

MARUDHAR KESARI JAIN COLLEGE FOR WOMEN

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Unit II: Techniques of on the job training- Coaching- Apprenticeship- Job Rotation- Job Instruction Training- Training by Supervisors- Techniques of off the job training, Lecturers, Conferences, Group Discussion.

Meaning of On the job training

On the job training is a form of training provided at the workplace. During the training, employees are familiarized with the working environment they will become part of. Employees also get a hands-on experience using machinery, equipment, tools, materials, etc.

1.1 Coaching

Coaching and mentoring constitutes the most commonly used method to train the employees while they are on their jobs. Coaching involves the development of one-to-one relationship between the employees and supervisors, which ensures continued guidance and feedback of the employees on how well they are handling their tasks.

Mentoring is a particular form of coaching used by experienced executives to groom the junior employees. Normally, mentoring involves one-to-one coaching for a period of several years until the employee is eventually capable enough to replace the mentor itself.

Advantages of coaching

- Increases Motivation
- Cost- Effective
- Helps individuals to achieve their Full Potential
- Improving Retention
- Fostering a Positive Work Culture

a. Increases Motivation

Coaching is a person centred activity working with individuals in this way makes them feel valued which as an immediate effect upon their motivation & therefore their performance. Addressing individual needs means the budgets can be allocated more specifically & outcomes can be more readily.

b. Cost-Effective

Coaching can be used within organisations & environments where it is not generally possible to take whole groups of staff away for off-the-job, formal training. Equally, it can be used to address one-off needs as & when they arise.

c. Helps individuals to achieve their Full Potential

Individuals gain practical & realistic help to achieve their full potential & work on their areas of weakness- they are targeted, practical development from coaching, where training tends to be broader & looser & requires follow-up within the workplace if it is to be effective.

d. Improving Retention

Coaching can help in employee retention by reducing turnover- especially those who need to be retained most. The reason for this is that people are more loyal & motivated when their boss takes the time to help them to improve their skills.

e. Fostering a Positive Work Culture

Good coaching produces greater job satisfaction & higher motivation. It may also improve managers working relationship with subordinates. Being a voluntary & collaborative activity, coaching also builds trust between managers & subordinates. And trust translates into greater loyalty.

Disadvantages of Coaching

- Dependence of coach
- Time and Geographical Constraints
- Useless if not Property Structured

a) Dependence of coach

If the coach does not take coaching seriously there may be no other way to develop the team members potential. The coach may not have good coaching skills. The special treatment might be resented by the rest of the team. Sometimes to provide coaching sessions, the coach/manager may need help from other people who may not be committed to coaching as a training technique.

b) Time and Geographical Constraints

The disadvantages of coaching seem to mostly be related to time and geography. For example, in a group coaching situation, finding a time when the entire group can meet, and a place that is convenient for each member of the group can be difficult.

c) Useless if not Property Structured

If there is no real structure to the activity, coaching can be confused with the ‘sitting with Nellie’ approach.

1.2 Apprenticeship

It is one of the oldest forms of training. The new worker(s) is appointed as an apprentice. He is placed under the charge of a qualified senior worker. The apprentice learns the methods of work by observing and assisting his senior. In skilled trades, apprenticeship training is the most common. Electricians, machine-men and plumbers usually learn their jobs through such training.

The period of apprenticeship may be different from job to job. It may be anything between two and five years. During apprenticeship, the worker is paid less salary than a trained worker. The Government too has taken measures to safeguard the interests of apprentices, including regulating their wages, hours of work, insurance, etc.

