HR Analytics
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Dr. Abhishek Singh, Assistant Professor, OB & HR
Indian Institute of Management, Rohtak
Week: 6
Lecture 28: Steps of training

In continuation of our previous session, which was an introduction to the equipment, we will be discussing the different training techniques and developments, and how we are going to use them. Therefore, here we will discuss the introduction of training or training development versus education. Then, the learning principles, the philosophy of training, different areas and types of training, a systematic approach to training, and training needs assessments are all included. Then, these data sources and the training needs assessment, along with the Bible for McDonald's employees, which relates to HRM practices, will be followed by this training needs assessment, methods of training on the job and off the job, and the evaluation of the training programs. Now, whenever we talk about training, it is a planned program designed to improve performance and bring about measurable changes in the knowledge, skills, attitudes, and social behaviors of employees. Now I have also added one thing that is in the training: it is about knowledge, skills, attitudes, and   habits.

 Actually, I have completed one of these projects with the ICSSR, which is called the KASH model. In this KASH model, knowledge, attitude, skills, and habits are present. In this KASH model, we discuss how knowledge, attitudes, skills, and the habits—both personal and professional—that can be developed contribute to the competencies of employees. Normally, the features of training include increasing knowledge and skills, focusing on how the individual is performing in their particular job, and concentrating on individual employees, as they give importance to short-term performance.

 Training is essential for job success; it can lead to higher productivity, fewer mistakes, greater job satisfaction, and lower turnover. So, training is basically a way to bridge the gap between existing skill knowledge and the expected or required skill knowledge and attitudes. Now, many times, we get confused about the training and development opportunities available there. So, here are certain concepts and characteristics that serve as the means for the focus, scope, and goals initiated by the content, along with the time frame. Based on these learning dimensions, in training, we are discussing the operatives, current jobs, individual employees, existing skill deficits, management, specific job-related   information,   and   the   immediate   context.

But this is not the only list, as many authors have explained various jobs and provided many definitions of training. Therefore, in that case, when we talk about the training, it is mostly focused by most authors on the skills, and the development provided is under that particular application of knowledge. So, the executives preparing for future work demands are there, and here they are considering the long-term application of that knowledge. Now, we also have to understand the difference between training and education. So, training is more or less oriented toward learning their skill education; on the other hand, it is person-oriented and theory-based knowledge, whose main purpose is to improve the understanding of a particular subject.

Is there a kind of conceptual learning? The checklist to avoid training pitfalls includes not attempting to teach too quickly or trying to cover too much material, as these are certain weaknesses that will be present in training programs. Many times we see that all the trainers are considered equal, but all the trainees are not. This is true because there are different trainees with varying personalities and learning orientations. Offering very little to the trainee in the form of encouragement, praise, or reward is not effective; appreciation must be present, but they may not be in the proper training program. So, we need to understand the philosophy of training.

The learning principles or modeling are present, motivation is present, and when we talk about modeling, it involves role modeling. Additionally, when we discuss motivation, we need to consider the motivational practices that will be applicable to this particular type of training. Employees and the reinforcement are present, and within the reinforcement, you will find that whatever has been learned, they are able to do it again. Therefore, it is becoming common practice, and now feedback is also important. When you are providing specific training, it is necessary to receive feedback from the trainees, as they can indicate what they are able to learn and what they are not able to learn.

Then, spaced practice is present, so there will be certain issues where spaced practice will occur. Then the holistic learning that will be applicable is that the person has to learn holistically about these particular situations. Sometimes, it should not only be the lecture method; there should also be active practices that contribute to this particular type of training. The relevance is there, so it is relevant to the job. Whatever the job is that is to be performed by that particular employee, the knowledge gained from the training provided must be relevant.

Similarly, the environment exists; there is a type of environment present, and this particular environment will make them more helpful. Now, we will discuss a particular model regarding McDonald's approach to the Bible for its employees and the HRM

practices implemented there. McDonald's is an American hamburger and fast food restaurant chain that was founded in 1940. It was originally a barbecue restaurant operated by Richard and Maurice McDonald. McDonald's famously and relentlessly standardized every aspect of its product in order to eliminate the need for human input.

