



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

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Module : 11

Lecture 01 : Future of Training and Development



TRAINING AND DEVELOPMENT

This part of lecture session will be held on the future of training and development.



Introduction

In future the training and development has scope more to do with content that develops the mindsets and behaviours within organizations. As markets are becoming more global and more competitive, therefore, creativity, problem solving, digital transformation and change management will be needed to foster innovation and fuel new strategic directions.

Adapting to the large-scale shift to work-from-home during the COVID-19 pandemic is a good example, involving technologies and processes that were not in place a year back.



Future Trends That Will Affect Training

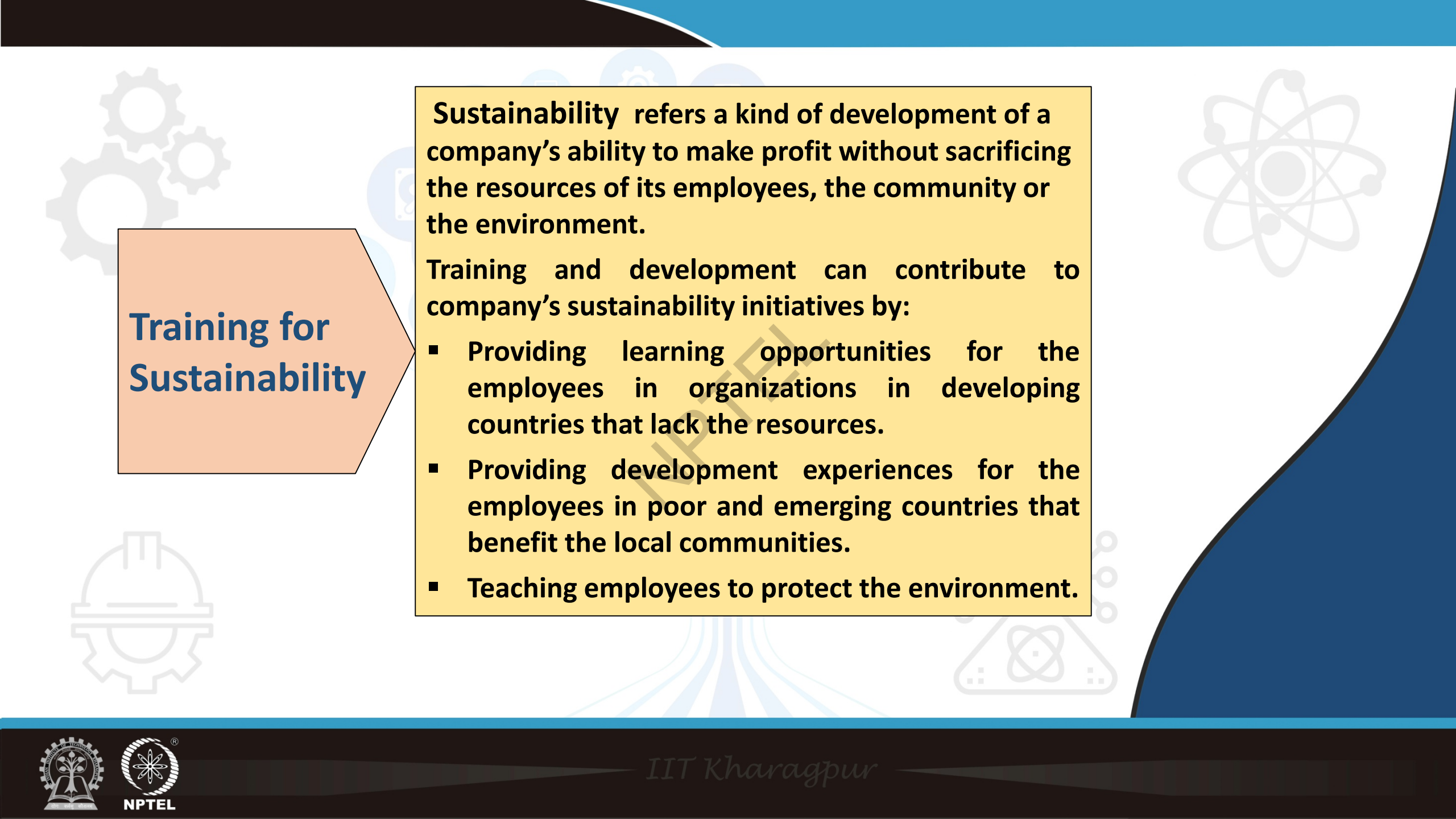
- Need to contribute to sustainability.
- Use of new technologies for training delivery at instruction.
- Breakthroughs in neuroscience about learning.
- Greater emphasis on speed in design, focus on content.
- Increased emphasis on capturing and sharing intellectual capital.



Future Trends That Will Affect Training

- Increased use of just-in time learning and performance support.
- Increased emphasis on performance analysis, big data and learning for business enhancement.
- Increased use of stakeholder-focused learning, training partnerships and outsourcing.





Training for Sustainability

Sustainability refers a kind of development of a company's ability to make profit without sacrificing the resources of its employees, the community or the environment.

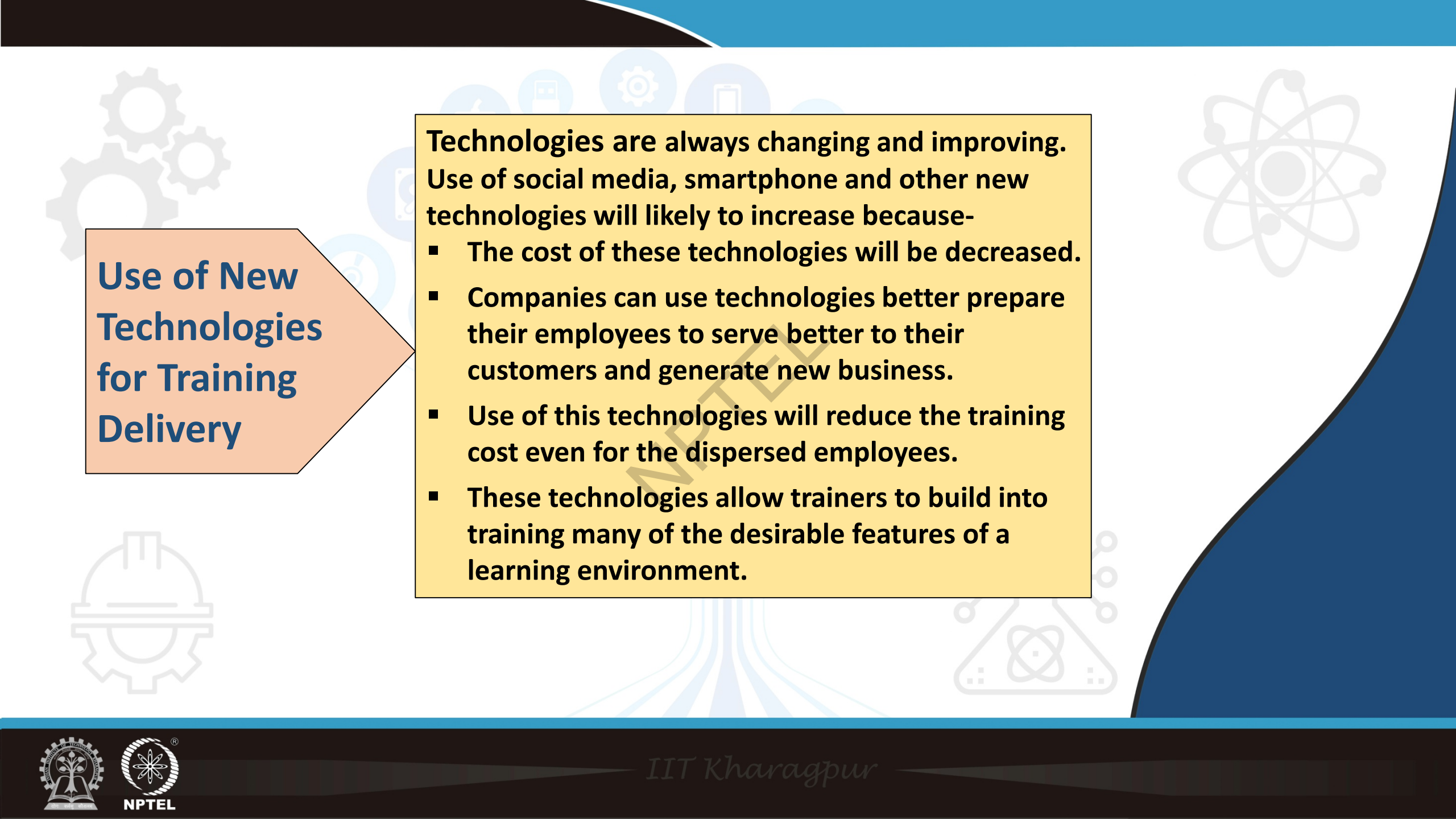
Training and development can contribute to company's sustainability initiatives by:

- Providing learning opportunities for the employees in organizations in developing countries that lack the resources.
- Providing development experiences for the employees in poor and emerging countries that benefit the local communities.
- Teaching employees to protect the environment.

Training & Development Trends During Post-COVID 19

- Navigate new technologies to facilitate remote learning, working and collaboration.
- Facilitate upskilling and reskilling initiatives, enabling organizations to remain competitive in increasingly dynamic market conditions.
- Ensure that people are rapidly reskilled for the benefit of work and business performance, with the primary goal to manage the perpetual skills gaps better.





Use of New Technologies for Training Delivery

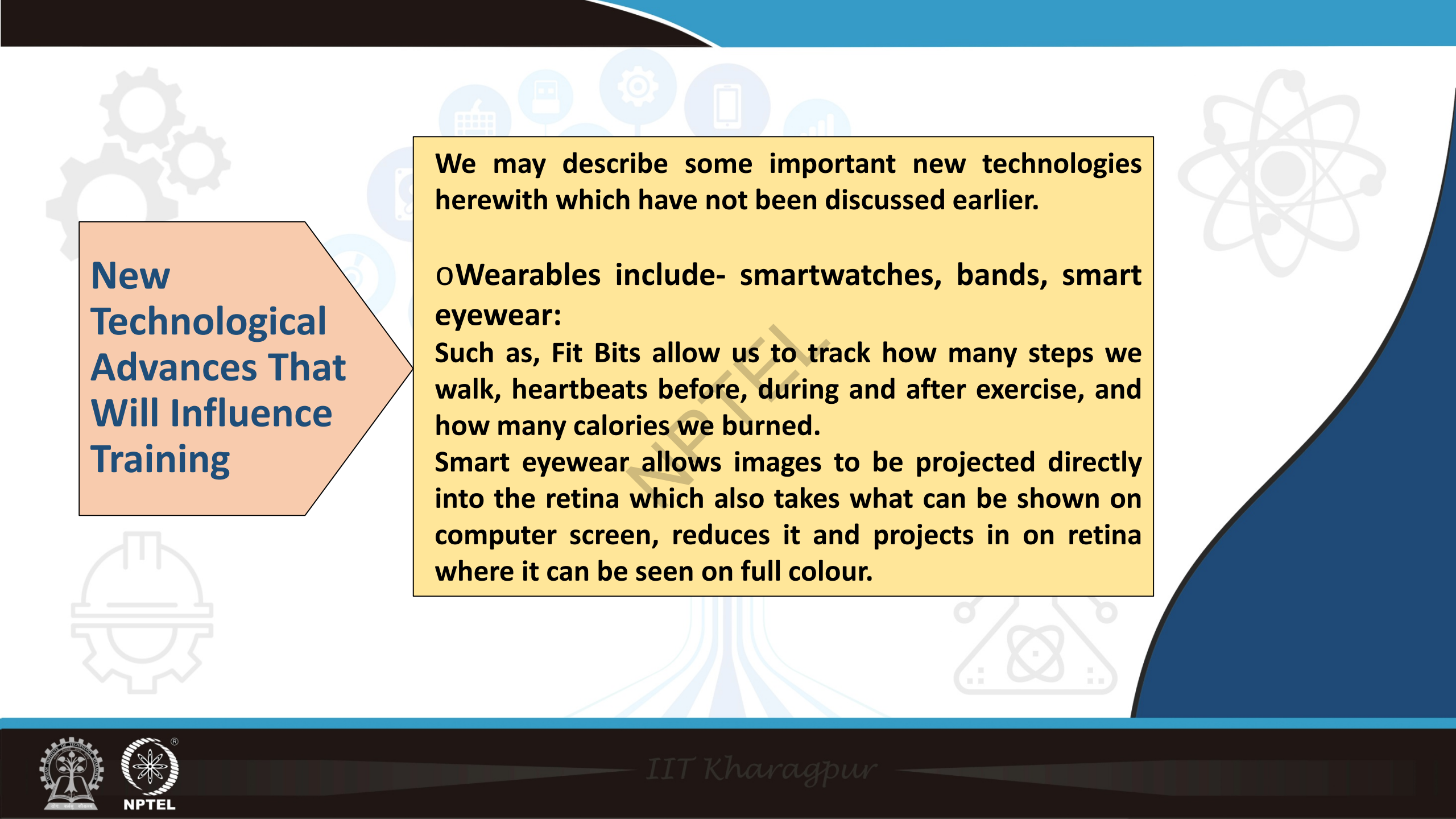
Technologies are always changing and improving. Use of social media, smartphone and other new technologies will likely to increase because-

- **The cost of these technologies will be decreased.**
- **Companies can use technologies better prepare their employees to serve better to their customers and generate new business.**
- **Use of this technologies will reduce the training cost even for the dispersed employees.**
- **These technologies allow trainers to build into training many of the desirable features of a learning environment.**

New Technological Advances That Will Influence Training

- Wearables include- smartwatches, bands, smart eyewear.
- Gamification
- Wireless Tablet-Based technologies.
- Mobile Learning.
- Augmented Reality
- Virtual communications
- Tin Can API.
- Learning Record Store (LRS)
- Artificial Intelligence





New Technological Advances That Will Influence Training

We may describe some important new technologies herewith which have not been discussed earlier.

oWearables include- smartwatches, bands, smart eyewear:

Such as, Fit Bits allow us to track how many steps we walk, heartbeats before, during and after exercise, and how many calories we burned.

