TRAINING AND DEVELOPMENT

Training and Development: Concept and Meaning

Training and Development is the continuous process of improving skills, gaining knowledge, clarifying concepts and changing attitude through structured and planned education by which the productivity and performance of the employees can be enhanced.

Training and Development emphasize on the improvement of the performance of individuals as well as groups through a proper system within the organization which focuses on the skills, methodology and content required to achieve the objective. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve its productivity leading to overall growth.

NATURE OF TRAINING:

The following points explain the nature of training:

1. Training is a must in every organization. The alternative to systematic training is training through 'trial and error', which is more costly, time-consuming and nerve-raking.

2. Expenditure on training is not an expense but an investment in human resource development. It yields attractive returns in the form of higher productivity and employee satisfaction.

3. Training has become more important these days because of rapid changes in technologies, environment, working ways, and employees' aspirations from their jobs, and management styles. Further, effective training can result in increased competitiveness of the organization, and greater employee satisfaction and career development.

4. Training matches individual's abilities with job and organizational requirements. It turns new employees into productive insiders, contributing their best efforts towards higher productivity and profitability, quicker organizational growth and change,

5. In industry training enhances three broad skills:

I) Motor or technical skills: skill in using the operating system (machines,

methods, men) in the desired directions in most efficient and effective manner

ii) Cognitive or decision-making skills: skill in comprehending and responding to surrounding developments,

iii) Interpersonal or human relation skills: skill in interacting with people in groups.

6. Training in an organization serves at least three functions:

Maintenance function: making sure that a new employee knows how to do his new job satisfactorily.

Motivational function: improving the employee's confidence and willingness to perform his job more efficiently and learn new skills easily. and

Socialization function: helping an employee to get familiarized with his co-workers, supervisors and people in other department in the same organization.

8. Training involves learning and learning follows a learning curve. It takes place in bursts and plateaus. In the beginning trainees take time to pick up, then pick up learning with zeal and then plateau (relax) for sometime, and then sees a sudden spurt and again a plateau and sudden spurt.

Relation and Difference between Training and Development

There is a relation between training and development, and there is clear difference between the two based on goals to be achieved. Development is made to answer the **training problems:**

TRAINING	*DEVELOPMENT*
Training is meant for operatives	Development is meant for executives
It is reactive process	It is pro- active process
AIM: To develop additional skills	AIM: To develop the total personality
It is short term process	It is continuous process
OBJECTIVE: To meet the present need of an employee	OBJECTIVE: To meet the future need of an employee

Initiative is taken by the management	Initiative is taken by an individual.

<mark>**Importance of Training and Development**</mark> –

1. Optimum Utilization of Human Resources:
Human resources need to be polished and trained to enhance their potential. Training and development of employees helps to make the best use of the employee's overall worth to the organization.

2. Creating a Highly Skilled, Motivated and Enthusiastic Workforce:
The existing workforce is trained to increase their productivity, and motivated to contribute their best towards the organization. The employees will be more confident about themselves and enthusiastic about their job. They will adapt to technological changes and innovations more readily.

3. Increase Productivity:
Knowledge about usage of sophisticated machinery and new technology is imparted to employees which will enable them to use the equipment more efficiently and thereby increase productivity.

4. Build Team Spirit:
Training often takes place in groups where the trainees are encouraged to interact with each other and discuss organizational issues. This helps to create team spirit among the employees.

5. Healthy Work Environment:
Training and development programmes help to modify the thought and behaviour process of the employees in such a way that is conducive to building a healthy work environment.

6. Personal Growth of Employees:
Development programmes provide opportunities to the employees to enhance their skills and knowledge and help them to achieve better career growth.

7. Promote Learning Culture:
The employees are encouraged to continuously learn new concepts and update their talents. This helps to promote a learning culture within the organization which would greatly help in its future sustenance and growth.

8. Improve Employee Morale:
When employees are trained to become better performers, they feel a sense of accomplishment. They realize that they are effectively contributing towards organizational goals and thus get a morale boost.

9. Better Managerial Skills:
Training and development programmes inspire the employees to think, plan, solve problems and take important decisions. This hones up their managerial skills.

10. Reduce Employee Turnover:
A well trained employee will take more interest in his job and will be a more efficient worker. He will get more job satisfaction. People who love their jobs are more loyal towards the organization.

Training and Development Process
Training and development is a continuous process as the skills, knowledge and quality of work needs constant improvement. Since businesses are changing rapidly, it is critical that companies focus on training their employees after constantly monitoring them & developing their overall personality.

