

Chapter 10¹

Development and Career Planning

10.1 Training

10.1.1 Meaning

- Training is concerned with increasing knowledge and skill in doing a particular job and the major burden of training falls upon the business organization in which the job is located.

- Training is the act of increasing the knowledge & skill of an employee for doing a particular job. It is a short term educational process utilizing a systematic & organized procedure by which employees learn technical knowledge skills for definite purpose.

10.1.2 Definition

Dale S. Beach defines the training "the organized procedure by which people learn knowledge and/or skill for definite purpose".

10.1.3 Objectives of Training

1. To provide the basic knowledge & skill to the newly joined people to perform the tasks as designed by the organization.
2. To develop the existing employees by exposing them to latest concepts, information & techniques, and thereby strengthen their skills.
3. To develop second & third line executive to strengthen the working links & levels, so that they can occupy higher positions.
4. To improve the outlook of senior level managers & other policy-makers enabling them to look into new horizons of the organization.
5. To make employees more effective & productive which increase the image of employees' earning power & job security.
6. To improve the employee attitude with the purpose of achieving a better co-operative with the company & develop loyalty to the organization.

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10.1.4 Importance of Training

1. To Match the employee specifications with the job requirements & organizational needs : managements find deviations between employee's present specification & the job requirements & organizational needs. Training is needed to fill these gaps by developing & molding the employee's skill, knowledge, attitude, behavior etc., to the tune of the job requirements & organizational needs.

2. Organizational Viability and the Transformation process : the primary goals of most of the organizations is that their viability is continuously influenced by environmental pressure. If the organization does not adapt itself to the changing factors in the environment, it will lose its market share. If the organization desires to adapt these changes, first it has to train the employees to impart specific skills & knowledge in order to enable them to contribute to organizational efficiency & to cope with the changing environment.

3. Technical Advances : Every organization in order to survive & to be effective should adopt the latest technology i.e., mechanization, computerization & automation. Adoption of latest technological means & methods will not be complete until they are manned by employees possessing skills to operate them. So, the organization should train the employees to enrich them in the areas of changing technical skills & knowledge from time to time.

4. Organizational Complexity : with the emergence of increased mechanization & automation, manufacturing of multiple products & by-products or dealing in services of diversified lines, extension of operations to various regions of the country or in overseas countries, organization of most of the companies has become complex.. This creates the complex problems of coordination & integration of activities adaptable for adaptable to the expanding & diversifying.

5. Human Relation – Trends in approach towards personnel management has changed from the commodity approach to partnership approach, crossing the human relations approach. So today, management of most of the organization has to maintain human relations besides maintaining sound industrial relations although hitherto the managers are not accordingly.

6. Change in the Job Assignment : training is also necessary when the existing employee in promoted to the higher level in the organization & when there is some new job or occupation due to transfer. Training is also necessary to equip old employees with the advanced disciplines, techniques or technology.

7. The training also need for Increase productivity, improve quality of the products/service, help a company to fulfil its future personnel needs, Improve organizational climate.

10.1.5 Methods of Training

1. On the job training

This type of Training, also known as job instruction training, is the most commonly used method. Under this method, the individual is placed on a regular job & taught the skills necessary to perform that job. The trainee learns under the supervision & guidance of a qualified worker or instructor. On-the job training methods includes

– Job Instruction Training

This method is also known training step by step. Under this method, the trainer explains to the trainee the way of doing the job, Job knowledge & skills & allows him to do the job. The trainer appraises the performance of the trainee, provides feedback information & corrects the trainee.

– Vestibule Training

In this method, actual work conditions are simulated in a classroom. Material, files & equipment which are used in actual job performance are also used in training. This type of training is commonly used to training personnel for clerical & semi-skilled jobs. The Duration of this training ranges from days to a few weeks. Theory can be related to practice in this method.

– Simulation

The real situation of work environment in an organization is presented in the training session. In other words, in simulation, instead of taking participants into the field, the field is simulated in the training session itself. The participants act out samples of real business behavior in order to get practice in making decisions. It covers situations of varying complexities & roles for the participants. Role Playing is one of the common simulation methods of training.

– Job Rotation

This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge & gains experience from his supervisor or trainer in each of the different job assignments. Though this method of training is common in training managers for general management positions, trainees can also be rotated from job to job in workshop jobs.

– Coaching

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance & offers him some suggestions for improvements. Often the trainee shares some of the duties & responsibilities of the coach & relieves him of his burden. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express his own ideas.

– Apprenticeship

It is a structured process by which people become skilled workers through a combination of classroom instructions & on-the-job training. It is widely used to train individuals for many occupations. Many organizations have apprenticeship laws with supervised plans for such training.

