

# **HRM MODULE 03**

***HJMA PREMANANDHAN***

# **TRAINING**

**Training is the act of increasing the knowledge and skills of an employee for doing a particular job**

# **NEED FOR TRAINING**

- **Higher Productivity**
- **Quality Improvement**
- **Reduction of Learning Time**
- **Industrial Safety**
- **Reduction of Turnover and Absenteeism**

# **NEED FOR TRAINING**

- **Technology Update**
- **Effective Management**
- **Less Supervision**
- **Higher Morale**
- **Economical Operations**

# **TYPES OF TRAINING**

- **Induction or Orientation Training**
- **Job Training**
- **Apprenticeship Training**
- **Internship Training**
- **Refresher Training**
- **Training for Promotion**

# **METHODS OF TRAINING**

- **On the Job Training**
- **Off the Job Training**
- **Vestibule Training**

# On the Job Training

- Coaching
- Understudy
- Position Rotation

# Off the Job Training

- Lectures
- Conference Training
- Case Study
- Role Play
- Management Games



# Training Evaluation

**“Any attempt to obtain information (feedback) on the effects of training program and to assess the value of training in the light of that information for improving further training” – By Hamblin (1970)**

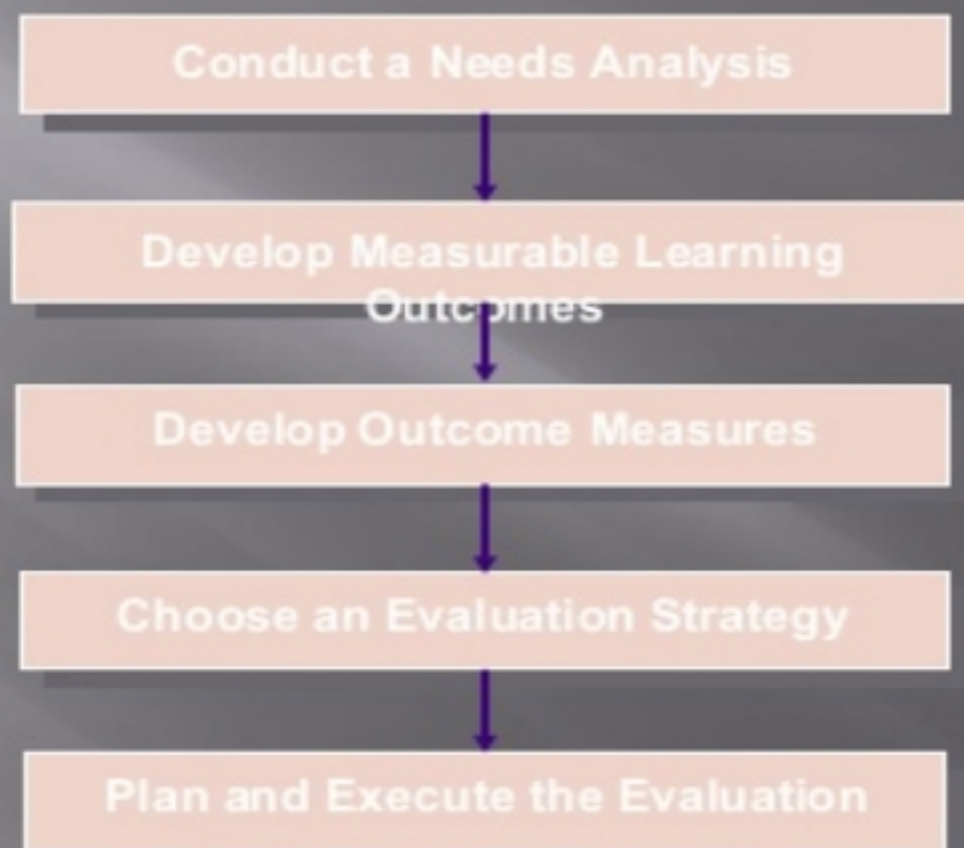


# Need for Evaluation ?

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- **Cost Benefit Returns from Training Investment (Major stakeholders like Training Department, Senior Manager, Sponsors, Clients, Trainees)**
- **Enable Improvements in the assessment of Training Needs (check suitability & feasibility of the objectives set for training)**
- **Self-correcting feedback (evaluation will help decide area of improvement)**
- **Feedback on the performance of the Trainees (aims at improving knowledge & attitude of the trainee)**

# The Evaluation Process



# Placement & Induction



# Placement

- Placement is said to be the process of fitting the selected person at the right job or place, i.e. fitting square pegs in square holes and round pegs in round holes.
- Placement is a process of assigning a specific job to each of the selected candidates



# Placement

- An actual posting of an employee to the specific job with rank & responsibilities attached to it.
- It involves assigning a specific rank and responsibility to an individual.
- It implies matching the requirements of a job with the qualifications of the candidate's skills, abilities, potentials, capacities and their expectations towards the organization.

