

TYPES OF TRAINING

- **Induction training** aims at introducing the organisation to a newly appointed employee. It is a short and informative training given immediately after joining the organisation. The purpose is to give "bird's eye-view" of the organisation to an employee.
- **Job training** relates to specific job and the purpose is to give suitable information and guidance to a worker so as to enable him to perform the job systematically, correctly, efficiently and finally with confidence.
- **Training for promotion** is given after the promotion but before joining the post at the higher level. The purpose is to enable an employee to adjust with the work assignment at the higher level.
- The purpose of **refresher training** is to update the professional skills, information and experience of persons occupying important executive positions.
- **Training for managerial development** is given to managers so as to raise their efficiency and thereby to enable them to accept higher positions. A company has to make provision for providing all types of training.

EVALUATIONS OF TRAINING

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Evaluation of Training and Learning

Training is a process in offering feedback to the trainee, improving skills and linking it to the outcome.

Levels of evaluation of training - Kirkpatrick's model

Evaluation of Reaction → Is satisfaction or happiness in the course happy and satisfied by the training?

- Evaluation of Learning → New skills acquired after training, new ideas, concepts
- Evaluation of Behaviour → Change in attitude of the trainee after training, effect of training on job performance
- Evaluation of Results → Has the orgⁿ benefited from the training or have the goals achieved?

Lessons: To improve training programme, whether routine or not

Process:



To-basket Training method → Reprimanding employees about their job where a set of problems are kept in a basket on their desk. The worker has to look at the problems and deal with them. As they solve a problem, he transfers them to a set basket.

THE SMART MODEL

The SMART Model

- The SMART Model is a tool used to ensure that agreed-upon Objective(s) will lead to the desired result and can be measured and/or evaluated. Writing clear, specific Objectives is a critical step in maximizing the Performance Development Process. Answering the questions in the chart below will help write an Objective that meets the SMART Model criteria.
- **Specific** Is it clear exactly what the employee will do?
- **Measurable** :Is it clearly defined and understood both by employee and by manager or supervisor how success will be measured? (Survey results, activity report, project completion, etc.)
- **Attainable** Is it realistic to expect completion of this Objective as it is written?
- **Relevant** Does completion of this Objective support the goals of the department, division or institution, and is it within the scope of the position?
- **Time bound** Does the Objective include a specific date for completion?

If “no” is an answer to any of these questions, rewrite the Objective to make sure it meets all criteria.

- **Objectives of Performance Appraisal**

- To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
- To identify the strengths and weaknesses of employees to place right men on right job.
- To maintain and assess the potential present in a person for further growth and development.
- To provide a feedback to employees regarding their performance and related status..
- It serves as a basis for influencing working habits of the employees.
- To review and retain the promotional and other training programmes.

- **2. CONFIDENTIAL REPORT SYSTEM**

confidential report system is well known method of performance appraisal system mostly being used by the the Government organisations. In this method of appraising system, subordinate is observed by his superiors regarding his performance in the job and on his duties done. Thereafter Superior writes confidential report on his performance, mainly on his behaviour in the organisation and conduct and remarks if any.

- **3. PAIRED COMPARISON**

A better technique of comparison than the straight ranking method, this method compares each employee with all others in the group, one at a time. After all the comparisons on the basis of the overall comparisons, the employees are given the final rankings.