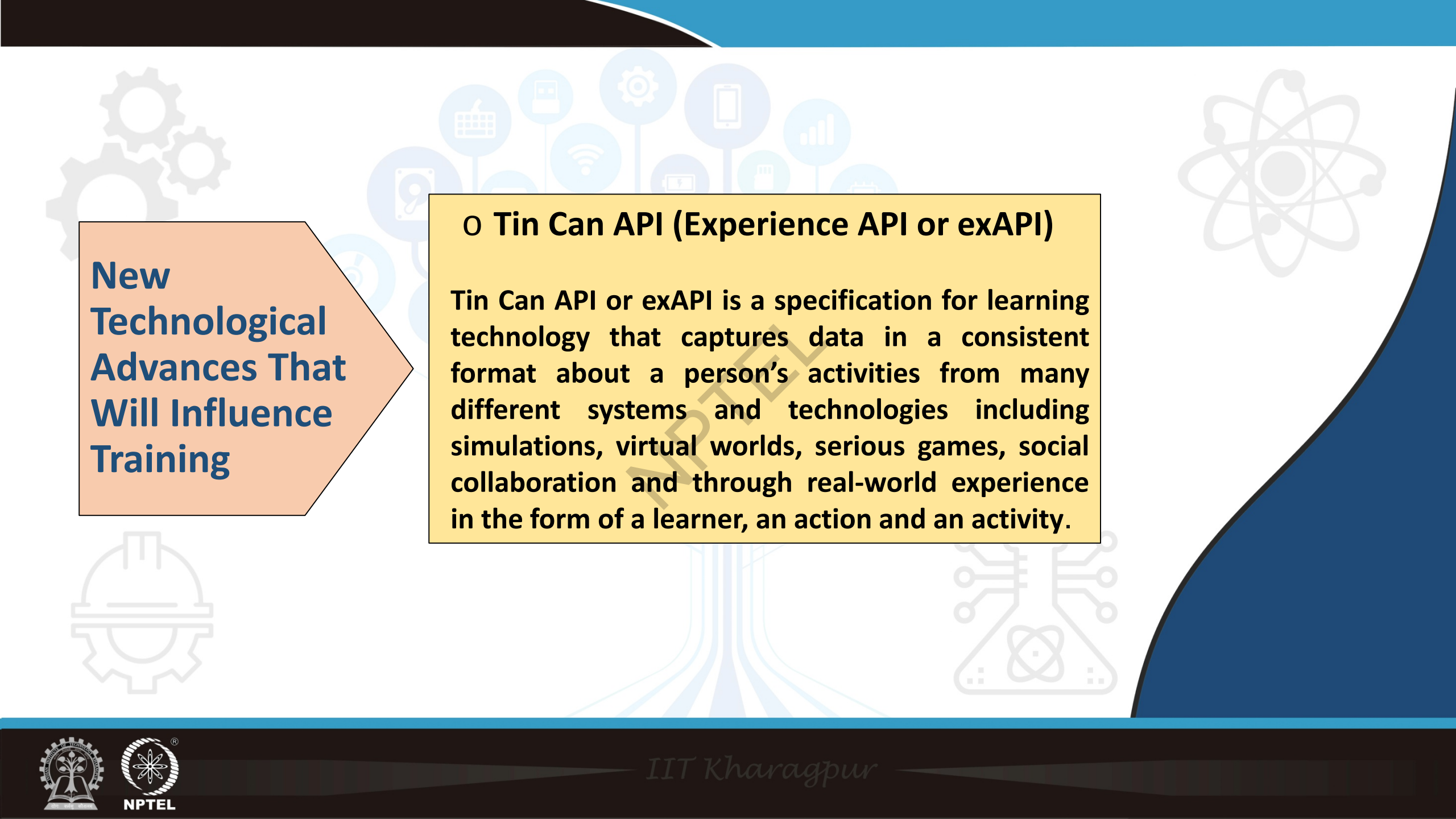
Smart eyewear allows images to be projected directly into the retina which also takes what can be shown on computer screen, reduces it and projects in on retina where it can be seen on full colour.

New Technological Advances That Will Influence Training

o Augmented Reality

It refers to an interactive experience of a real-world environment where the objects that reside in the real world are enhanced by computer-generated perceptual information, sometimes across multiple sensory modalities, including visual, auditory, haptic, somatosensory and olfactory.

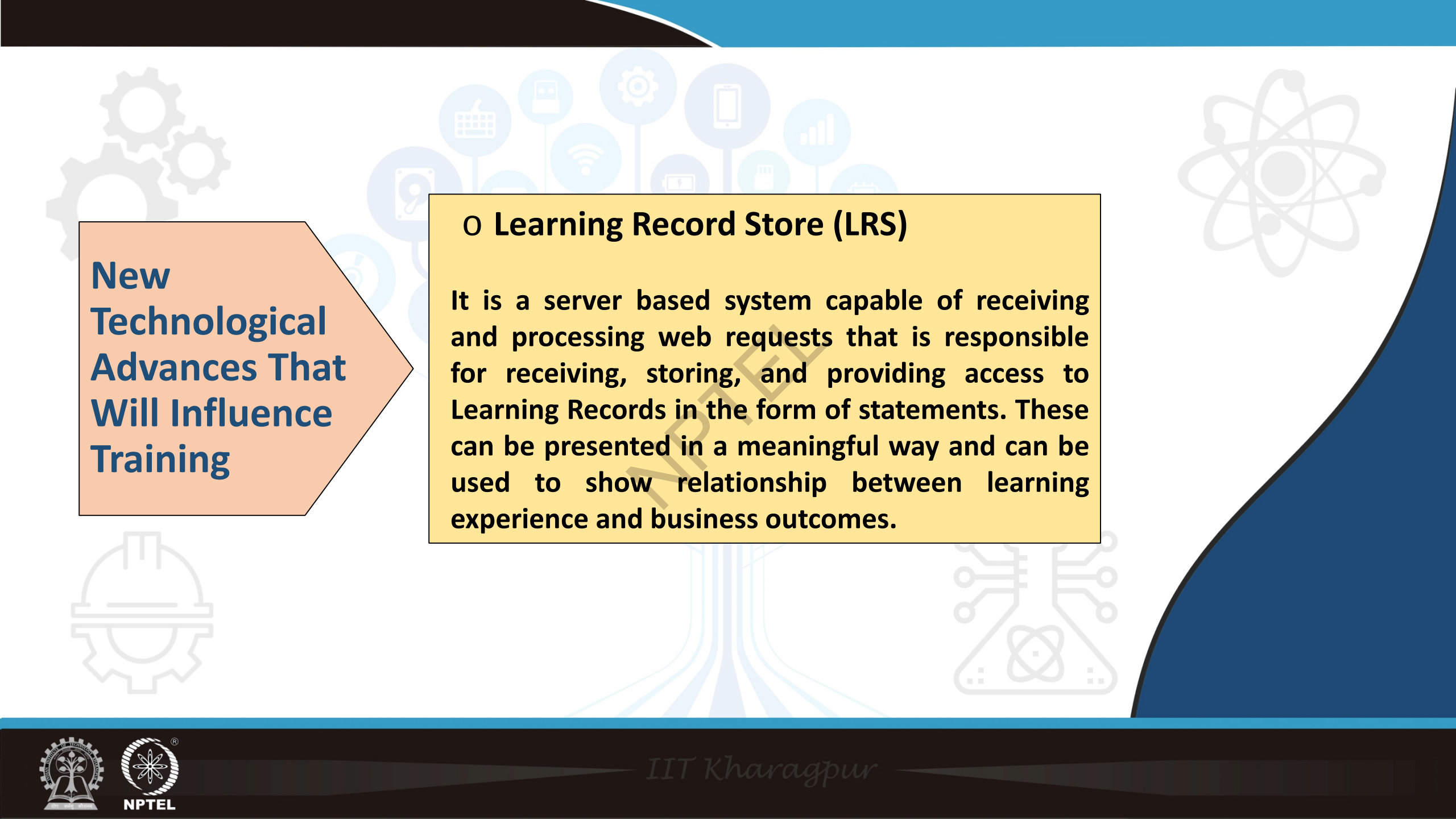




New Technological Advances That Will Influence Training

o Tin Can API (Experience API or exAPI)

Tin Can API or exAPI is a specification for learning technology that captures data in a consistent format about a person's activities from many different systems and technologies including simulations, virtual worlds, serious games, social collaboration and through real-world experience in the form of a learner, an action and an activity.



New Technological Advances That Will Influence Training

0 Learning Record Store (LRS)

It is a server based system capable of receiving and processing web requests that is responsible for receiving, storing, and providing access to Learning Records in the form of statements. These can be presented in a meaningful way and can be used to show relationship between learning experience and business outcomes.

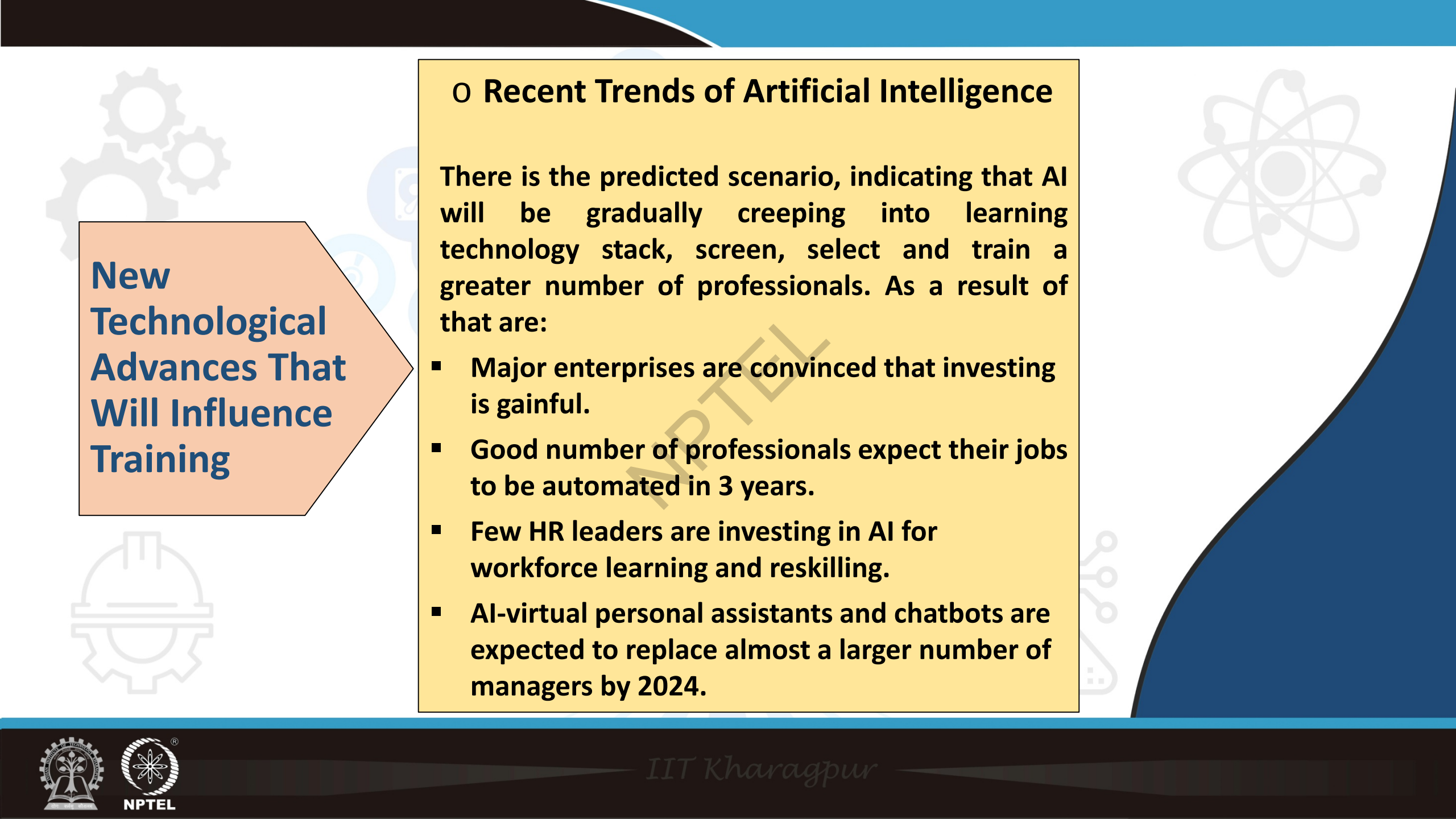
New Technological Advances That Will Influence Training

o Artificial Intelligence

It allows training programs to adapt to the needs of each employee. The benefits of adopting artificial intelligence in personalized learning are:

- Time is saved.
- Engagement is encouraged.
- The learning process is automated.
- Return on investment is growing.





New Technological Advances That Will Influence Training

0 Recent Trends of Artificial Intelligence

There is the predicted scenario, indicating that AI will be gradually creeping into learning technology stack, screen, select and train a greater number of professionals. As a result of that are:

- Major enterprises are convinced that investing is gainful.
- Good number of professionals expect their jobs to be automated in 3 years.
- Few HR leaders are investing in AI for workforce learning and reskilling.
- AI-virtual personal assistants and chatbots are expected to replace almost a larger number of managers by 2024.

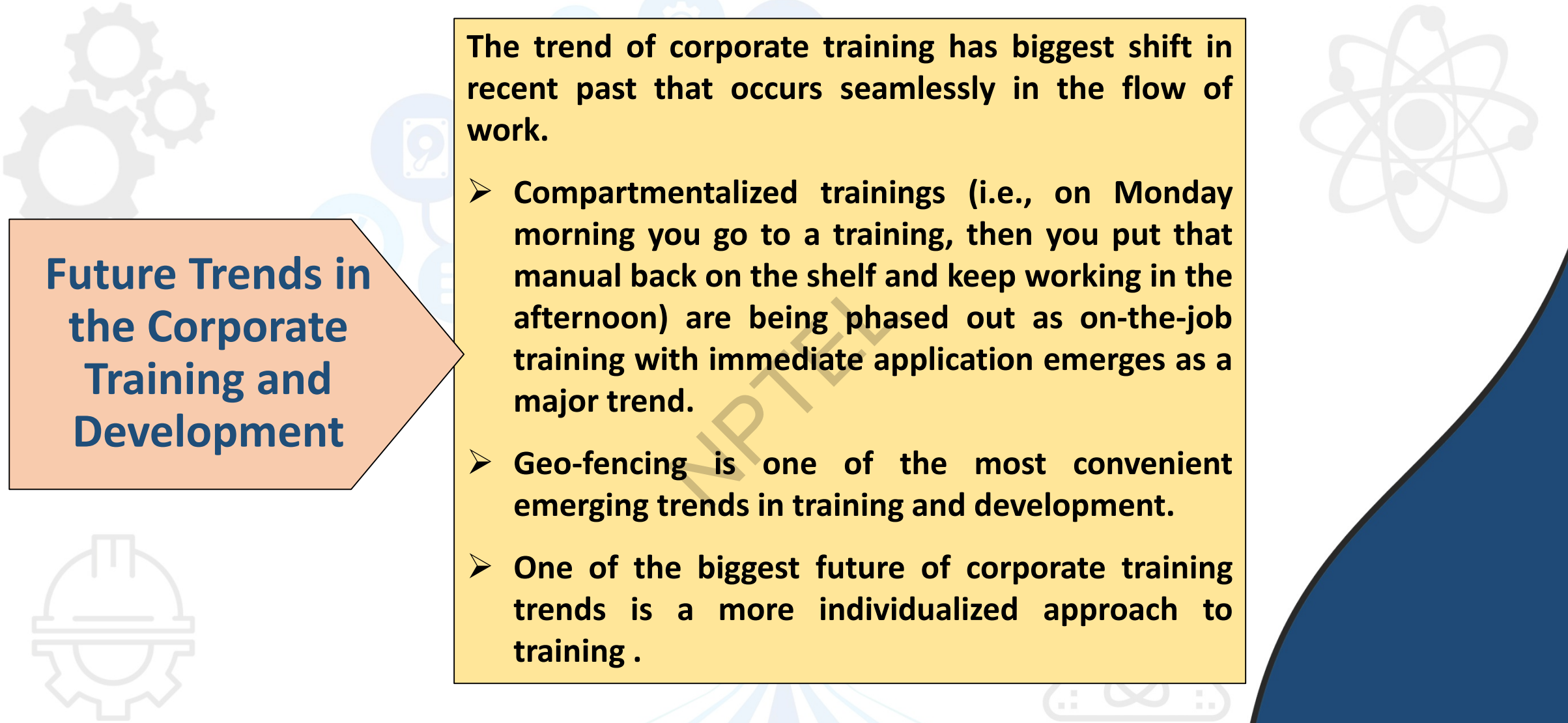
Soft Skills Training Will be on High Demands

Soft Skills: Companies will strengthen their related learning and development efforts to gain more awareness about soft skills and their role in success so that they can go for:

- Identifying skills needed for the future and develop employees accordingly.
- Investing by company for careers can encourage employees claim that they would remain with a company longer.

The ongoing pandemic due to COVID 19 has accelerated remote upskilling and reskilling approaches for the companies.

