

## **TRAINING AND DEVELOPMENT OF EMPLOYEES**

Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. Employee training is a program that is designed to increase the technical skills, knowledge, efficiency, and value creation to do any specific job in a much better way. Training increases the needed skill set and helps in development of an employee as well as overall growth of the organization.

Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role. Employee development is defined as a process where the employee with the support of his/her employer undergoes various training programs to enhance his/her skills and acquire new knowledge and skills.

### **Types of Training:**

The various types of training may be grouped under two categories:

1. On-the-job training
2. Off-the job training

#### **1. On-the-job training**

On-the-job training refers to training given to an employee in the place where he is employed. Work and learn is the philosophy of such a training concept. The following are some of the important

on-the-job training methods:

- (i) Induction training
- (ii) Apprenticeship training
- (iii) Refresher training
- (iv) Job rotation
- (v) Placement as assistants
- (vi) Vestibule training

##### **(i) Induction Training:**

Induction training is also known as 'orientation training'. It is required for all new employees. A new employee must also be informed of the policies, rules and regulations of the organisation pertaining to signing attendance, availing leave, transfer, promotion and so on.

##### **(ii) Apprenticeship Training:**

This is a conventional or a traditional method of training. In such a method, the trainee, called apprentice, is placed under a qualified senior worker. The apprentice learns the work by observing and assisting his senior.

### **(iii) Refresher Training:**

The objective of refresher training is to enable the workers to constantly update their job knowledge. It is not necessary for a worker to undergo refresher training outside his workplace. If a new and sophisticated machine has been acquired by a business, the seller of the machine will educate the workers on the method of operation.

### **(iv) Job Rotation:**

This kind of training enables an employee to become well-versed in different kinds of work, each of which is not totally different. Clerks in banks are usually subjected to job rotation. In a bank the employee is made to serve in different sections –savings bank, current account, fixed deposit, cash and so on.

### **(v) Placement as Assistants:**

It is common to find certain designations in an organization as Assistant Accounts Manager', Assistant Production Manager', Assistant Sales Manager' etc., Such designations only imply that these executives are going to be posted as 'Accounts Manager', 'Production Manager' and Sales Manager respectively in future when vacancies arise.

### **(vi) Vestibule Training:**

In the context of training, the term 'vestibule' refers to a training school established within the factory premises. The working conditions and facilities in such a training school are so created that the place of training almost resembles the actual workplace. Instructors specifically appointed for the purpose will train a large number of workers in such a school.

## **2. Off-the-Job training:**

Off-the-job training refers to training given to staff at a place away from the actual work place. The following are some of the important off-the-job training methods:

- (i) Lectures and Conferences
- (ii) Role playing
- (iii) Case study
- (iv) Management games
- (v) Brain storming
- (vi) Sensitivity training

The off-the-job training methods are suitable for training junior executives. Let us now study these various training methods.

### **(i) Lectures and Conferences:**

There are staff training colleges like the Administrative Staff College in Hyderabad that train executives. Conferences provide an opportunity for the executive trainees of different enterprises to meet at a particular place for the sake of exchanging views on specific organisational issues.

**(ii) Role Playing:**

It is a training method in which the participant trainees are to enact the roles given to them. In a roleplaying session, a specific organisational problem may be explained to the trainee group and each participant may be asked to act in the manner he would if he were the decision-maker.

**(iii) Case Study:**

In case study method, the trainees are given an organisational problem in written form. The problem may be something that has been experienced in some workplace or may even be an imaginary one. The participants may be asked to analyse the cause of the problem, suggest alternative solutions and also indicate the best solution in the prevailing conditions.

**(iv) Management Games:**

Different groups of trainees participate in a management game. The trainer specifies a certain situation in which each group has to make decisions in the specific area assigned to it.

**(v) Brain Storming:**

It is a technique used to solve a certain important organisational problem. For example, lack of product acceptance in the market is a serious problem that does not concern the marketing department alone.

The executives of production, marketing, finance and other departments, in such a situation, need to meet and discuss. In such a session, each individual is free to come out with his ideas.

**(vi) Sensitivity Training:**

Such a method of training has been developed with the objective of promoting good human relations among the trainees. Sensitivity training helps an individual to understand group behaviour and to work with others as a team. It enables a person to develop a sense of tolerance and also gives him the courage and confid