

5. Training

5.1 Training concept

On-the-job training, also known as OJT, is teaching the skills, knowledge, and competencies that are needed to perform a specific job within the workplace and work environment. On-the-job training uses the regular or existing workplace tools, machines, documents, equipment, knowledge and skills necessary for an employee to learn to effectively perform his or her job.

It occurs within the normal working environment an employee will experience on the job. It may occur as the employee performs actual work or it may occur elsewhere within the workplace using training rooms, training work stations, or training equipment. On-the-job training is most frequently supplied by another employee who can competently perform the job that he or she is teaching.

On-the-job training is occasionally performed by an external provider as in the case of specialized equipment. In another example, a vendor trains a marketing system a group of employees is adapting to their own work procedures.

On-the-job training is normally the most effective approach to training employees. There are 12 methods for providing on-the-job training to employees:

1. Mentoring: A mentoring relationship is a win-win for all parties: the employee who seeks a mentor, the mentor, and organizations that employ the mentoring pair. Mentoring is also a powerful form of job training and can contribute experience, skills, and wisdom to a mentored employee to increase and expand employee development. Mentoring, whether with the boss or another experienced employee, is key in employee development within your organization.

2. Periodic In-House Training From Internal or External Resources: If you're looking for a way to develop your internal staff that involves an external consultant, or even an internal manager or HR staff person, internal job training is an effective way to offer training and build the team at the same time.

3. Implement a Book Club at Work: Form a book club in which a group of employees voluntarily reads the same book.

4. Require Employees Who Attend External Training to Do Job Training:

When an employee attends an external seminar, training session, or conference, establish a company norm that the employee is expected to magnify the experience for the company by training other employees.

5. Promotion: A promotion is a powerful form of job training. A promotion forces an employee to grow - or sink.

6. Transfer: A transfer is an approach to employee development that also helps employees create a career path. A transfer provides experience in other areas of an employee's current department or in a new department within the business.

7. Lateral Move: In a lateral move, an employee moves to an equivalent role in an organization for job training and career development. In a lateral move, the employee's job responsibilities change thus affording the employee job training and new opportunities.

8. Hold Brown Bag Lunches: Use brown bag lunches, or buy lunch for the employees, to spotlight projects and initiatives within your company. Provide job training that enhances employee knowledge of your field, your industry, your competition or your customers.

9. On the Job Training: On the job training is normally emphasized for job training for any new employee. Whether structured, with written processes and procedures, or informal, the power of on the job training for employee development cannot be overemphasized.

10. Coaching: Executives, managers, and others interested in career growth and employee development increasingly turn to a business coach, either internal or external, for a personally tailored development process for themselves or reporting employees.

11. Job Shadowing: Job shadowing allows an employee to learn about and benefit from brief stints of job training while the employee observes and participates in the work of another employee.

12. Provide Internet, Intranet, and Webinar Training Classes and Resources:

If your company is not providing online training in your wiki or Intranet or other online employee resource, you are missing a golden opportunity for employee development.

5.2 Detection of training needs

It's the responsibility of the Personnel department to stay abreast of changes in the industry which they are a part of. In addition it is also their responsibility to be aware of new products, programs, equipment, etc so that the employees can be trained on proper usage of the new additions.

Internal training and development leaps the huge barriers that encumber external training. It reflects a solid knowledge of the organization's culture. Internal training uses real life examples, problems and challenges that participants encounter every day at work. Successful internal training identifies the exact skills and knowledge that participants need to succeed in their jobs. It also prepares employees for success in their next job.

The training is presented in the language and terminology that participants understand and can relate to. It develops the skills of employees and cements their own knowledge of the topic. I am sure you are familiar with the old adage that the best way to make sure that an employee thoroughly understands a topic is to have the employee train others.

6 Solid Reasons to Do Internal Training: Internal training has a solid place in most organizations. These are six reasons why it is so important.

