

COURSE: RECRUITMENT, TRAINING AND DEVELOPMENT

LECTURE 8: EMPLOYEE TRAINING

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Lecture learning outcomes:

At the end of the lecture you will be able to:

To understand and discuss the concept of employee training

EMPLOYEE TRAINING

Customer service, productivity, safety, employee retention and growth, the downturn in the economy, coping with the retirement of skilled employees—these are some of the issues affecting companies in all industries and sizes and influencing training practices.

Training refers to a planned effort by a company to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities. For a company to gain a competitive advantage, its training has to involve more than just basic skill development. That is, to use training to gain a competitive advantage, a company should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other employees), an understanding of the customer or manufacturing system, and self-motivated creativity.

Today, training is being evaluated not on the basis of the number of programs offered and training activity in the company but on how training addresses business needs related to learning, behavior change, and performance improvement. In fact, training is becoming more performance-focused. That is, training is used to improve employee performance, which leads to improved business results. Training is seen as one of several possible solutions to improve performance. Other solutions include actions such as changing the job or increasing employee motivation through pay and incentives.

Today there is a greater emphasis on:

- Providing educational opportunities for all employees. These educational opportunities may include training programs, but they also include support for taking courses offered outside the company, self-study, and learning through job rotation.

- Performance improvement as an ongoing process that is directly measurable rather than a one-time training event.
- Demonstrating to executives, managers, and trainees the benefits of training.
- Learning as a lifelong event in which senior management, trainer managers, and employees have ownership.
- Training being used to help attain strategic business objectives, which help companies gain a competitive advantage.

Training is about developing employees as an individual to make them capable and confident in their jobs, and consequently in their life. Thus it is an organized process for increasing the knowledge and skill of the employees. Consequently it is a process aimed at changing the behavior in such a way that the consequence would be useful for the upliftment of the organization.

According to Wayne F Cascio , training consists of planned programme designed to improve performance at the individual, group, and /or organizational levels. Improved performance, in turn, implies that there have been measurable changes in knowledge, skills attitude, and/or social behavior. Training is considered as a tool for HRD. Training has immense potential in transfer and utilization of latest technical know-how, leadership development, organization of people, formation of self-help-groups, mobilization of people as well as resources, empowerment of resource-poor rural mass, entrepreneurship development, etc., which are considered essential components of HRD.

According to C B Memoria, training is a process of learning a sequence of programmed behavior. It is application of knowledge and it attempts to improve the performance of employee on the current job and prepares them for the intended job. Training is a short term process utilizing a systematic and organized procedure by which non managerial personnel acquire technical knowledge and skills for a definite purpose. Training refers to instructions in technical and mechanical operations, like operation of some machine/equipment. Training is for a specific job related purpose.

Training is about developing people as an individual and helping them to become more confident and competent in their lives and in their jobs. The learning process is at the core of training and the ways of and opportunities for learning are numerous and varied.

Training is the acquisition of technology, which permits employees to perform their present job to standards. It improves human performance on the job the employee is presently doing or is being hired to do. Also, it is given when new technology is introduced into the workplace.

DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT

As Michael Armstrong observes, employee development, often referred to as human resource development (HRD) is about the provision of learning, development and training opportunities in order to improve individual team and organizational performance. Efforts are made to develop employee so that they achieve their full potential for growth. Employee development programme include learning, education and training. Learning relates to a relatively enduring change in

behavior taking place as a consequence of practice or experience. Education refers to development of the knowledge required for varied activities of life rather than for one particular activity. Training is planned and systematic change behavior through learning. Training enables employees to accomplish the level of knowledge, skills and competence to perform their job well.

Development is training people to acquire new horizons, technologies, or viewpoints. It enables leaders to guide their organizations onto new expectations by being proactive rather than reactive. It enables workers to create better products, faster services, and more competitive organizations. It is learning for growth of the individual, but not related to a specific present or future job. Unlike training and education, which can be completely evaluated, development cannot always be fully evaluated. This does not mean that we should abandon development programs, as helping people to grow and develop is what keeps an organization in the cutting edge of competitive environments. Development can be considered the forefront of what many now call the Learning Organization. Development involves changes in an organism that are systematic, organized, and successive and are thought to serve an adaptive function.