Steps for training and development processes are:

1. Determine the need of training and development for individuals or teams

First of all the need has to be seen for training and development. it has to align with the company's goals and objectives. If a company is trying to start a new department or strengthen existing sales team in new products, then an appropriate training is needed. . Training is required to improve the quality of the workforce, enhance employee growth, keep employees up-to-date with the latest technologies, bridge the gap between planning and implementation, and identify the health and safety measures in the job. Three types of analysis can be used to identify specific training needs. The types of analysis are:

Organizational Analysis

Organizational analysis is the process of reviewing the growth, strategies, objectives, goals, and work environment of an organization. It helps in identifying the weaknesses of the organization and ways to overcome them. This diagnostic process helps in understanding the performance of the organization and look for areas of improvement. Both external and internal factors are taken into consideration that ultimately help the organization to increase its efficiency and effectiveness.

Task Analysis

Task analysis is the process of examining every step involved in completing a task. It also gives a detailed description of the activities performed in each task. It may include elements such as speed, duration, environmental factors, among others. It is used to analyse the purpose of developing the instruction. It includes comparing the actual performance with the standard performance, then identifying the areas of improvement, and finally determining the need for training to overcome the gaps.

Human Resource Analysis

Human Resource analysis is the process of collecting and analyzing HR data to improve critical talent and the workforce performance in the organization. It can also be called talent analysis, people analysis or even workforce analysis. It aims to provide a deeper understanding on employee management for reaching business goals. Since there are ample amount of data available it is important to identify the most relevant ones. Data driven insights help in improving workforce processes and promote positive employee experience.

2. Establish specific objectives & goals which need to be achieved

The goals and objectives of the training and development have to be established. Whether the goal is awareness about new products or even installation is required to be learnt.. The training objectives should have the following characteristics

- The objective must be stated clearly and should make sense to everyone involved;
- It should be achievable;
- It should be relevant to the training; and
- It should be measurable.

3. Select the methods of training

Choosing the proper training method might be a daunting process as many things must be considered while selecting the appropriate way. There are five major types of training.

The five types of training methods which can be incorporated in the organization are:

Technology-Based Learning

Technology-based learning is learning promoted through electronic technology. It is computer-based learning that reduces in-person facilitators' task making the training process more flexible. Employees have the freedom to work at their own pace, and have access to online resources such as videos, audios, workshops, etc. Employees can also access the company's material aid whenever they want.

On-the-Job Training

On the job training is skill-specific training provided at workspace, required for a particular job role. This training is beneficial for training new hires when they are appointed for a new job role. It helps the newly hired employees to learn the skills for the new role and put them into practice at the earliest. It helps in developing the career of an individual and prosperous growth of the company.

Off the job training

Off-the-job training refers to an education method where employees learn more about their job or the latest advancements in their field at a location away from their workplace.

Mentoring

Mentoring method of training is training under a senior or more experienced person assigned as a mentor, guide, or a counsellor to the trainee. It also creates development opportunities and builds employer-employee relationships. It is the process of sharing knowledge and information with the other employees.

Case Study

Case Study is a method of training that enhances trainees motivation. It involves participatory, discussion-based learning where trainees gain skills in communication, critical thinking, and team work. It is a problem based learning where trainees work through a case as a whole or in small groups. This develops analytical skills given in real or virtual workspace scenarios. It is an inexpensive method of training that is practised in multiple disciplines.

4. Conduct and implement the programs for employees

After the plan and methods are finalized, the training and development programs have to be executed where courses, instructions are taught to the employees, partners or vendors.

Providing Proper Training Material and Active Demonstration

Training materials and active demonstration play the most crucial role in acquiring knowledge during the training process. Training should have content directly linked to the trainee's job experience. Demonstration of active skills and techniques is essential in the training process. Live and practical demonstrations help in better understanding and attaining the desired results. Role-playing with a participant can be beneficial if the training is about communication skills.

5. Evaluate the output and performance post the training and development sessions

Training and Development is incomplete without proper monitoring. Monitoring can be done through evaluation of the instructor as well as attendees. Instructor evaluation can be done through feedback or ratings but attendees can be evaluated through internal or external

certifications or scores. Once the training is completed, it is necessary to evaluate how training has influenced the trainee's performance. Some of the ways to evaluate the performance are:

- **Participant reaction and satisfaction**– The primary training evaluation method is employee satisfaction.
- **Behavioural Application**– It is necessary to check if the employees are implementing the skills and abilities imparted during the training.
- **Measuring Business Productivity**– Training helps evaluate the performance by measuring the business improvement.
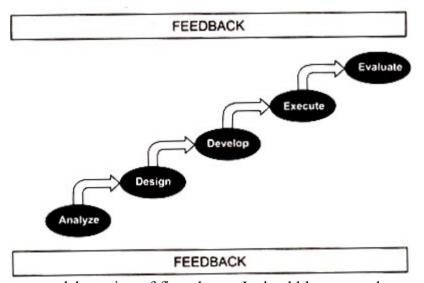
MODELS OF TRAINING EMPLOYEES;

Models of Training Employees: System, Transitional and Instructional System Development Model!