The operations in the training manual, known to the staff as the Bible, provide detailed prescriptions on every aspect of working life. It is 600 pages long and includes full-color photographs illustrating the proper placement of ketchup, mustard, and pickles on every type of burger. And set out the six steps of the counter service, and even prescribe the arm motions that should be used for salting a batch of fries. Therefore, it is so minutely detailed that you will observe it has been given significant attention. For example, the arm notions are included, and in that case, the positions to be performed at the workplace have been thoroughly detailed in the training manual.

Kitchen and counter technology reinforce these instructions by indicating to workers when to turn burgers or take fries out of the fryer. The ketchup dispensers provide measured amounts of products in the requisition flower pattern, and the lights on the till eliminate the need for serving staff to write out orders, as well as prompt them to offer additional items that are available. So, here are the various areas of training. Training is generally offered in the following areas: knowledge, technical skills, social skills, and the techniques we have discussed. Now, there are different methods of training.

Basically, the methods of training have been classified into two aspects. One is on-the-job training, and the other is off-the-job training. The on-the-job training, specifically the apprenticeship program, is becoming very popular in the industry in India, where apprenticeship training has been provided to young and talented potential manpower. Then the job instruction training, also known as JIT, is available. The planned progression is in place, which is how this career development will occur.

Similarly, the job rotation, which explains how jobs will be rotated, and the creation of assistants are the two positions that exist. Therefore, these will be the positions in which these particular situations will be developed. Temporary promotions are available, and committees and junior boards are in place to facilitate these specific promotions. Where they will receive this training, or possibly coaching, will be on the job with a coach who will provide this specific type of training. The sentence is already correct as it stands.

In the off-the-job training, there are lectures, discussion methods, discussion forums where participants can discuss topics, and demonstrations. The seminars and conferences are available, along with reading materials, television and video instructions, business simulations, case presentations, equipment simulations, and business games.

Additionally, there are experiential exercises, role-playing, behavior modeling, computer modeling, vestibule training, sensitivity training, and computer-based training. So, these are the different methods that exist: they are called on-the-job methods and off-the-job methods. The original sentence is indeed grammatically correct and does not require any changes.

Now, unless we have a proper understanding of the training needs, these needs must be identified. Once we identify them, we will be able to learn more. That is where our manpower requires training and where to find out what the basic source is; the performance appraisal forms are available. Wherever an employee is scoring low, we will identify the need for this specific training.   (Note: The original sentence is already grammatically   correct.

) Then, identifying the training objectives involves determining which objectives align with organizational goals. Because we know that they are both the organizational objectives and the individual objectives. So, whenever we talk about organizational objectives and individual objectives, it is important that both are aligned. Here, when we discuss these training objectives, it will also be necessary for the individual's improvement in knowledge, skills, attitudes, and habits. By improving this knowledge, skills, and habits, the organization also understands that it will attract better employees and   higher   performers   after   this   specific   training.

Therefore, in that case, an individual has to be much more specific than the general training that is provided. Then, the implementation of the training methods involves various training techniques and the conduct of training programs. The evaluation compares training outcomes against the criteria and benchmarking practices, which will help you understand how the training was conducted. A systematic approach to training consists of three phases: training needs assessment, implementation, and evaluation. Whenever we talk about this, we are essentially discussing organizational analysis: where the   organization   is   strong,   where   it   is   weak,   and   what   its   future   holds.

(The original sentence is already grammatically correct.) For example, if the organization is going to be completely computerized or automated, then based on this analysis, you will definitely need to develop a workforce. Our organizational analysis indicates that the organization is going to close because we know this is part of the organization's life cycle. If it does not follow this pattern, it will likely decline. Therefore, the   training   will   further   advance   the   organization.

(This sentence is already grammatically correct.) So, it will not be there; it will be here. (The original sentence is indeed grammatically correct as it stands.) Therefore, in this

case, organizational analysis is very important for understanding the future of the organization and predicting how the organization's life cycle will evolve over the long term. The task or role analysis identifies what the tasks and roles are, including my role and the role of the person receiving the training.