Advantages of Apprenticeship

- Learn while earn money
- Blending of theory
- Motivate individuals
- Increased productivity
- Effective Recruitment Strategy
- Higher Quality Work
- Improved Safety
- Improve company Reputation

a) Learn while earn money

It offers the opportunity for participants to learn while they earn money according to a progressive pay scale that automatically increases as their skills increase.

b) Blending of theory

It provides a blending of theory with practical learning. It is a prime example of the “learning by doing” approach to education.

c) Motivate individuals

Learning while on the job can motivate individuals who may not do well in the traditional classroom setting.

d) Increased Productivity

Productivity is increased because apprentices are trained in the company’s systems & work process. Motivated & highly trained workers produce better products, have better work habits & are absent less often.

e) Effective Recruitment Strategy

It leads to higher retention rates & lower turnover & provides competitive advantages over non-participants organisation.

f) Higher Quality Work

It helps to maintain high standards & quality on the job & develops skills & competencies that meet industry standards & build quality products.

g) Improved Safety

It makes journey persons more aware of safe work practices as they teach apprentices, makes employees more familiar with the organization's safety practices leading to fewer accidents which results in reduced compensation costs & leads to reduced insurance costs for some employers because insurance companies recognise the lower risk of a skilled workforce.

h) Improved Company Reputation

Demonstration an organization's professionalism because it shows it is dedicated to delivering high-quality products through employing highly trained & skilled workers.

Disadvantages of Apprenticeship

- Work is hard
- Risk is injury
- Time-consuming
- Insecurity
- Expensive
- Narrow Scope

a) Work is Hard

In many occupations, the worker is outside in all conditions, & considerable physical labour is required.

b) Risk is Injury

Some occupations require lifting, working high above ground, & working around high speed machinery.

c) Time-consuming

Apprenticeship is rather a personal form of training, some of its stage is time-consuming to the journeymen & the foreman & expensive to the contractors & the numbers of apprentices who can be absorbed at any time are limited.

d) Insecurity

There is no guarantee that trainee will continue the work in the same enterprise after completing the training as many persons leave training programme midway as training period ranges from one year five years.

e) **Expensive**

Apprenticeship training is a long-term process requiring continual supervision this makes it one of the most expensive forms of skills training.

f) **Narrow Scope**

Employers may believe that because apprentices are narrowly trained in one occupation or with one company specific skills & may be unable to acquire new skills or adapt their to changes in the workplace.

1.3 Job Rotation

Job rotation involves the movement of employees from one job to another, so that they can attain the understanding of different functions and processes of an organization. In addition, to release boredom, it allows employees to build a rapport with a wide range of individuals within the organization, which further facilitates cooperation among the departments. The cross-trained workforce provides the organization a great amount of flexibility when transfers, promotions, or replacements become inevitable.

Job rotation may create numerous serious problems when the trainees are shifted to various jobs very frequently. In such a situation, the trainees do not get enough time to explore and learn one phase of a particular operation and develop a strong degree of expertise. Further, it would create a situation of chaos for the trainees when they are exposed to rotating managers, having contrasting styles of operation.

Advantages of Job Rotation

- Eliminate boredom
- Encourages Development
- Give employees a break from strenuous job duties
- Helps you identify where employees work best
- Gives you a backup plan if an employee's leaves

a) **Eliminate boredom**

Only 32% of employees are actually engaged at their jobs. That means 68% of employees are doing the bare minimum, plugging away at their computers or robotically talking to customers. Disengaged employees can be lured away by promises of a better, more challenging job.

Giving employees new responsibilities won't solve all your problems. But, it could help employees become engaged and prevent boredom. For the most part, employees becoming disengaged at their jobs is a gradual thing. By mixing up responsibilities, you could help break up the monotony of an employee's day to day.

b) Encourages Development

Having a job rotation strategy helps employees develop their skills. By learning more skills, employees will feel more valuable to your business.

Employees who work at a company that encourages their development might not feel the need to change jobs. Instead of leaving your business for a new job that helps an employee develop, they can rotate jobs.

c) Give employees a break from strenuous job duties

Many industries that require heavy-duty labour use job rotation strategies. Overworked employees who are constantly doing manual labour benefit from getting a break. By rotating their jobs, you help offset the risk of fatigue.

For example, you could have a warehouse employee who lifts heavy packages for deliveries rotate to a job that handles the paperwork for shipping.

d) Helps you identify where employees work best

A job rotation strategy can point out an employee's strengths and weaknesses. You might find that an employee can better handle a different job at your business. For the most effective business, you need to have all your employees in the right positions.

e) Gives you a backup plan if an employee's leaves

Although employee turnover can be expensive, it doesn't have to be devastating. By having a job rotation plan, you have multiple employees who know how to do each job.