Development refers to those learning opportunities designed to help employees grow. Development is not primarily skills oriented. Instead, it provides general knowledge and attitudes, which will be helpful to employees in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities, such as those supplied by management developmental programmes are generally voluntary.

TRAINING OBJECTIVES

According to Saiyadain ,the objectives of training differ according to the employees belonging to different level of organizations. The basic objective of training, however, is to establish a match between man and his job. This training is designated to improve the knowledge, skills and attitude and thus, equip the individual to be more effective in his present job or prepare him for future assignment. However individual's growth should not be taken as an end. From this point of view of an organization, individual's growth is a means to organizational effectiveness. The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization.

In addition, there are four other objectives: Individual, Organizational, Functional, and Societal.

- **Individual Objectives** – They help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization. **Organizational Objectives** – They assist the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – They maintain the department's contribution at a level suitable to the organization's needs.
- **Societal Objectives** – They ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

Summary of training objectives.

- To create constant awareness in the minds of all sections of employees of the mission of the industry, its objective and goals.
- To encourage self-development to achieve organization goals with a sense of belonging and commitment to organization and thereby ensuring development of a proper work ethos in the Industry and fostering of team spirit.
- To identify the training needs of the entire personnel in industry in keeping with the corporate plans and in consultation with the user departments.
- To impart knowledge and skills necessary for performing the job efficiently and effectively and to keep the employees to acquire necessary conceptual, technical, human and managerial skills in the areas of decision-making and problem-solving.
- To make available in adequate number sufficiently trained manpower to meet the diverse needs of a rapidly growing industry.
- To organize special training programmes to improve employment opportunities as well as career prospects of persons belonging to SC/ST, minorities, handicapped, ex-servicemen, etc.
- To organize training activities as aids to: o Career Planning and growth of Succession planning.
- To educate and equip the employees to respond to the expectations of customers, and to accept responsibilities to attain a sense of achievement.
- To achieve effectiveness of training through tapping the in-house training facilities as well as sources available externally in a balanced manner so as to develop internal faculty support at all levels and disciplines.
- To promote research and development activities and to establish linkages with the operational front.

The aim of training is to help the organisation achieve its purpose by adding value to its key resource – the people it employs. The purpose of training is to:

- To increase productivity and quality
- To promote versatility and adaptability to new methods
- To reduce the number of accidents
- To reduce labour turnover
- To increase job satisfaction displaying itself in lower labour turn-over and less absenteeism
- To increase efficiency

Advantages of training

1. Leads to improved profitability and/or more positive attitudes toward profits orientation.
2. Improves the job knowledge and skills at all levels of the organization.
3. Improves the morale of the workforce.
4. Helps people identify with organizational goals.

5. Helps create a better corporate image.
6. Fasters authentically, openness and trust.
7. Improves the relationship between boss and subordinate.
8. Aids in organizational development.
9. Learns from the trainee.
10. Helps prepare guidelines for work.
11. Aids in understanding and carrying out organizational policies.
12. Provides information for future needs in all areas of the organization.
13. Organization gets more effective decision-making and problem solving.
14. Aids in development for promotion from within.
15. Aids in developing leadership skill, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.
16. Aids in increasing productivity and/or quality of work.
17. Helps keep costs down in many areas, e.g. production, personnel. Administration, etc.
18. Develops a sense of responsibility to the organization for being competent and knowledgeable.
19. Improves labor-management relations.
20. Reduces outside consulting costs by utilizing competent internal consulting.

Disadvantages of training

1. Can be a financial drain on resources; expensive development and testing, expensive to operate?
2. Often takes people away from their job for varying periods of time;
3. Equips staff to leave for a better job
4. Bad habits passed on
5. Narrow experience

THE FORCES INFLUENCING WORKING AND LEARNING

1. **Economic cycles-** The poor economy means more companies are downsizing their work force, delaying plans for new operations and growth, and revisiting training and development and human resource budgets to cut unnecessary programs and costs. However, such economic times also provide an opportunity for companies to take a closer look at training and development to identify those activities that are critical for supporting the business strategy as well as those mandated by law (such as safety training or sexual harassment training). Despite the recession, talent retention is still an important concern.

Some companies are creating discretionary bonus pools to reward employees who may be recruited by other companies. To keep employees engaged, Best Buy uses online surveys to get employees' opinions and suggestions regarding how to cut costs.

