

Training and Development, Performance Appraisal, and Career Planning

Training and Development: After recruitment, selection, and induction, training and development (T&D) are crucial for employee growth. Organizations see T&D as an investment, aiming for skilled and knowledgeable employees in today's competitive landscape.

Definitions:

1. Training enhances an employee's knowledge and skills for a specific job.
2. Training equips new and current employees with job-related skills.
3. Training improves employee aptitude, skills, and abilities for specific roles.

Training vs. Development: Training focuses on immediate skills and performance gaps, while development prepares employees for future organizational needs.

Purpose of Training:

- * Increase employee performance in current roles.
- * Prevent industrial accidents through proper job techniques and machine handling.
- * Prevent manpower obsolescence by equipping employees with the latest methods.
- * Boost employee morale.
- * Reduce wastage.
- * Minimize supervision requirements for trained individuals.
- * Enhance employee adaptation to workplace changes.
- * Reduce absenteeism and turnover.
- * Fill vacancies as needed.
- * Contribute to overall employee growth.

Training Process:

1. **Assessment of Organizational Objectives:** Analyze organizational goals to adapt to technological changes, improve quality, and boost productivity.
2. **Assessment of Training Needs:** Identify employee training needs through task and performance analysis.
3. **Establish Training Objectives:** Define what trainees should achieve upon successful completion of the program.
4. **Designing the Training Program:** Determine program content, trainers, and methods.
5. **Implementation of Training Program:** Select a suitable location, schedule the program, monitor trainee performance, and track progress.
6. **Evaluation of Training Program:** Measure program effectiveness by assessing:
 - * Trainee reactions.
 - * Learning of principles and skills.
 - * Improvement in on-the-job behavior.
 - * Results compared to objectives.

Training and Development Methods:

- On-the-Job Methods:**
 - Understudy:** Trainee learns under the supervision of a senior employee.
 - Job Rotation:** Employee shifts between roles at regular intervals.
 - Special Projects:** Trainees work on projects related to departmental objectives.
 - Experience:** Learning through practical application.
 - Committee Assignment:** Trainee participates in a committee to solve problems.
 - Coaching:** Supervisor acts as a guide and instructor.
- Limitations of On-the-Job Methods:**
 - * Limited facilities and environment.
 - * Lack of group discussion and participation.
- Off-the-Job Methods:**
 - Special Courses and Lectures:** Company-designed or externally provided courses.
 - Conferences and Seminars:** Participants share ideas and perspectives.
 - Selected Readings:** Self-improvement through trade journals and magazines.
 - Case Study Method:** Analysis of real-life scenarios.
 - Programmed Instruction/Learning:** Step-by-step learning through textbooks, computers, or internet.
 - Brainstorming:** Creative problem-solving technique.
 - Role Playing:** Acting out a scenario to learn and practice skills.
 - Vestibule Schools:** Simulated shop environment for training.
 - Apprenticeship Training:** Structured training combining classroom instruction and on-the-job experience.
 - In-basket Exercise:** Managing a simulated workload of documents and tasks.
 - Business Games:** Teams of trainees make decisions in simulated business situations.
 - Behavior Modeling:** Structured approach to teach specific supervisory skills.
 - Sensitivity Training (T-Group):** Unstructured group sessions for personal development.
 - Multiple Management:** Junior board members provide recommendations to senior

management. **Executive/Management Development:** Management development aims to improve current and future managerial performance through knowledge, attitude change, and skills enhancement. **Objectives of Management Development:** * Prepare managers for technological and social change. * Ensure a pool of competent managers at all levels. * Prepare junior managers for future leadership roles. * Prevent managerial obsolescence by introducing new concepts. * Promote high employee morale. **Performance Appraisal/Management:** Performance management is a systematic process of gathering, analyzing, and recording information about employee performance. Its primary focus is on measuring and improving employee performance and identifying future potential.

Definitions: * **Flippo:** Systematic, periodic, and impartial rating of an employee's current performance and future potential. * **Scoot, Clothier, and Spriegel:** Evaluating employee performance on the job against job requirements. * **Yoder:** Formal procedures to evaluate personalities, contributions, and potential. **Performance Appraisal as a Systematic Review:** * Review of an employee's work and achievements over a recent period. * Develop future plans based on the review.

Process: 1. Examine and evaluate employee work behavior against standards. 2. Document the evaluation results. 3. Provide feedback to the employee regarding areas for improvement. **Uses of Performance Appraisal:** * Identify training needs. * Determine promotions, demotions, retention, and termination. **Importance:** * Strengthens management–employee relationships and communication. * Assesses employee performance over time. * Provides feedback on past performance. * Identifies gaps between actual and desired performance. * Analyzes strengths and weaknesses to identify training needs. * Plans career development and human resource planning based on potential. * Provides a scientific basis for rewards, wage fixation, and incentives. **Training Methods:** * **On-the-Job Methods:** * Job rotation. * Special projects. * Experience. * Committee assignment. * Coaching. * **Off-the-Job Methods:** * Special courses and lectures. * Conferences and seminars. * Selected readings. * Case study method. * Programmed instruction/learning. * Brainstorming. * Role playing. * Vestibule Schools. * Apprenticeship training. * In-basket exercise. * Business games. * Behavior Modeling. * Sensitivity (T-Group) training. * Multiple Management. **Traditional Approach to Performance Appraisal:** * Past-oriented, focusing only on past performance. * Ignored development aspects like training needs or career planning. * Focused on judging overall organizational performance based on past employee performance. **Modern Approach to Performance Appraisal:** * Includes a feedback process to strengthen relationships and improve communication. **Traditional Methods:** * **Essay Appraisal Method:** Supervisor writes a free-form description of the employee's performance. * **Straight Ranking Method:** Employees are ranked from best to worst. * **Paired Comparison:** Employees are compared pairwise to establish rankings. * **Checklist Method:** Appraiser uses a checklist of behaviors to rate the employee. * **Critical Incident Method:** Supervisor records critical events and employee behavior during those events. * **Field Review:** A training officer interviews the supervisor about employee performance. * **Graphic Rating Scale:** Employee performance is assessed on a scale for different traits. * **Group Appraisal Method:** A group of assessors evaluate the employee's performance. **Modern Methods:** * **Human Resource Accounting Method:** Evaluates employee performance in terms of cost and contribution. * **Behaviorally Anchored Rating**

Scales (BARS):** Rates employee behavior against specific critical incidents. * **Management By Objectives (MBO):** Participative goal setting, performance measured against set standards. * **360 Degree Performance Appraisal System:** Feedback from multiple sources (peers, superiors, subordinates, customers). * **Assessment Centre:** Simulates the job environment to evaluate performance. **Career Planning:** Career planning is a deliberate process of self-awareness and development to achieve career fulfillment. It involves identifying individual needs, aspirations, and opportunities, and implementing programs to support career development. **Features of Career Planning:** * Bottom-up approach starting with the individual. * Ongoing process of identifying needs and fulfilling them. * Matching individual career goals with available opportunities. * Achieving employee progression and organizational efficiency. * Shared responsibility between the individual and the organization. * Adaptable to dynamic environments with rapid changes in labor market, technology, and competition.