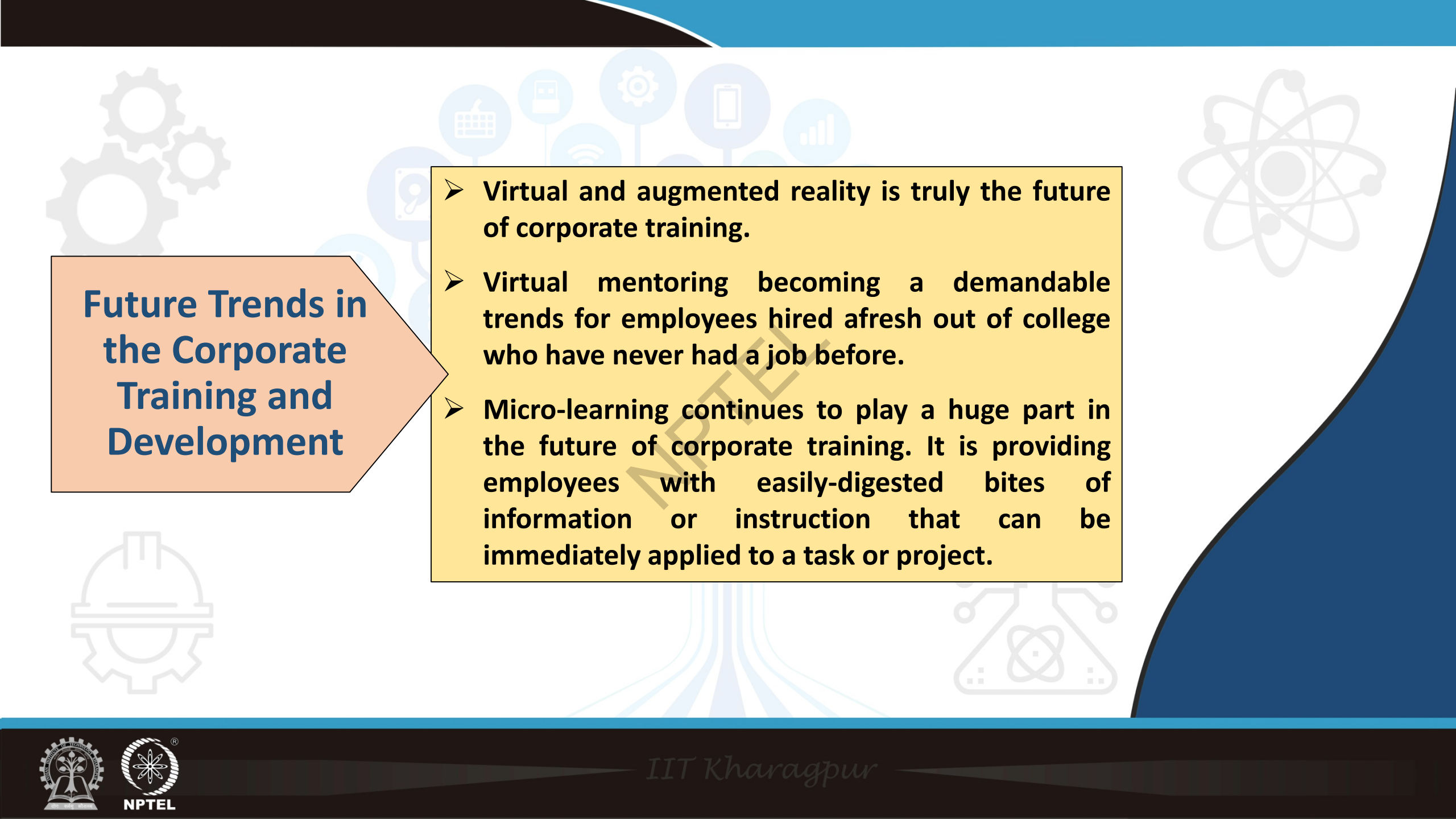




Future Trends in the Corporate Training and Development

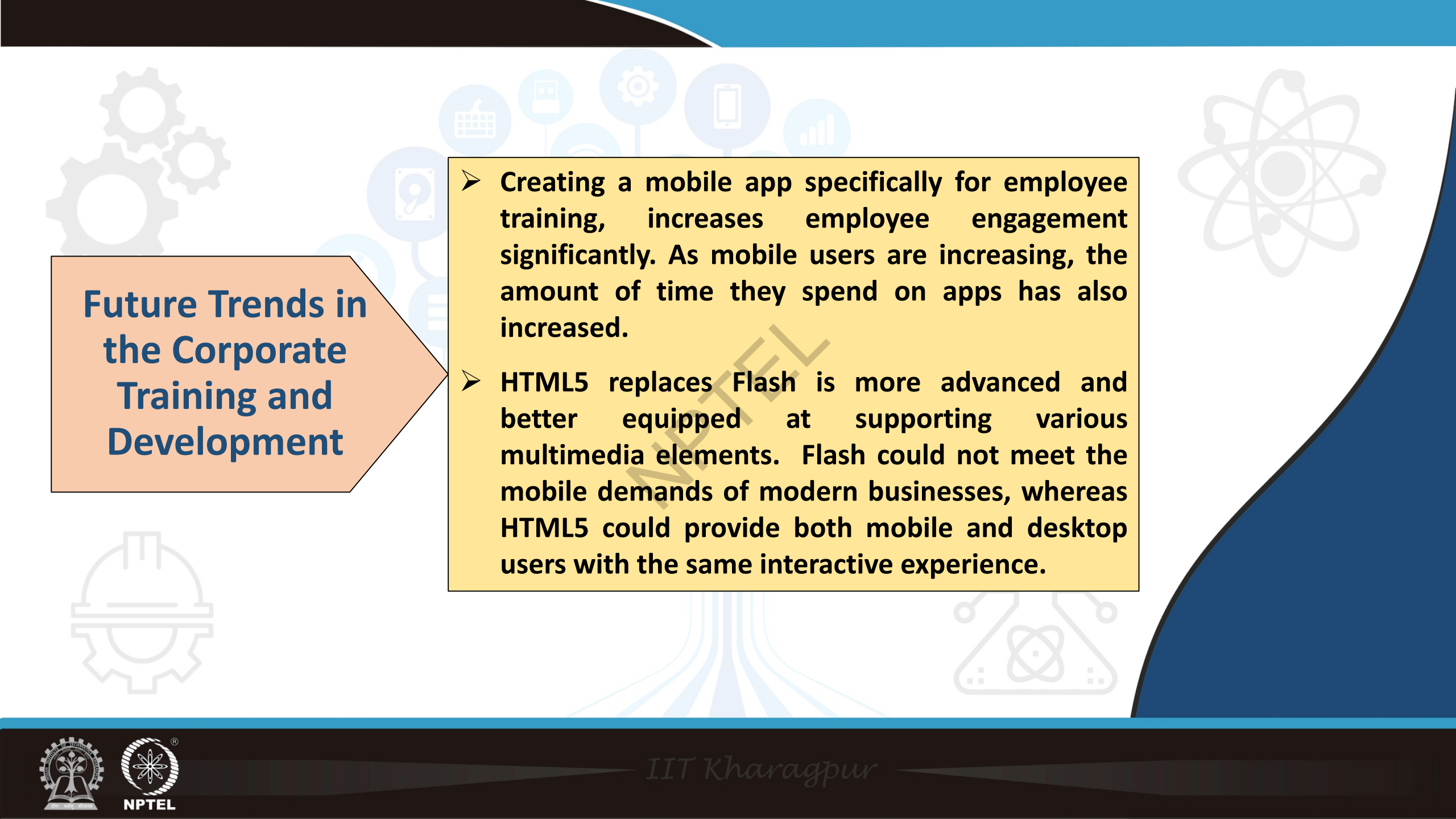
The trend of corporate training has biggest shift in recent past that occurs seamlessly in the flow of work.

- Compartmentalized trainings (i.e., on Monday morning you go to a training, then you put that manual back on the shelf and keep working in the afternoon) are being phased out as on-the-job training with immediate application emerges as a major trend.
- Geo-fencing is one of the most convenient emerging trends in training and development.
- One of the biggest future of corporate training trends is a more individualized approach to training .



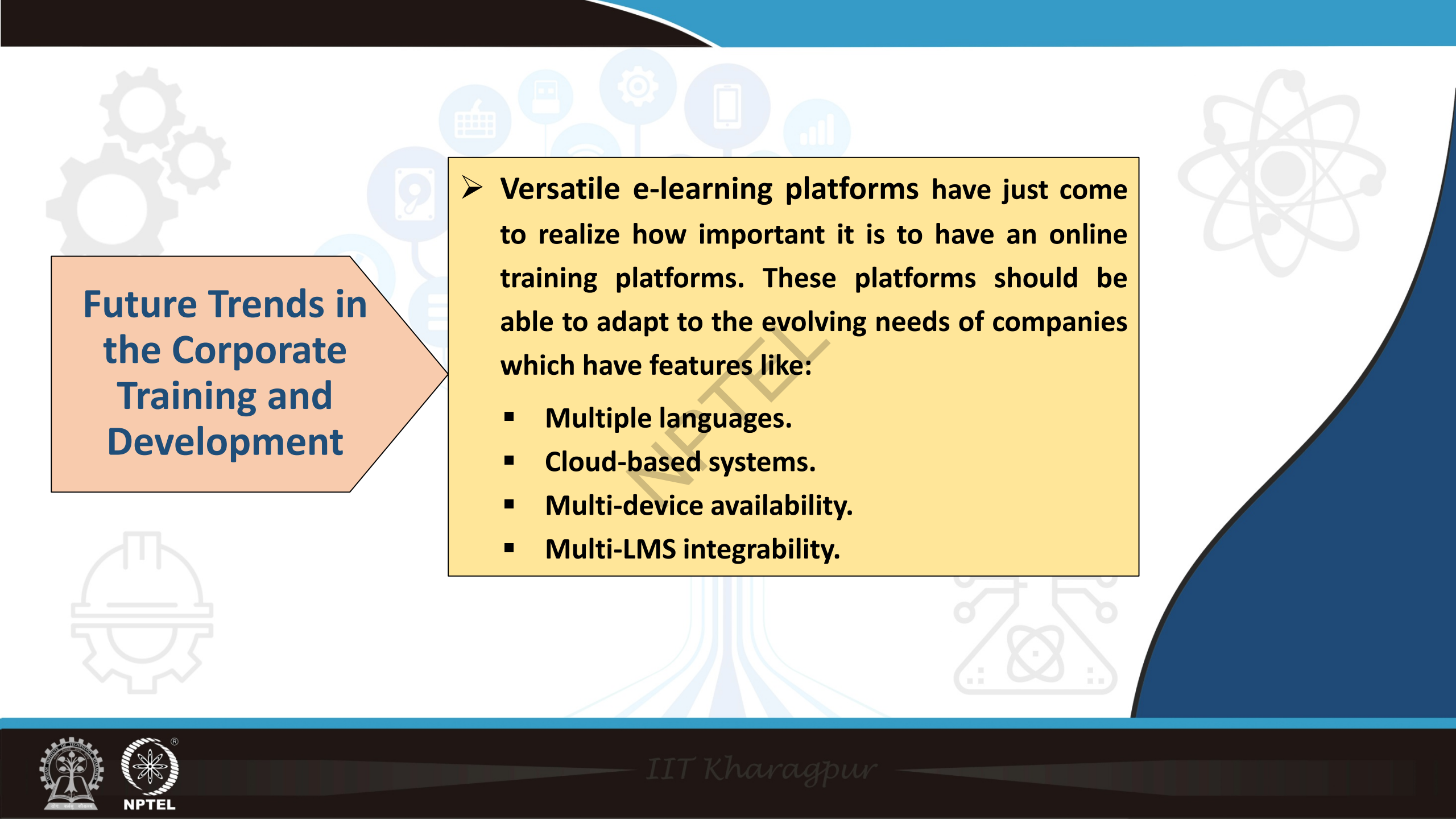
Future Trends in the Corporate Training and Development

- Virtual and augmented reality is truly the future of corporate training.
- Virtual mentoring becoming a demandable trends for employees hired afresh out of college who have never had a job before.
- Micro-learning continues to play a huge part in the future of corporate training. It is providing employees with easily-digested bites of information or instruction that can be immediately applied to a task or project.



Future Trends in the Corporate Training and Development

- Creating a mobile app specifically for employee training, increases employee engagement significantly. As mobile users are increasing, the amount of time they spend on apps has also increased.
- HTML5 replaces Flash is more advanced and better equipped at supporting various multimedia elements. Flash could not meet the mobile demands of modern businesses, whereas HTML5 could provide both mobile and desktop users with the same interactive experience.



Future Trends in the Corporate Training and Development

- **Versatile e-learning platforms have just come to realize how important it is to have an online training platforms. These platforms should be able to adapt to the evolving needs of companies which have features like:**
 - **Multiple languages.**
 - **Cloud-based systems.**
 - **Multi-device availability.**
 - **Multi-LMS integrability.**

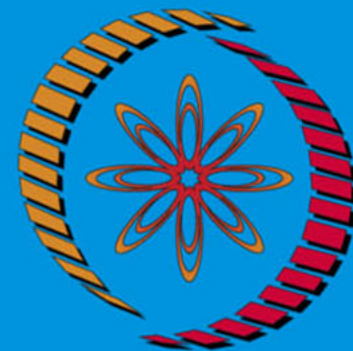
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CONCLUSION

This part of lecture session has given clear picture on the future of training and development with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of employees training and development.



**THANK
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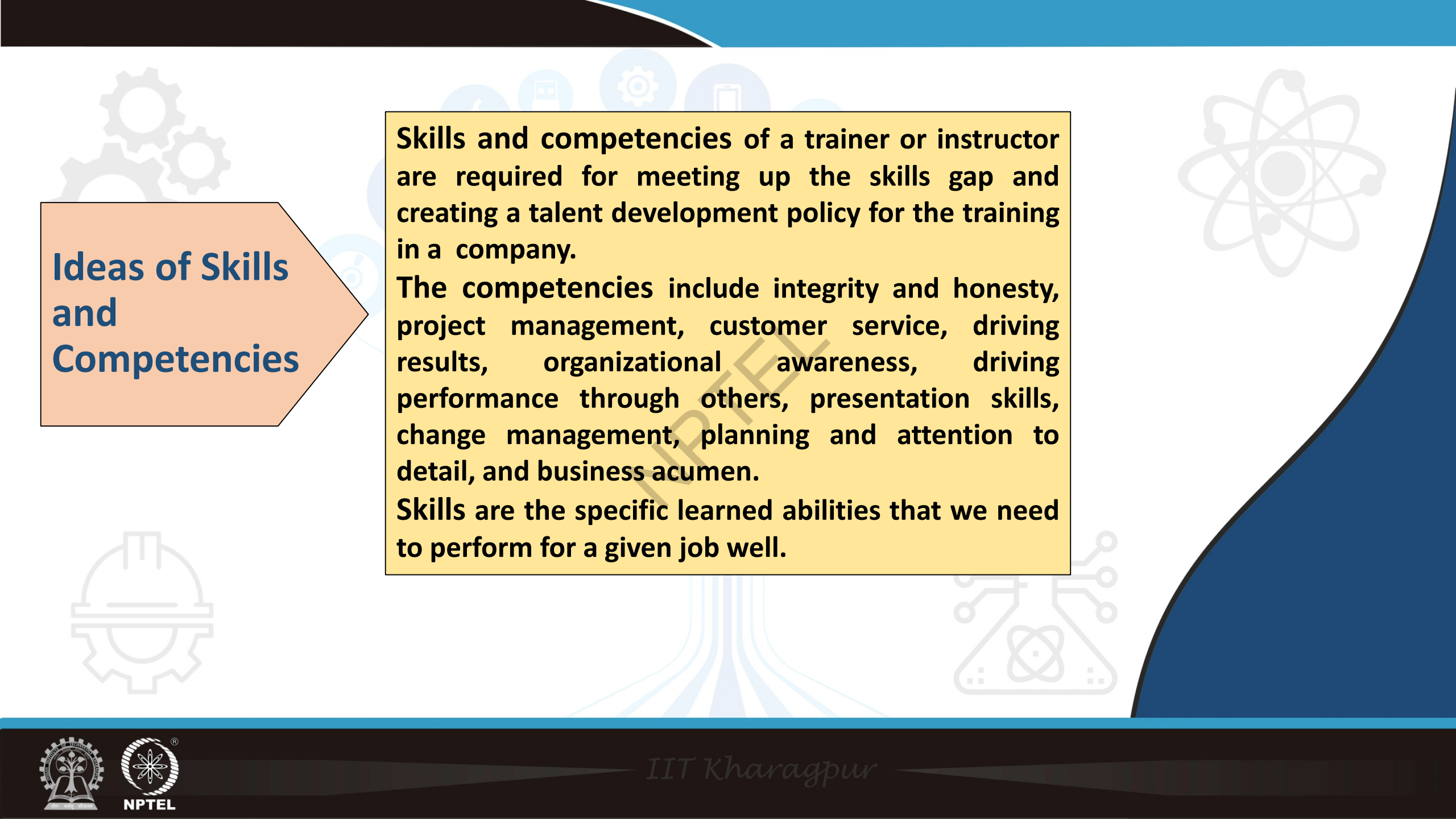
Lecture 02 : Future Trends of Trainers' Skills and Competencies



TRAINING AND DEVELOPMENT

This part of lecture session will be held on the future trends of trainers' skills and competencies.