2. **Globalization-** Every business must be prepared to deal with the global economy. Global business expansion has been made easier by technology. The Internet allows data and information to be instantly accessible and sent around the world. The Internet, e-mail, and video conferencing enable business deals to be completed between companies thousands of miles apart. Globalization is not limited to any particular sector of the economy, product market, or company size.¹⁹ Companies without international operations may buy or use goods that have been produced overseas, hire employees with diverse backgrounds, or compete with foreign-owned companies. Global companies are struggling both to find and retain talented employees, especially in emerging markets.
3. **Increased Value Placed on Intangible Assets and Human Capital-** Today more and more companies are interested in intangible assets and human capital as a way to gain an advantage over competitors. Training and development can help a company's competitiveness by directly increasing the company's value through contributing to intangible assets. A company's value includes three types of assets that are critical for the company to provide goods and services: financial assets (cash and securities), physical assets (property, plant, equipment), and intangible assets. Intangible assets include: Human capital refers to the sum of the attributes, life experiences, knowledge, inventiveness, energy, and enthusiasm that the company's employees invest in their work.³² Intellectual capital refers to the codified knowledge that exists in a company. Social capital refers to relationships in the company. Customer capital refers to the value of relationships with persons or other organizations outside the company for accomplishing the goals of the company (e.g., relationships with suppliers, customers, vendors, government agencies). Intangible assets are equally as valuable as financial and physical assets but they are not something that can be touched and they are nonmonetary. Intangible assets have been shown to be responsible for a company's competitive advantage. Intangible assets also contribute to a company's competitive advantage because they are difficult to duplicate or imitate.
4. **Focus on Knowledge Workers-** One way that a company can increase its intangible assets, specifically human capital, is by focusing on attracting, developing, and retaining knowledge workers. Knowledge workers are employees who contribute to the company not through manual labor but through what they know, perhaps about customers or a specialized body of knowledge. Employees cannot simply be ordered to perform tasks; they must share knowledge and collaborate on solutions. Knowledge workers contribute specialized knowledge that their managers may not have, such as information about customers, and managers depend on these knowledge workers to share that information. Knowledge workers have many job opportunities. If they choose, they can leave a company and take their knowledge to a competitor. Knowledge workers are in demand because of the growth of jobs requiring them.
5. **Employee Engagement** -To fully benefit from employees' knowledge requires a management style that focuses on engaging employees. Employee engagement refers to

the degree to which employees are fully involved in their work and the strength of their commitment to their job and the company. Employees who are engaged in their work and committed to their companies give those companies a competitive advantage, including higher productivity, better customer service, and lower turnover. Training and development gives employees an opportunity for personal growth within the company and helps provide the company with the knowledge and skills it needs to gain a competitive advantage. Using training delivery methods that provide employees with the flexibility to manage their personal learning while balancing other work and nonwork responsibilities, such as online learning, helps build employee commitment to the company.

6. **Change and Continuous Learning** -In addition to acquiring and retaining knowledge workers, companies need to be able to adapt to change. Change refers to the adoption of a new idea or behavior by a company. Technological advances, changes in the work force or government regulations, globalization, and new competitors are among the many factors that require companies to change. Change is inevitable in companies as products, companies, and entire industries experience shorter life cycles. A changing environment means that all employees must embrace a philosophy of learning. A learning organization embraces a culture of lifelong learning, enabling all employees to continually acquire and share knowledge. Improvements in product or service quality do not stop when formal training is completed. Employees need to have the financial, time, and content resources (courses, experiences, development opportunities) available to increase their knowledge. Managers take an active role in identifying training needs and helping to ensure that employees use training in their work. Also, employees should be actively encouraged to share knowledge with colleagues and other work groups across the company using e-mail and the Internet.
7. **Focus on Link to Business Strategy**- Given the important role that intangible assets and human capital play in a company's competitiveness, managers are beginning to see a more important role for training and development as a means to support a company's business strategy, that is, its plans for meeting broad goals such as profitability, market share, and quality. Managers expect training and development professionals to design and develop learning activities that will help the company successfully implement its strategy and reach business goals.
8. **Changing Demographics and Diversity of the Work Force** -Companies face several challenges as a result of increased demographics and diversity of the work force. Population is the single most important factor in determining the size and composition of the labor force, which is composed of people who are either working or looking for work.
9. **Age workforce**- The aging population means that companies are likely to employ a growing share of older workers—many of them in their second or third career. Older people want to work, and many say they plan a working retirement. Despite myths to the contrary, worker performance and learning in most jobs is not adversely affected by aging.⁴⁹ Older employees are willing and able to learn new technology. An emerging trend is for qualified older employees to ask to work part-time or for only a few months at a time as a means to transition to retirement. Employees and companies are redefining what it means to be retired to include second careers as well as part-time and temporary work assignments.