# Significance

- It improves employee morale.
- It helps in reducing employee turnover.
- It helps in reducing absenteeism.
- It helps in reducing Conflict rates.
- It avoids misfit between the candidate and the job.
- It helps the candidate to work as per the predetermined objectives of the organization.

# Benefits

- Good results on the Job.
- Getting along with the people easily and proving themselves.
- Keeping his spirits high and report for the duty regularly.
- Learning the work and excel in the job.
- Avoid mistakes and errors.



## **Induction**

- Induction can be defined as a process of introducing the employee who is newly elected to the organization.
- According to Michael Armstrong “Induction is the process of receiving and welcoming an employee when he first joins a company and giving him basic information he needs to settle down quickly and happily and start work”.
- When an employee is given a letter of appointment he joins the company on duty. The very first thing that the company does is, introduces the new employee to the organization and people working there.

- An induction program may be conducted at a particular centre for all employees or at different places (branches of the company) for different employees.
- Normally the new employee is called together to the staff training college for the induction program.

### **Induction Process**

- The induction starts with an introduction session about the company, number of branches, a brief history of the company, number of products, number of countries operating in, organizational structure, culture, values, beliefs, the names of top management personnel etc.

➤ Apart from this introductory session there will be other sessions also like sessions on behavioural science, soft skill training, sessions on giving details about the job, salary, bonus, information about different leaves that can be taken by the employee about upward mobility in the organization etc.

➤ There are different ways in which sessions can be conducted i.e. using lecture method, power point presentation, group discussion, psychological test, roll play secessions etc.

## **Objectives of Induction:**

- **To reduce the initial anxiety all new entrants feel when they join a new job in a new organisation.**
- **To familiarize the new employees with the job, people, work-place, work environment and the organisation.**
- **To facilitate outsider - insider transition in an integrated manner.**
- **To reduce exploitation by the unscrupulous co-workers.**
- **To reduce the cultural shock faced in the new organisation.**

## **Benefits of induction programme :**

- 1. A well-designed induction programme reduces anxiety, nervousness, and absenteeism and employee turnover.**
- 2. Induction helps minimize the reality or cultural shock new employees under go on joining a new organisation.**
- 3. Effective induction also helps integrate the new employees into the organisation and fosters the feeling of belongingness to the new organisation.**
- 4. Induction also binds the newcomer and the present employees in a team.**

## **Importance of Induction:**

- **A sense of belongingness is created in the mind of the new employee.**
- **It gives favourable impression about the organization.**
- **It gives chances of increasing loyalty towards the organization and reduction in the rate of labour turnover.**
- **It leads to regular and honest participation, and timely completion of the task by the employee.**

## **Continue...**

- **It helps in removal of anxiety, bias and confusion about the organizational details.**
- **It leads to the development of good and favourable public image of the company.**
- **Adjustment with peers, seniors and the work assigned becomes easy.**

**Is there any difference  
between  
Induction & Orientation ????**





# INDUCTION

- Once an employee is selected and placed on an appropriate job, the process of familiarizing him with the organization & work environment is known as Induction.
- The process through which a new recruit is introduced into the organization.

# ORIENTATION

- It is a well designed program which aims at recognizing a new employee and making him accustomed to his department , job role & work culture .
- An orientation session may vary form 1 day to several days depending on organizational & departmental requirements .

An illustration on a light blue background showing two hands in dark suit sleeves holding up a bright orange banner. The banner has the words 'THANK YOU' written in large, white, bold, sans-serif capital letters. The banner is held at the top corners by two hands, and the suit sleeves are visible at the bottom corners. The banner has a slight wavy, draped appearance.

**THANK  
YOU**