

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

TRAINING

- Training is about developing employees as an individual to make them capable and confident in their jobs, and consequently in their life. 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.

TRAINING &HRD

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.

DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT

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.

- Training enables employees to accomplish the level of knowledge, skills and competence to perform their job well.

TRAINING OBJECTIVES

- **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.

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

- Leads to improved profitability and/or more positive attitudes toward profits orientation.
- Improves the job knowledge and skills at all levels of the organization.
- Improves the morale of the workforce.
- Helps people identify with organizational goals.
- Helps create a better corporate image.

Improves the relationship between boss and subordinate.

Aids in organizational development.

Learns from the trainee.

Helps prepare guidelines for work.

Aids in understanding and carrying out organizational policies.

Provides information for future needs in all areas of the organization.

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

Disadvantages of training

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

THE FORCES INFLUENCING WORKING AND LEARNING

- **Economic cycles, Globalization**- Every business must be prepared to deal with the global economy, **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, **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, **Employee Engagement** -To fully benefit from employees' knowledge requires a management style that focuses on engaging employees

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.

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

Changing Demographics and Diversity of the Work Force -Companies face several challenges as a result of increased demographics and diversity of the work force.

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

Talent Management- Talent management refers to attracting, retaining, developing, and motivating highly skilled employees and managers

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

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

New Technology. Technology has reshaped the way we play

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.

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Who Provides Training?

- In most companies training and development activities are provided by trainers, managers, in-house consultants, and employee experts

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- **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.

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- **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.

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

- **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).

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- **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.

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

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.

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.

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- 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

References

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