Another source of work force diversity is greater access to the workplace for people with disabilities. Because of this diversity, it is unlikely that all employees will hold similar work values. Research suggests that to maximize employees' motivation and commitment to company goals, employees should be given the opportunity to develop their skills, meet their interests, and balance work and nonwork activity effectively with each other. To successfully manage a diverse work force, managers and employees must be trained in a new set of skills, including: Communicating effectively with employees from a wide variety of backgrounds. Coaching, training, and developing employees of different ages, educational backgrounds, ethnicities, physical abilities, and races. Providing performance feedback that is free of values and stereotypes based on gender, ethnicity, or physical handicap. Training managers to recognize and respond to generational differences.

Creating a work environment that allows employees of all backgrounds to be creative and innovative. Management of diversity contributes to a company's bottom line by its influence on creativity, problem solving, employee retention, and creation of new markets for a company's products and services. Companies that do not manage diversity will find that employees' talents are underutilized and their personal and professional needs are not being met. As a result, they will become dissatisfied and leave, resulting in a poorly performing, less competitive organization. Companies that are known for managing diversity also have an edge in attracting talented employees.

10. **Talent Management-** Talent management refers to attracting, retaining, developing, and motivating highly skilled employees and managers. Talent management is becoming increasingly more important because of changes in demand for certain occupations and jobs, skill requirements, the anticipated retirement of the baby boomer generation, and the need to develop managerial talent with leadership skills. Also, the results of surveys suggest that opportunities for career growth, learning, and development, and the performance of exciting and challenging work are some of the most important factors in determining employees' engagement and commitment to their current employer. It is important to identify employees who want to develop their skills and seek promotions and to keep them growing through new job experiences and training. Jobs involve new assignments that require employees to apply their skills in different ways or to learn new skills. Sales managers are encouraged to spend more time in operations where they can learn about product flow, delivery, and other technical processes. This helps sales managers become better qualified for general manager jobs.
11. **Retirement of Baby Boomers.** As the oldest baby boomers begin to retire in the next several years, the implications for the work force could be enormous. This could hinder prospects for economic growth and put a greater burden on those remaining in the work force, perhaps forcing them to work longer hours. Especially in occupations with functions less conducive to technology-driven productivity innovations—many jobs in health services and educational services, for example—service may suffer and needs could go unmet unless older workers can be retained or other sources of workers can be found. Even in occupations in which technological innovations have produced relatively large productivity gains—many of the more complex machining jobs in manufacturing, for example—the learning curves often are steep, meaning that new workers need to enter

these occupations soon, so they can become proficient in the necessary skills by the time the baby boomers begin leaving the labor force.

12. **Skill Requirements** . As the occupational structure and economy is shifting, skill requirements have changed. The demand for specific skills is being replaced by a need for cognitive skills— mathematical and verbal reasoning ability—and interpersonal skills related to being able to work in teams or to interact with “customers” in a service economy (e.g., patients, students, vendors, suppliers). Cognitive and interpersonal skills are important because in the service-oriented economy employees must take responsibility for the final product or service. Variety and customization require employees to be creative and good problem solvers. Continuous innovation requires the ability to learn. To offer novelty and entertainment value to customers, workers must be creative. Most companies relate these skills with educational attainment, so many firms use a college degree as a standard to screen prospective employees.
13. **Developing Leadership**. Companies report that the most important talent management challenges they face are identifying employees with managerial talent and training and developing them for managerial positions. This is attributed to the aging of the work force, globalization, and the need for managers to contribute to employee engagement. Executive, administrative, and managerial occupations will experience the greatest turnover due to death or retirement. Also, many companies do not have employees with the necessary competencies to manage in a global economy. To successfully manage in a global economy, managers need to be self-aware and be able to build international teams, create global management and marketing practices, and interact and manage employees from different cultural backgrounds. Managers contribute to employee engagement by performing basic management functions (planning, organizing, controlling, leading) but also through using good communication skills, helping employees develop, and working collaboratively with employees.
14. **Customer Service and Quality**. Emphasis Companies’ customers judge quality and performance. As a result, customer excellence requires attention to product and service features as well as to interactions with customers. Customer-driven excellence includes understanding what the customer wants and anticipating future needs. Customer-driven excellence includes reducing defects and errors, meeting specifications, and reducing complaints. How the company recovers from defects and errors is also important for retaining and attracting customers. Due to increased availability of knowledge and competition, consumers are very knowledgeable and expect excellent service. This presents a challenge for employees who interact with customers. The way in which clerks, sales staff, front-desk personnel, and service providers interact with customers influences a company’s reputation and financial performance. Employees need product knowledge and service skills, and they need to be clear about the types of decisions they can make when dealing with customers.
15. **New Technology**. Technology has reshaped the way we play (e.g., games on the Internet), communicate (e.g., cell phones, personal digital assistants), and plan our lives (e.g., electronic calendars that include Internet access) and where we work (e.g., small, powerful

