# TRAINING

# AND

# DEVELOPMENT

# STRATEGIES

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# INTRODUCTION

# An Ideal Training is:-

- Linked to business goals and performance
- Part of a company-wide strategy
- Focused on setting tangible objectives for employees
- Part of a company policy

# SCOPE

- Role of HR in training and development
- Training and development
- Learning organizations
- Developing Corporate universities and community colleges
- Evaluation of training and development programs

# HR Role in Training and Development

- Training for tasks leading to successful business operation.
- An in-depth understanding of the business environment.
- An insight regarding training and development options.
- Career development approach to weld-in individuals/groups into organizational effectiveness.
- Knowledge sharing to improve customer service.

# Training and Development

- "Training and Development refers to the process to obtain or transfer knowledge, skills and abilities needed to carry out a specific activity or task".

# Training (Today…)

- "An organization's planned efforts to help employees acquire job-related knowledge, skills, abilities, and behaviors, with the goal of applying these on the job."

# Development (Tomorrow…)

- "Learning that goes beyond today's job and has a long term focus, so development is Strategic Training".
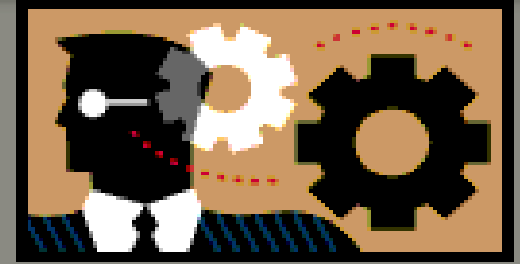
# Organizational Change and T&D

- Change involves moving from one condition to another, and it will affect individuals, groups, and entire organizations. All organizations experience change of some sort which necessitates training and development.

# Determining T&D Needs

- Market analysis

- Customer complaints

- Unsatisfactory customer survey ratings (CIS)

- Missed objectives and targets

- New facilities or technology

# Establishing T&D Objectives

- The objectives
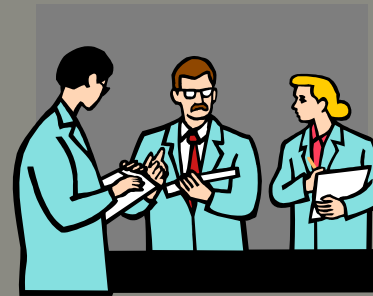- The purpose of the program

# Approaches to Training and Development

- Proactive approach
- Reactive Approach

# Methods of Training and Development

- In-basket training
- Distance learning & video conferencing
- Computer-based training
- Virtual reality
- E-learning
- On-the-job training (OJT)
- Job rotation
- Internships

# Methods of Training and Development

- Classroom training
- Mentoring & coaching
- Case study
- Behavior modeling
- Role playing
- Apprenticeship training
- Simulations
- Business games

# Types Of Costs In Training

- Development Costs
- Direct Costs
- Indirect Costs
- Overhead Costs
- Participant's Compensation
- Evaluation Costs

# Learning Organizations

# Learning Organization

- A learning organization is a firm that recognizes the critical importance of continuous performance-related training and development and takes appropriate action. It provides a system wide learning in which employees expand their learning through experience.

# Learning Organization

It's components are:

- System thinking
- Mental models
- Shared vision
- Personal mastery
- Team building

# Why Organizations Must Focus on Continual Learning?



- Rapid advances/changes in technology.
- Need to develop core competencies.
- Steering downsizing and re-engineering.
- Covering gaps in formal education.
- Global competition as new business challenge.
- The aging workforce generating an imbalance.
- Developing Employees in adopting career paths

# What are Strategic Learning Imperatives?

- Diversify the learning portfolio.
- Expand the view of whom to train.
- Accelerate the pace of employee learning.
- Prepare employees to deal better with customers.
- Ensure that employees believe there are opportunities to learn and grow.
- Effectively capture and share knowledge.
- Diagnose and modify the work environment to support transfer and learning.

# What are HR s' Strategic Imperatives ?

- Expansion of human capital knowledge and business performance
- Identifying intellectual capital to gain competitive advantage.
- Developing partnerships for knowledge sharing.
- Adopting a focused approach towards global mindset.
- Developing specialized programs under corporate university settings.