Training is a sub-system of the organization because the departments such as marketing & sales, HR, production, finance, etc. depends on training for its survival. Training is a transforming process that requires some input and in turn it produces output in the form of knowledge, skills, and attitudes (KSAs).

The three models of training are:
1. System Model

2. Transitional Model

3. Instructional System Development Model

1. System Model Training:

The system model consists of five phases. It should be repeated on a regular basis to make further improvements. The training should achieve the purpose of helping the employees to perform their work to required standards.

The steps involved in System Model of training are as follows:

1. Analysis and Identification:
Analyze and identify the training needs i.e. to analyze the department, job, employees requirement, who needs training, what do they need to learn, estimating training cost, etc. The next step is to develop a performance measure on the basis of which actual performance would be evaluated.

2. Designing:
Design and provide training to meet identified needs. This step requires developing objectives of training, identifying the learning steps, sequencing and structuring the contents.

3. Developing:
This phase requires listing the activities in the training program that will assist the participants to learn, selecting delivery method, examining the training material and validating information to be imparted to make sure it accomplishes all the goals and objectives.
4. Implementation:
Implementing is the hardest part of the system because one wrong step can lead to the failure of whole training programme.
5. Evaluation:
Evaluating each phase so as to make sure it has achieved its aim in terms of subsequent work performance. Making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

2. Transitional Model:
Transitional model focuses on the organization as a whole. The outer loop describes the vision, mission and values of the organization on the basis of which training model i.e. inner loop is executed.

Vision:
Focuses on the milestones that the organization aims to achieve after the defined point of time. A vision statement tells where the organization sees itself few years down the line. A vision may include setting a role model, or bringing some internal transformation, or meeting some other deadlines.
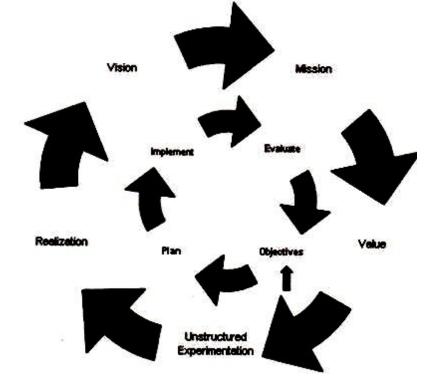Mission:
Explain the reason of organizational existence. It identifies the position in the community. The reason for developing a mission statement is to motivate, inspire, and inform the employees regarding the organization. The mission statement tells how the organization would like to be viewed by the customers, employees, and all other stakeholders.
Values:
It is the translation of vision and mission into communicable ideals. It reflects the deeply held values of the organization and is independent of current industry environment. For example, values may include social responsibility, excellent customer service, etc.
The mission, vision, and values precede the objective in the inner loop. This model considers the organization as a whole. The objective is formulated keeping these three things in mind and then the training model is further implemented.

3. Instructional System Development Model:

Instructional System Development model was made to answer the training problems. This model is widely used now a day in the organization because it is concerned with the training need on the job performance. Training objectives are defined on the basis of job responsibilities and job description and on the basis of the defined objectives individual progress is measured.

This model also helps in determining and developing the favorable strategies, sequencing the content, and delivering media for the types of training objectives to be achieved.

The Instructional System Development model comprises of five stages:

1. Analysis:

This phase consist of training need assessment, job analysis, and target audience analysis.

2. Planning:

This phase consist of setting goal of the learning outcome, instructional objectives that measures behavior of a participant after the training, types of training material, media selection, methods of evaluating the trainee, trainer and the training program, strategies to impart knowledge i.e., selection of content, sequencing of content, etc.

3. Development:

This phase translates design decisions into training material. It consists of developing course material for the trainer including handouts, workbooks, visual aids, demonstration props, etc. course material for the trainee including handouts of summary.

4. Execution:

This phase focuses on logistical arrangements, such as arranging speakers, equipment's, benches, podium, food facilities, cooling, lighting, parking, and other training accessories.

5. Evaluation:

The purpose of this phase is to make sure that the training program has achieved its aim in terms of subsequent work performance. This phase consists of identifying strengths and weaknesses and making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

The ISD model is a continuous process that lasts throughout the training program. It also highlights that feedback is an important phase throughout the entire training program. In this model, the output of one phase is an input to the next phase.

