TRAINING AND DEVELOPMENT-
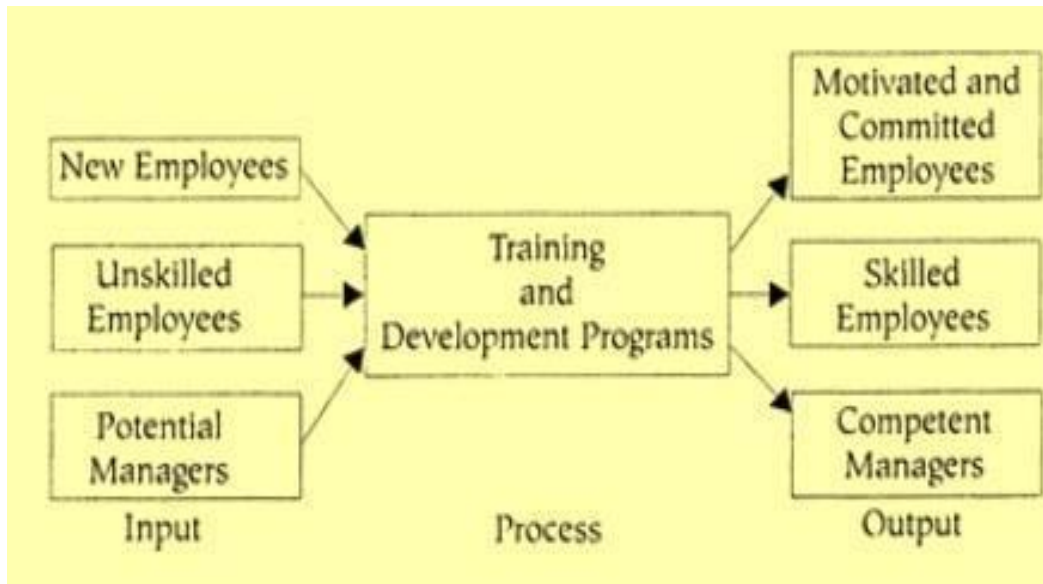
- For achieving a level of excellence, organizations are to invest in updating the skills of its employees. This is done through training and development process.

- Training and development process is an organizational activity aimed at improving the performance of the individuals and groups of employees in the organizational settings.

- It is an organized activity for increasing the knowledge and skills of the employees

- It involves systematic procedures for transferring technical and management skills to the employees.

- Training process is an important activity both for the organization as well as for the employees.

- Skills acquired by the employees through training are assets for the organization.

- The enhancement of the skills also provides the employees job security as well as opportunities for career advancement.

Input — Process — Output:
New Employees, Unskilled Employees, Potential Managers → Training and Development Programs → Motivated and Committed Employees, Skilled Employees, Competent Managers

- In the modern industrial environment, where technological development is outpacing all other things, there is a continuous need for systematic training and development of the employees.

- **Through 'training' employees are taught specific skills while through 'development' employee's personality and management skills are enhanced.**

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.

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.

3. Select the methods of training-

Next, methods have to be defined. The training can be done as a :

a. Classroom Training

b. Online Self paced courses

c. Course with certification

d. Instructor led online training.

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.

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.

6. Keep monitoring and evaluating the performances and again see if more training is required

Based on the evaluation results in the previous step, management needs to ascertain that if the training and development program was sufficient for now or more training and enablement would be required. Also, if future trainings are to be planned.

TECHNIQUES-

Methods of Training

1. On-the-Job Training Methods-

(a) Job Rotation

- There are various jobs in all organizations. Each job or work requires a different set of skills in the workforce. In order to develop the workforce in all the sectors and zones of the organization, this method is used.

- In this method, a worker gets an opportunity to work on different posts with a different set of responsibilities without any increase in the pay scale. Hence, it is also known as 'lateral movements'.

(b) Job Instructions

- There are various steps to accomplish a particular task. In this method of training, a worker is guided by a supervisor or a trainer who tells him/her about the exact steps for the accomplishment of the work.

(c) Coaching

- There is a need for both theoretical as well as practical development of the worker in any organization. In order to do so, most of the organizations opt for this method of training.

- In this method, the company provides the worker with a coach who trains him. Also, the trainer provides him regular feedbacks.

(d) Committee assignments

- Under this method of training, the organization organizes a meeting or seminar of workers where they get a real life problem of the organization.

- The organization asks them to take it as an assignment and try to solve it with their wits. Hence, it leads to the generation of teamwork, leadership qualities, etc. among all the workers in the organization.

2. Off-the-Job Training Methods-

(a) Vestibule Training Method

- Vestibule Training Method is a very famous means of training the employees especially the manual workers. If the company starts to train the workers in the factory or the workplace itself then there are chances of mishappening with the machinery of the factory.

- In this method, similar tools and machinery are arranged outside the organization. Hence, this allows the workers to enhance their skills by working with the same tools and machinery.

(b) Case Study Method

- Generally, case study deals with an issue which a business confronts and provides an opportunity for workers to come out with a solution.

- This provides them the opportunity to analyze the case and come out with effective solutions. This method can enhance the critical and creative thinking of an employee.