- Internal trainers, even if they are consultants who just work with your organization frequently, know your employees and your culture. They know the inner workings of your organization and they can tailor the objectives of the training to the needs of your organization.
- Internal trainers speak the language of your organization. They can present the training so that it reinforces common concepts and terminology.
- Internally presented training can reach all employees so that managers are receiving the same training and concepts as the employees.
- Employees who have received training can be coached and prepared to train other employees.
- Your internal trainers can work with scheduling training so that managers and employees attend. But most importantly, they can monitor and assist with training transfer to make sure that activities before, during, and after the training reinforce moving the training concepts to application on the job.

Finally, internal trainers do add value, and so do their fellow employees. But, it is important to think in terms of senior managers who may not have regular access to

their work and contribution. You can prove your value. Periodically calculate and present your value add in terms of cost savings, company initiatives supported and implemented, internal procedures and policies trained that no outsider would know, and so forth.

5.3 Training evaluation

Perspective on Evaluating Training: After OJT there has to be some type of evaluation to assess an employee's level of competence concerning the material they have learned and the ability to transfer it to the work-place. Evaluation includes getting ongoing feedback, e.g., from the learner, trainer and learner's supervisor, to improve the quality of the training and identify if the learner achieved the goals of the training.

Typically, evaluators look for validity, accuracy and reliability in their evaluations. However, these goals may require more time, people and money than the organization has. Evaluators are also looking for evaluation approaches that are practical and relevant.

Training and development activities can be evaluated before, during and after the activities. Consider the following very basic suggestions:

- Will the selected training and development methods really result in the employee's learning the knowledge and skills needed to perform the task or carry out the role? Have other employee's used the methods and been successful?
- Consider applying the methods to a highly skilled employee. Ask the employee of their impressions of the methods.
- Do the methods conform to the employee's preferences and learning styles? Have the employee briefly review the methods, e.g., documentation, overheads, etc. Does the employee experience any difficulties understanding the methods?

During Training

- Ask the employee how they're doing. Do they understand what's being said?
- Periodically conduct a short test, e.g., have the employee explain the main points of what was just described to him, e.g., in the lecture.
- Is the employee enthusiastically taking part in the activities? Is he or she coming late and leaving early.

After Completion of the Training

- Give him or her a test before and after the training and development, and compare the results?
- Interview him or her before and after, and compare results?
- Watch him or her perform the task or conduct the role?
- Assign an expert evaluator from inside or outside the organization to evaluate the learner's knowledge and skills?

5.4 Training legal aspects: It is important to focus on an organization's training needs. Besides the organization's current needs, consider its future needs. These needs can be determined by asking the following questions:

- What are the strategic business goals of the company?
- How can employees be trained to meet those needs?

Necessary Training: There are several areas where you need to provide training. These are sexual harassment, discrimination, and safety.

Sexual Harassment:

The U. S. Supreme Court has ruled that employers may be held liable for sexual harassment if they do not exercise reasonable care to prevent and promptly correct any such harassing behavior in the workplace—even if they were not aware of the specific actions in question.

Training should not be a one-time event, but must be repeated for all new employees, and held at least annually for all employees. It should inform employees what sexual harassment consists of, and what the legal standards for liability are, and instruct employees at all levels about the mechanisms and procedures in place for immediate reporting of infractions.

Use reasonable care. Reasonable care by an employer is found where the employer establishes, disseminates, and enforces an anti-harassment policy.

Enact an effective complaint procedure. An effective complaint procedure is found where an appropriate response by management is taken, such as a thorough investigation of all complaints and taking action to correct any and all offensive conduct in a timely manner along with other reasonable steps to prevent and correct harassment.

Discrimination:

Because the affirmative defense for sexual harassment has been extended to other forms of discrimination, it is important to provide training on the various forms of discrimination.

You must also ensure that a training program is coordinated with your equal employment opportunity policy or affirmative action plan. The training program itself should be reviewed for possible discrimination problems, such as requiring employees to read materials if they have a vision problem, a learning disability, or do not speak English fluently.