advancement in technology and changes in market force.

Training

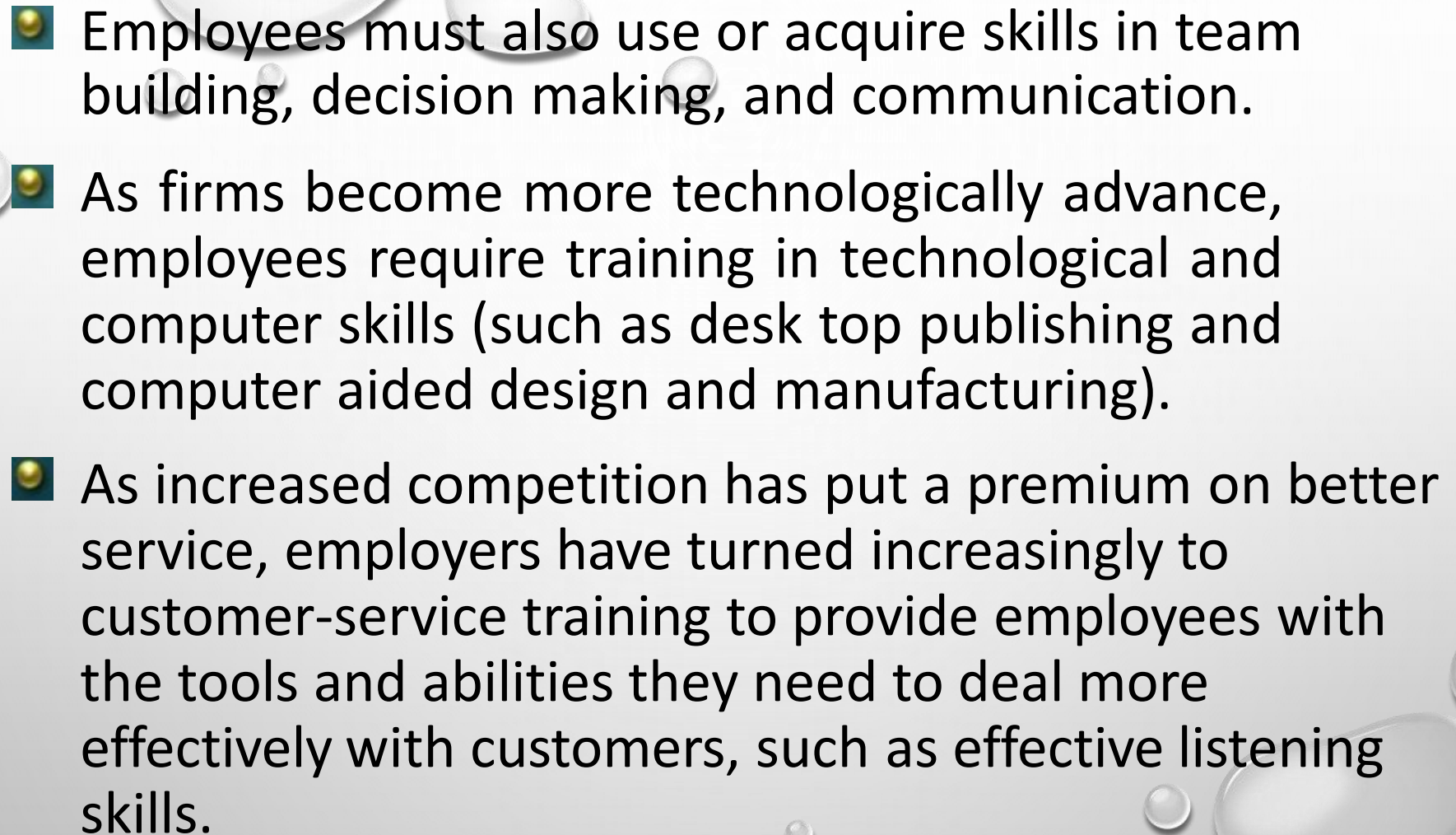
- Training is basically a systematic procedure for transferring technical know-how to the employees so as to increase their knowledge and skills for doing particular jobs.
 - Training usually involves teaching operational or technical employees how to do their jobs more effectively and/or efficiently.
 - Training is a process of teaching a new employees the basic skills to perform their jobs
- Garry Dessler