Ideas of Skills and Competencies

Skills and competencies of a trainer or instructor are required for meeting up the skills gap and creating a talent development policy for the training in a company.

The competencies include integrity and honesty, project management, customer service, driving results, organizational awareness, driving performance through others, presentation skills, change management, planning and attention to detail, and business acumen.

Skills are the specific learned abilities that we need to perform for a given job well.

Trainers and Their Jobs

Trainers can typically hold many jobs such as-

- Instructional designer,
- Technical trainer,
- Needs analyst,

Trainers have specific roles and functions such as-

- Organizational change agent,
- Career counsellors,
- Class room trainer,
- Business partners,
- Learning strategist
- Project manager

Special knowledge, skills, or behaviours also, called the competencies are needed to perform each role successfully.





Training and Development Roles

- **Learning Strategist:** Determines how workplace learning can be best used to help meet the company's business strategy.
- **Business Partner:** Uses business and industry knowledge to create training that improves performance.
- **Project Manager:** Plans, obtains, and monitors the delivery of learning and performance solutions to support the business.
- **Professional Specialist:** Designs, develops, delivers and evaluates learning and performance solutions.



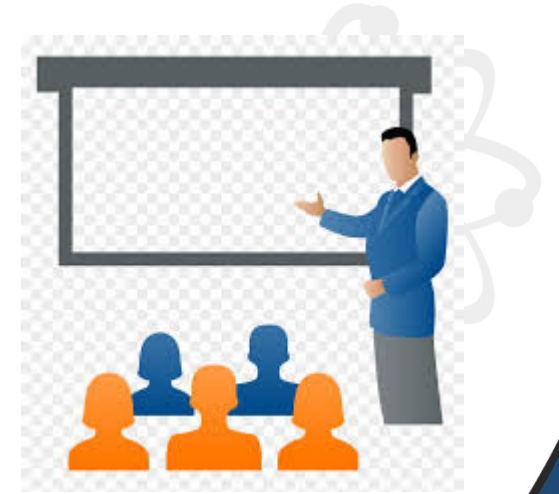


Foundational Competencies of Training Professional

The diagram on prepage points out that foundational competencies of training professional include -

- Interpersonal skills
- Business skills
- Personal skills
- Global mindset
- Industry knowledge
- Technology literacy

These are important irrespective of a trainer's area of expertise or role but are used to a different extent in each role or specialization.



Varieties of Skills Required for Training Professionals

Jobs posted in Association for Talent Development (America) website refers skills required for training professionals are:

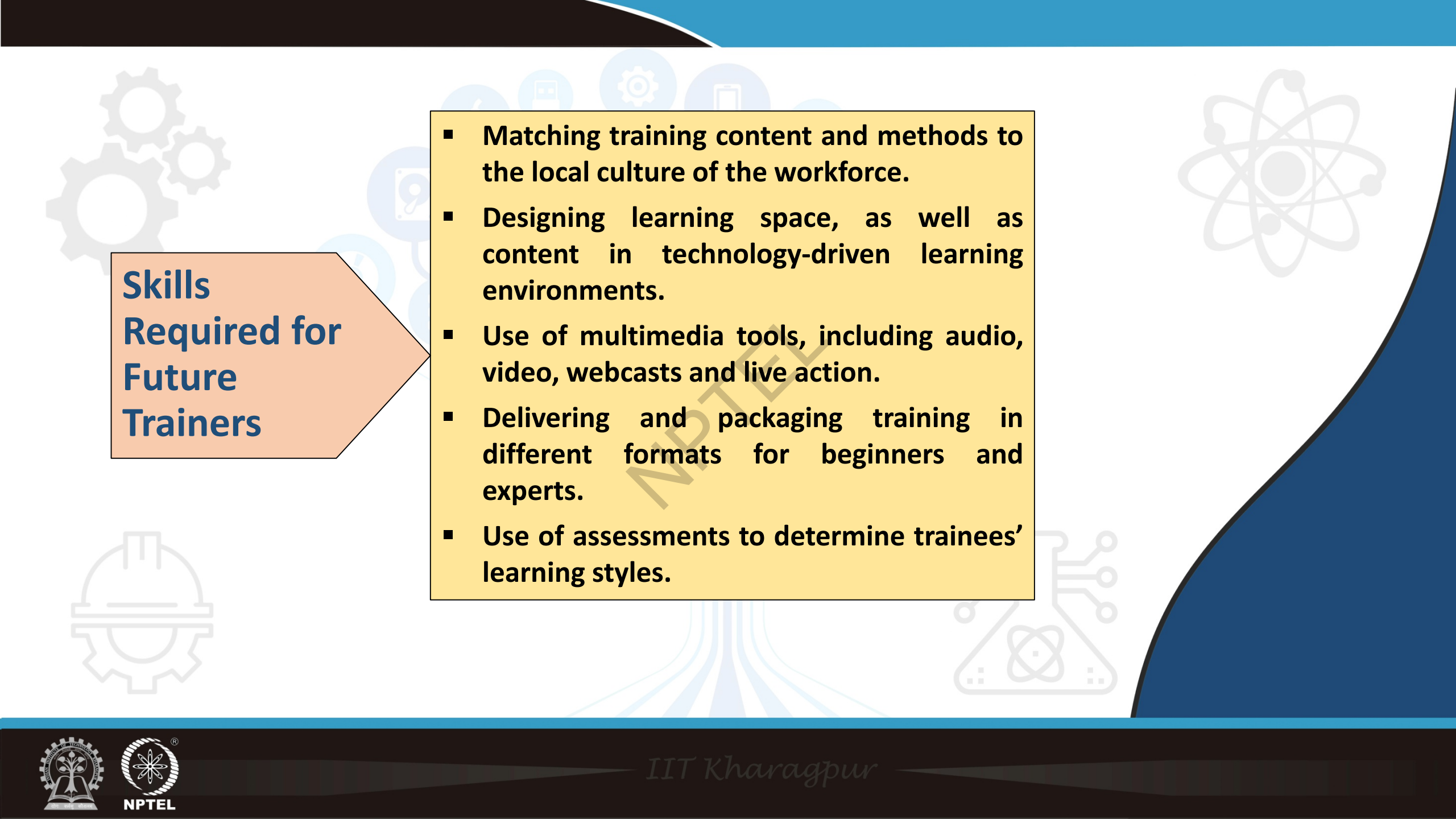
- Proficient using adobe tools: e-learning Suite and Master Collection, Adobe Catalyst, Captivate, Photoshop, Illustrator, Macromedia flash, Premier Pro and Open Source Tools.
- Develop e-learning programs that are SCORM/AICC/Section 508 Compliant



Varieties of Skills Required for Training Professionals

- Experience developing Microsoft SharePoint sites and administration,
- Proficient working with most LMSs and LCMSs,
- Advanced working knowledge using Microsoft Word and PowerPoint, Publisher, Excel and Outlook.





Skills Required for Future Trainers

- Matching training content and methods to the local culture of the workforce.
- Designing learning space, as well as content in technology-driven learning environments.
- Use of multimedia tools, including audio, video, webcasts and live action.
- Delivering and packaging training in different formats for beginners and experts.
- Use of assessments to determine trainees' learning styles.

Skills Required for Future Trainers

- Developing search-and-identify techniques so employees can find information and training when they need it.
- Be a change agent for facilitating learning and staying with employees, managers and business units to identify what they need and making suggestions regarding tools, process or procedures that can help work effectively.



Skills Required for Future Trainers

- Developing and delivering learning that is integrated with the job.
- Understand how social media can be used for learning, its limitations and ability to make business case for it.
- Identify the root cause of job and business problems



Skills Required for Future Trainers

Skills required for learning and adapting suggested by Australian Industry and Skills Committee are:

- Perseverance
- Resilience
- Sociability
- Curiosity
- Responsiveness
- Experimentation
- Adaptability
- Self-confidence
- Initiative



Skills Required for Future Trainers

Skills required for entrepreneurship suggested by Australian Industry and Skills Committee are :

- Negotiation
- Financial literacy
- Communication
- Self-confidence
- Customer engagement
- Initiative

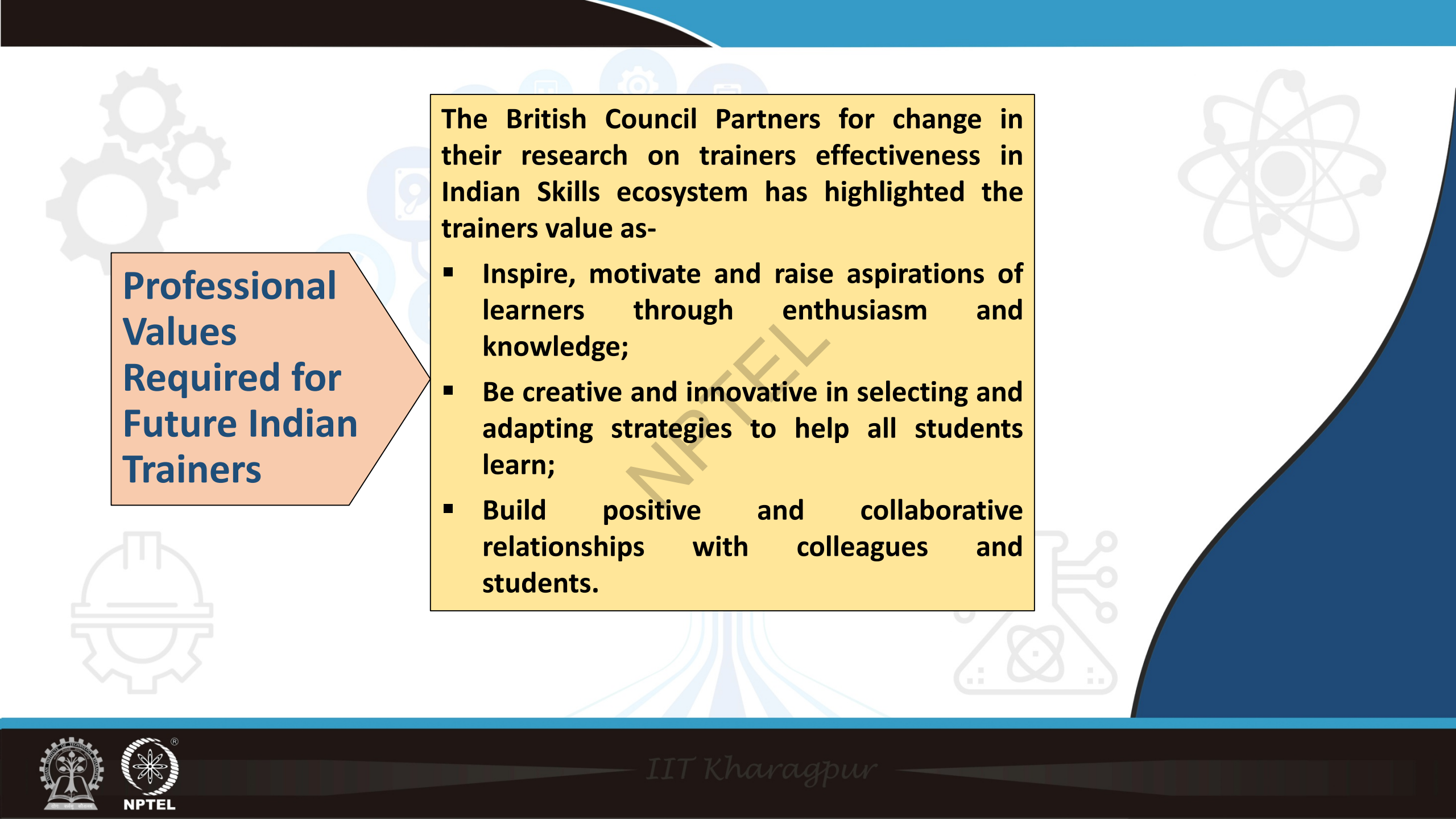


Skills Required for Future Trainers

Skills required for entrepreneurship,
are ((continued):

- Persuasion
- Critical thinking
- Creative thinking
- Problem solving
- Self-management
- Self-marketing
- Experimentation





Professional Values Required for Future Indian Trainers

The British Council Partners for change in their research on trainers effectiveness in Indian Skills ecosystem has highlighted the trainers value as-

- Inspire, motivate and raise aspirations of learners through enthusiasm and knowledge;
- Be creative and innovative in selecting and adapting strategies to help all students learn;
- Build positive and collaborative relationships with colleagues and students.

Varieties of Personal Characteristics Required for Training Professionals

Jobs posted in Association for Talent Development (America) website refers desired personal characteristics for training professionals are:

- Must be able to function in a multitask environment as part of a team and individually.
- Must have integrity and high level of interpersonal skills to handle sensitive and confidential issues involved with all internal and external customers.
- Work requires continual attention to detail in creating and proofing materials, establishing priorities and meeting deadlines.



Attributes of Trainers' Effectiveness

Key attributes of trainer's' effectiveness that remain outside of trainers control are :

- Leadership and management of training
- Collaboration (employer and industry)

Key attributes of trainer's' effectiveness that remain within trainers control are :

- Personal qualities.
- Skills
- Teaching learning assessment



Continuous Professional Development for Trainers'

The British Council Partners for change in their research on trainers effectiveness in Indian Skills ecosystem has highlighted the following measures:

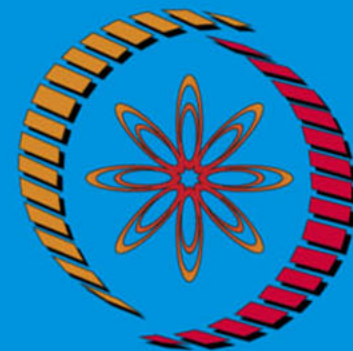
- Explain the importance of continuous professional development for trainers;
- Develop year-on-year personal and professional goals and objectives;
- Evaluate one's own capacity to meet these goals and objectives;
- Identify techniques for continuous professional development;
- Develop a professional development plan to enhance professional capabilities

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CONCLUSION

This part of lecture session has given clear picture on the trends of trainers' skills and competencies with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of trainers' skills and competencies.