(c) Incident Method

- Under this method, firstly the organization prepares a list of series of real incidents. Then they ask the employees to state their reaction to the incident or the situation.

- Later, everyone sits and decide a common solution to the incident on the basis of the individual as well as group decisions.

(d) Conferences

- Whenever several people meet to discuss any particular topic or subject that is known as a 'Conference'.

- Each worker analyzes and discusses various problems related to the topic. Moreover, this method enables each worker to express their respective viewpoints.

PERFORMANCE APPRAISAL-

●CONCEPT-

- A performance appraisal is a regular review of an employee's job performance and contribution to a company.
- Companies use performance appraisals to determine which employees have contributed the most to the company's growth, review progress, and reward high-achieving workers.
- Although there are many different kinds of performance reviews, the most common is a top-down review in which a manager reviews their direct report.

- Employees who believe the evaluation's construction isn't reflective of their company's culture may feel dissatisfied with the appraisal process.
- Performance appraisals are also called annual reviews, performance reviews or evaluations, or employee appraisals.

PROCESS

1.Establishing performance standards-

- The first step in the process of performance appraisal is the setting up of the standards which will be used to as the base to compare the actual performance of the employees.

- This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives.

2.Communicating the standards

- Once set, it is the responsibility of the management to communicate the standards to all the employees of the organization.

- The employees should be informed and the standards should be clearly explained to the employees. This will help them to understand their roles and to know what exactly is expected from them.

3.Measuring the actual performance

- The most difficult part of the Performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time.

- It is a continuous process which involves monitoring the performance throughout the year.

- This stage requires the careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employees work.
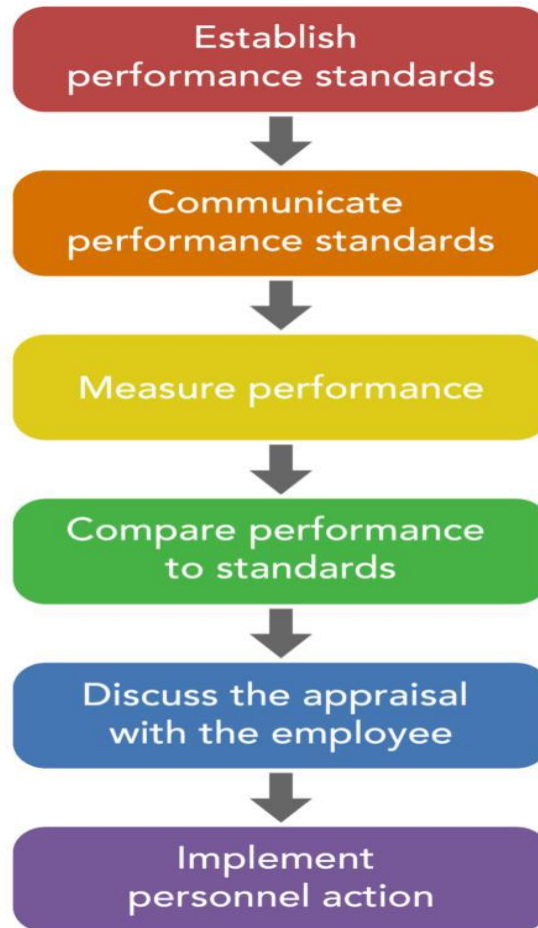
4.Comparing actual performance with desired performance

- The actual performance is compared with the desired or the standard performance.

- The comparison tells the deviations in the performance of the employees from the standards set.

- The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation in the organizational performance.

- It includes recalling, evaluating and analysis of data related to the employees' performance.

5.Discussing results [Feedback]-

- The result of the appraisal is communicated and discussed with the employees on one-to-one basis.

- The focus of this discussion is on communication and listening.

- The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus.

- The feedback should be given with a positive attitude as this can have an effect on the employees' future performance.

- Performance appraisal feedback by managers should be in such way helpful to correct mistakes done by the employees and help them to motivate for better performance but not to demotivate.

- Performance feedback task should be handled very carefully as it may leads to emotional outburst if it is not handing properly.