(Note: The original sentence is already grammatically correct and does not require any changes.) Therefore, the trainer and the trainee should understand what type of role analysis they need to perform. Personal analysis is necessary to determine whether the trainee is capable of fulfilling this particular type of request. The analysis of the individual is present; it includes strengths, weaknesses, opportunities, and threats, regardless of whether the person possesses those opportunities, as well as identifying the training objectives. So, all these aspects that need to be met for the match must align; unless these objectives are met, there will be no result.

The original sentence is indeed grammatically correct. However, if you're looking for a slight refinement, you could say: "So, here we are discussing innovative methods for anticipating problems before they arise." So, you know about the many times that researchers have identified the trend analysis and the economic recession. When there is a session, they identify what the changes in society will be, as social practices are involved. For example, for kids, these social trends keep changing, and mobile devices are becoming a part of their lives.

Therefore, in that case, it anticipates the problems before they arise. Team-building sessions with the departments are important; therefore, they promote teamwork rather than individual efforts. Otherwise, there will be a lack of coordination. The sentence is indeed grammatically correct as it is.

No changes are needed. The department is a group, but when its employees work in coordination with one another, we can say that it is a team performance. Problem-solving is a training course designed to reduce complaints. Everybody who approaches that particular staff should be able to understand and minimize the needs of the trainee. Training supervisors in communication to reduce grievances is essential. (This sentence is already grammatically correct.

) Naturally, whenever there are new things, learning takes place. There will be some barriers, and those barriers need to be removed. In the training program, quick action is required to identify the barriers that are causing obstacles to the training. Therefore, we must remove these obstacles to ensure the smooth functioning of the program. (The original sentence is already grammatically correct.

) Then there will be an orientation for the program, which raises the question: What is orientation? The sentence "Support the individual objectives." is indeed grammatically correct and does not need any changes. Why? To support individual objectives, as this will enable the employee to perform better in their job. Therefore, recurring training on interviews and refresher courses on safety and procedures are also required. The data sources used in the training needs assessment are the organizational analysis, task analysis, and person analysis.

In the organizational analysis, we discuss the organizational goals, and personal inventories are included. What are personal inventories? The personal inventory scale, semi-scale, and the type of manpower I have, as well as the types of knowledge workers the organization employs, will determine the organizational analysis. Skill inventories: What types of skills are available? Organizational climate analysis is essential; therefore, you will find that it is the key to understanding what type of climate or culture the organization has, allowing you to adopt that culture and work in that particular direction. Efficacy indexing is present; therefore, it serves as a benchmark. The original sentence is indeed correct as it stands.

No grammatical corrections are needed. If that level of productivity is a benchmark that the employee can attain according to the organization's needs, then the efficiency index will certainly be high. Management requests are intended to ensure that specific jobs are completed and that exit interviews are conducted. If the employee is not a good fit for that particular culture and climate, he will resign, and an exit interview will be conducted. Whenever we discuss the training assessment for a task, the job descriptions are present, and the job specifications should also be included. The job will be described, including the tasks to be performed and the specifications outlining the minimum qualifications required for that position.

For example, it is a job in engineering. Therefore, engineering qualifications will be the minimum job requirements. The sentence "The sentence 'Performance standards are required.' is indeed grammatically correct and does not need any changes." is grammatically correct and does not need any changes. The performance standards are determined based on benchmarking from other industries of a similar nature.

The analysis of the operating problems shows that some individuals are able to operate a particular machine, while others are not. The sentence is already grammatically correct. However, if you would like a slight variation, you could say, "It is important to ask questions about the job." What is the job? What type of work needs to be done? Then there are the training committees that will discuss this. These are different training committees, and they will be the ones organizing the training.

Then, I will perform the training, evaluate it, get feedback, improve the training, and finally comment on the training. The personal analysis will be based on the interviews, which reveal what a person knows and what they do not know. Performance appraisals will be conducted in writing; therefore, the questionnaire survey will be carried out by the organizations that identify training needs. Then, the entry process will be implemented along with management by objectives (MBO) and the work planning systems. According to MBO, the tests that need to be performed will be available, and the role plays and assessment centers will be accessible for conducting on-the-job evaluations.