If an employee leaves, you won't need to scramble to hire the first person you see. Instead, you have other employees capable of covering the separated employee's tasks. If you do need to hire a replacement, you can take your time to find the right fit.

Disadvantages of Job Rotation

- Increased cost
- Could end up with disgruntled employees
- It won't fix all your problems
- Might not be feasible for some industries
- Your business could suffer

a) Increased cost

When you move an employee into a new position, there is a learning curve. Employees might need training in order to do their new job. The cost of training employees can be thousands of hundreds and take hours.

According to the Association for Talent Development, the average cost to train employees is rs.1,252, and the average time to train is 33.5 hours. Though you might not spend that much with a lateral shift, it is still something you need to consider.

b) Could end up with disgruntled employees

Some employees might not want to rotate jobs. An employee who is comfortable and successful in their current position may worry another employee would mess up their process.

You might have some employees who excel at their job but aren't willing to learn new things. And, you could see employees who are stressed out at the prospect of changing their jobs.

c) It won't fix all your problems

Job rotation programs aren't guaranteed to increase employee engagement, so don't put all your eggs in one basket. If your employees are disengaged at your business, it could be because of other factors.

Rotating an employee's job won't fix issues like lack of positive reinforcement and disconnect with company culture. Don't use a job rotation program for the sole purpose of making employees happy before getting to the root of their problems first.

d) Your business could suffer

One of the most devastating disadvantages of job rotation is that your business could take a hit. Because employees are learning new skills, there could be some errors. Customers could become frustrated by confused employees who make mistakes. If operations don't run smoothly, your bottom line could suffer.

You need to consider how job rotation could help your business. You don't want slow operations, confused employees, and angry customers in the process.

1.4 Job instruction Training

Job instruction training, or JIT, is a simple step-by-step technique that is used to train new employees when they first start a job. It is an effective way to teach specific procedures to people or help them to develop a manual skill that their job requires.

In most circumstances, JIT is provided by the supervisor of the new employee. Some organizations may have a training department which develops these skills as part of the new employee orientation process. These responsibilities are sometimes delegated to a co-worker or team member as well.

There are several unique advantages and disadvantages which are associated with this job training method. Here is a look at the key points of using job instruction training in the workplace.

1.4.1 Advantages of Job instruction training

1. It promotes higher levels of employee safety

When new employees are properly trained, it promotes a safe work environment for everyone. Job instruction training includes testing and supervised experience to ensure each person operates equipment assets and machinery using current best practices. That allows every person to follow the same steps when performing job functions, which reduces the number of potential accidents that may happen.

2. It creates higher levels of productivity

With an effective job instruction training program in place, new workers can go through one day of intensive training and then begin to get to work. That makes it possible for new workers to begin new projects without needing to wait for an assignment to come their way. JIT programs can also be designed to take place over multiple days to build different skill tiers over time, which further increases the productivity of the employee without compromising their safety.

3. It is cheaper than other training methods

For most new workers, job instruction training is paid on-the-job training. That means there is an incentive to show up for work. They'll get the tools and knowledge required to become good at their new job. This creates a cost savings for the organization because the new workers have a good idea of what they need to do. Without this knowledge, they would be forced to access the experience of other team members, which would slow production down and make things more expensive.

4. It maintains best practices

Companies follow best practices at multiple levels because it is the fastest, cheapest, and safest way to complete work. Job instruction training exposes new workers to these best practices, making it more likely that specific standards will be maintained in the workplace. For firms that are required to meet specific regulatory requirements, JIT is one of the most effective ways to introduce safety and production training without impacting the quality of the working environment for everyone.

5. It is a simple method of learning

When people are able to see a task being performed, then can perform the same task themselves, then more information is retained than in other learning methods. An individual may retain just 5% of the information received if the training process involves lectures or textbook reading. When working one-on-one with something while being able to safely practice a new skill, up to 90% of the new information can be retained. That is why JIT is one of the most practical ways to teach new employees your best practices.