personal computers allow us to work at home, while we travel, and even while we lie on the beach!). The Internet has created a new business model—e-commerce, in which business transactions and relationships can be conducted electronically. The Internet is a global collection of computer networks that allows users to exchange data and information. Today more than 79 percent of adults go online spending an average of 11 hours a week on the Internet. Nearly 72 percent access the Internet most often from home, while 37 percent do so from work. Technology continues to have a large impact on all sectors of the economy. Robotics, computer-assisted design, radio frequency identification, and nanotechnology are transforming manufacturing. Technology has also made equipment easier to operate, helping companies cope with skill shortages and allowing older workers to postpone retirement. For example, consider working a grader construction vehicle, which is used to smooth and level dirt on roadways and other construction projects. Older vehicle models required the operation of as many as 15 levers in addition to a steering wheel and several foot pedals. As a result, working the grader usually left operators with sore backs and shoulders at the end of the day. Caterpillar's latest version of the grader includes redesigned controls that use only two joysticks and eliminate the physical demands of pushing pedals and turning a steering wheel. Besides reducing the physical demands, the redesign of the grader without a steering wheel has resulted in operators having better visibility of the steel blade and the switches for lights, windshield wipers, and the parking brake are now grouped together in one place in the cab thus calling for new skills.

16. **High-Performance Models of Work Systems.** New technology causes changes in skill requirements and work roles and often results in redesigned work structures (e.g., using work teams).⁹⁷ For example, computer-integrated manufacturing uses robots and computers to automate the manufacturing process. The computer allows the production of different products simply by reprogramming the computer. As a result, laborer, material handler, operator/assembler, and maintenance jobs may be merged into one position. Computer-integrated manufacturing requires employees to monitor equipment and troubleshoot problems with sophisticated equipment, share information with other employees, and understand the relationships among all components of the manufacturing process.⁹⁸ Through technology, the information needed to improve customer service and product quality becomes more accessible to employees. This means that employees are expected to take more responsibility for satisfying the customer and determining how they perform their jobs. One of the most popular methods for increasing employee responsibility and control is work teams. Work teams involve employees with various skills who interact to assemble a product or provide a service. Work teams may assume many of the activities usually reserved for managers, including selecting new team members, scheduling work, and coordinating activities with customers and other units in the company. To give teams maximum flexibility, cross training of team members occurs. Cross training refers to training employees in a wide range of skills so they can fill any of the roles needed to be performed on the team.
17. **Flexibility in Where and When Work Is Performed.** Advances in technology, including more powerful computer chips and increased processing power of PDAs, have the potential

for freeing workers from going to a specific location to work and from traditional work schedules. PDAs were originally used only to keep track of contacts, tasks, schedules, and e-mail.

Who Provides Training?

In most companies training and development activities are provided by trainers, managers, in-house consultants, and employee experts. However, as the snapshot of training practices suggests, training and development activities are also outsourced. Outsourcing means that training and development activities are provided by individuals outside the company. Training providers outside the company include colleges and universities, community and junior colleges, technical and vocational institutions, product suppliers, consultants and consulting firms, unions, trade and professional organizations, and government organizations.

Who Is in Charge of Training?

Training and development can be the responsibility of professionals in human resources, human resource development, or organizational development. Companies may also have entire functions or departments called human resources, human resource development, or organizational development that provide training and development.

