

TRAINING AND DEVELOPMENT

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DEFINITION OF TRAINING

► An organization aims to attract and retain competent staff that will help it meet its present and future goals. To achieve this, the organization must ensure that staff competencies are incrementally enhanced.

► Training is a deliberate effort planned and implemented to change (improve) skills, knowledge and attitudes of an employee towards his / her job.

Armstrong, M., (2019); Armstrong's Handbook of Human Resource Management Practice; 14th edition; Kogan Page; at page 365

Khanka, S.S. (2003); Human Resource Management; 1st edition; Chand (S.) & Co Ltd; India.

Flippo, B.E.; (1984); Personnel Management; 6th edition; McGraw-Hill Book Company; New York; at page 200

Kisumu, M.; (2019); Legal Practice Management; Nairobi, Kenya; LawAfrica Publishing (P) Ltd; at page 221

► Skill levels required of an employee:

- operational skills and
- supervisory / management skills.

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DIFFERENCES BETWEEN TRAINING, DEVELOPMENT AND EDUCATION

► Training is a narrow in scope, it is designed to improve the employees' efficiency and productivity.

► Development is a continuous process that focuses on non-technical functions of the job such as decision-making, problem solving and interpersonal relationships.

► Education is the life-long process of increasing the general knowledge and understanding the total environment.

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Learning Aim	Training	Development
What?	Technical / Operations	Theoretical / Conceptual
Who?	Geared towards operational / technical staff	Geared towards managerial / supervisory staff
Why?	To solve specific job-related problems	To gain general understanding
Duration?	Short-term	Long-term

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JUSTIFICATION FOR TRAINING

Training can be justified: -

► when knowledge or skills required by the employee cannot be acquired by experiential learning at the workplace or by self-managed training;

► where different skills, incapable of being acquired by experience, need to be acquired quickly by the employee to meet the organization's needs;

► where the tasks are specialized or complex, which renders the employee incapable of mastery at their own initiative or through work experience;

► where the learning needs are common to multiple employees.

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NEED FOR TRAINING

- ▶ Sub-optimal performance of organizations in government, public and private sectors.
- ▶ The ever-widening gap between planning, implementation and completion of projects.
- ▶ Technological change necessitating acquisition of new knowledge, ability and skills.
- ▶ Increasing demand for managers and workmen to improve quality.
- ▶ Increasing uncertainties and complexities in the total environment necessitating flexible and adaptive responses from the organization.
- ▶ Need for both individuals and organizations to grow at a rapid pace.
- ▶ To meet challenges posed by global competition.
- ▶ To harness the human potential and give expression to their creative urges.
- ▶ To enable employees to move from one job to another.
- ▶ To bridge the gap between what an employee has in terms of knowledge and skill and what his / her job actually demands.

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TRAINING AREAS

- ▶ Knowledge
- ▶ Technical Skills
- ▶ Social Skills
- ▶ Technique
- ▶ Attitude

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STEPS IN DEVELOPING TRAINING PROGRAMMES

- ▶ Identification of Training Needs:
- ▶ Setting Training Objectives:
- ▶ Content
- ▶ Length
- ▶ Follow-Up and Evaluation

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TRAINING APPROACHES

- ▶ On-The-Job Training
- ▶ Simulation Methods
- ▶ Knowledge-Based Methods
- ▶ Experimental Methods

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METHODS OF TRAINING AND DEVELOPMENT

- ▶ Classroom Lecture Method
- ▶ Group Discussion Method
- ▶ Simulation Exercise Method
- ▶ Case Study Method
- ▶ Outward Bound Training (OBT) Method
- ▶ Vestibule Training Method
- ▶ Apprenticeship Training and Internship Methods
- ▶ Work Shadowing and Mentoring Methods
- ▶ Programmed Instruction Method (PIM)

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Methods cont....

- ▶ Job Rotation Method
- ▶ Computer-Based Training (CBT) Method
- ▶ Behavior Modelling Method
- ▶ Development Centre Method
- ▶ Large-Scale Interactive Events (LSIE) Method
- ▶ Sensitivity Training or T Group Training or Laboratory Training Method
- ▶ Management Games Method
- ▶ Role Playing Method
- ▶ In-Basket Training (IBT) Method

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PROCESS OF TRAINING AND DEVELOPMENT

- ▶ Assessment of The Organizational Goals and Objectives Phase (analysis phase).
- ▶ Needs Assessment Phase
- ▶ Task and Skill Analysis Phase (development phase)
- ▶ Implementation Phase
- ▶ Monitoring and Evaluation Phase

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EVALUATION OF TRAINING AND DEVELOPMENT

- ▶ The overall objective of evaluation of training and development is to ensure the efficacy.
- ▶ Other purposes include: -
 - Enhancement of standards, policies, guidelines and procedures on training and development efforts.
 - Aids in the decision making on selection of future participants for training and development.
 - Enables the managers to obtain practical insights that allows them to offer improved training programmes in the future.
 - Checks on the extent of transfer of learning vis-à-vis job application.
 - Determines if the training programme is sufficient to meet the needs of the organization.
 - Establishes if training objectives are being met.
 - Determines the effectiveness of the training programme.
 - Determines the justification of costs incurred during training.

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CRITERIA FOR EVALUATION

- ▶ There are three types of evaluation criteria, i.e.: -
 - Internal: associated with programme content.
 - External: focused on the overall objective.
 - Participant's reaction: based on the participants feelings on the benefits of training and development.

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EVALUATION MODELS

- ▶ Kirkpatrick Model
- ▶ CIPP Evaluation Model
- ▶ Context, Input, Reaction and Outcomes (CIRO) Approach
- ▶ Phillip's Evaluation Approach

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LEGAL FRAMEWORK GOVERNING TRAINING AND DEVELOPMENT

- ▶ National Laws:
 - The Employment Act
 - The Industrial Training Act
 - The Law Society of Kenya Act
 - The Medical Practitioners and Dentists Act
 - Teachers Service Commission Act
- ▶ Professional Policies and Regulations:
- ▶ International Framework:
 - The African Charter on Human and Peoples' Rights
 - Protocol to the African Charter on Human and Peoples Rights on The Rights of Women in Africa
 - International Labor Organization Convention 142 of 1975 on Human Resource Development.

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LIMITATIONS OF TRAINING AND DEVELOPMENT

- ▶ Mismatch of needs, skills and expectations.
- ▶ Not all human resource professionals will ensure that the objectives for the training and development needs have been defined.
- ▶ There is always the cost aspect when it comes training and development. Most often than not training and development is expensive to the organization and sometimes these organizations might not have sufficient funds to ensure proper training and development.
- ▶ After training and development, the employee is encumbered to ensure that they sustain the training during their employment. Sometimes employees are incapable of sustaining this training once completed.
- ▶ Lack of support from trainees. Training and development can only succeed if the trainees support the training and development programme.

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- ▶ Lack of support from management. Managers and supervisors may sometimes not support training and development of the junior staff as they perceive this to be a waste of time.
- ▶ Miscommunication between the trainer and the trainee.
- ▶ Poor training governance structures.
- ▶ Resistance to change by the employees in the organization.
- ▶ Poor training infrastructure.

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