6. It reduces outside influences

Job instruction training reduces the need to hire outside consultants, trainers, or experts to get your new hires up to speed on what they need to do. That further reduces the expenses you'll pay to train each new employee. You just assign specific tasks to the trainer, who then shows the employee what needs to be done and how it should be completed. Most firms are able to reduce their in-class training needs when adopting JIT best practices for new workers.

7. It gives new workers more confident

When new workers start a project for the first time, their confidence levels will make or break the productivity they have. Confident workers will put their heads down to get the job done. Workers with confidence issues may be afraid to ask questions, which might lead to inadequate or incomplete work that is unexpected. With job instruction training, you're able to reduce the nervousness found in new workers, which improves their overall confidence levels.

8. It creates a systematic approach

When you have specific procedures in place to follow for job instruction training, then you have created a systematic approach where everyone can learn the same way. You can create a verified level of training by requiring the new worker and the employee responsible for training to sign-off on the specific procedures that were followed. That creates clear step-wise execution for each required task, making it easier to identify places where you could still improve production levels.

1.4.2 Disadvantages of job instruction training

1. It still carries a training cost

No one is able to get away from training costs unless a new worker is already familiar with internal policies and procedures. With job instruction training, you'll be taking the resources of at least one person away from their usual duties unless their primary role in the firm is training. For some positions, workers may be required to obtain certain certifications or mandated training at other locations, which would also represent a potentially substantial cost as part of the orientation process.

2. It is only as good as the trainer

JIT requires a knowledgeable trainer for this process to be effective. If the employee is being trained by someone who does not have the skills necessary for the job, then the new worker will not be as productive as they could be. Some trainers may be disgruntled with their employment and purposely attempt to sabotage the training process for new workers. You're taking a risk with JIT because the training process is difficult to supervise all the time.

3. It creates a time requirement which must be met

Job instruction training is most effective when a trainer works with a new employee until the skill or knowledge required of them is built to a satisfactory level. Far too often, new workers are only given the basics because trainers are asked to help train and complete their own duties simultaneously. That creates a rushed training process, which can reduce productivity and worker effectiveness over time.

4. It reduces corporate control of the training process

JIT makes it easier for workers to pick up bad habits that you might not want to have in the workplace. A common issue with job instruction training is the “this is how we’ve always done things” syndrome. You might have new best practices that you want everyone to use. Long-term employees may be used to doing things a different way. Instead of teaching the new processes, they may teach new workers the older methods that are no longer effective. Over time, that makes it more difficult to have a business perform at a level which you would deem to be acceptable.

5. It may create a disturbance in work

When you have job instruction training taking place, you will often have two workers doing the job of one worker until the training is complete. That creates a disturbance at times, as it interferes with the usual routine of the workplace. Training discussions can become distractions. Distractions can create more safety issues in the workplace. To counter this issue, some firms may need to create designated times of JIT to ensure safety and productivity levels are properly maintained.

6. It does not prevent all accidents

The nature of workplace accidents is that they are unexpected. You can plan for the worst-case scenario and still have something unanticipated go wrong. JIT works to reduce this issue in the workplace. Thinking that job instruction training will eliminate accidents is an unrealistic expectation. All it takes is one trainee, not hearing an instruction correctly, to cause an accident that could be very costly.

7. It can reduce team productivity levels

For some firms, it may be more effective to work a person short on a team than to add a new team member into the mix. Job instruction training requires a project to be completed simultaneously with the training process. This divides the attention of the team, which reduces their productivity levels. The average person loses up to 15 minutes of full productivity every time they are forced to switch between tasks. With JIT, up to 2 productive hours per team member could be lost by adding a new team member.

The advantages and disadvantages of job instruction training focus on getting new workers productive right away. If you have a great trainer, then you can reduce the time and expense associated with the training process. If not, JIT could set your company back more than the other training methods which may be available to you.

1.5 Training by Supervisors

Meaning

Setting your supervisor up for success requires investing in skills such as **coaching**, providing feedback, time management, performance coaching, and leadership skills. Your frontline management team are your company's greatest asset and are essential in achieving your business goals and targets

1.5.1 Supervisors should receive training on managing employees, including how to:

- Conduct performance reviews
- Discipline employees
- Handle challenging employees
- Conduct effective meetings
- Motivate employees

1.5.2 Roles & Responsibilities of training by supervisors

1. Onboarding is Critical

When a new employee joins the company, a supervisor typically meets the new staff member at the front door and welcomes her to the company. The supervisor helps the employee get acclimated to her new workplace and guides her through process of completing forms related to employment. He also introduces her to the company's policies, procedures and personnel. The supervisor describes the job duties and assigns tasks. While he may not function as a training supervisor, he should provide a schedule of training provided by the organization for new employees.