(Note: The original sentence is already grammatically correct.) Now, as I mentioned, there can be different types of training, such as skills training, which includes certain basic skills like reading. Writing, computing, speaking, listening, problem-solving, etc., are   all   taught.

This sentence is already grammatically correct. However, if you want to make it more concise, you could say: Writing, computing, speaking, listening, and problem-solving are all taught. Therefore, in that case, skills training will be required so that the worker is capable of performing that particular task and achieving the organization's objectives. Refresher training is available in the short-term courses that help employees learn about the latest developments in their respective fields. The original sentence is indeed grammatically correct. However, if you would like a slightly refined version, you could say: "Therefore, we need to determine whether there should be a time period of perhaps three years or five years, after which a refresher course will be provided.

" In this refresher course, they will determine what the development is. The cross-functional training helps employees perform operations in areas other than their assigned jobs; therefore, it has been observed that this sometimes occurs. A person is doing some assigned work, and later, for a temporary purpose, he is given another job, which he performs to the best of his ability. The organization transferred him from one location to another. Team training is important; it focuses on how team members should communicate with one another, how they should cooperate to get ahead, how they should handle conflict situations, and how to navigate using their collective wisdom.

The sentence is indeed grammatically correct as it stands. Nowadays, when we talk about skills, there are job knowledge skills, HR skills, conceptual skills, analytical skills, and, in addition, design skills. In finding solutions during the training, you will need to determine how you are going to solve this particular problem, which is where creativity comes into play. (The original sentence is already grammatically correct.) So, whenever we talk about analytics and the role it plays, it is very important to identify the type of job

and   the   skills   the   person   has.

 Therefore, in that case, they need to think unconventionally. Breaking the rules, taking risks, thinking outside the box, and developing unexpected solutions are essential. The original sentence is already grammatically correct. No changes are needed. The original sentence   is   already   grammatically   correct.

 No changes are needed. Diversity training is designed to create greater cross-cultural sensitivity and foster more harmonious and fruitful working relationships among a firm's employees. Now, there may be different types of diversity in the various roles and jobs performed by the same employee. He is required to do one job for a while, and then in the second half, he will be required to do a different job. The sentence "So, there will be diversity.

" is indeed grammatically correct. There are no changes needed. The sentence is already grammatically correct. Therefore, in that case, reading literacy training can also be provided. The original sentence is indeed grammatically correct. No changes are necessary. For example, GCPL, which stands for Godrej Consumer Products Limited, has nearly 1,052 employees and generates sales of around 500 crore rupees.

 Its talent management systems allow talented employees to acquire a wide variety of skills through job rotations. Examples include sales systems, project management skills, IT skills, team-building skills, and more. The outstanding performance results in salary increases instantaneously. Therefore, in that case, it is important to encourage and motivate employees to learn the different jobs within an organization because, with changes in technology and the evolving landscape, those jobs may become obsolete. If dead-end jobs become obsolete, this person will have to be reassigned elsewhere.

 If he already knows those particular skills, then it will be very easy to adjust to this type of employee, or, in a positive way, to achieve a better outcome for that employee, as he can perform certain jobs better than his regular job. Johnson & Johnson has over $41 billion in global sales and employs many people. Johnson and Johnson constantly encourages its employees to upgrade their skills and knowledge through short-term programs at institutes such as IIM and XLRI, in addition to rotating employees for challenging tasks. Therefore, in that case, this will be the Indian Express, as cross-functional training will be provided. Now, the on-the-job training method involves training   that   is   received   directly   in   the   workplace.

Here, the trainee receives an overview of the job, and the trainer demonstrates the tasks. The trainee is then asked to imitate the trainer's methods.   (The original sentence is

already grammatically correct.) The trainee finally tries to perform the job independently.

(The sentence is already grammatically correct.) However, there are certain merits and drawbacks. So, trainees learn quickly through practice and observation during on-the-job training. It is also economical, as it does not require any special setup, and mistakes can be corrected immediately. The trainee quickly gains confidence as he performs the work himself in an actual setting with help from the supervisor. It is most suitable for unskilled and semi-skilled jobs where the job requisites are simple but must be completed.