TRAINING AND DEVELOPMENT UNIT-II

CONCEPT AND SIGNIFICANCE OF CAREER MANAGEMENT:

The Concept of Career

The term 'career denotes all the jobs that are held during one's working life. It is viewed as a sequence of positions held by an individual during the course of his lifetime. Edwin B. Flippo defined a career as a sequence of separate but related work activities that provide continuity, order and meaning in a person's life. This is the objective career. A career may be viewed as amalgam of the changes in values, attitudes and motivation that occurs as a person grows older. This is a subjective element in the concept of a career.

Definition of Career Planning

"**Career planning** is a process of systematically matching career goals and individual capabilities with opportunities for their fulfilment."(Schermerhorn: 2002)

Career Anchors

Career anchors denote the basic drives that create the urge to take up a certain type of a career. These drives are as follows:

- Managerial Competence: Person having this drive seek managerial positions that provide opportunities for higher responsibility, decision making, control and influence over others.
- Technical Competence: People having this anchor seek to make career choices based on the technical or functional content of the work. It provide continuous learning and updating one's expertise in a technical or specialised area such as quality control, engineering, accounting, advertising, public relations etc.
- Security: If one's career anchor is security than he is willing to do what is required to maintain job security (through compliance with organisational prescriptions), a decent income and a stable future.
- Creativity: This drive provides entrepreneurial and innovative opportunities to the people. People are driven by an overwhelming desire to do something new that is totally of their own making.
- Autonomy: These people seek a career that provides freedom of action and independence.

Career is viewed as a sequence of position occupied by a person during the course of his lifetime. Career may also be viewed as amalgam of changes in value, attitude and motivation that occur, as a person grows older. The implicit assumption is that an individual can make a different in his destiny over time and can adjust in ways that would help him to enhance and optimize the potential for his own career development. Career planning is important because it would help the individual to explore, choose and strive to derive satisfaction with one's career object.

Nature of Career Planning

The following are the salient features of career planning:

- A Process: Career planning is a process of developing human resources rather than an event.
- Upward movement: It involve upward movement in the organisational hierarchy, or special assignments, project work which require abilities to handle recurring problems, human relations issued and so on.

- Mutuality of Interest: The individual's interest is served as his needs and aspirations are met to a great extent and the organisation's interest is served as each of its human resources is provided an opportunity to develop and contribute to the organisational goals and objectives to the optimum of its ability and confidence.
- Dynamic: Career planning is dynamic in nature due to an ever changing environment.

Objectives of Career Planning

Career Planning seeks to meet the following objectives:

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- To provide and maintain appropriate manpower resources in the organisation by offering careers, not jobs.
- To provide environment for the effectiveness, efficiency and growth of its employees and motivating them to contribute effectively towards achieving the objectives of the organisation.
- To map out careers of various categories of employees suitable to their ability, and their willingness to be 'trained and developed for higher positions.
- To have a stable workforce by reducing absenteeism and employee turnover.
- To cater to the immediate and future human resources need of the organisation on a timely basis.
- To increase the utilisation of managerial reserves within organisation.

Significance of Career Management

1. Staffing inventories — Effective career management ensure a continuous supply of professional, technical and managerial talent for the fulfillment of organisational goal.
2. Staffing from within — Most organisations like to promote employees from within for available positions because of the many potential advantages. In order to recruit from within, it requires a strong career management programme that ensures effective performance of employees in their new jobs.
3. Solving staffing problems — Effective career management may serve as a remedy for certain staffing problems. Rate of employee turnover can be slashed because of the feeling that there is existence of opportunity within the organisation. It may be easier to go for new recruitment as the company develops its employees and provides better career opportunities.
4. Satisfying employee needs — The current generation of employees are very different from those of past generation in terms of their set of needs. Again higher levels of education have raised their career expectations and many of the employees hold their employers directly responsible in providing better opportunities for realization of their career expectations.
5. Enhanced motivation – Since, progression along the career path is directly related to job performance, an employee is likely to be motivated and perform at peak levels to accomplish career goals.
6. Employment equity – Effective career management demand fair and equitable recruitment, selection and placement and try to eliminate discriminatory practices concerning promotions and career mobility. Such type of affirmative programmes contains formal provisions that become helpful for enhancement of the career mobility of women and other minorities groups emphasizing employment equity.

MODELS OF CAREER DEVELOPMENT:
Career development models describes the stages in career management. There are three models related to career development
1. SODI MODEL
2. 4 STAGES CAREER DEVELOPMENT MODEL
3. 5 STAGES CAREER DEVELOPMENT MODEL

1.The SODI career planning model
Given the complexity of career development and the fluidity of the world of work, we need to be able to navigate our career paths with purpose and clarity.
Law and Watts (1977) devised a simple model of career education, which has stood the test of time. This model has been changed slightly to become a career planning (rather than a career education) model and named the SODI model – where the last element is 'implementation' rather than 'transition learning' and 'decision learning' becomes 'decision making and planning'. The model encapsulates four concepts:
- **self-awareness** – the individual having knowledge about and understanding of their own personal development. Self-awareness in a careers context involves an understanding of the kind of personal resources (both actual and potential) that they bring to the world
- **opportunity awareness** – an understanding of the general structures of the world of work, including career possibilities and alternative pathways
- **decision-making and planning** – an understanding of how to make career decisions and being aware of pressures, influences, styles, consequences and goal setting
- **implementing plans** – having the appropriate skill level in a range of areas to be able to translate job and career planning into reality.