2. Don't Forget Continuing Education

As the employee completes job tasks, the supervisor ensures that the employee gets the necessary resources to be successful on the job. This includes training manuals, troubleshooting guides and other instructional material. The employee may also seek career development and additional training. Over time, the supervisor may support and endorse the pursuit of an advanced degree, certification or other credential.

3. Coaching Plays an Important Role

When policies and procedures change, employees need coaching and guidance from their supervisors on how to accomplish the new revised tasks. Supervisors may conduct formal workshops and seminars, or they may conduct a demonstration on the job. Employees typically seek coaching from supervisors if they lack support from peers. Supervisors provide feedback on job performance and direct employees to remedial training procedures when necessary.

4. Mentoring Makes a Difference

An effective supervisor monitors on-the-job performance and rewards employees who achieve success. He advises personnel on career opportunities and helps them get the training they need to acquire new skills and knowledge. This enables their success in other positions at the company too and ensures that when one person is out sick or can't perform his job, another employee can fill in without impacting productivity.

5. Re-Directing Behaviour is Developmental

Supervisors correct improper behaviour. This may occur as a result of improper training, poor judgment or failure to comply with rules and regulations. In each case, the supervisor evaluates job performance and directs the employee to take action or suffer consequences. For example, if an employee fails to follow safety guidelines, the supervisor may send the employee to remedial training to ensure he knows the rules and regulations. If the employee fails to comply once he is back on the job, he may be subject to termination.

2.1 Off the job training

Off-the-job training refers to an education method where employees learn more about their job or the latest advancements in their field at a location away from their workplace. This type of training essentially helps employees perform their job more efficiently.

Unlike on-the-job training, off-the-job training can take place near the workplace or somewhere further away, such as at a resort or at a training center. When employers hold training away from the workplace, it helps minimize distractions which ensures employees can fully focus on the material they're learning.

During this type of training, employees express their views and opinions and explore new ideas to bring to the workplace. Before the conclusion of the training, employees typically receive some form of evaluation.

For example, they may receive an evaluation that tests their understanding of the knowledge the instructor taught them during the off-the-job training. The evaluation measures the performance and participation of each trainee.

2.1.1 Lectures

One of the most traditional off-the-job methods involves lectures and seminars. Lectures are a useful way of clarifying concepts, resolving doubts and engaging in moderated discussions about ideas and theories concerning one's role.

All off-the-job training methods must include lectures or seminars that promote critical thinking and allow participants to track their knowledge growth over time. These sessions may or may not be followed by assessment exercises.

2.1.1.1 Advantages of the lecture

- Effective lecturers can communicate the intrinsic interest of a subject through their enthusiasm.
- Lectures can present material not otherwise available to students.
- Lectures can be specifically organized to meet the needs of particular audiences.
- Lectures can present large amounts of information.
- Lectures can be presented to large audiences.
- Lecturers can model how professionals work through disciplinary questions or problems.
- Lectures allow the instructor maximum control of the learning experience.
- Lectures present little risk for students.
- Lectures appeal to those who learn by listening.

2.1.1.2 Disadvantages of the lecture

- Lectures fail to provide instructors with feedback about the extent of student learning.
- In lectures students are often passive because there is no mechanism to ensure that they are intellectually engaged with the material.
- Students' attention wanes quickly after fifteen to twenty-five minutes.
- Information tends to be forgotten quickly when students are passive.
- Lectures presume that all students learn at the same pace and are at the same level of understanding.
- Lectures are not suited for teaching higher orders of thinking such as application, analysis, synthesis, or evaluation; for teaching motor skills, or for influencing attitudes or values.
- Lectures are not well suited for teaching complex, abstract material.
- Lectures requires effective speakers.
- Lectures emphasize learning by listening, which is a disadvantage for students who have other learning styles.

