

Abstract:-

The rapid technological changes involving new plants and new processes tend to render old skills obsolete and create demand for re-training. Supervisor also has to learn newer techniques of planning and organization to increase his effectiveness. Men are chief resource of any organization; efforts must be made to develop them to meet the impending changes.



THE PROCESS AND EVALUATION OF TRAINING IN MANUFACTURING ORGANIZATIONS



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Keywords:

Manufacturing Organizations , Process And Evaluation , Rapid Technological Changes .

INTRODUCTION

Training is an activity designed to equip personnel with needed knowledge, skill and attitude for the jobs, for which they are first recruited and to improve their performance level in context of changing job needs later during the career. Partners in training are the organization, participant and the trainer.

IDENTIFICATION OF TRAINING NEEDS:

Training equips employees to become more effective on their jobs in achieving development goals. Training needs are those improvements, which should be brought about in employees to contribute their best to the success of the organization. They are skills, knowledge and attitude which individual require for effective working of the organization.

Training is necessary when an employee is given a new job or method of doing the job is changed. Training needs arise from problems like poor quality, bad human relations, change in technology, more accidents and ignorance of company policies.

MANAGEMENT DEVELOPMENT:

Management Development is an activity designed to improve the performance of existing managers. It also includes bringing out the growth of the personality and helps individual in the progress towards maturity and actualization of potentials.

An eagerness to learn at all level is a prerequisite for the success of management development programme. Commitment and understanding is demanded from the top management and co-operation in imparting knowledge and skill from senior and Middle Managers.

Industries believe that people are the principal asset. They are the ones who create everything that's valuable to the company. All they need is the platform to do so. They also believe in taking people along as they forge ahead. Quality is a way of life at most of organizations. Openness is central to the way the company works. Their open appraisal system is a joint effort between the appraiser and the person being appraised. Performance on the job is not the sole criterion for evaluation; factors like customer orientation and subordinate development are given due importance.

Training and development is a high-focus human resources initiative strongly supported at the corporate level. An employee is given ample opportunities to learn and grow. The individual development is facilitating by tools like '360-degrees feedback.

Organizations believe that excellence is not produced by machines but by people. The traditional Godrej values today find expression in a management philosophy that is oriented towards ensuring the professional and personal growth of every employee of the company.

OBJECTIVES:

- To study and report the training requirements of an organization.
- To understand process of training in an organizations.
- To explore steps of training and development in organizations.
- To examine training evaluation methods used by organizations

METHOD:

The present study is an exploratory in nature and designed to identify the training needs of the employees in the organization, training programmes conducted in the organization and to evaluate Specific Training Programme using appropriate methodology. The design of the study is the ex-post facto. This is because it reports information that has already occurred prior to the study.

PROCEDURE:

The data was collected using focus discussion with employees of Personnel Department. Apart from this a HR questionnaire is used for the assessment of the training needs, training procedure, schedule of the programme, objectives and methodology.

FINDINGS AND DISCUSSIONS

Procedure for Training:

Training Methodology:

In manufacturing industries identification of training needs are done on the basis of Annual

Performance Review Forms. The forms are given to appraisee in February/March every year. The Functional Heads discuss performance with the subordinates, identifies and documents the various Training needs in the "Training Needs Identification Form" of Performance Review Form. This is applicable only to the Staff and Management cadre. Senior Vice-President (P.S.) whose training needs is identified by the Managing Director identifies the training needs of General Manager.

During Performance Review the Corporate HRD Dept. summarises the training needs identified for Factory Personnel and these requirements are sent to Deputy General Manager (Personnel -Works) every year in the month of April.

With respect to workmen, training needs are identified through Functional Heads. Functional Heads send the training needs for workmen in Training Needs for Workmen Form and forward to Deputy General Manager (Personnel -Works) yearly i.e. by February and as and when the need arises for specific Training. Deputy General Manager (Personnel-Works) reviews the training needs, as identified in the Performance Review with the summary sheet received from Corporate H.R.D. on a quarterly basis.

Needs arising from the Company's policy in new areas, which is applicable to all employees. Specific needs arising due to nature of work which is applicable to all employees due to transfer, recruitment, technological change and change in the processes which are reflected in the Skill Matrix and Skill Matrix will be updated every 5 years.

Procedure for Competency Review

HOD of all the Departments assesses the competency of the employees working in the Department. The Officers and above cadre employees review is done in quarter 2 & quarter 4 in a form provided by HR department.

As regards the workmen, HOD of all the Departments will assess the competency of the workmen and forward the same to HOD of Personnel Department (Works). The assessment will indicate the current level of skill and the desired level of skill required to perform the job.

The gap between the current skill level and desired skill level will be the basis for deciding about the training program and the same will be done through internal / external faculty. Skill identification will be done once in three years or as and when there is change in the nature of work of the concerned workmen. As and when the training to enhance the skill is done departmentally, the record of such training and the competency verification will be recorded by respective HOD in the form.

PLANNING AND IMPARTING THE TRAINING

A Training Calendar is prepared by Personnel Department (Works) annually in the month of April. The data obtained from Performance Review forms for Staff and Managerial cadre and training needs identified by Functional Managers for workmen, are used for preparing a Training Calendar from which a Training Plan is derived. The Training Plan shall be updated depending upon specific need arising periodically. This is distributed to all Functional Heads.