2. 4 STAGES CAREER DEVELOPMENT MODEL
This model comprise of three different models:
a. The life-cycle models suggest that employees face certain developmental tasks over the course of their careers and that they move through distinct life or career stages.
b. The organization-based models also suggest that careers proceed through a series of stages, but these models propose that career development involves employees' learning to perform certain activities. Each stage involves changes in activities and relationships with peers and managers.
c.The directional pattern model describes the form or shape of careers.
The Combined Model is a model that incorporates the important contributions that the lifecycle, organization-based, and directional pattern models make to understanding career development
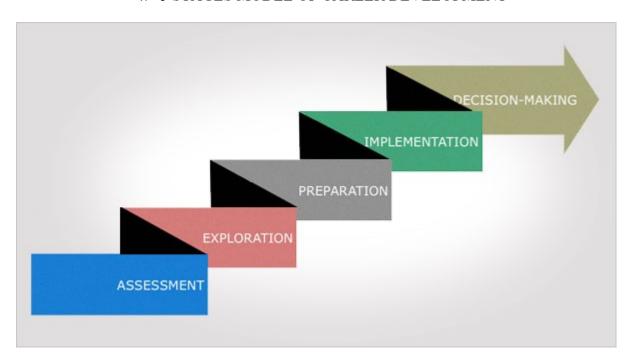
TABLE 11.3 A Model of Career Development

	Career Stage			
	Exploration ↓	**Establishment** ↓	**Maintenance** ↓	**Disengagement** ↓
Developmental Tasks	Identify interests, skills, fit between self and work	Advancement, growth, security, develop lifestyle	Hold on to accomplishments, update skills	Retirement planning, change balance between work and nonwork
Activities	Helping Learning Following directions	Making independent contributions	Training Sponsoring Policy making	Phasing out of work
Relationships to Other Employees	Apprentice	Colleague	Mentor	Sponsor
Typical Age	Less than 30	30–45	45–60	61+
Years on Job	Less than 2 years	2–10 years	More than 10 years	More than 10 years

exploration, establishment, maintenance, and disengagement. Each career stage is characterized by developmental tasks, activities, and relationships. Employee retention, motivation, and performance are affected by how well the company addresses the development tasks at each career stage

a. Exploration Stage: In the exploration stage, individuals attempt to identify the type of work that interests them. They consider their interests, values, and work preferences, and they seek information about jobs, careers, and occupations from co-workers, friends, and family members. Once they identify the type of work or occupation that interests them, individuals can begin pursuing the needed education or training. Typically, exploration occurs in the mid-teens to Career Stage Exploration Establishment . Exploration continues when the individual starts a new job. In most cases, employees who are new to a job are not prepared to take on work tasks and roles without help and direction from others.

b. Establishment Stage In the establishment stage, individuals find their place in the company, make an independent contribution, achieve more responsibility and financial success, and establish a desirable lifestyle. Employees at this stage are interested in being viewed as contributors to the company's success. Employees who have reached the establishment stage are considered to be colleagues. Colleagues are employees who can work independently and produce results.

c. Maintenance Stage In the maintenance stage, the individual is concerned with keeping skills up to date and being perceived by others as someone who is still contributing to the company. Individuals in the maintenance stage have many years of job experience, much job knowledge, and an in-depth understanding of how the company expects business to be conducted. Employees in the maintenance stage can be valuable trainers or mentors for new employees. A mentor is an experienced employee who teaches or helps less experienced employees. Maintenance-stage employees may be asked to review or develop company policies or goals.

d. Disengagement Stage In the disengagement stage, individuals prepare for a change in the balance between work and nonwork activities.   Disengagement typically refers to older employees electing to retire and concentrate entirely on nonwork activities such as sports,

hobbies, traveling, or volunteer work. For many employees, the disengagement phase means a gradual reduction in work hours. Phased retirement programs help both the employee and the company. The company gets to take advantage of the experienced employees' knowledge and specialized skills, which might be difficult to replace, while reducing the costs related to hiring and training a new employee. For employees, phased retirement means that they have the opportunity to choose retirement in a way that meets their financial and emotional needs