2.1.2 CONFERENCE

Whenever several people meet to discuss any particular topic or subject, that is known as a 'Conference'. Each worker analyses and discusses various problems related to the topic. Moreover, this method enables each worker to express their respective viewpoints

2.1.2.1 Advantages of Conference

- Exchange of Ideas
- Solves Problems
- Improves internal communication
- Motivates Participants
- Promotes Goodwill

2.1.2.2 Disadvantages of Conference

- Lack of seriousness
- Ineffective leadership
- Poor opinion about management
- Domination by a few participants
- Lack of concrete Action
- Expenditure

2.1.3 Group discussion

In this method of training two or more participants converse or engage in meaningful deliberations about a particular topic that is facilitated by a trainer/discussion leader. Group discussions are mainly useful when there is a need to share experiences or knowledge with the group members, create new ideas or actions, do a need assesment, understand complex ideas and then make decisions about them.

The success of discussion depends upon the trainer who tries to keep discussion moving along right direction. A good leader gets everyone involved in the discussion and assists the group in establishing a systematic approach to its task.

2.1.3.1 Advantages of Group Discussion

1. More information:

A group is better equipped as far as information is concerned. An individual cannot have all the information that is available to a group as it consists of several individuals.

2. Diversity of views:

A group always has the advantage of varied views. This is because a group always has more than one member, and since every member is unique, there is bound to be a variety in their views also. This is also the reason why there are varied approaches to solving a problem. As group decisions tend to cover a greater area, they provide a better insight for decision-making.

3. Greater acceptability:

The views expressed by a group have more acceptance than those from an individual. This is because the decisions are not imposed, but are part of a larger consensus (general agreement). A group decision is automatically assumed to be more democratic, and the decision of an individual can be perceived as being autocratic (dictatorial).

4. Expert opinions:

There may be some group decisions that require expert opinion. The group can either include experts or can call them from outside to form a separate group to take a decision on a particular issue.

5. Degree of involvement:

The members of a group feel involved with a given problem. This minimizes their resistance. It strengthens an organisation and facilitates decision-making.

6. Encourages people's participation:

A group usually provides a platform for people to present their ideas. Group dynamics is more likely to draw out participation from people who may otherwise be hesitant to talk or interact. It encourages people to take an initiative as they feel part of the decision-making process.

Usually there is no individual onus (burden) in the event of failure, which makes it easier for people to come up with suggestions and solutions to problems.

2.1.3.2 Disadvantages of Group discussion

1. Time-consuming:

A group involves several individuals. Getting them organised, planning and coordinating their meetings, defining and explaining to them the purpose of a meeting and the goals, and finally reaching a solution or arriving at a decision can be quite cumbersome. Making decisions in a group can, thus, be time-consuming. The time loss involved in group dynamics cannot be ignored.

2. Lack of onus:

It is difficult to fix responsibility in a group. In an organisation, it is often essential to fix responsibility before a problem can be solved. It is difficult to do so if anything goes wrong with a decision made by a group.

3. Individual domination:

Quite often, discussions in a group are dominated by a few members. Although a group discussion means a collective discussion, some people usually manage to usurp (draw to them) a position of informal leadership owing to their personality or style of participation.

This position can also be because of the position held within the organisation or simply because of self-confidence generated by previous experiences. Sometimes only a few individuals dominate and the others fade away in a group, thereby defeating the very purpose of group discussion.

4. Compromise decisions:

The need to arrive at a group decision sometimes results in a compromise. The solution offered is not essentially the best. It is, instead, a compromise acceptable as a mid-point to all concerned. There are different demands and social pressures, and members may agree to a proposal without really evaluating it. Such support may not be wholehearted.

5. Expensive:

Group decision-making is quite expensive in terms of time, money, energy and man-hours. There is also a theory which says that the larger a group gets, the less is the individual contribution from each member.

6. Groupism:

The very word has negative connotations. Some members of a group may start harbouring a feeling that they are different from the others. This actually leads to informal groups within the larger formal group, which may generate negative sentiments towards other groups or people outside the group.