

METHODS AND TECHNIQUES OF TRAINING

- ✖ 1. On-the-Job Training (OJT)-
- ✖ 2. Off-the-Job Training- occurs away from workplace.

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- ✖ A. Orientation
 - ✖ B. Job- instruction
 - ✖ C. Internship
 - ✖ D. Apprenticeship
 - ✖ E. Coaching
 - ✖ F. Job Rotation

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- ✖ G. Lectures
 - ✖ H. Audio- Visuals
 - ✖ I. Programmed Instruction (PI)
 - ✖ J. Computer Assisted Instruction (CAI)
 - ✖ K. Simulation
 - ✖ L. Case study
 - ✖ M. Role Playing
 - ✖ N. Vestibule Training
 - ✖ O. Sensitivity Training.

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- ✖ Sensitivity Training or T Group Training or Laboratory training Method
 - ✖ Management Games Method
 - ✖ Outward Bound Training (OBT) Method
 - ✖ In-basket Training (IBT) Method
 - ✖ Vestibule Training Method
 - ✖ Mentoring Method
 - ✖ Behavior Modeling Method

Methods of training

- **1. Classroom Instruction**
- **2. Video and Film**
- **3. Computer Assisted Instruction**
- **4. Computer Assisted Instruction with Video**
- **5. Simulation/Vestibule**
- **6. Off the job training**

1. Classroom Instruction

PROS

- Efficient dissemination of large volume of information.
- Effective in explaining concepts, theories, and principles.
- Provides opportunity for discussion.

CONS

- Learner does not control pace or content
- Does not consider individual differences.
- Limited practice.
- Limited feedback.
- Limited transfer to job.

2. Video and Film

PROS

- Provides realism.
- Adds interest.
- Allows scheduling flexibility.
- Allows exposure to hazardous events.
- Allows distribution to multiple sites.

CONS

- Does not consider individual differences.
- Limited practice.
- Limited feedback.
- Limited transfer to job.

3. Computer Assisted Instruction

PROS

- Efficient instruction.
- Considers individual differences.
- Allows scheduling flexibility.
- Allows active practice for some tasks.
- Allows learner control.
- Provides immediate feedback to tasks.

CONS

- Limited in presenting theories and principles.
- Limited discussion.
- Transfer depends on particular job. (Good for computer work.)
- High development cost (40-60 hours per hour of instruction at \$100-\$300 per hour.)

4. Computer Assisted Instruction with Video

PROS

- Same as basic CAI.
- Adds realism.
- Adds interest.
- Allows exposure to hazardous events.

CONS

- Same as basic CAI.
- Adds additional cost.



\$50,000-\$150,000 per hour
of instruction due to:

- * Script writers
- * Production specialists
- * Camera crews



Training Methods

- **On-the-job training (OJT)**

Method by which employees are given hands-on experience with instructions from their supervisor or other trainer. employees are trained at the actual job location. New employees observe the work and then try to imitate.

Drawbacks

- The lack of a well-structured training environment.
- Poor training skills of managers.
- The absence of well-defined job performance criteria.

The PROPER Way to Do On-the-Job Training

P

Prepare. Decide what employees need to be taught. Identify the best sequence or steps of the training. Decide how best to demonstrate these steps. Have materials, resources, and equipment ready.

R

Reassure. Put each employee at ease. Learn about his or her prior experience, and adjust accordingly. Try to get the employee interested, relaxed, and motivated to learn.

O

Orient. Show the employee the correct way to do the job. Explain why it is done this way. Discuss how it relates to other jobs. Let him or her ask lots of questions.

P

Perform. When employees are ready, let them try the job themselves. Give them an opportunity to practice the job and guide them through rough spots. Provide help and assistance at first, then less as they continue.

E

Evaluate. Check the employees' performance, and question them on how, why, when, and where they should do something. Correct errors; repeat instructions.

R

Reinforce and Review. Provide praise and encouragement, and give feedback about how the employee is doing. Continue the conversation and express confidence in his or her doing the job.