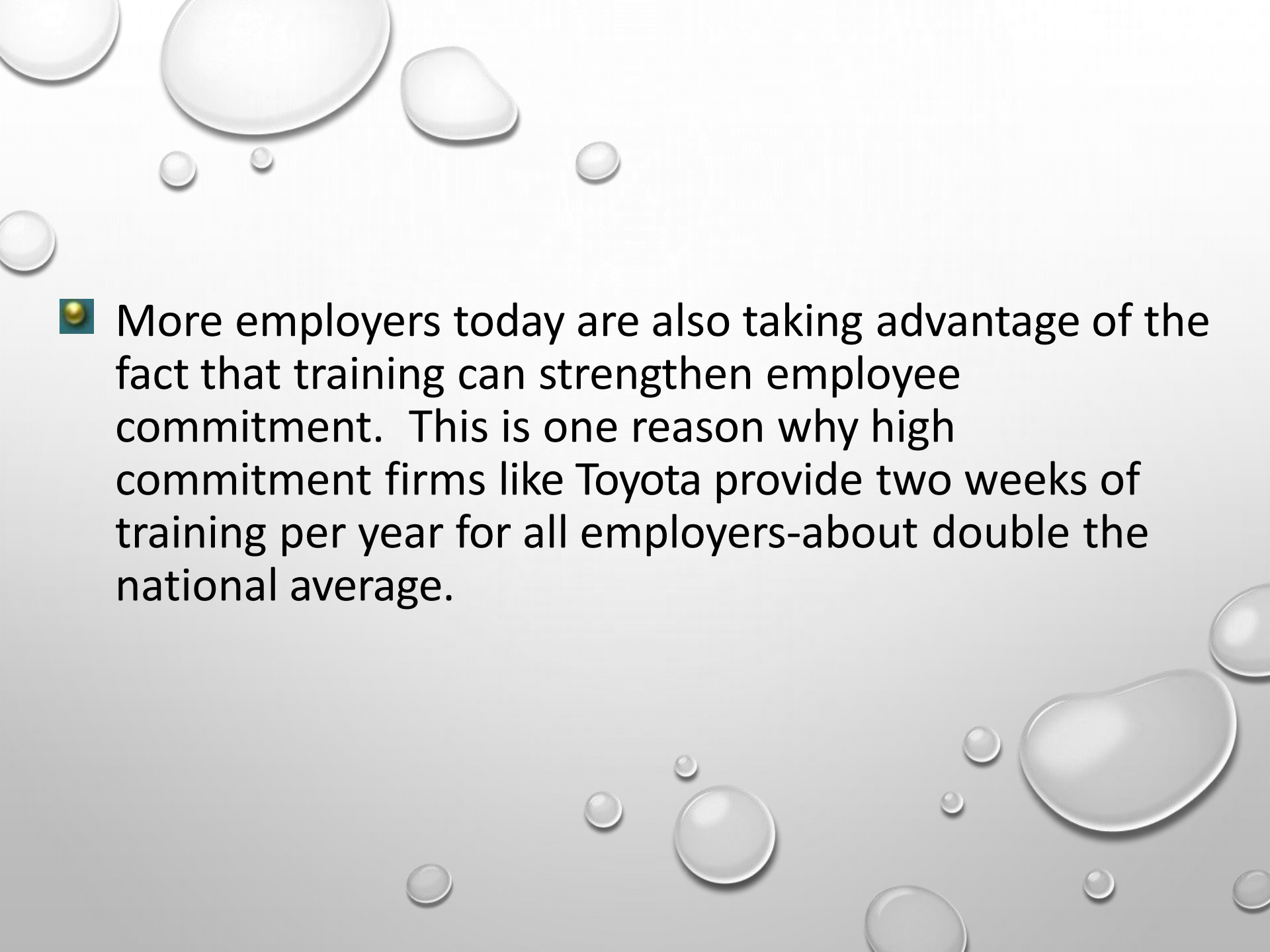
Development

- Efforts made to improve employee's ability to handle a variety of assignment.
- Development is a process of preparing employees for future position and improve their personal skills to handle the critical situations in an organization.
- Development is generally aimed at helping managers better understand and solve problems, make decisions, and capitalize on opportunities.
- Development is often considered a HR function.