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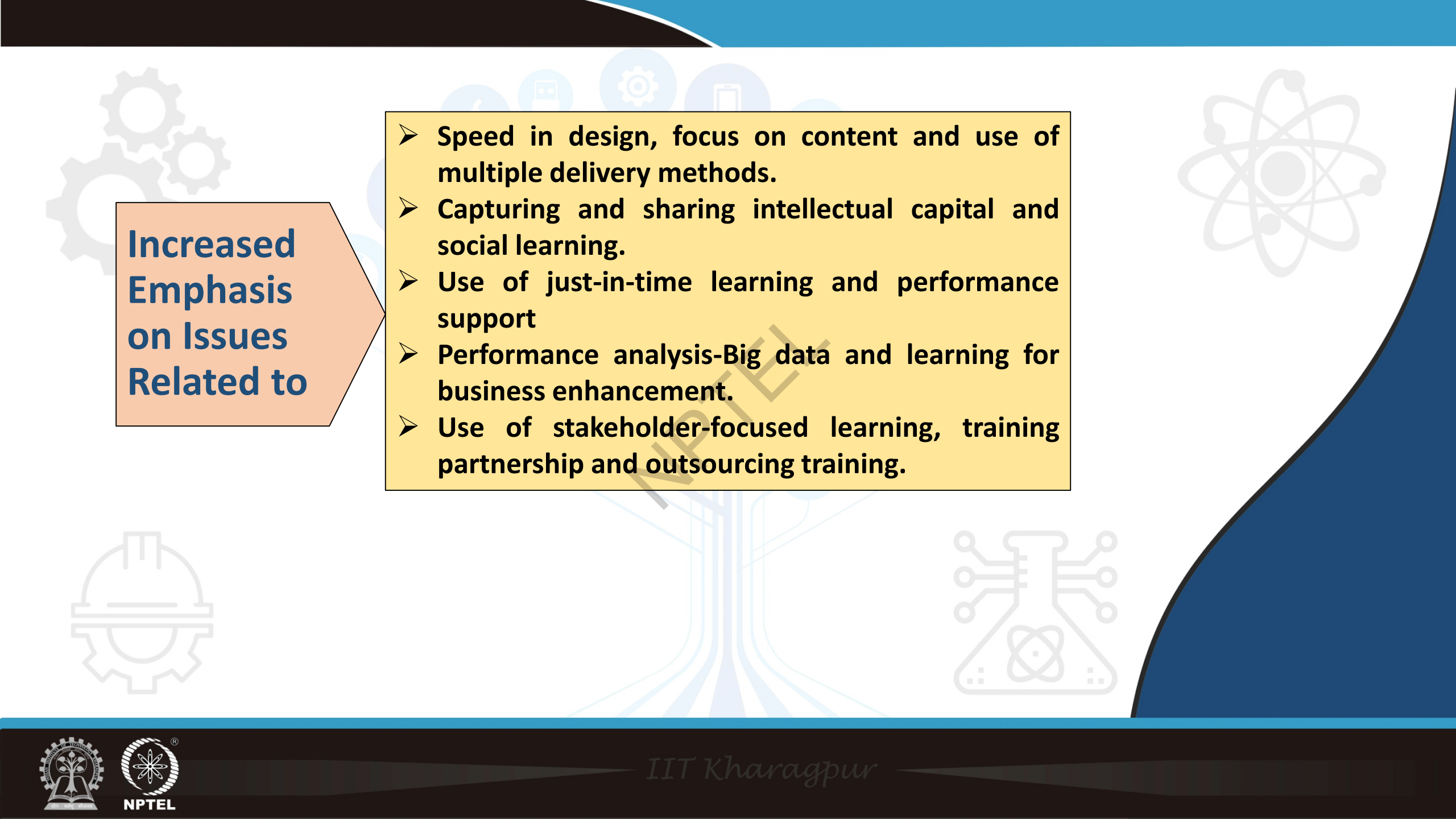
Lecture 03 : Emphasis for Future Training and Development



TRAINING AND DEVELOPMENT

This part of lecture session will be held on the increasing emphasis various aspects of future training and development.





Increased Emphasis on Issues Related to

- Speed in design, focus on content and use of multiple delivery methods.
- Capturing and sharing intellectual capital and social learning.
- Use of just-in-time learning and performance support
- Performance analysis-Big data and learning for business enhancement.
- Use of stakeholder-focused learning, training partnership and outsourcing training.

Increased Emphasis on Issues Related to

- **Speed in design, focus on content and use of multiple delivery methods:**
 - Trainers are being challenged to find way to use instructional design, because of new technology.
 - Group of techniques like rapid instructional design (RID) allows training to be built more quickly.
 - Managers are demanding training courses much more focus only on the necessary content.



Increased Emphasis on Issues Related to

- **Speed in design, focus on content and use of multiple delivery methods (continued):**
 - Seminars and classes that take place over several days or half-days will have to be retooled to be accessible and individualized.
 - Development of focused content will make training easier because of blogs and podcasts that allowing training content to be developed without programming language.



Increased Emphasis on Issues Related to

➤ **Speed in design, focus on content and use of multiple delivery methods (continued):**

Example of RID Strategies:

- Focus on accomplishment and performance.
- Develop a learning system instead of an instructional system.
- Use short-cuts.
- Combine different steps of the instructional design process.
- Implement training and continuously improve it.
- Skip steps in the instructional design process



Increased Emphasis on Issues Related to

➤ Example of RID Strategies (continued):

- Use existing course materials that can be customized with examples, exercise and assignments.
- Develop instruction around job aids and performance support.
- Use recording equipment, internet and email to collect data and exchange information subject matter expert (SME).



Increased Emphasis on Issues Related to

➤ Capturing and sharing intellectual capital and social learning:

Sharing knowledge and contributing to the company's intellectual capital is going to become more common as collaborative social networking technology and Web 2.0 tools make this simpler to implement.

The rise of intelligent tutors and on-demand learning technologies will make connections to information faster, more current and accurate and more easily customizable to employees' needs and work.



Increased Emphasis on Issues Related to

➤ Capturing and sharing intellectual capital and social learning (continued):

Social learning is learning with and from others. Employees can learn from face to face interactions occurring in classrooms, conferences, group meetings as well as online using social media such as Twitter, Blogs, and social networking such as Facebook.



**Increased
Emphasis
on Issues
Related to**

- **Use of just-in-time learning and performance support:**
 - Just-in-time learning (or embedded learning) refers to learning that occurs on the job as needed.
 - It involves collaboration and non-learning technologies such as microblogs, and it is integrated with knowledge management.
 - Just-in-time learning includes-
 - Task-specific, real time content and simulation that are accessible during work as well as real time collaboration in virtual workspaces.
 - More learning will become just-in-time using mobile devices such as notebooks and tablets such as the iPad.

Increased Emphasis on Issues Related to

➤ Performance analysis-Big data and learning for business enhancement:

- The training unit will have to ensure that they are seen as both helping the business functions meet their needs and contributing to overall business goals and the bottom line.
- Performance analysis approach involves identifying performance gaps and examining training as one possible solution for the business units.
- Poor employee performing may be due to poor management, inefficient technologies, or outdated technologies rather than deficiencies in skills and knowledge.



**Increased
Emphasis
on Issues
Related to**

- **Performance analysis-Big data and learning for business enhancement (continued):**
 - Most of the companies are having their own software and hardware which they keep on site in their facilities.
 - Cloud computing is a system that provides information technology infrastructure over a network in a self-service, modifiable and on-demand.
 - Bigdata can be useful for understanding what training methods best deliver what needs to be taught and identifying how employees learn who the leaders and experts are in network and what type of instructions lead to positive reaction.

Increased Emphasis on Issues Related to

- Use of stakeholder-focused learning, training partnership and outsourcing training.
 - Emphasis on strategic learning influencing different stakeholders to learn in future as learning professionals and companies recognize that competitive advantages can come from developing internal human capital and providing learning services to customers.
 - This helps develop and retain a satisfied, skilled, and innovative workforce and attract, keep and satisfy customers.



Increased Emphasis on Issues Related to

- **Use of stakeholder-focused learning, training partnership and outsourcing training.**
 - In order to cope with skill gap, it is seen that more business, education and community partnerships working on rebuilding education to employment system.
 - Due to increasing urgency to find suitable -wayouts to eliminate unemployment, underemployment and meet skill gaps, federal, state and local governments probably provide more benefits for companies to invest in training and spread of lifelong learning system.



**Increased
Emphasis
on Issues
Related to**

- **Use of stakeholder-focused learning, training partnership and outsourcing training (continued):**

Lifelong Learning system

- The system can provide better opportunities for more people to develop the talent needed to suit multiple jobs and careers that they will likely hold during their lifetimes.
- A life long learning account (LILA) for education is created to which both the employee and company contribute.
- The employee keeps the account (LILA) even if they leave the company to pay for additional education at vocational schools, college and universities.

Government of India Initiatives for Future Training and Development

- A fully IT based Financial Aid Authority to administer & monitor all education loans and scholarships through Pradhan Mantri Vidyalakshmi Karyakram.
- Pandit Madan Mohan Malviya Mission for Teacher Training has been launched to enhance the quality of teaching





Government of India Initiatives for Future Training and Development



N · S · D · C
National
Skill Development
Corporation

Transforming the skill landscape

NSDC aims to promote skill development by catalyzing creation of large, quality and for-profit vocational institutions. Further, the organisation provides funding to build scalable and profitable vocational training initiatives. Its mandate is also to enable support system which focuses on quality assurance, information systems and train the trainer academies either directly or through partnerships.





Government of India Initiatives for Future Training and Development



SCPwD

Skill Council for Persons with Disabilities

The Organization was promoted by Confederation of Indian Industry under the aegis of Ministry of Skill Development and Entrepreneurship and Ministry of Social Justice and Empowerment. It targets skill development of People with Disabilities as per industry needs which can help them to be gainfully employed and contribute to India's growing economy

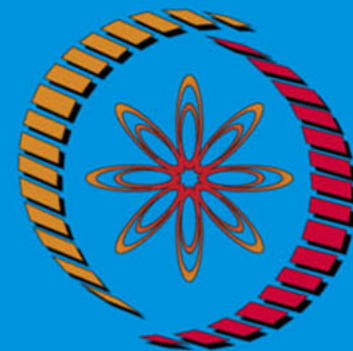


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CONCLUSION

This part of lecture session has given clear picture on the emphasis on various aspects of future training and development with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of future training and development.



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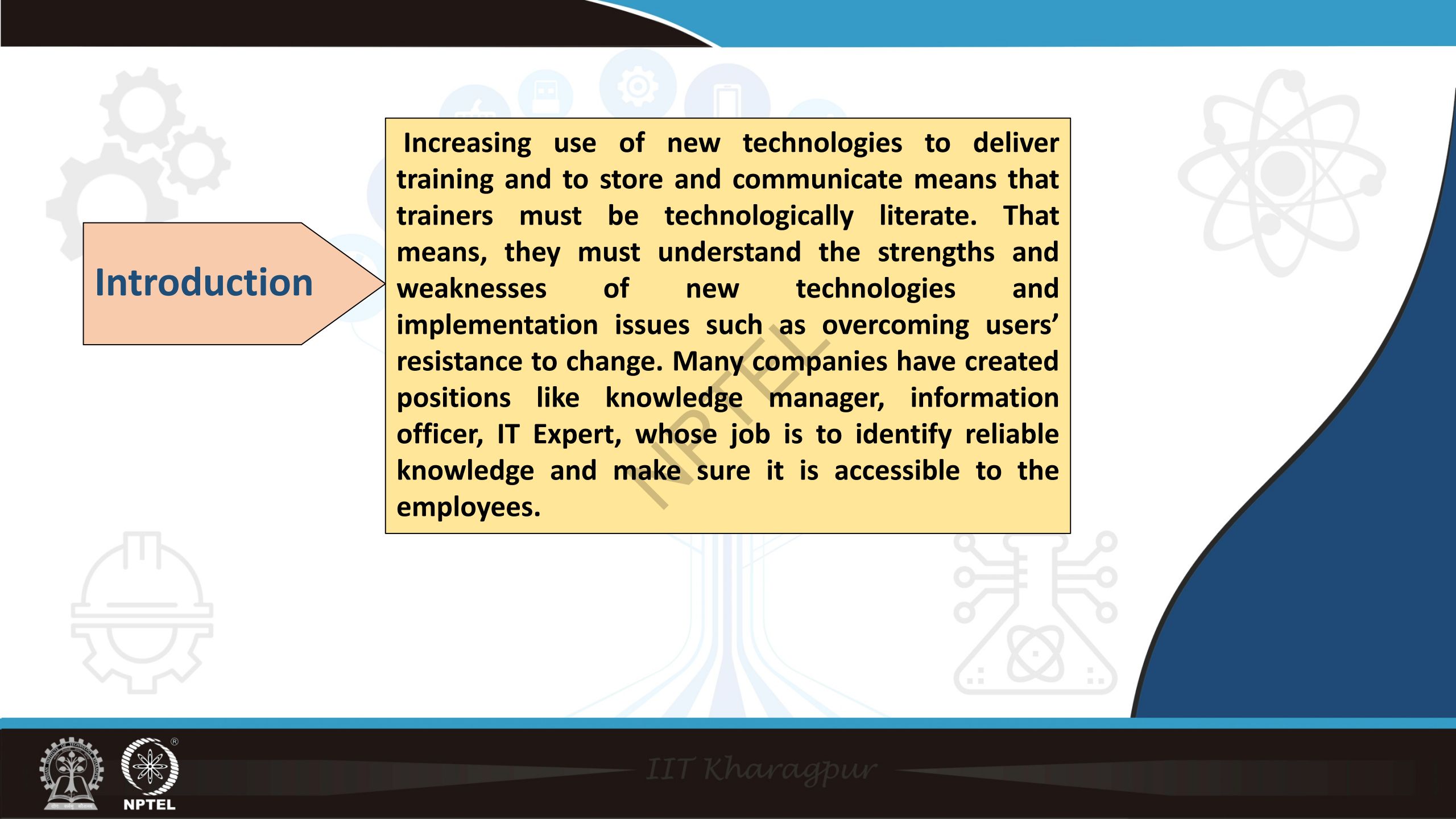
Lecture 04 : Trends of New Technology Used in Training



TRAINING AND DEVELOPMENT

This part of lecture session will be held on the trends of new technologies used in training and development.



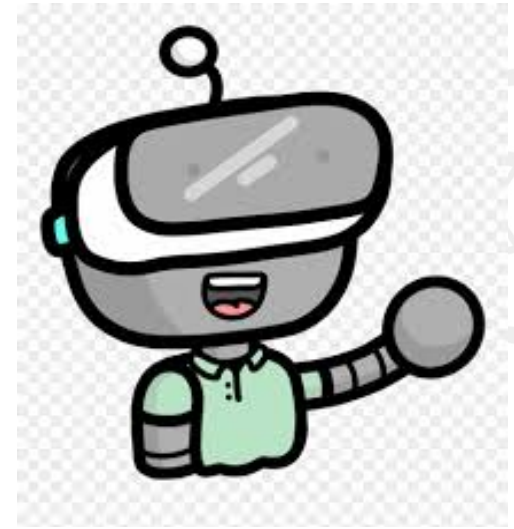


Introduction

Increasing use of new technologies to deliver training and to store and communicate means that trainers must be technologically literate. That means, they must understand the strengths and weaknesses of new technologies and implementation issues such as overcoming users' resistance to change. Many companies have created positions like knowledge manager, information officer, IT Expert, whose job is to identify reliable knowledge and make sure it is accessible to the employees.

The Future of Workplace Training

- A hybridized form of learning is slowly becoming the normal method of teaching in most training environments, especially in the workplace.
- businesses are beginning to accept the “work-from-home” culture that adopting blended learning combining traditional face-to-face teaching with electronic and online media such as videos, self-paced online modules, and digital aids.
- While advancements in technology are phasing out outdated methods and structures, they are also creating new pathways to propel the world forward. The workplace will have no other path to take.