6. On-The-Job Training

PROS

- Provides realism.
- Allows active practice.
- Provides immediate feedback.
- High motivation.
- High transfer to job.
- Lowers training cost.

CONS

- Disruptions to operations.
- May damage equipment.
- Inconsistent across departments.
- Inadequate focus on underlying principles.
- Lack of systematic feedback.
- Transfer of improper procedures.
- Trainee stress.

Off the job training

- Case studies
- Role plays
- Conference method
- Lectures



- **Job Rotation**

workers rotate through a variety of jobs.

Advantages

- Allows for flexibility.
- Creates task variety.
- Good for training teams.



Job Rotation



- **Apprentice Training**

A system of training in which a worker entering the skilled trades is given systematic instruction and experience, both on and off the job, in the practical and theoretical aspects of the work.

Advantages

- training is intense and lengthy.
- it is typically conducted on a one-to-one basis.

Disadvantages

- Length of training is predetermined by trade association, can't be changed to accommodate fast learners.





- **Mentoring**

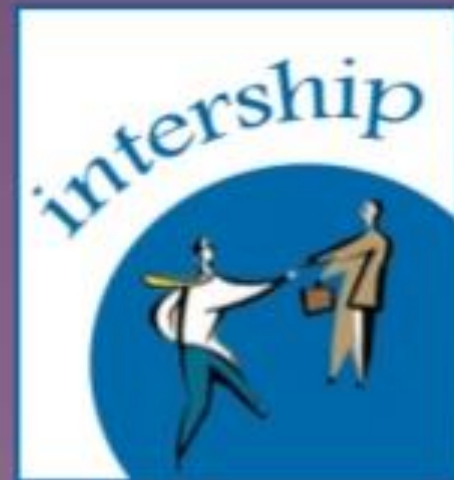
- A mentor is a guide who can help the mentee to find the right direction and who can help them to develop solutions to career issues.
- A mentor should help the mentee to believe in herself and boost her confidence. A mentor should ask questions and challenge, while providing guidance and encouragement. It is a chance to look more closely at yourself, your issues, opportunities and what you want in life. Mentoring is about becoming more self aware, taking responsibility for your life and directing your life in the direction you decide, rather than leaving it to chance.





- **Internship Programs**

- Are jointly sponsored by colleges, universities, and other organizations that offer students the opportunity to gain real-life experience while allowing them to find out how they will perform in work organizations.





- **Lectures**

Advantages

- large number of trainees can be taught at once.
- Cost efficient.
- More effective if training need is the same across participants.

Disadvantages

- one-way communication
- lack of dialogue, questions, or discussions
- Not very effective (if have different training needs)





- **Audiovisual Material**

Advantages

- Good for capturing student interest
- After initial investment, cost is minimal.

Disadvantage

- Difficult to modify and update material
- Initial cost can be quite high.





- **Conferences**

- Advantages

- Can combine lecture and discussion.
 - Can be good when the ratio of trainees to trainers is relatively small.
 - If designed well, there is a great deal of interaction between trainers and trainees and between trainees.

- Disadvantages

- Success really depends on motivation and interest of participants.



Demonstration

- Describes and displays
- More effective – mechanical operations
- Combined with lectures and group discussions

Job Instruction Training (JIT)

- 'Training through step-by-step'
- Sequential arrangement of all steps.
- What, how & when to be done
- Providing job information-Positioning the trainees-try out work performance-encouraging to ask questions.