2. Off the job training

Under this method of training the trainee is separated from the job situation & his attention is focused upon learning the material related to his future job performance. Since the trainee is not distracted by job requirements, he can place his entire concentration on learning the job rather than spending his time in performing it. There is an opportunity for freedom of expression for the trainees.

Off-the Job Training includes

– Lecture Method

The lecture is traditional & direct method of instruction. The instructor organizes the material & gives it to group of trainees in the form of a talk. To be effective, the lecture must motivate & create interest among the trainees. Thus, costs & time involved are reduced. The major limitation of the lecture method is that it does not provide for transfer of training effectively.

– Conference or Discussion

It is a method in training the clerical, professional & supervision personnel. This method involves a group of people who pose ideas, examine & share facts, ideas & data test assumptions & draw conclusions, all of which contribute to the improvement of job performance. Discussion has the distinct advantage over the lecture method, in that the discussion involves two-way communication & hence, feedback is provided. The participants feel free to speak in small groups. The success of this method depends on the person who leads the group.

– Case Discussion (Case studies)

The case study method, the instructor describes the actual situation or problem on a specific concern of the problem. This method increases the trainee's power of observation & also his analytical ability.

– Role Play

It is defined as a method of human interaction that involves realistic behavior in imaginary situations. This method of training involves action, doing & practice. The participants play the role of certain characters such as the production manager, mechanical engineer, superintendents, maintenance engineers, quality control inspectors, foreman, workers & the like. This method is mostly used for developing interpersonal interactions & relations. 5. Programmed Instruction:

In recent years, this method has become popular. The subject matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex levels of instruction. The trainees go through these units by answering question or filling the blanks. This method is expensive & time consuming.

– T-Group or Sensitivity Training

This method aims to influence an individual's behavior through group discussion. In group discussion, the trainees freely express their ideas, beliefs & attitudes. In this method the trainees are enabled to see themselves as others see them & develop an understanding of others' views & behavior. Further, any. In addition, the trainees by interaction in a group become sensitive to one another's feelings & also develop increased tolerance for individual's differences.

– In basket Training

In this method to acquaint employees about their job where a number of problems are kept in the in basket (usually kept on the desk of the employee). The worker has to look at the problems which could also the complaints from different employees & simultaneously deal with those problems.

10.2 Career Planning

10.2.1 Meaning

Career planning is the self-evaluation & planning done by a person to have a strong career path. Career planning process is the continuous reiterative process of understanding oneself, setting career goals, revising skills and searching for the right career options.

10.2.2 Importance of Career Planning

1. To attract competent person & to retain them in the organization.
2. To provide suitable promotional opportunity.
3. To enable the employees to develop & take them ready to meet the future challenges.
4. To increase the utilization of managerial reserves within an organization.
5. To attract employment placement.
6. To reduce employee dissatisfaction & turnover.
7. To improve motivation & morale.

Career planning process is an important aspect for an individual's career development. Some of the basic steps in a career planning process are:

1. Self-Assessment: The first step in the career planning process is self-assessment to be done by the individual to understand his or her skills, areas of interest etc.
2. Research on Careers: The second step in the career planning process is to understand the career options, companies available, growth options in career etc.
3. Set Career Objectives: The next step in the career planning is to set short-term as well as long-term career goals for oneself, and to have a clear career path.
4. Learn & Improve Skills: The fourth step in the career planning process is to keep acquiring new skills and knowledge to be in line with career objectives and with industry requirements.
5. Preparation of CV: The next step in the career planning is to be fully prepared in terms of CV, cover letter, recommendations etc.
6. Job Search: The sixth step in the career planning process is to short-list the companies where an individual is seeking a job & start applying.
7. Revise Career Goals: The last step in the career planning process is to continuously evaluate the career goals and again do a self-assessment to build a strong career path.

10.3 Succession Planning

10.3.1 Meaning

– Succession Planning is the process of identifying and tracking high-potential employees who will be able to fill top management positions when they become vacant.

– Succession planning is an ongoing process that identifies necessary competencies, then works to assess, develop, and retain a talent pool of employees, in order to ensure a continuity of leadership for all critical positions. Succession planning is a specific strategy, which spells out the particular steps to be followed to achieve the mission, goals, and initiatives identified in workforce planning. It is a plan that managers can follow, implement, and customize to meet the needs of their organization, division, and/or department.

– Succession planning establishes a process to recruit employees, develop their skills, and prepare them for advancement, all while retaining them to ensure a return on the organization's training investment. Succession planning involves understanding the organization's long-term goals and objectives, identifying employee development needs, and determining trends.

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