Various Ways of Using New Technologies in Training

- The latest HR management software can be used to manage employee career development paths.
- Training can be developed and administered completely online—sometimes even without the assistance of an instructor.
- LMS can also serve as a repository for optional training materials—allowing employees to “self-serve” and get or request additional training as needed.
- Online training can be made interactive, including quizzes to assess understanding.
- Training can be administered by way of mobile applications, allowing individuals to complete training truly on the go.



Future of New Technologies in Training

Some Computer based Training Software commonly used for trainings are

- **CANVAS** : A cloud based learning management software.
- **KAHOOT** : It is also LMS and it helps to create online games, interact with learners, etc.
- **GOOGLE CLASSROOM** : It is a cloud based LMS a part of Google Apps for Education.
- **ADOBE CONNECT** : It is a Web conferencing solution that allows users to conduct online meetings, webinars and interactive training sessions.



Future of New Technologies in Training

- **TALENTLMS** : It is the LMS built for training success. Designed to get a yes from everyone, its where great teams, and companies, go to grow.
- **ARTICULATE 360** : Storyline 360 is a cloud-based solution designed to help organizations produce and publish interactive video-based eLearning courses.
- **SCHOOLOGY** is a cloud-based learning management solution specializing in curriculum management, course instruction and system-wide resource sharing and collaboration.
- **BLACKBOARD COLLABORATE** : It is an online collaborative learning solution designed primarily for elementary and high schools, higher education and government facilities



Future of New Technologies in Training

We have discussed about different forms of new technologies in earlier lecture. Here we may discuss the future scope of each technology used in training:

1. Mobile Technology:

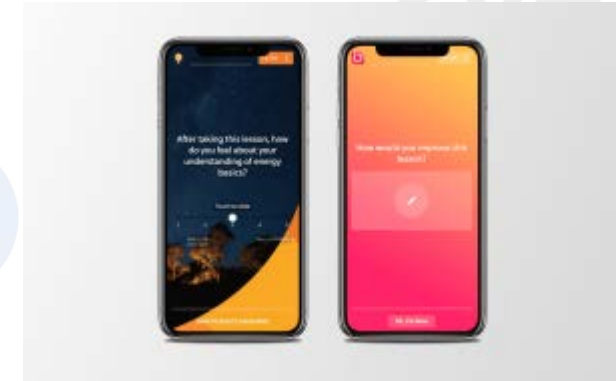
- There are increasing trend that almost a larger part of online marketing is viewed on smartphones.
- With the increasingly remote nature of education and work, academic institutions and employers have needed to rely on online learning platforms to help train employees and teach students.



Future of New Technologies in Training

1.1. Mobile Technology is worth investing because:

- It is flexible.
- It works with micro-learning.
- It is mostly personalized.
- Merges best practices with technology.
- It is cost effective.
- It makes learning fun.
- It is more engaging and versatile.
- It is preferred methods for users.
- Courses are completed faster than any other devices.

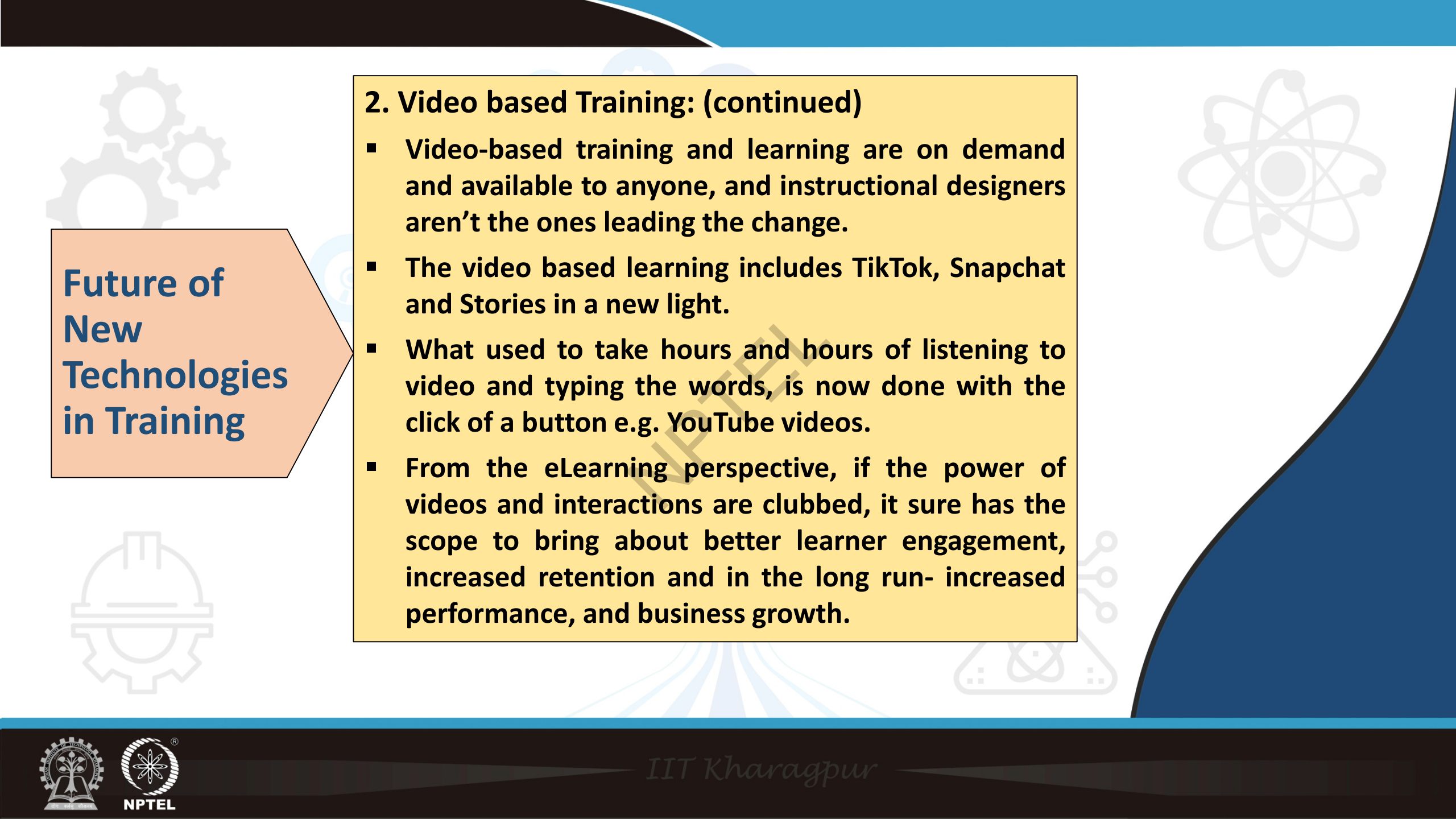


Future of New Technologies in Training

2. Video based Training:

- In the digital world we live in today web browsers offer us the ability to mix and match media on one page.
- Watching a video becomes only one part of the learning experience for video-based learning.
- Videos can become more engaging by inclusion of simple poster frames, scrub bar thumbnails, chapter markers, playlists etc.
- It can be more interactive with the addition of explanations, additional pictures, tables, questionnaires etc.





Future of New Technologies in Training

2. Video based Training: (continued)

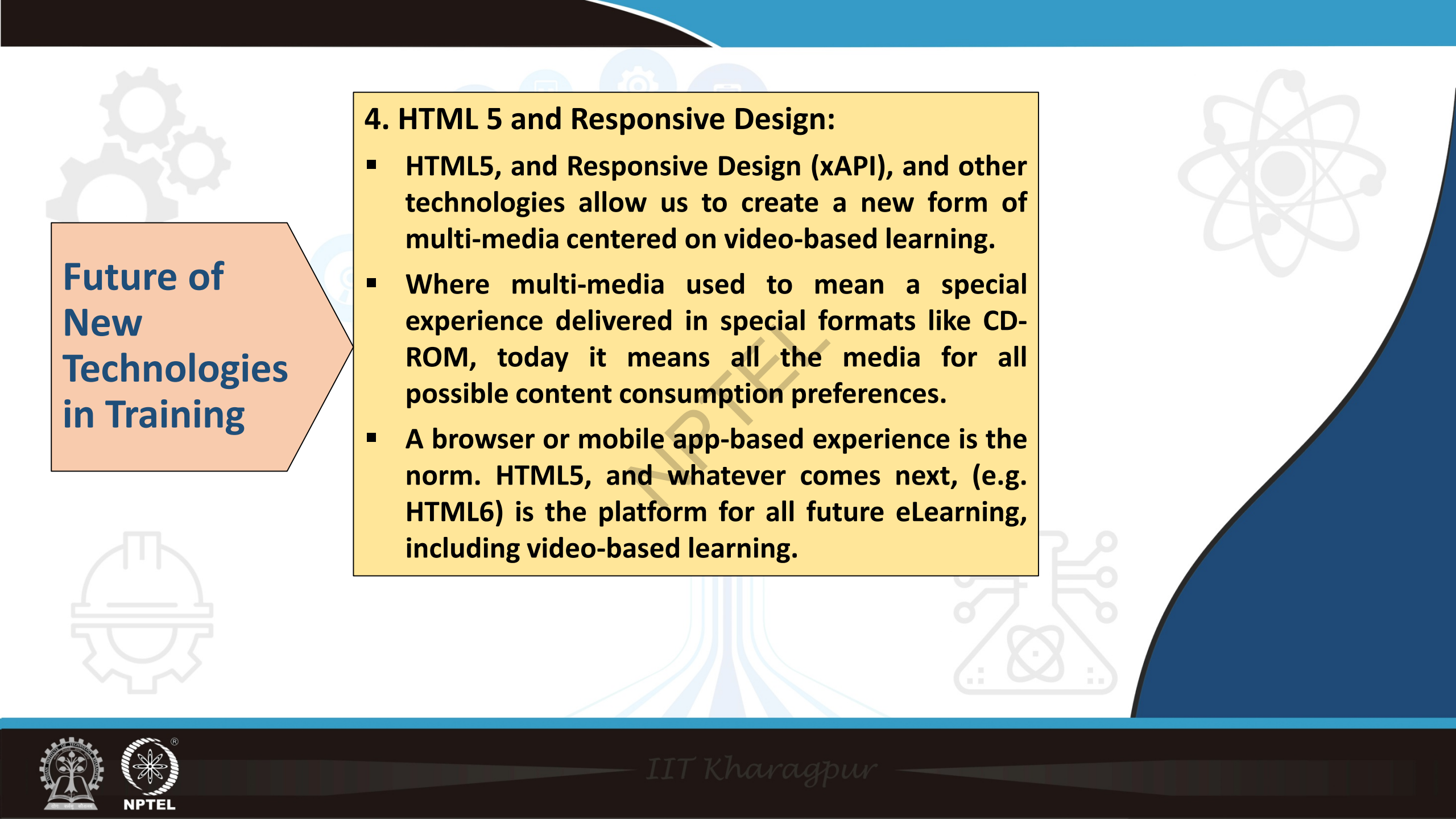
- Video-based training and learning are on demand and available to anyone, and instructional designers aren't the ones leading the change.
- The video based learning includes TikTok, Snapchat and Stories in a new light.
- What used to take hours and hours of listening to video and typing the words, is now done with the click of a button e.g. YouTube videos.
- From the eLearning perspective, if the power of videos and interactions are clubbed, it sure has the scope to bring about better learner engagement, increased retention and in the long run- increased performance, and business growth.

Future of New Technologies in Training

3. Virtual environment and Avatars:

- An avatar is the graphic representation of the self in a given physical medium that other users can see or interact within a virtual environment.
- Every day, millions of users interact, collaborate, and form relationships with each other through avatars in online environments.
- The 3D worlds allow people to experience human social life in an environment in which people interact with a body their desire.
- Virtual Reality Modeling Language (VRML) or VRML97 version allows to create virtual worlds via the internet commonly access through world wide web.





Future of New Technologies in Training

4. HTML 5 and Responsive Design:

- HTML5, and Responsive Design (xAPI), and other technologies allow us to create a new form of multi-media centered on video-based learning.
- Where multi-media used to mean a special experience delivered in special formats like CD-ROM, today it means all the media for all possible content consumption preferences.
- A browser or mobile app-based experience is the norm. HTML5, and whatever comes next, (e.g. HTML6) is the platform for all future eLearning, including video-based learning.

Future of New Technologies in Training

4. HTML 5 and Responsive Design:

- The HTML5 format is compatible with a multitude of devices, including computers, tablets and smartphones.
- This format is advantageous and engaging for consumers because of its accessibility and convenience.
- It is ease of use and borderless portability. It will allow students to take courses without worrying about downloading plug-ins so they can progress freely.



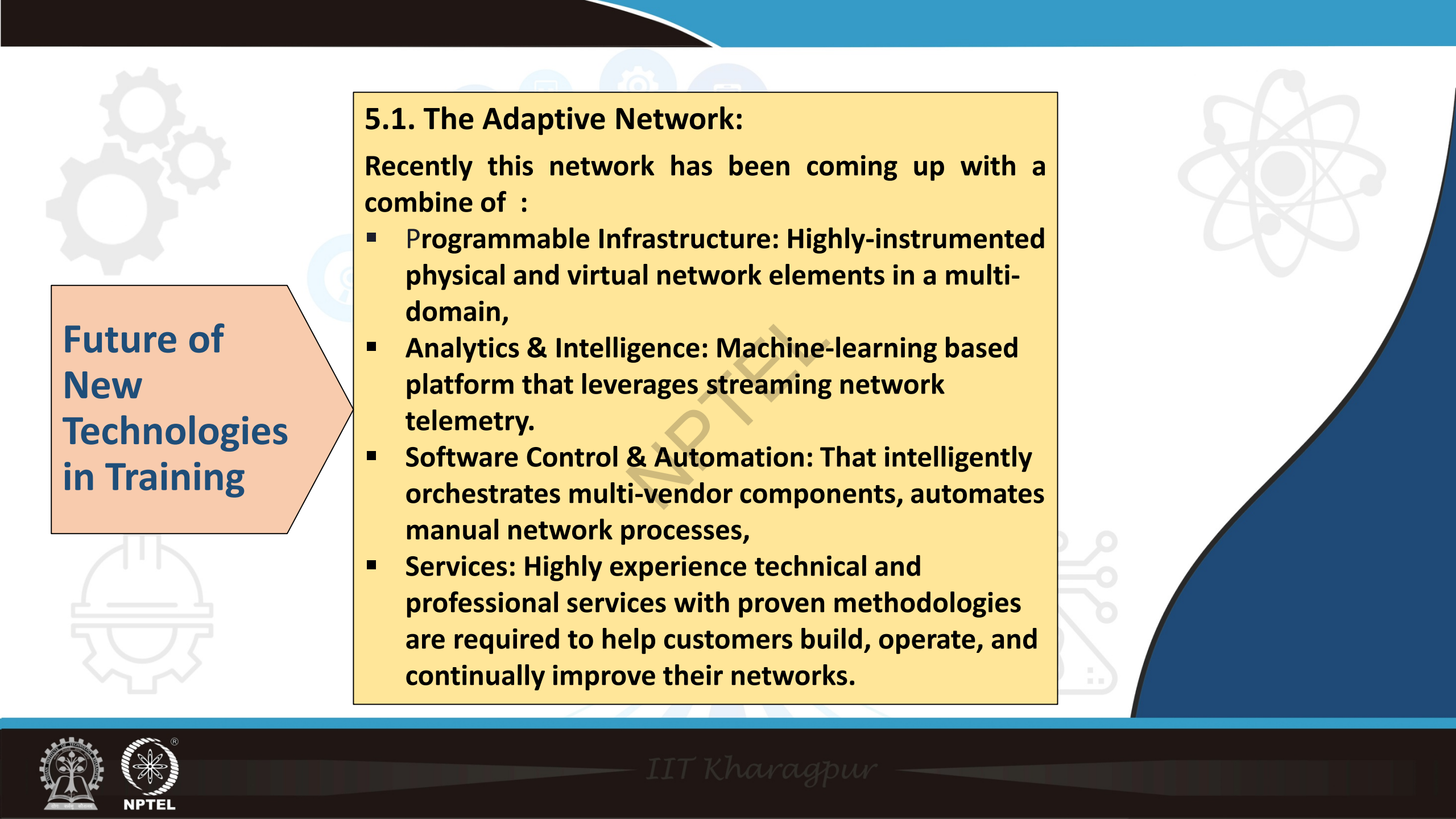
Future of New Technologies in Training

5. Automation and Adaptive Learning:

Adaptive learning technology has been considered among top 5 deployed in 2020. The new adaptive learning applications have been evolved to :

- **Faster:** both in terms of capacity and data speed
- **Closer:** moving cloud-based compute functions closer to the network edge
- **Smarter:** via automation, analytics, artificial intelligence, and virtualization capabilities.
- **Safer:** with technologies that increase awareness of network health to proactively address issues before they occur.