# Developing

## Corporate Universities

## and

## Community Colleges

# Corporate University

- "A function or department that is strategically oriented toward integrating the development of people as individuals with their performance as teams and ultimately as an entire organization by linking with suppliers, conducting wide-ranging research, by facilitating the delivery of content, and by leading the effort to build a superior leadership team."
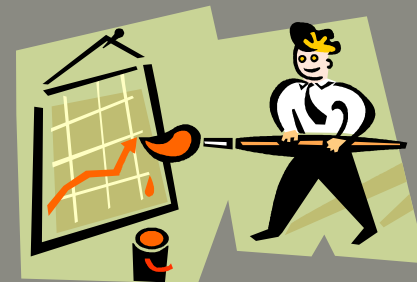
# What will be the Impact of Corporate University on the Organization?

- The way the employees work?
- The way the managers lead and coach?
- The way the employees take the ownership of their responsibilities?
- The way the employees think about learning?
- The way the new learning culture be fostered in the organization as continuation?

# Community Colleges

- Community Colleges are publicly funded higher education establishments that provide vocational training and associate degree programs.
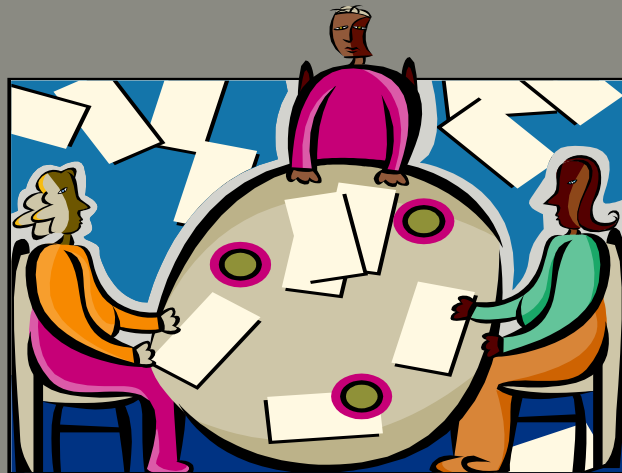
# E-Learning

- E-learning through on-line instructions has important implications for T&D as the demand for an educated and empowered workforce has become critical in the new economy. This web-based training is available anytime, anywhere in the world and in different languages. Individuals involved in e-learning are no longer constrained by the need to be in a classroom at a specific location and time.
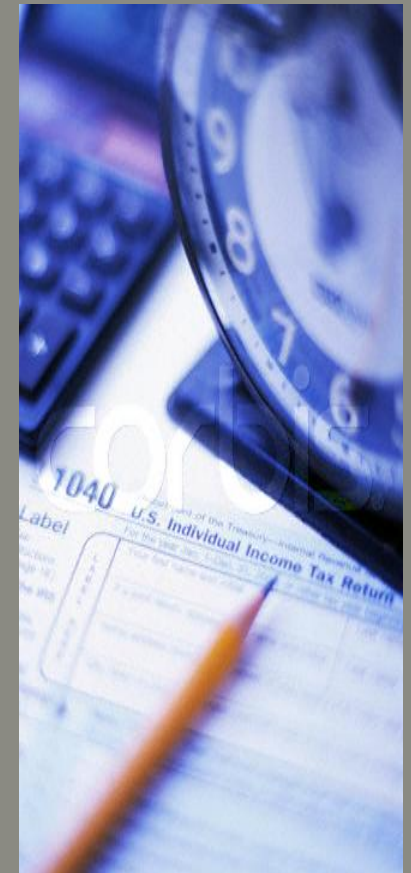
# E-Learning

**E-learning readiness assessment should consider:-**

- What will be the degree of management support?
- Whether there are enough potential users to justify the cost?
- Whether the target audience can use or learn to use computers?
- Whether the learners will accept online learning?
- Whether the proposed e-learning solutions will provide a method of instruction that is easier, faster, cheaper, safer or more efficient than the alternative?
- How the e-learning technology strategy fits into the overall technology strategy for the organization?

CONCLUSION

# A Good T&D Plan Has its Contributions to:-

- Increase productivity and quality of work
- Increase profits
- Reduce staff turnover and absenteeism
- Improve customer satisfaction
- Improve motivation

# THANK YOU