The NEED for Training

- Companies initially used to emphasize only on production process training i.e. teaching technical skill required to perform jobs, such as training assembles to solder wires or teachers to device lesson plans. however training and development programs and their objectives change in the 1980s and 1990s.
- Employers had to adapt to rapid technological changes, improve product and service quality, and boost productivity to stay competitive improving quality often requires remedial-education training, since quality-improvement programs assume employees can use critical thinking skills, produce charts and graphs and analyze data.

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- Employees must also use or acquire skills in team building, decision making, and communication.
 - As firms become more technologically advanced, employees require training in technological and computer skills (such as desk top publishing and computer aided design and manufacturing).
 - As increased competition has put a premium on better service, employers have turned increasingly to customer-service training to provide employees with the tools and abilities they need to deal more effectively with customers, such as effective listening skills.

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■ More employers today are also taking advantage of the fact that training can strengthen employee commitment. This is one reason why high commitment firms like Toyota provide two weeks of training per year for all employees-about double the national average.

The Nature of Training

- Training usually involves teaching operational or technical employees how to do their jobs more effectively and/or efficiently.
- Responsibilities for training are generally assigned to the HR function.
- In general, training is intended to help the organization function more effectively.
- Managers must be sure that productivity can be increased through training and that productivity gains are possible with existing resources.

The Importance of Training

- Trained workers can work more efficiently.
- There will be fewer accidents. As training improves the knowledge of employees regarding the use of machines and equipment.
- Wastage is eliminated to a large extent as they use tools, machines in a proper way.
- Training helps an employee to move from one organization to another easily. He can be more mobile and pursue career goals easily.



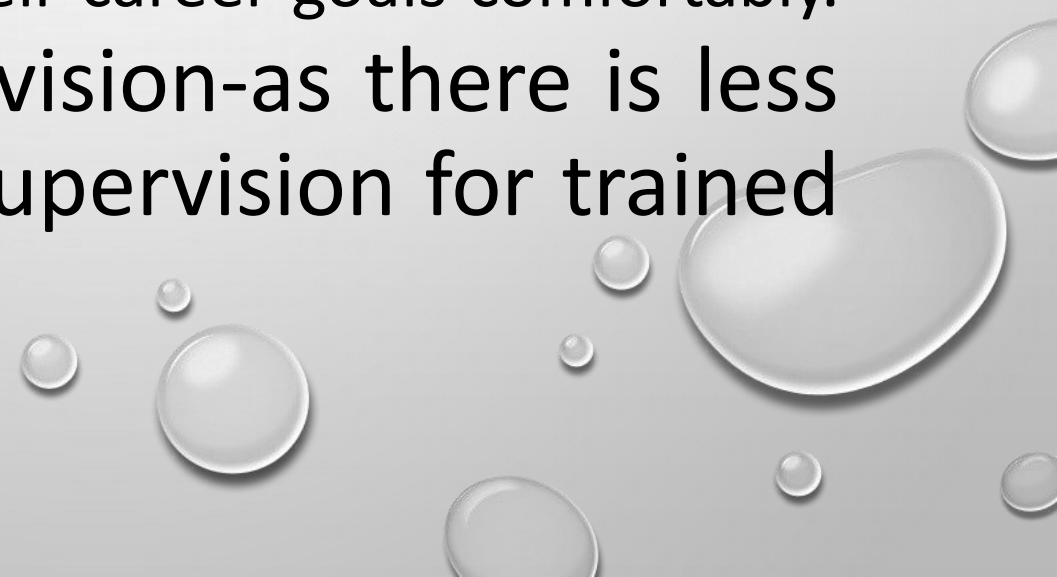
■ Training makes employees more loyal to an organization.