4. 5 STAGES MODEL OF CAREER DEVELOPMENT

STEP 1: ASSESSMENT
Begin to identify the values, interests, skills, personality traits and career satisfiers in order to identify the ingredients of a good career "fit":
-
- Take self and personality assessments
- Meet with a career coach to review assessments and early career planning
- Begin to identify career fields that fit the interests and abilities

STEP 2: EXPLORATION
Explore and research career possibilities
Learn the connections between academic programs, experiential learning, previous professional experiences, and careers:
- Conduct career research and gather information from valuable online resources. Gather information on different fields, industries and companies
- Conduct informational interviews with people in fields that interest you
- Explore opportunities to gain relevant work experience, such as internships, summer jobs, or volunteer work
- Attend career and networking events

STEP 3: PREPARATION
Develop your resume and cover letter writing skills; refine your career goals and strategy
- Through informational interviewing, internships, and relevant part-time and summer jobs, "test the waters" and determine a potential career direction:
- Learn to present your strengths and goals
- Conduct informational interviews and build your network
- Develop and practice your interview skills

STEP 4: IMPLEMENTATION
Develop and implement job search strategy
Develop the skills need to accomplish your goals:
- Sharpen the job search skills and develop a list of potential employers
- Explore relevant job boards and begin to apply for jobs
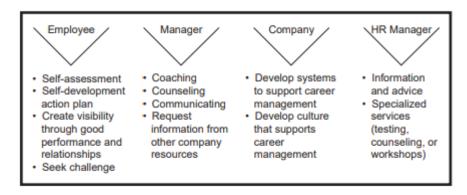
STEP 5: DECISION MAKING
Make an informed and meaningful career decision
Gain insight into necessary professional development skills to be successful:
- Develop career goals, interests, strengths, and values for guidance
- Choose the right career path
- Learn and practice the basics of negotiating

ROLES OF EMPLOYEES, MANAGERS, HUMAN RESOURCE MANAGERS AND COMPANY IN A CAREER MANAGEMENT:
Employees, their managers, human resource managers, and the company share the responsibility for career management .

Employee	Manager	Company	HR Manager
• Self-assessment • Self-development action plan • Create visibility through good performance and relationships • Seek challenge	• Coaching • Counseling • Communicating • Request information from other company resources	• Develop systems to support career management • Develop culture that supports career management	• Information and advice • Specialized services (testing, counseling, or workshops)

- Employee's Role : Employees should engage in several career management actions . Companies with effective career management systems expect employees to take responsibility for their own career management . The employees role include, • Self-assessment • Self-development action plan • Create visibility through good performance and relationships • Seek challenge Employee Manager
- Role of Manager: The managers should assist their employees in developing competencies and careers and provides a way to share expertise across departments and multiple lines of business. Regardless of how sophisticated the company's career planning system is. Managers are responsible for helping employees manage their career

through meeting personal needs as well as company needs . The role of manager includes • Coaching • Counseling • Communicating • Request information from other company resources •

- Role of Company: Companies are responsible for providing employees with the resources needed to be successful in managing their careers. These resources include specific programs as well as processes for career management: The company also needs to monitor the career management system to (1) ensure that managers and employees are using the system as intended and (2) evaluate whether the system is helping the company meet its objectives (e.g., shortening the time it takes to fill positions). The role of the company is to Develop systems to support career management • Develop culture that supports.

- Role of HR manager: Human resource managers should provide information or advice about potential career paths and training and development opportunities. Also, human resource managers may provide specialized services such as testing to determine employees' values, interests, and skills; preparing employees for job searches; and offering counseling on career-related problems. The role of HR manger includes career management • Information and advice • Specialized services (testing, counseling, or workshops)

TRAINING AND DEVELOPMENT UNIT-III

HR AND THE TRAINING FUNCTIONS

HR Role in Employee Training & Development:

Providing training materials:

. One way to positively influence employee training and development is to ensure that everyone receives the training materials they need on time.

For example, if the company uses virtual or e-learning services for its training or development activities, make sure that the employees are briefed on how to use these services responsibly.

The company could also make sure any material used for training is up to date and in top condition. Keep track of everyone who is training and check in with them throughout the process to make sure they have everything they need.

Facilitate meetings between company leaders and employees

HR professionals are often labeled as the bridge between leaders and workers. It's not often that company leaders interact with those on the frontline of their companies and vice versa. But for training and development to be successful, company leaders and employees need to work together.

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Help employees apply for open positions within the company

When an employee expresses interest in moving up in the company, it's best to work with them immediately. This helps ensure they don't look elsewhere for a higher position or feel devalued because they didn't receive any guidance on moving forward with this request. Be intentional about helping employees apply for open jobs within the company.

Keep up with training & development trends

Each business owner, manager, employee, and so on have their unique strategies for successful employee training and development. We're able to draw from a massive pool of thoughts, methods, techniques, and plans that influence training and development. Because workplace culture is changing so rapidly, it's essential to keep up with training and development trends.

