

**Training &
Development-
SESSION 6**

Topics

Overview of the Training Process - Pre-training, Training, and Post-training

Nine Steps in the Training Process

Cont..

Approaches for TNA (Proactive & Reactive)

Objectives

Following this presentation you should be able to complete the following objectives:

- **Overview of the Training Process - Pre-training, Training, and Post-training,**
- **Approaches for TNA (Proactive & Reactive)**

4) Designing the Training Program(s)

1. Program duration
2. Program structure
3. Instruction methods
4. Trainers qualification
5. Nature of trainees
6. Support resources – materials, OHP, classroom
7. Training location & environment
8. Criteria & methods for assessing participant learning and achievement
9. Criteria & methods for evaluating the program

5) Selecting Instructional Methods

Note: This is the most important step

On-the job-training (OJT)

- learn while you're working

Off -the job-training

- In house, training or classroom
- External, consultancies or attending external classes
- Independent bodies, such as government talks
- Distance learning, from books or notes
- Computer-assisted learning
- Interactive-video training
- Video conferencing, same as classroom except teachers and students are in different locations.

6) Completing the Training Plan

- **Target group** – assess your audience
- **Topic** – task, skill or attitude ingredient
- **Method** – direct (one way communication) or indirect (discussion, games, experimental exercises...). Important as evaluation of trainees usually lies on the perception on what they did in the training session
- **Time** – length, period, breaks important to consider
- **Location** – away from the office?

7) Implementing the Training Program

Besides trainers qualifications and experience:

- Participant selection
- Group comfort - physical & psychological
- Trainer enthusiasm & skills
- Effective communication
- Feedback mechanism
- The need to learn new training skills
- Preparation by trainers

8) Evaluating the Training

Three Levels of Evaluation

1. Immediate Feedback
 - ◆ Survey or interview directly after training
2. Post-Training Test
 - ◆ Trainee applying learned tasks in workplace?
3. Post-Training Appraisals
 - ◆ Conducted by immediate supervisors of trainees

9) Planning Future Training

Last step in the training process

- After taking all evaluated comments, trainers should modify the programs to keep good things and make suggested improvements
 - Remember, even with the same topic for different trainees, trainers should address many parts of the training process again and consider new approaches.

A Training Lesson Plan

- Topic
- Summary of Key Points
- Training Objectives
- Duration of Each Activity in Each Session
- Training Contents
- Training Methods / Activities
- Break(s)
- Exercise to Warm Up
- Questions to test Understanding
- Conclusion

e.g. New Employee Orientation

Time	Topic	Method	Activity
9:00-9:30 AM	Welcome Speech by GM	Speech	Talk & hand shake
9:30-10:00 AM	Intro to Company Background	Slide Presentation	Slide Show & Video Tape
3:00-4:00 PM	Fire Safety Talk	Security Manager	Fire Drill & Equipment

Questions:

What are the steps in the training process?

References

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- **Goldstein, I. L., Ford J.K. (2002) Training in organizations : needs assessment, development, and evaluation**, 4th ed. Belmont, CA . [HF5549.5.T7 G543 2002](#)
- Greer, C.R. (1995) **Strategy and human resources – a general managerial perspective**, Prentice Hall.
- [Riley, Michael](#), (1996) **Human resource management in the hospitality and tourism industry**, 2nd ed. Oxford ; Boston : Butterworth-Heinemann. [TX911.3.P4 R55 1996](#)