

TRAINING PROCESS

By

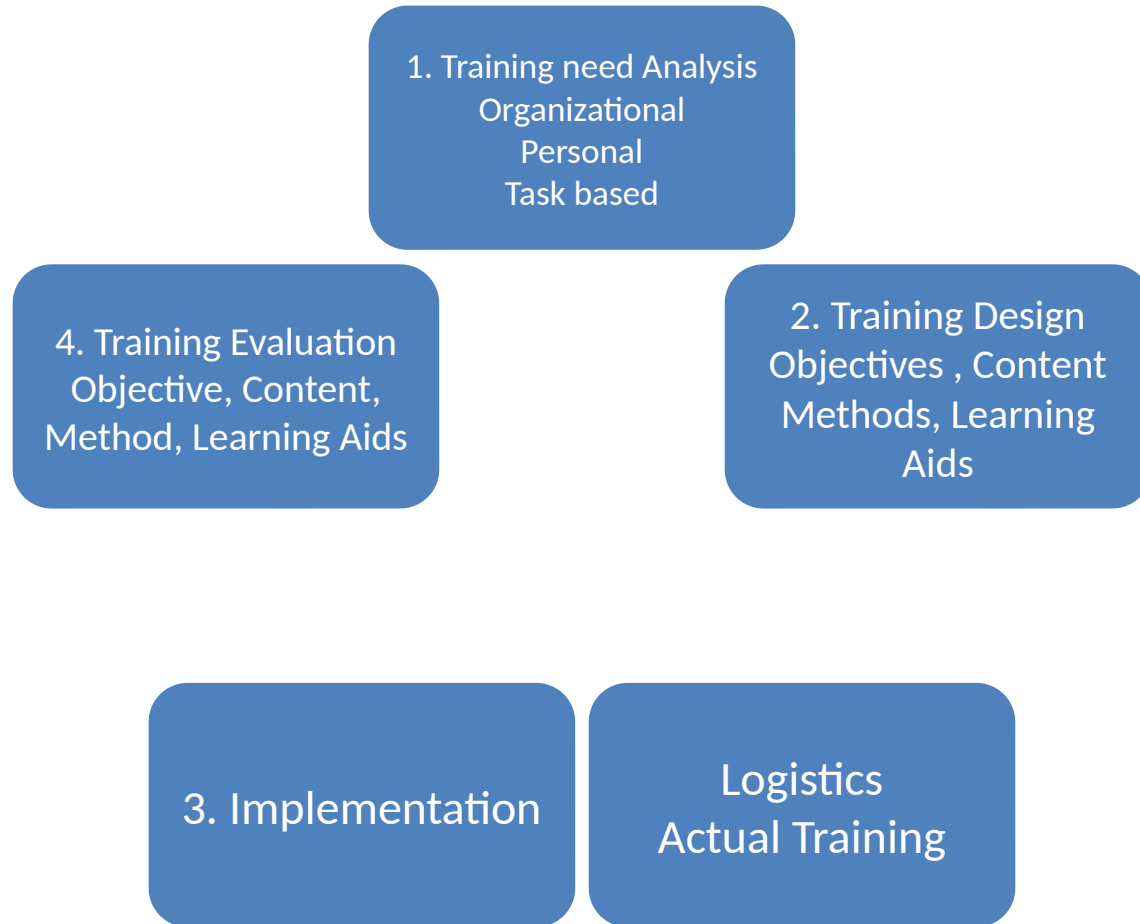
Trilochan Sharma



TRAINING PROCESS

- Training is an organized process of intervention to improve current knowledge, abilities and skills of the workforce.
- Training involve a number of stages.
- It involves Training Need Analysis (TNA), Designing of Training Program, Implementation of Training, and Evaluation of the Training.

Training Process



TRAINING NEEDS ANALYSIS

Training needs analysis is the process of collecting data to determine what training employees need to have so that training can be developed to improve the effectiveness of employees and thereby, help the organization meet its business objectives.

Training needs can be assessed by analyzing three major human resource areas; the organization as a whole, the job characteristics and the needs of individuals. This analysis will provide answers to the following questions:

- Where is training needed?
- What specifically must an employee learn in order to be more productive?
- Who needs to be trained?