The demerit is that the trainee should be as good as the trainer; if the trainer is not good, the transfer of knowledge and skills will be poor. While learning, training may damage equipment, waste materials, and frequently cause accidents. Experienced workers can use the machinery while it is being used for training. Now, during on-the-job training, there can be coaching in which the supervisor explains things, answers questions, and sheds light on why things are done the way they are. And then he helps to correct the mistakes and especially allows the trainees to make mistakes and learn from coaching, which requires a lot of technical skill.

Mentoring is another aspect in which an experienced person teaches and trains someone with less knowledge and experience in a specific area. The mentor nurtures, supports, and guides the efforts of younger individuals by providing appropriate information, feedback, and encouragement whenever they are needed. Now, how can one create a successful mentoring relationship? In this particular training, we find that listening and understanding, challenging and stimulating learning, coaching, building self-confidence, providing advice, counseling, teaching by example, acting as a role model, sharing experiences, and offering engagement are all present.   (Note: The original sentence is grammatically correct as it stands.

) While good mentees are present, they listen to and act on advice. Show commitment to learning, check your ego at the door, then ask for feedback, be open-minded, and be willing to change, or be proactive.   Correction: Show commitment to learning, check your ego at the door, then ask for feedback. Be open-minded and willing to change, or be proactive. There is an excellent opportunity to learn, and the constant guidance helps the manager stay on track by making good use of the facilities. It may quickly create feelings of jealousy among other workers who are unable to show equally good performance through continuous interaction.

If mentors form overly strong bonds with the trainees, unwanted favoritism may result, which can have a detrimental effect on the other workers and negatively impact their work performance. So, there are on-the-job training methods, apprenticeship training, and

work under the guidance of a master, typically lasting 2 to 5 years. Then there are the committee assignments in which the trainees are asked to solve actual organizational problems while working alongside the other trainees. Now, when we talk about off-the-job training methods, one of them is vestibule training, which occurs off the job using equipment or methods that are highly similar to those used in the actual job.

I have seen this type of training at Hindalco, where vestibule training is provided. Similarly, I have also seen this vestibule training focused on the transformer at RRVPNL, Rajasthan Rajya Vidyut Prasaran Nigam Limited, in the context of electricity and power in India. So, role-playing is a development technique that requires trainees to assume a role in a given situation and act out the behaviors associated with that specific role. The lecture method is when the instructor organizes the study material on a specific topic and presents it to a group of trainees in the form of a presentation. The conference or discussion method is used; the trainer delivers a lecture and involves the trainees in a discussion to clarify any doubts about the job to be undertaken.

(Note: The original sentence is already grammatically correct. No changes are needed.) Programmed instruction is an approach that presents material to be learned in a highly organized, logical sequence, requiring the trainees to respond. Now, finally, we come to the evaluation of a training program and whether it can be assessed at five levels: reaction, learning, behavior, organization, and results. Important decision points in training evaluation should consider whether there is a need for evaluation before conducting the evaluation.

The sentence is already grammatically correct. The sentence is already grammatically correct. Our objective is to be clear. (The sentence is already grammatically correct.

) The sentence is indeed correct as it stands. No changes are necessary. Then how comprehensive will the evaluation be? (This sentence is already grammatically correct.) Who had the authority and responsibility? (The sentence is already grammatically correct.) The sentence is indeed already grammatically correct.

No changes are needed. The sentence is already grammatically correct. How will the data be analyzed and responded to? All of these aspects will be considered during our training programs, and finally, when we determine that our evaluation results are positive, we will continue with the same training techniques and tools, whether on-the-job or off-the-job, while matching the needs of individuals and the organization. If you find that a certain modification is required, as I discussed in the previous slide, then the learning methods need to be changed. We should interchange the learning methods and see what the output is. (The original sentence is already grammatically correct, so no

changes are needed.) I am sure this will help you understand how we can explore the various training methods available.

 Now, the type of these analytics that will be applicable is something we will see later. First, we are understanding the concepts of the main power functions of different HRM systems, such as the main power planning functions discussed in the previous slide. In this slide, we discuss how the training methods are to be initiated, controlled, and evaluated. The sentence "Thank you" is already grammatically correct.