Information regarding Mandatory Training Programmes is communicated to the Deputy General Manager (Personnel -Works) by Corporate Personnel Department. The Corporate personnel every month sends a schedule of the mandatory training programmes to the Deputy General Manager (Personnel -Works). The schedule gives detailed information on the name of programme, time, venue and names of the participants (for Staff/Officers/Managers).

PARTICIPATION IN TRAINING PROGRAMMES:

Each Functional Head ensures participation of employee for all the planned programmes scheduled every month. The circular for the training is sent with training programme schedule to the Functional Heads for informing the workers.

Each Functional Head is required to ensure that Department members attend the training programme as scheduled. The training is conducted as per the schedule. The Training records Card for workers and for Staff/Officers/Managers are updated by Personnel Department (Works). The records of "On-the-job Training" imparted by individual Department are maintained separately by Personnel Department (Works).

The record of attendance of the participants as well as the faculty is obtained in the training programme on the Attendance Sheet of Participants. The faculty also signs on the attendance sheet. The Feedback of trainings is collected on the Feedback Form for workers and Staff/Officers/Managers.

EVALUATION TRAINING PROGRAMME USING APPROPRIATE METHODOLOGY:

A comprehensive and effective evaluation plan is a critical component of any successful training programme. Evaluation must be based on objective methods and standards. Evaluation means the systematic collection and assessment of value or worth. Evaluation of training is the act of judging whether or not training is worthwhile in terms of set objectives.

DEFINITION:

A. C. Hamblin (1970) defined evaluation of training as “Any attempt to obtain information (feedback) on the effects of training programme and to assess the value of training in the light of that information for improving further training.”

IMPORTANCE OF EVALUATION:

Training is done with specific objective. Hence, evaluation of training is a must. It is necessary in order to determine:

- 1.If the developmental objectives were achieved.
- 2.The effectiveness of the methods of instruction.
- 3.If the best and most economical training activities were conducted.

Evaluation Design:

Different typologies of evaluation have been described by various authors, while some differ in terms of the actual design others are a mere a change of terminology. A particular methodology appropriate for in-company training may not be relevant for external programmes.

An evaluation design may be applicable from one organization to another; one situation to another while the results are not. It is therefore necessary that the evaluation design is tailor – made to suit the situation within the broad framework of seeking to assess:

- 1.What needs to be changed/ modified / improved?
- 2.What procedures are most likely to bring about this change?
- 3.Is there demonstrable and concrete evidence that change has occurred?

Evaluation Model:

There are four evaluation model are available i.e.

- a)HAMPLIN'E LEVEL OF EVALUATION
- b)KIRKPATRICK'S DESIGN OF EVALUATION
- c)WARR'S FRAMEWORK OF EVALUATION
- d)VIRMANI & PREMILA'S MODEL OF EVALUATION

The evaluation model for this study follows a model for evaluation, devised by the Donald Kirkpatrick (1979). It includes all the stages involved in the process. The four levels of this Donald Kirkpatrick model are as follows:

Reaction:

After the training the participant's reaction to the course are obtained through an evaluation form, which elicits the information about the course inputs and the general impression about the course. How much did the trainees like the program? This is generally accomplished with the end-of-course "smile sheet" form of evaluation.

Learning:

What principles, facts, and concepts were learned in the training program are measured at this stage. To evaluate the effects of training on learning objective subject matter test was constructed. The test was administered before the training and again after the training. There were total 25 items in the test. The scoring procedure used for the test is quite simple. 1 mark is given for each right answer. The test was objective type with four alternative answers. The test items were based on the programme contents.

Behaviour:

It was observed that behaviour of the individual trainee as a result of training played a major role in the on the job transfer of training. What changes in job behaviour resulted from the programme to be observed and recorded. What were the results of the program in terms of factors such as reduced costs or improved quality etc

Result:

The results of the program in terms of factors such as reduced costs or improved quality etc. can not be possible in short span. Thus no attempt was made to quantify trainees functioning level.

CONCLUSIONS:

To conclude it can be said that most of the industries has well-developed training system. They hire best training consultants to train employees. The proper implementation of training process creates a general awareness about training. The benefits accrued from training are not in proportion with the emphasis laid on it by the organizations. However, trained employee's acts as a long-term investment for organizations and will essentially have a favourable outcome. In the ultimate analysis, it is the performance on the job, which is the best available measure of effectiveness of training. Hence, a coordinated effort of the Industries /Organizations and the training consultants is very necessary in the evaluation of training in terms of its transfer on the job.

IMPLICATIONS:

Following measures will be helpful for Industries to enhance the effectiveness and usefulness of Training & Development system:

- ☒ The training and development system at Industries are meticulously planned and executed.
- ☒ Training needs are linked with appraisal system which the personnel feel influences promotion to higher post. Thus, an individual is reluctant to express his weakness and real need does not get identified. Moreover, in the existing appraisal system the training identification is too broad in nature and does not identify the specific need of the individual.
- ☒ The employee development system should be given more priority. After the training development of employee can be done thorough Job Enrichment, Job Enlargement and Job Rotation.
- ☒ It is essential to impart training on employee development at all levels so that the effectiveness of training could be increased by giving necessary support to one's subordinate and colleagues.
- ☒ After training programme there is no evaluation or follow-up. Only a routine report is to be filled. No action plans are made as there is no change or suggestion for change is expected from the participants.
- ☒ While reporting in the feedback from participants feel that reporting negatively about the programme or trainer might come in the way of future nominations for the programmes.
- ☒ The external training programmes are more helpful in cases where the trained executives are expected to act as a change agent in the organization; especially attitudinal change is the major focus.

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