TRAINING DESIGN

- A training needs assessment should indicate which subject area, topic, or target group of the entire training program. It starts with the setting of objectives.
- Objectives should clearly state what the participant must be able to do at the end of the training. They must be clear, concise, relevant, easily understood, and measurable- in other word- **SMART** (specific, measurable, achievable, realistic, and time-bound).

LEARNING METHODS

A variety of learning methods can be used in training, including-

1. Brainstorming

2. Case study

3. Demonstration

4. Discussion

5. Distance learning

6. E- learning

7. Group Exercise

8. Lecture

9. Role- playing

10. Self paced

11. Simulation Game

12. Work sheet

- Sequencing Topic, Developing Teaching Aids, Training and participant Guides, Audio Visual Aids.

IMPLEMENTATION

There are two basic approaches to implement a training program:

- one is based on the trainer, who controls learning contents and experiences.
- The other is based on learner, with the trainer acting as a guide and providing resources.
- An important Aspect of include in a training package is follow-up support to the participant and evaluation of training outcome.
- Following are the training strategies.

Long-term training

Long-term training is often obtained in an institution of higher learning. Such training, whether in academic or non-academic settings, is most useful for highly technical areas.

Short-term training

- Short-term training is usually conducted over a period of one to three months in an academic or non-academic setting.
- this type of program is suitable for the **training of trainers program** who will return to their jobs and train others in the techniques and skills they have learned. It is also required for a specific task.

Presentation

- The trainer should always come to the training venue for the session early to check out the room, the setting arrangements, and the audiovisual equipment.
- The actual session should begin with the trainer presenting the objectives of the course or session and summarizing its main points.

In developing visual aids, the following points should be kept in mind-

1. Use only one idea per visual aid to avoid crowding
2. Use large letters and clear drawings.

- Do not include too much information on one slide.
- Do not use multiple fonts, size and colors.
- Allow plenty of time for preparing the visual aids and time for obtaining and testing the equipment.
- Test the materials in a rehearsal before the session, preferably in front of critical colleagues.

TRAINING EVALUATION

- The evaluation is concerned with the measurement of the training success or effectiveness to establish whether an investment in a particular training has paid off.
- The evaluation of training programs is without a doubt the most important step in training process.
- Evaluation will provide feedback on the trainer's performance, allowing them to improve themselves for future programs.

Kirkpatrick Levels of Evaluation

1. Reaction
2. Learning
3. Behavioral change; and
4. Impact to organization.

There are many ways by which the training evaluation can be done. The use of the questionnaire from administered at the end of training is very often done to measure the reaction level.

Hargraues and Jarius ways of Evaluation.

1. Formal or informal interviews;
2. Feedback from line managers;
3. Feedback from the training unit;
4. Cross-section of suppliers or customer;
4. Discuss with staff who attended;
5. Wander into offices and talk to people;
6. Number of request to attend other events;
7. Academic or practical standards reached;
8. Formal certification ; and
9. A cost-benefit analysis.

EVALUATING METHODS OF TRAINING EFFECTIVENESS

Observation Method

Observation conveys the ideas of closely observing the activities during the delivery of training program. Direct observation takes place in order to assess the changed knowledge, skills and attitudes of the participants.

EVALUATING METHODS OF TRAINING EFFECTIVENESS

Test-Retest method

The trainees are given a test before the conduction of training program to assess their existing knowledge, skills and attitudes. After training similar test to be conducted.

EVALUATING METHODS OF TRAINING EFFECTIVENESS

- **Pre-post performance:** it is similar to the test-retest method. But, the concentration is given on the analysis or evaluation of actual job performance. the actual job performance is first rated before any training is provided.
- **Experimental control method:** In this methods participants are first divided into two groups, the first is control group and the second is experimental group.

ESSENTIALS OF GOOD TRAINING PROGRAM

1. The content of training program should be chalked out after identifying the training needs or goals.
2. an effective training program should be flexible and should make due allowance for the difference among the individuals as regards ability, aptitude, learning capacity, emotional make-up etc.

ESSENTIALS OF GOOD TRAINING PROGRAM

3. A good training program should prepare the trainees mentally before they are imparted any job knowledge or skills.
4. An effective training program should be conducted by well-qualified and experienced trainers.
5. An effective training program should emphasize both theory and practice.

THANK YOU

