

Introduction to Human Resource Concepts

Lesson 4 - Training and Development

WORKBOOK

Lesson 4 Overview

In this part of the course, you will be introduced to:

- The value of training and development
- Analysis of training needs
- Training and development methods
- Evaluation of training and development

Training and Development

- **Personal Development** – developing personal skills that add value to how one lives life.
- **Professional Development** – developing professional skills that add value to how one performs one's job.

HR should encourage and foster the development of both forms of development.

Training and Development

Research has shown an organization's commitment to training and development programs for employees have significant rewards

- Employee training is designed to teach employees how to perform their jobs efficiently and effectively
- This often will include training on new technologies and procedures
- Management development is designed to prepare managers and professional staff to increase their skills within their current position and in preparation for advancement
- The use of training and development allows the organization to remain current in the industry and to retain employees in whom they have already invested training funds

Remember: When employees are in training, they are not being productive; thus, training is viewed as an investment

Analysis

To begin a training program, an analysis of the organization must be conducted to determine:

- Whether training is actually needed
- If needed, what type of training is needed?

Employee training is expensive, so an organization must properly research and prepare effective training

Methods

With the advent of internet based training, getting training to employees has become easier

The five basic training methods are:

1. **On-the-job Training** – an employee is taught the job from an experienced employee
2. **Simulations** – a simulated work environment is set up away from the actual work area and is used for training
3. **Classroom** – this is formal training in either a classroom environment or as a seminar
4. **Conferences** – groups within the industry come together to discuss problems and solutions
5. **Role-playing** – employees act out roles of other employees to gain a better understanding of the job requirements; this is often used in management training

Evaluation

- Training programs need to be well developed
- Before training, the organization must know what they wish to achieve from the training
- After training, the organization must have a way to objectively determine if the training goals have been achieved
- The individual objective training results may be used internally to determine wage increases and promotions

Lesson 4 Review

- The value of training and development
- Analysis of training needs
- Training and development methods
- Evaluation of training and development



Questions

and

Answers

Review Questions:

1. True or False: Research suggests that an organization's commitment to training and development has significant rewards.
 - A. True
 - B. False
2. True or False: Though research suggests that an organization's commitment to training and development has significant rewards, companies see it as an investment.
 - A. True
 - B. False
3. Which of the following is a basic training method?
 - A. On-the-job training
 - B. Classroom training
 - C. Role-playing
 - D. All of the above
4. Some training and development analysis questions to ask include all the following except:
 - A. Is training needed?
 - B. What type of training is needed?
 - C. What will this training accomplish?
 - D. Who will conduct the training?
5. True or False: Management development prepares managers for their roles and sometimes prepares potential managers for promotion.
 - A. True
 - B. False

Answer Key:

1. A

True. Aside from helping employees conduct their responsibilities effectively and efficiently, training and development increases morale, competencies, and directly affects the bottom line.

2. A

True. Employees in training are not productive.

3. D

Conferences and simulations are other training methods.

4. D

The main concerns are: need for training, type of training, and a measurable way to determine if training goals have been met.

5. A

True. Management development programs help to develop the skills necessary to succeed as a manager/supervisor of others.