Encourage the use of career development plans

An overall professional development plan that details how the company is committed to providing opportunities that meet the employees' aspirations, long-term strategy, growth goals, and leadership training is essential. Using employee-specific development plans is an excellent strategy to ensure each person is being supported based on their individual needs.

Organization of Training Activities:

To get the company started with the journey, we'll be looking at five of them:
1. **Centralized Training Model**
2. **Functional Model**
3. **Matrix Model**
4. **University Model**
5. **Business-Embedded Model**

The Top 5 Organizational Training and Development Models

1) Centralized Training Model

With this model, all the resources, training and development programs, and people are in the same location. Since training management and delivery are centralized, the model helps to ensure greater alignment with business strategy, specific initiatives, metrics, delivery, and monitoring. It provides a consistent learning experience and standards across the entire organization, rather than depending on different departments that may have conflicting visions.

Pros
- It ensures overall training goals are met effectively.
- It improves return on training investment.
- It saves the need to travel to different learning centers.

Cons
- It reduces flexibility with how training is delivered.
- Training times may not be convenient for every team member.
- It's harder to accommodate the diverse needs of individuals, departments, and branches.

2) Functional Model

The Functional Model focuses on achieving a particular training goal. The model ties together all parties and resources that are relevant to a specific training initiative. Here, the training and development initiatives are customized based on expertise and relevant parties involved.

Pros
- It may suit small organizations with limited resources.
- It's compatible with a stable working environment.

Cons
- Some may struggle with training continuity and keeping information up to date.
- There may be conflicts over allocating resources to specific training initiatives.
- This approach could create friction between priorities of training and duties.

3) Matrix Model

With the Matrix Model, trainers report to a training manager and a specialized manager who has a particular area of expertise. This ensures consistency between the training needs of a specific function within the organization.

Pros
- It improves the coordination of trainers.
- It expands the expertise of training for distinct functions in the firm.
- It motivates participation between parties in different functions.

Cons
- A perception that training is "forced" may lead to more time spent discussing than implementing training.
- It may cause more time constraints for trainers because of having to report progress to training managers and functional managers.

4) University Model

The University Model is an educational unit within the corporation. It combines a variety of training subjects for internal and external stakeholders depending on the corporation's interests and needs. An organization using this model can focus training programs on topics that reinforce the company's culture, values, best practices, policies, and processes.

Pros
- It helps maintain corporate competitiveness as markets change.

- Reinforces company culture by consistently disseminating the company's ethos and brand.
- The company has more control over teaching methods to better match different learning styles.

Cons
- It's more suitable for large companies with ample resources to invest in long-term training.
- There may be conflicts related to the curriculum of content areas.
- It's challenging to ensure successful remote engagement.

5) Business-Embedded Model

This model focuses on ensuring the curriculum, design, delivery, and metrics of the training align with the vision and strategy of the organization. The objective is to provide a direct alignment with the current business environment and organizational needs.

The Business-Embedded Model ties together the specific competency needs to achieve strategic and day-to-day objectives while balancing quality to internal and external stakeholders. The model is customer-centric and treats trainees and managers as customers.

The training, activities, objectives, and outcomes are clearly defined, specific, and assigned. Further, participants are accountable for their performance.

Pros
- It helps improve competitive advantage by focusing on organizational needs.
- The training goals are focused on the customer, making it a favored model for the service industry.
- Unlike other organizational training and development models, it focuses on ensuring there is a measurable return on training investment.
- The model aims to adapt to changing circumstances.

Cons
- Conducting a comprehensive needs analysis, though essential, can be time consuming.
- Many organizations neglect to perform training evaluations.
- Organizations must be careful to avoid a waste of resources.

Roles and Responsibilities of Employee Training Manager

An employee training manager is a coordinator who is in charge of the training function, The employee training manager must be a moving force in the progress of training for which he or she has a responsibility.

The main roles and responsibilities of employee training coordinator are depicted aside:

1. Strategic Advisor

In this role the issues and trends concerning an organization's external and internal people are brought to the attention of the strategic decision-makers.

This role involves designing and preparing HR systems for implementation so that "human resource development systems and actions are mutually reinforcing and have maximum impact on organizational performance, development, and endurance.

2. Organization Change Consultant

This role means facilitating the development and implementation strategies for transforming organizations.

3. Organization Design Consultant

This role involves identifying the work required to fulfill organizational strategies.

It also involves organizing the work so that it makes efficient and effective use of

In this role learning needs are identified to design and develop structured learning programs and materials in a variety of media formats for self-study and workshop or electronic delivery.

4. Instructor/Facilitator

This is an increasingly difficult role.