ORGANIZATIONAL CHARACTERISTICS THAT INFLUENCE TRAINING

Roles of Employees and Managers The roles that employees and managers have in a company influence the focus of training, development, and learning activity. Traditionally, employees' roles were to perform their jobs according to the managers' directions. However, with the emphasis on the creation of intellectual capital and the movement toward high-performance work systems using teams, employees today are performing many roles once reserved for management (e.g., hiring; scheduling work; interacting with customers, vendors, and suppliers). If companies are using teams to manufacture goods and provide services, team members need training in interpersonal problem solving and team skills (e.g., how to resolve conflicts, give feedback). If employees are responsible for the quality of products and services, they need to be trained to use data to make decisions, which involves training in statistical process control techniques.

Top Management Support The CEO

The top manager in the company, plays a key role in determining the importance of training and learning in the company. The CEO is responsible for:

- A clear direction for learning (vision).
- Encouragement, resources, and commitment for strategic learning (sponsor).
- Taking an active role in governing learning, including reviewing goals and objectives and providing insight on how to measure training effectiveness (governor).
- Developing new learning programs for the company (subject-matter expert).
- Teaching programs or providing resources online (faculty).

- Serving as a role model for learning for the entire company and demonstrating a willingness to constantly learn (learner).
- Promoting the company's commitment to learning by advocating it in speeches, annual reports, interviews, and other public relations tools (marketing agent).

Integration of Business Units -The degree to which a company's units or businesses are integrated affects the kind of training that takes place. In a highly integrated business, employees need to understand other units, services, and products in the company. Training likely includes rotating employees between jobs in different businesses so they can gain an understanding of the whole business.

Global Presence. The development of global product and service markets is an important challenge for U.S. companies. For companies with global operations, training is used to prepare employees for temporary or long-term overseas assignments.

Business Conditions When unemployment is low and/or businesses are growing at a high rate and need more employees, companies often find it difficult to attract new employees, find employees with necessary skills, and retain current employees. Companies may find themselves in the position of hiring employees who might not be qualified for the job. Also, in these types of business conditions, companies need to retain talented employees. In the knowledge-based economy (including companies in information technology and pharmaceuticals), product development is dependent on employees' specialized skills. Losing a key employee may cause a project to be delayed or hinder a company's taking on new projects. Training plays a key role in preparing employees to be productive as well as motivating and retaining current employees.

Staff Involvement in Training and Development

How often and how well a company's training program is used are affected by the degree to which managers, employees, and specialized development staff are involved in the process. If managers are not involved in the training process (e.g., determining training needs, being used as trainers), training may be unrelated to business needs. Managers may also not be committed to ensuring that training is effective (e.g., giving trainees feedback on the job). As a result, training's potential impact on helping the company reach its goals may be limited because managers may feel that training is a "necessary evil" forced on them by the training department rather than a means of helping them to accomplish business goals. If line managers are aware of what development activity can achieve, such as reducing the time it takes to fill open positions, they will be more willing to become involved in it. They will also become more involved in the training process if they are rewarded for participating.

MARKETING THE TRAINING FUNCTION

Despite the increased recognition of the importance of training and learning on achieving business goals, many managers and employees may not recognize the value of training. Internal marketing involves making employees and managers excited about training and learning. Internal marketing is especially important for trainers who act as internal consultants to business units.. Here are some successful internal marketing tactics.

- Involve the target audience in developing the training or learning effort.
- Demonstrate how a training and development program can be used to solve specific business needs.
- Showcase an example of how training has been used within the company to solve specific business needs.
- Identify a “champion” (e.g., top-level manager) who actively supports training.
- Listen and act on feedback received from clients, managers, and employees.
- Advertise on e-mail, on company Web sites, and in employee break areas.
- Designate someone in the training function as an account representative who will interact between the training designer or team and the business unit that is the customer.
- Determine what financial numbers—such as return on assets, cash flow from operations, or net profit or loss—top-level executives are concerned with and show how training and development will help improve those numbers.
- Speak in terms that employees and managers understand.

OUTSOURCING TRAINING

Outsourcing refers to the use of an outside company (an external services firm) that takes complete responsibility and control of some training or development activities or that takes over all or most of a company’s training including administration, design, delivery, and development. Business process outsourcing refers to the outsourcing of any business process, such as human resource management, production, or training.

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