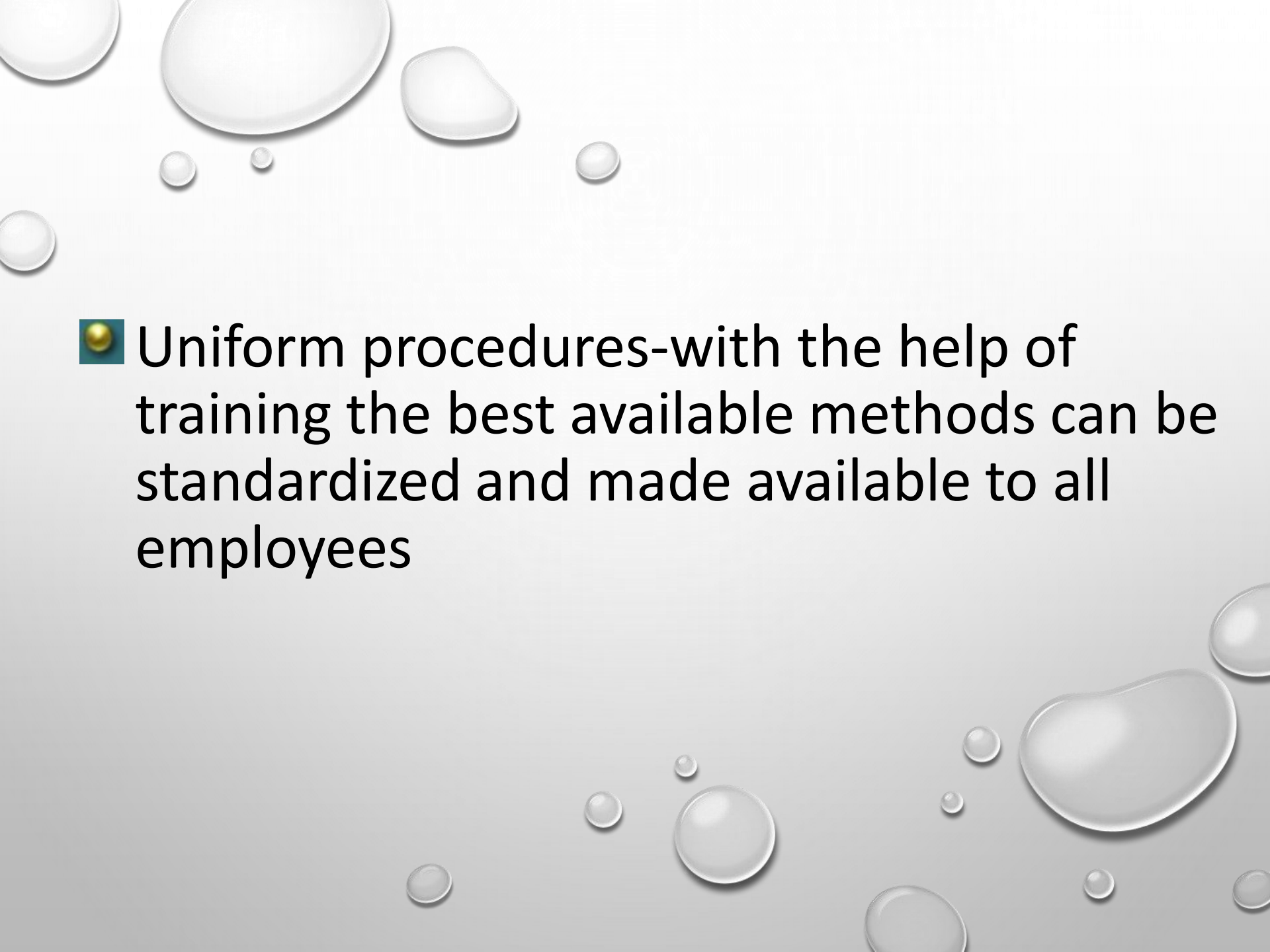
■ They will be less inclined to leave the unit where there are growth opportunities.

■ Training enables employees to secure promotions easily.

■ They can realize their career goals comfortably.

■ Economical supervision-as there is less requirement for supervision for trained employees.



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■ Uniform procedures-with the help of training the best available methods can be standardized and made available to all employees