What makes a great training manager

In it information is presented, structural learning experiences are lead and group discussions and group processes facilitated.

5. Individual Development and Career Consultant

This role involves helping peoples assess their competencies, values, and goals so they can identify, plan, and implement development actions.

6. Performance Consultant

This role means assisting a group or individuals to add value to the workplace.

It's a coaching and consulting role in which HRD people perform both analytical and systems design work.

7. Researcher

This role involves assessing HRD practices and programs and their impact empirically.

It also means communicating results so that the organization and its people accelerate their change and development.

CHALLENGES OF TRINING
What are the biggest employee training challenges organizations face?
1. Reskilling & upskilling for a digital workplace
2. Complex enterprise software
3. Adapting to remote learning
4. Ineffective and outdated training methods
5. Lack of employee feedback on training
6. Measuring ROI of training programs
7. Scaling personalized training & development
8. Developing leaders from within
9. Busy employees finding time for training

9 Top Employee Training Challenges Impacting Enterprises in 2023

The employee training is so difficult into specific challenges enterprises face with employee L&D and how the company can solve them to build a more engaged workforce.

1. Reskilling & upskilling for a digital workplace

In 2020, McKinsey surveyed some C-level executives and they estimated it would take them 454 days to increase support for remote work within their organization. When the pandemic struck, that timeline shortened and many completed the switch in just 10 days — 43 times faster than they had thought.

As remote work becomes the norm and companies go through digital transformation, there's a need to reskill and upskill employees so that they can stay on the cutting edge and understand how to continue to meet their job requirements in a digital setting.

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2. Complex enterprise software

The majority of enterprise software is unusably user-hostile. Salesforce has a UX from 2001, other enterprise CRMs aren't much better. The majority of enterprise software has a steep learning curve.

However, these tools are crucial keys for organizations to drive innovation and productivity. SaaS applications provide companies with the features and systems they need to automate routine tasks, improve productivity, and empower employees.

A major challenge for organizations is how to onboard and train their employees on how to best use these SaaS applications – and provide ongoing development and support to empower these users to get the most out of these digital tools.

3. Adapting to remote learning

While technology giants like Apple, Google, and Meta insist employees will eventually return to the office, at least for a few days per week, the company may not be able to weather the turnover if the company insist employees should work onsite as a policy.

That in itself is a huge challenge as the company have to carefully test to figure out how to best engage employees remotely, roll out the remote learning strategy at scale, and customize it to suit the majority of the employees.

4. Ineffective and outdated training methods

Employee training isn't as simple as gathering staff into a conference room for a three-hour lecture — lecturing is officially the least effective way of training people.

Companies that stick with ineffective training methods may make significant investments into training and equipping staff with the skills they need to do better, but they'll never get a decent ROI because their training methods only tick a checkbox but don't serve employees' needs.

5. Lack of employee feedback on training

If we agree that ineffective training initiatives only tick a checkbox without equipping employees with any long-term skills, it follows that feedback is required to assess what the employees are learning and if the programs are impacting them.

In the absence of a feedback loop, it's easy to continue running ineffective programs, putting the blame on employees for poor performance, and ultimately driving down staff morale.

6. Measuring ROI of training programs

Management guru Paul Drucker noted that, "what gets measured, gets managed." As it were, it's a pointer that no matter how effective the training programs are *designed* to be, they actually won't be if the company don't have definite metrics for tracking performance.

The company can decide to use productivity, revenue, profit, or some other metric tailored to the company's structure but it's essential to define how a training program should increase performance and to track if it's doing exactly that.

7. Scaling personalized training & development

91% of employees want personalized training programs, and an even greater number (94%) would stay longer with a company if their employer invested consistently in their career growth.

Great, but how do the company scale it? If the company're training a team of five, the company can easily opt for 1:1 coaching that educates the staff and tracks their progress proactively. But enterprise training programs are often designed for hundreds, if not thousands of employees.

It becomes a challenge when a company has to roll out programs designed to engage employees across different channels and help them build relevant skills at scale.

8. Developing leaders from within

Ultimately, the aim of employee training should be to build capacity in-house. With time, senior staff should be able to mentor their subordinates, provide closer guidance, and help them get better on the job by offering training and feedback.

9. Busy employees finding time for training

94% of employees feel burned out at work and only 6% are stressed at work. With those figures in mind, the employees may be reluctant to see upskilling programs as a step forward if they still have to tackle their normal workload —now, with less time.

It doesn't matter how much the company invest into the employee training programs, how much the company're expecting productivity to increase because of it, and how much better the industry peers are performing: the human factor needs to come first if the company want to build an organization that works for the staff.

Otherwise, the company can expect turnover figures to tick up as revenue and worker satisfaction drops.