MS-108 (Human Resource Management)

Unit- 10: Training- Needs and Objectives

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Training defined

❑ "Training is the act of increasing the knowledge and talents of a worker for doing a specific job." — Edwin B. Flippo

❑ Training is an organized activity for increasing the technical competencies of the personnel to permit them to do particular jobs successfully. In different words, training affords the employees with facility to advantage technical know-how and to learn new skills to do particular jobs. Training is equally critical for the present as well as the new employees. It permits the new personnel to get familiar with their jobs and additionally gain growth in the job-related expertise and competencies.

Pre-requisites of Training Need Identification

❑ To pinpoint if education will make a distinction in productiveness and the bottom line.

❑ To determine what particular training every employee needs and what will improve his or her task overall performance.

❑ To distinguish between the need for education and organizational issues and

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Factors affecting Training Needs

❑ Re-organization processes

❑ Business Process Re-engineering

❑ Process Improvements

❑ Reductions in Force

❑ Layoffs/Transfers/New Hires

❑ Staffing Changes/Promotions

❑ Re-locations

❑ New equipment/Technology

❑ Performance/Safety Issues

❑ Problems in Production/Safety

❑ New Systems/Procedures

❑ Changes in Laws/Regulations

❑ Succession Planning

❑ Career Paths/Growth

Determining Training Need

☐ Needs Assessment Questionnaire

☐ Needs Analysis

☐ Employee Interviews

☐ Employee Opinion/Climate Surveys

☐ Exit Interviews

☐ Employee Grievances/Complaints

☐ Customer Returns/Calls

☐ Accidents & Scrap

☐ New Equipment / Software

☐ Changes in Procedures

☐ Re-organization

☐ Job Re-design

☐ Performance Appraisal Results

☐ Promotions & Terminations

☐ Observations

☐ Assessment Centres

☐ Employment/Skills Tests

☐ Focus Groups

Training Need Assessment Steps

1. Needs Assessment (collecting and analysing data)
2. Design (program objectives, plan, measures of success)
3. Testing (prototype the instrument and process)
4. Implementation (collection measures and update as needed)
5. Analysis & Evaluation (review feedback and data collected)

Assessment Methods

❑Survey Questionnaires

❑Personal Interviews

❑Personal Observations

Types of Need Analysis

❑Organizational Analysis

❑Personal Analysis

❑Work Analysis/ Task Analysis

❑Performance Analysis

❑Content Analysis

❑Training Suitability Analysis

❑Cost-Benefit Analysis

Determining Training Needs

❑Management Audit

❑Task Analysis Technique

❑Overall performance analysis techniques

❑Training wishes survey

Need of Training

❑Higher Productivity

❑Quality Improvement

❑Reduction of Learning Time

❑Industrial Safety

❑Reduction of Turnover and Absenteeism

❑Technology Update

❑Effective Management

Benefits of Training

❑Improves morale of employees

❑Less supervision

❑Fewer Accidents

❑Chances of Promotion

❑Increased Productivity

Objectives of Training

(1) To offer task related information to the people.

(2) To impart skills among the workers systematically so that they may learn quickly. (3) To bring changes in the attitudes of the people toward fellow workers, manager and the corporation.

(4) To enhance the productiveness of the employees and the employer.

(5) To reduce the quantity of injuries by imparting safety training to the people,

(6) To make the employees manage materials, machines and equipment successfully and thus to reduce wastage of time and resources.

Objectives of Training (Continued)

(7) To prepare employees for promotion of higher jobs through imparting them with superior competencies.

(8) To ensure that sources get the proper priorities.

(9) To assist individuals and businesses perform higher, making contribution to job satisfaction, morale and motivation.

(11) The precise procedure of analysing Training needs complements the development of company towards the interest of their stake holders.

(12) Training encourages discussions on what skills need to be progressed or incorporated and how.

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Objectives of Training (Continued)

(13) To provide a positive base for boosting performance and efficiency.

(14) Goals of the telling methods in training, supply an idea about the education location. Once in a while written parts also can be seen on this technique, but normally this technique offers an understanding about the training location.

(15) Displaying methods of training create a picture in trainees mind and it facilitates to carry the trainee to real situations and that helps in decision making and better understanding than telling approach. This approach also enables the growth of the creativity of the trainee.

Objectives of Training (Continued)

(16) Role playing method of training generates leaders and decision makers. These types of factors assist the trainee to get a deep information about the training. These sorts of trainings can be used for junior control degrees and finally could make a competence, skilful employees. Process rotation reduces the person pressure while training personnel as generalists. By means of this training technique, organisation or management can assign the skilled worker to fill an internal vacancy, without giving education again. This can assist the clean glide of work at the business enterprise. These kinds of trainings are higher to stand absenteeism of an employee in any way.

(17) Technical training is specific for an activity. Most of technicians are specialized in their fields. So these technical trainings reduce wastage and injuries while maximizing the income of of a company. Those types of trainings create efficiency within the organization.

Planning for the Objectives

1) Identify the overall purpose of the training
2) Describe the expected performance
3) Explain the conditions under which the task will be performed
4) Set Standard

Writing the Objectives

1) Use clean and direct language

2) Link objectives to the real world events

3) Be unique approximately what constitutes the same old stage of performance

4) Make your objectives as concise as possible

Limitations of Analysis of Training Needs

❏ Time and energy to systematically plan and examine the outcomes, so that the priority areas can be chalked out and unimportant areas may be removed.

❏ Coordination of effects by using different managers to ensure that the priorities are considered throughout the whole corporation allowing for economies of scale and avoiding duplication of effort.

❏ Full involvement of and dialogue with potential trainees to research their strengths and weaknesses and that in their departments. This calls for departure from sole reliance at the subjective assessment of their managers.

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Reference

SILM developed by Uttarakhand Open University for MS-108 (Human Resource Management), Year 2020, ISBN: 978-93-85740-14-5.

Thank You!