Future of New Technologies in Training

5.1. The Adaptive Network:

Recently this network has been coming up with a combine of :

- **Programmable Infrastructure:** Highly-instrumented physical and virtual network elements in a multi-domain,
- **Analytics & Intelligence:** Machine-learning based platform that leverages streaming network telemetry.
- **Software Control & Automation:** That intelligently orchestrates multi-vendor components, automates manual network processes,
- **Services:** Highly experience technical and professional services with proven methodologies are required to help customers build, operate, and continually improve their networks.

Future of New Technologies in Training

6. Big Data:

- Education is progressively moving from a one-size-fits-all approach to precision education or personalized learning.
- The dynamic and stochastic learning, the outcome of which involves some randomness and uncertainty, is gradually becoming the trend in modern machine learning techniques.
- Data are informatively and qualitatively balanced adopting AI systems, in order to avoid implicit biases that may propagate into algorithms trained on such data.



Future of New Technologies in Training

6. Big Data:

- In digitally-driven knowledge economies, traditional formal education systems are undergoing drastic changes or even a paradigm shift.
- Lifelong learning is quickly being adopted and implemented through online or project-based learning schemes.
- Collaboration between academia and industry, as well as balanced human and machine learning approaches are pertinent for vocational education.



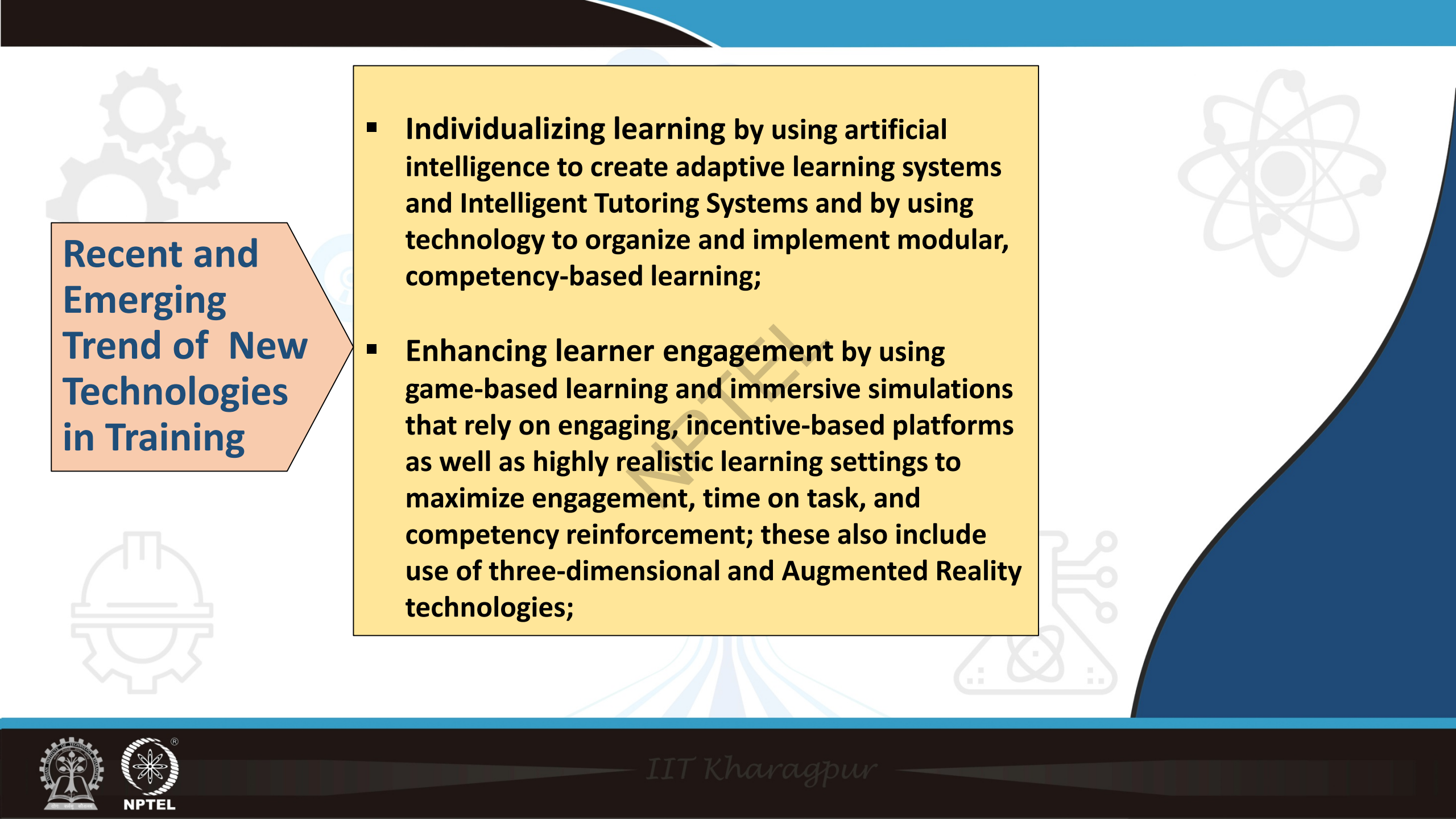
Future of New Technologies in Training

New Technology based platforms for training

Two new platforms have recently launched and have gained a bit of attention, so it's worth taking a look at them.

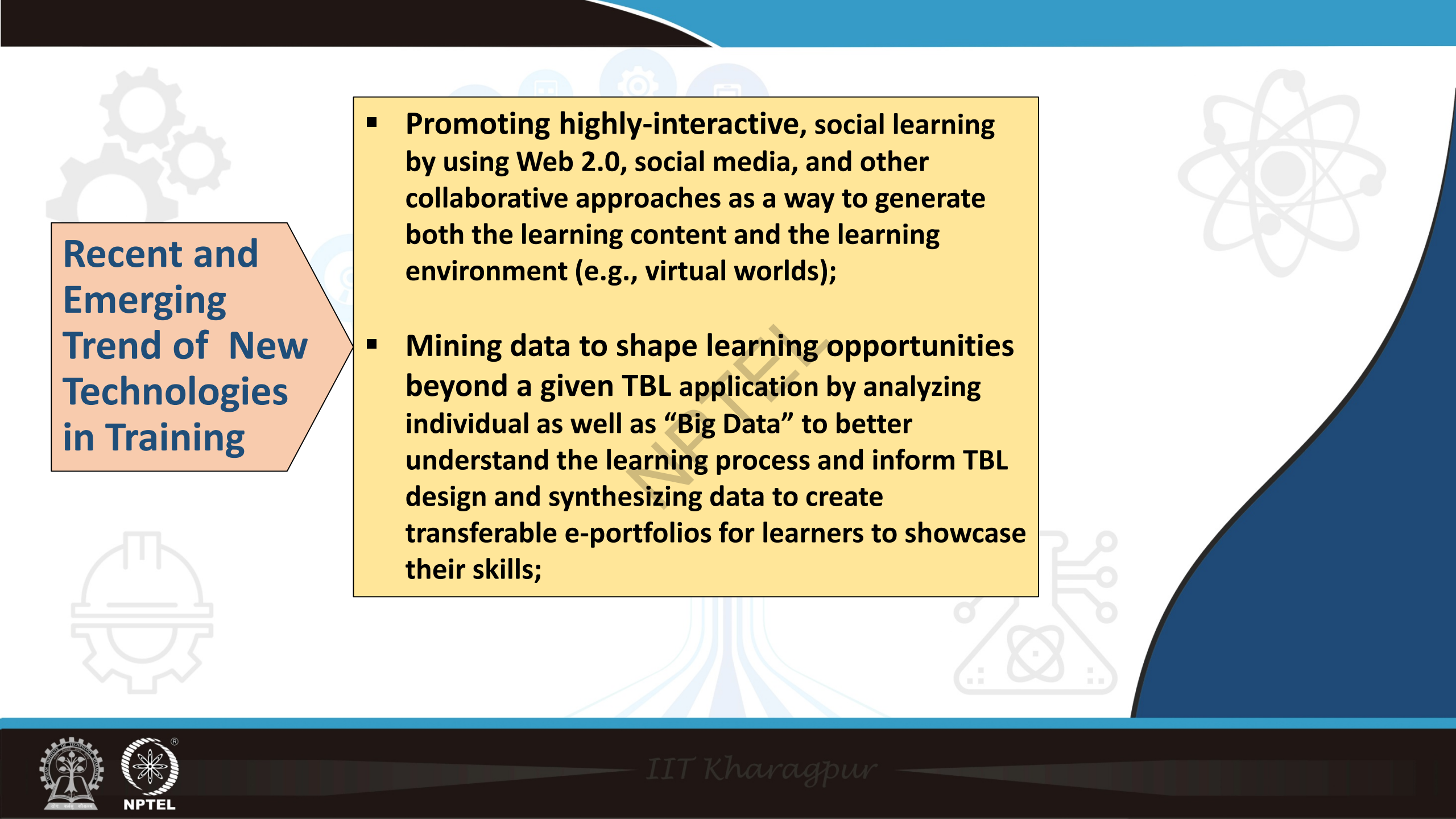
- i. **BYTE:** It is e-learning courses that takes us back to the looping video fun of vine.
- ii. **Tangi:** It is YouTube style platforms specially for crafters. All content is instructional content by and for makers.





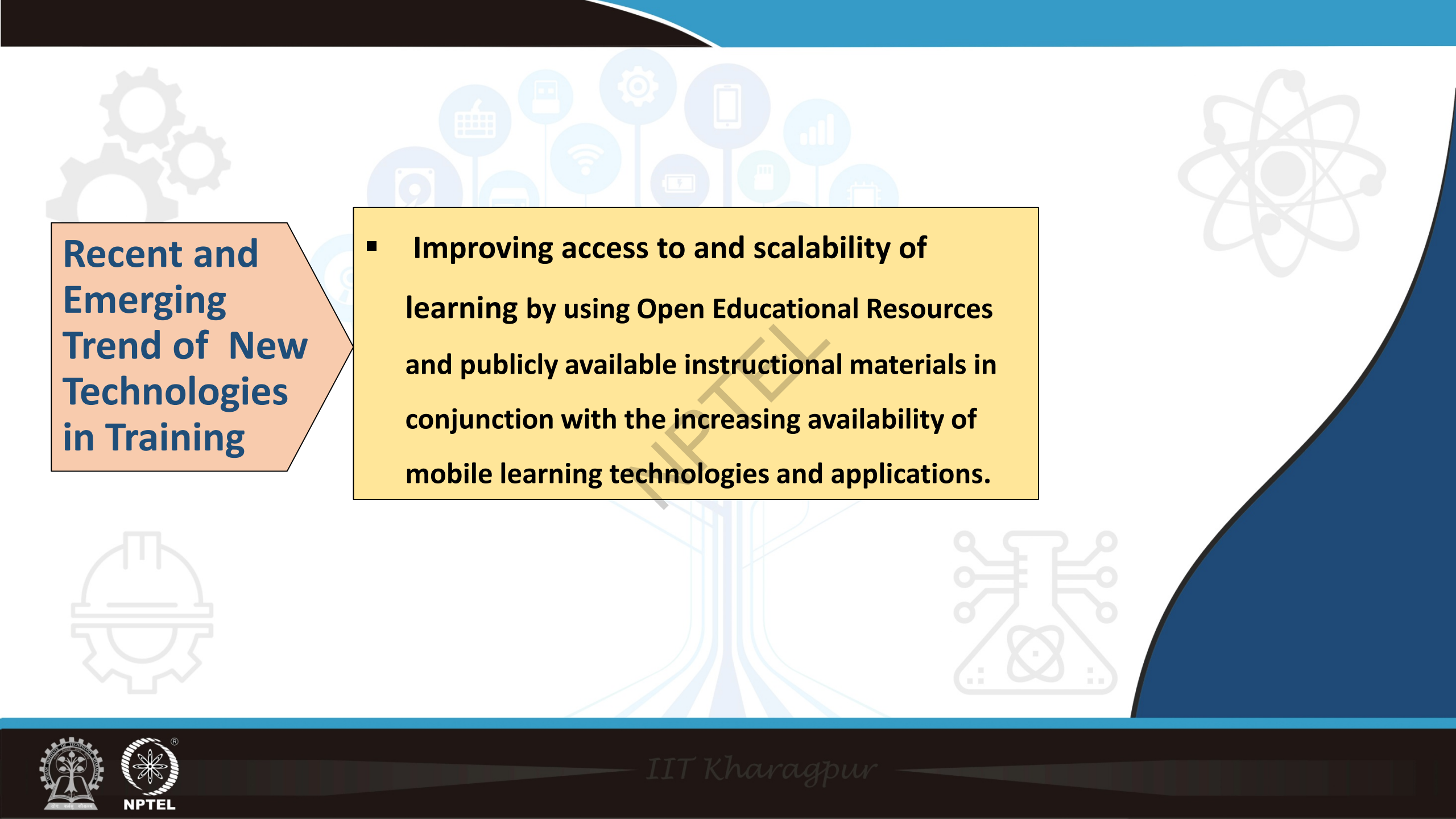
Recent and Emerging Trend of New Technologies in Training

- Individualizing learning by using artificial intelligence to create adaptive learning systems and Intelligent Tutoring Systems and by using technology to organize and implement modular, competency-based learning;
- Enhancing learner engagement by using game-based learning and immersive simulations that rely on engaging, incentive-based platforms as well as highly realistic learning settings to maximize engagement, time on task, and competency reinforcement; these also include use of three-dimensional and Augmented Reality technologies;



Recent and Emerging Trend of New Technologies in Training

- Promoting highly-interactive, social learning by using Web 2.0, social media, and other collaborative approaches as a way to generate both the learning content and the learning environment (e.g., virtual worlds);
- Mining data to shape learning opportunities beyond a given TBL application by analyzing individual as well as “Big Data” to better understand the learning process and inform TBL design and synthesizing data to create transferable e-portfolios for learners to showcase their skills;



Recent and Emerging Trend of New Technologies in Training

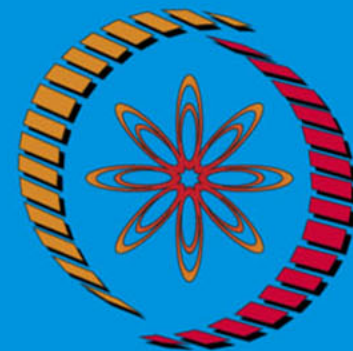
- Improving access to and scalability of learning by using Open Educational Resources and publicly available instructional materials in conjunction with the increasing availability of mobile learning technologies and applications.

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CONCLUSION

This part of lecture session has given clear picture on the trends of new technologies used for training which may enhance the level of thinking and perception of learners on all these aspects of future trend of new technologies in training.