Establish performance standards

Communicate performance standards

Measure performance

Compare performance to standards

Discuss the appraisal with the employee

Implement personnel action

TECHNIQUES

1. Management by Objectives (MBO)

- Management by objectives (MBO) is the appraisal method where managers and employees together identify, plan, organize, and communicate objectives to focus on during a specific appraisal period.
- After setting clear goals, managers and subordinates periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives.
- This performance appraisal method is used to match the overarching organizational goals with objectives of employees effectively while validating objectives using the SMART method to see if the set objective is specific, measurable, achievable, realistic, and time-sensitive.
- At the end of the review period (quarterly, half-yearly, or annual), employees are judged by their results. Success is rewarded with promotion and a salary hike whereas failure is dealt with transfer or further training. This process usually lays more stress on tangible goals and intangible aspects like interpersonal skills, commitment, etc. are often brushed under the rug.
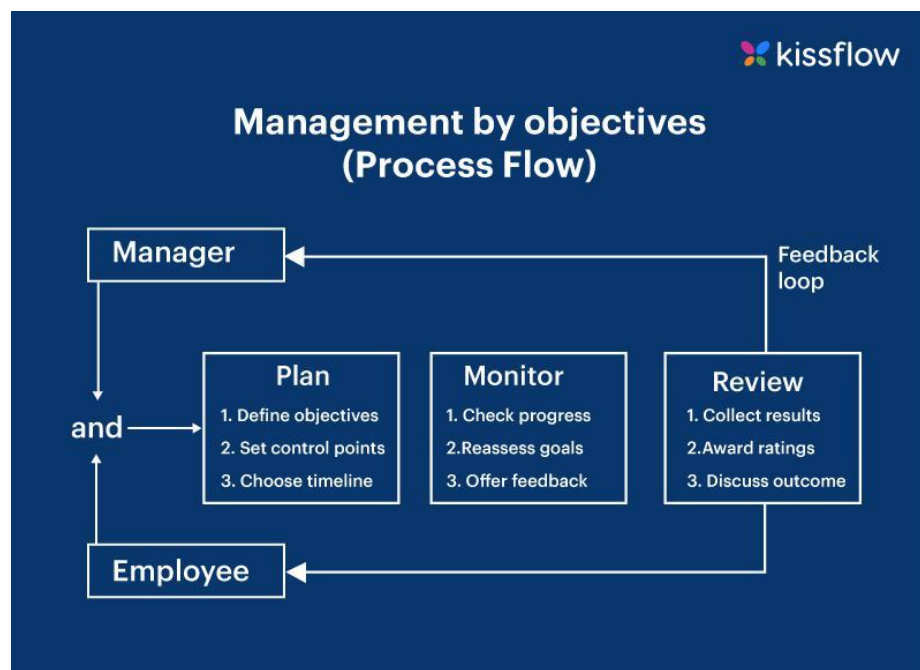
2. 360-Degree Feedback-

- 360-degree feedback is a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle of influence namely managers, peers, customers, and direct reports.
- This method will not only eliminate bias in performance reviews but also offer a clear understanding of an individual's competence.

This appraisal method has five integral components like:

1. Self-appraisals
2. Managerial reviews
3. Peer reviews
4. Subordinates Appraising manager (SAM)
5. Customer or client reviews

3. Assessment Centre Method-

- The concept of assessment centre was introduced way back in 1930 by the German Army but it has been polished and tailored to fit today's environment.
- The assessment centre method enables employees to get a clear picture of how others observe them and the impact it has on their performance.
- The main advantage of this method is that it will not only assess the existing performance of an individual but also predict future job performance.
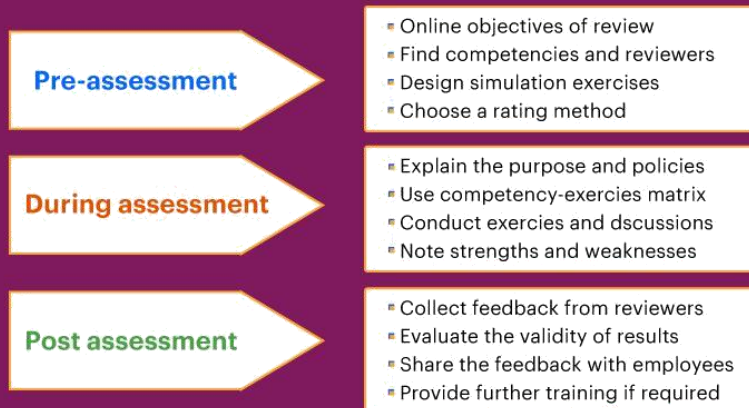
4. Behaviorally Anchored Rating Scale (BARS)-

● Behaviorally anchored rating scales (BARS) bring out both the qualitative and quantitative benefits in a performance appraisal process.
● BARS compares employee performance with specific behavioral examples that are anchored to numerical ratings.
● Each performance level on a BAR scale is anchored by multiple BARS statements which describe common behaviors that an employee routinely exhibits.
● These statements act as a yardstick to measure an individual's performance against predetermined standards that are applicable to their role and job level.

1) The first step in BARS creation is generation of critical incidents that depict typical workplace behavior.

2) The next step is editing these critical incidents into a common format and removing any redundancy.

3) After normalization, the critical instances are randomized and assessed for effectiveness.

4) Remaining critical incidents are used to create BARS and evaluate employee performance.

5. Psychological Appraisals-

- Psychological appraisals come in handy to determine the hidden potential of employees.
- This method focuses on analyzing an employee's future performance rather than their past work.
- These appraisals are used to analyze seven major components of an employee's performance such as interpersonal skills, cognitive abilities, intellectual traits, leadership skills, personality traits, emotional quotient, and other related skills.
- Qualified psychologists conduct a variety of tests (in-depth interviews, psychological tests, discussions, and more) to assess an employee effectively.
- However, it is a rather slow and complex process and the quality of results is highly dependent on the psychologist who administers the procedure.
- Specific scenarios are taken into account while performing psychological appraisal.
- For instance, the way in which an employee deals with an aggressive customer can be used to appraise his/her persuasion skills, behavioral response, emotional response, and more.
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