Vestibule Training

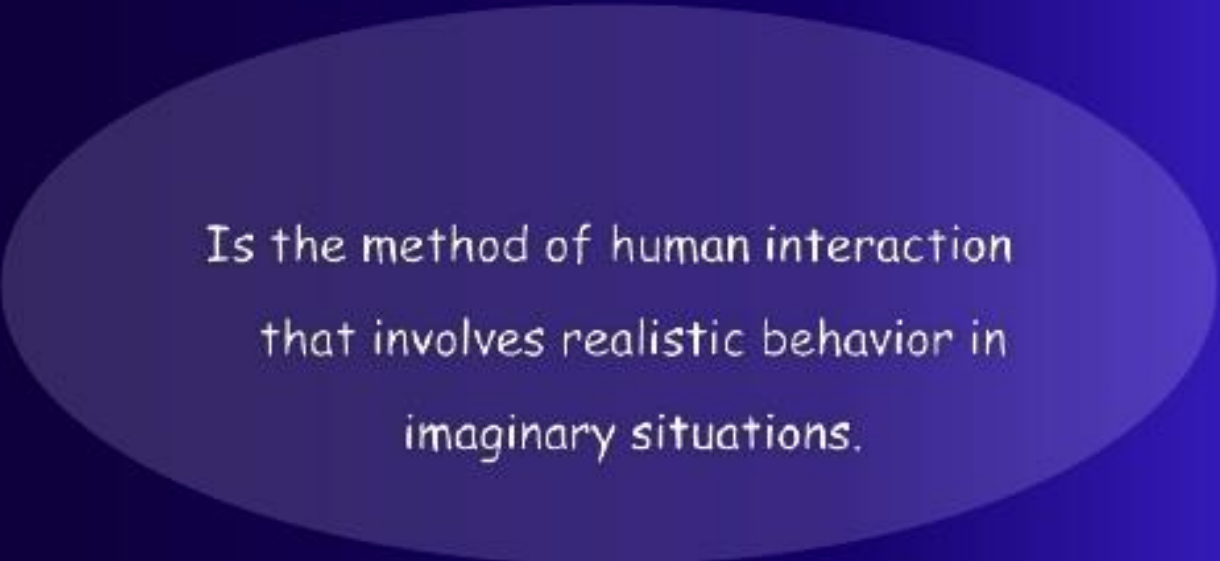
- Learn and develop skills in the similar situations.
- 2 parts
- Lecture method and practical exercise (workshops)
- More freedom for experimentation.

Vestibule Training

- Actual work conditions are simulated
- Materials, files and equipments are used
- Duration ranges from few days to a few weeks
- Theory can be related to practice here



ROLE PLAYING



Is the method of human interaction
that involves realistic behavior in
imaginary situations.



Benefits of Role playing

- Developing interpersonal skills and communication skills
 - Conflict resolution
 - Group decision making
- Developing insight into one's own behavior and its impact on others

Types of Role play

- Multiple role play
 - Single role play
 - Role rotation
- Spontaneous role play

Outbound Training

- Outdoor and action-oriented programs through experiential learning
- Develops Leadership, teamwork and risk-taking abilities
- Interesting as compared to classroom learning
- Conducted by professionals who are very cooperative

Apprenticeship

- Oldest and the most commonly used method
- More time spent on productive job
- Programme of assignments according to pre-determined schedule
- Employees – Paid

Coaching / Understudy

Coaching

- Direct personal instructions and guidance
- Continuous evaluation and correction
- Quick feedback

Understudy

- Assist and will be supervised.
- To develop family members/ sponsored candidates

Simulation Training

- Duplication of organisational situations in a learning environment
- A single brief session
- Adapt to the situation and perceptions of various roles
- Trainees participation is full
- Will be provided with feedbacks and self evaluation by themselves



Objectives of Training and Development



Efficiency



Improves Quality



Versatility in Operations



Employees Stability

OBJECTIVES OF TRAINING

- ✘ To increase the knowledge of workers in doing specific jobs.
- ✘ 2. To systematically impart new skills to the human resources so that they learn quickly.

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- ✖ 3. To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization.
 - ✖ 4. To improve the over all performance of the organization.

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- ✖ 5. To make the employees handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
 - ✖ 6. To reduce the number of accidents by providing safety training to employees.

✖ 7. To prepare employees for higher jobs by developing advanced skills in them.