**THANK
YOU !**



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

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Module : 11

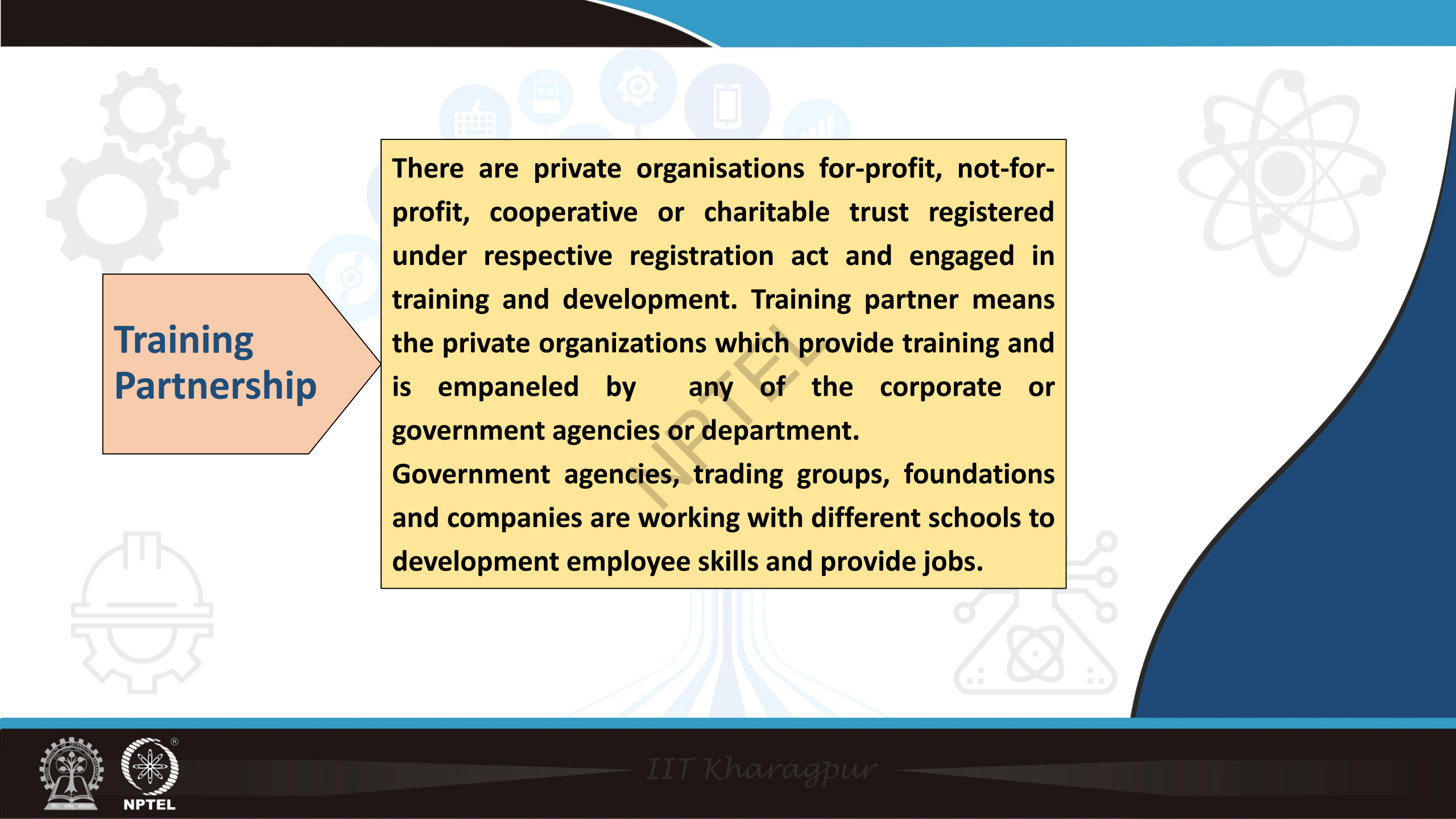
Lecture 05 : Training Partnership and Outsourcing



TRAINING AND DEVELOPMENT

This part of lecture session will be held on various issues relating to training partnership and outsourcing.





Training Partnership

There are private organisations for-profit, not-for-profit, cooperative or charitable trust registered under respective registration act and engaged in training and development. Training partner means the private organizations which provide training and is empaneled by any of the corporate or government agencies or department.

Government agencies, trading groups, foundations and companies are working with different schools to development employee skills and provide jobs.

Basic Principles of Training Partnership

Moss, K.(1997). stated that successful partnership should have following basic principles:

- **Competence:** The ability of partners to do the job well.
- **Openness:** Honesty and openness towards either of the partners.
- **Reliability:** Doing what is said to be done
- **Equity:** Fairness in working relationship.



Sectoral Training Partnership

Sectoral partnerships refer to government agencies and industry trade groups that help identify skills that the local employers require and work with community college, universities and other educational institutions to provide qualified employees.



Sectoral Training Partnership

Sectoral partnerships can focus on jobs that require more than a high school diploma but less than a four-year college degree and some provide skills that are needed for professional employees like engineers.

Partnership can meet the employees' skill needs faster than if individual employers work alone.

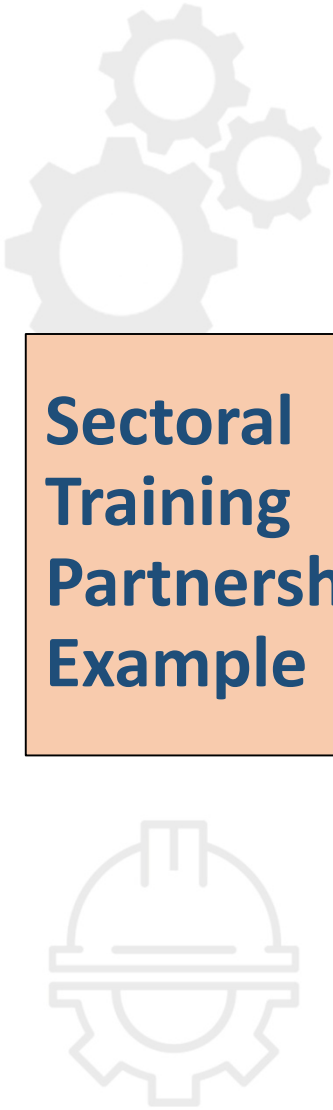


Sectoral Training Partnership: Example

SEWA ACADEMY Plans To Train and Skill 10,000 Women in a Year

Self Employed Women's Association (SEWA) which comes under Indian Academy of Self-employed Women (IASEW), Ahmedabad, (India) planned to provide skill training to around 10,000 women every year. They have current coverage of around 2000 women trained in their Kaushalya Kendras. Most of women trained by SEWA join the informal sector, with the biggest employer being the garment industry.





Sectoral Training Partnership: Example

Joint Union-Management Programs, NACTEL, USA

National Alliance for Communications Technology Education and Learning (NACTEL) is a partnership between telecommunications companies including AT&T, Century Link, Frontier, and Verizon, labor union including Communications Worker of America (CWA) and International Brotherhood of Electrical Workers (IBEW) that has developed online education programs. Currently, Joint Management Programs provide wide range of services designed to help employees learn skills that are directly related to their jobs and develop skills for their future.



Benefits from Training Partnership

Benefits of Training Partnerships to Employers:

- Sharing of best practice and networking.
- Consistency and relevance to the job role specially in customized training.
- Access to dedicated resources.
- Increasing employee motivation and morale.
- Better trained staff with higher education competency.
- Identification of high performers.
- Influence on the development of standard curriculum.
- Access to formal accreditation.



What is Outsourcing of Training?

- The companies in which there are no training professionals in a team who can develop a training program and pass the knowledge to the staff members Training outsourcing is the business strategy whereby such company hires or contracts an external supplier for the management of training tasks, processes and or activities.
- The outsourcing suppliers do not manage only courses/course content, but also, the training process, services and/or administrative activities



Why Training is Outsourced?

- Companies need a specialized set of skills- A managed-services expert can bring in the right consultants to deliver – or teach employees how to deliver – a new training course, when niche experience is required.
- The training needs are too diverse- IT staff, customer service representatives, and sales professionals, and all the departments require different kinds of training. In such cases, externally sourcing the right instructional design and subject matter experts might be the only viable option.
- Reducing costs – The main reason companies outsource training is to save money.



Why Training is Outsourced?

- Companies lack of professionals or technical expertise- For a small company where there's no person who has both professional and technological expertise required to execute an effective training program, outsourcing is the only way.
- Utilize the services of professional Training and Development Companies- There are professional companies with diverse field of expertise. As a result, many businesses outsource to get the job done without causing any delays or interruptions to regular business operations.



Types of Training Outsourcing

There are various types of training outsourcing. Some of them are:

- Training process outsourcing.
- Professional outsourcing: Contents, design and course material specific.
- Project outsourcing: For entire training project.
- IT outsourcing: For IT related training and technology based training.
- Process specific outsourcing: It includes business process, knowledge process, etc.
- Multisourcing



Training Process Outsourcing

Out of various types of outsourcing, the training process outsourcing (TPO) is very much relevant for this session. It includes -

- Organizations usually hire a training company that provides end-to-end L&D services, such as a managed learning services provider. The TPO has following activities:
 - Strategy development for training
 - Instructor facilitation support
 - Learning administrative services
 - Customized online learning solutions
 - Measuring and optimizing with learning analytics.

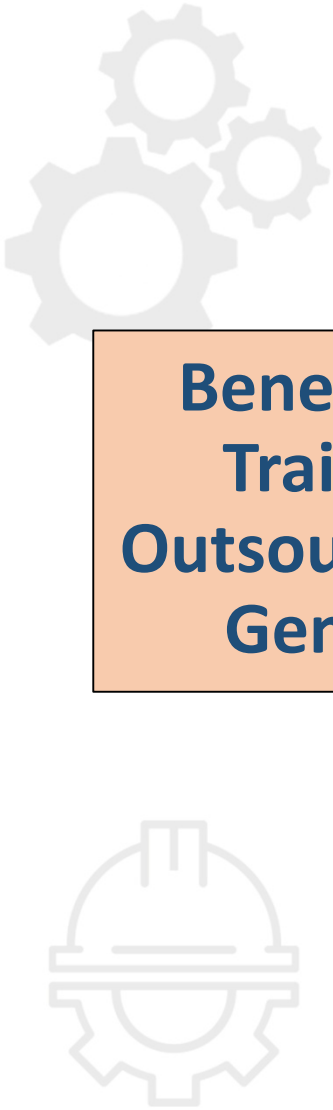


Benefits of Training Process Outsourcing

Training process outsourcing has been growing in popularity due to its ability to help meet the fluctuating L&D needs of modern organizations which have benefits include:

- Reducing cost of training and administration.
- Enhancing internal bandwidth
- Improved scalability
- High quality learning experiences.
- Content is well researched and employee need based.
- Sessions are mostly interactive, audio-visual aided, practical and theory based.

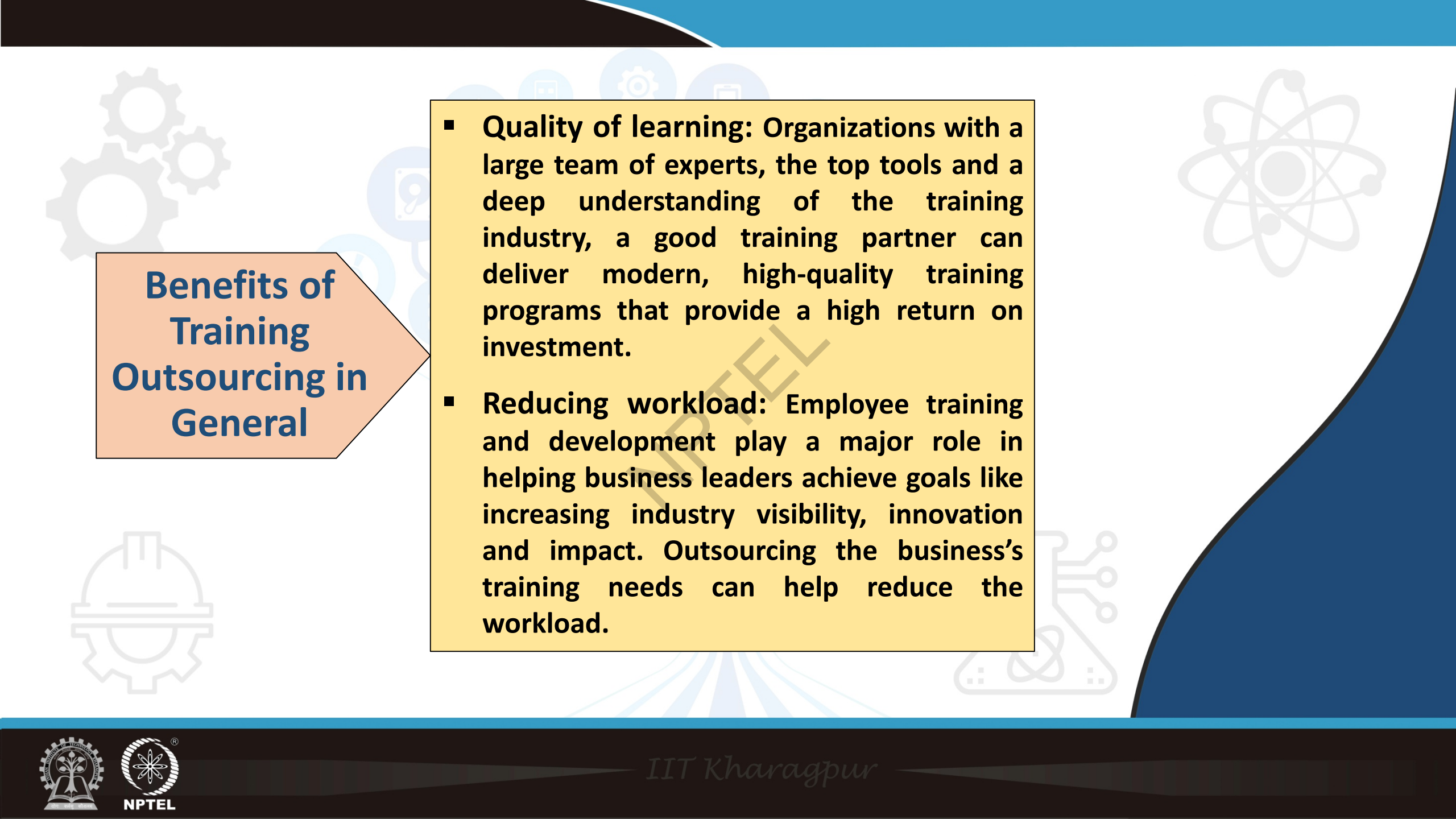




Benefits of Training Outsourcing in General

- **Speed up training:** Organizations need to train their employees on new procedures or policies, and they need to do it quickly. This can be challenging for organizations with L&D teams that already have a full workload. In this case, training outsourcing can be an effective solution.
- **Diverse locations:** The global market is expanding, and enterprise companies with teams in different countries worldwide need high-quality training solutions for their employees across these regions. Using a training outsourcing partner can make the development and delivery of these solutions more straightforward





Benefits of Training Outsourcing in General

- **Quality of learning:** Organizations with a large team of experts, the top tools and a deep understanding of the training industry, a good training partner can deliver modern, high-quality training programs that provide a high return on investment.
- **Reducing workload:** Employee training and development play a major role in helping business leaders achieve goals like increasing industry visibility, innovation and impact. Outsourcing the business's training needs can help reduce the workload.

Future Trends of Training Outsourcing

There are enough scopes of training outsourcing in future which include-

- Scope of non-core services for training will be enhanced to core business functions.
- Most business houses with significant number subject matter expertise, consider fully outsourcing of training.
- The work-from-home has encouraged technology based online training and virtual soft skill learning.
- IT outsourcing industry will be automated through cloud services and inevitable dominance of artificial intelligence.

Future Trends of Training Outsourcing

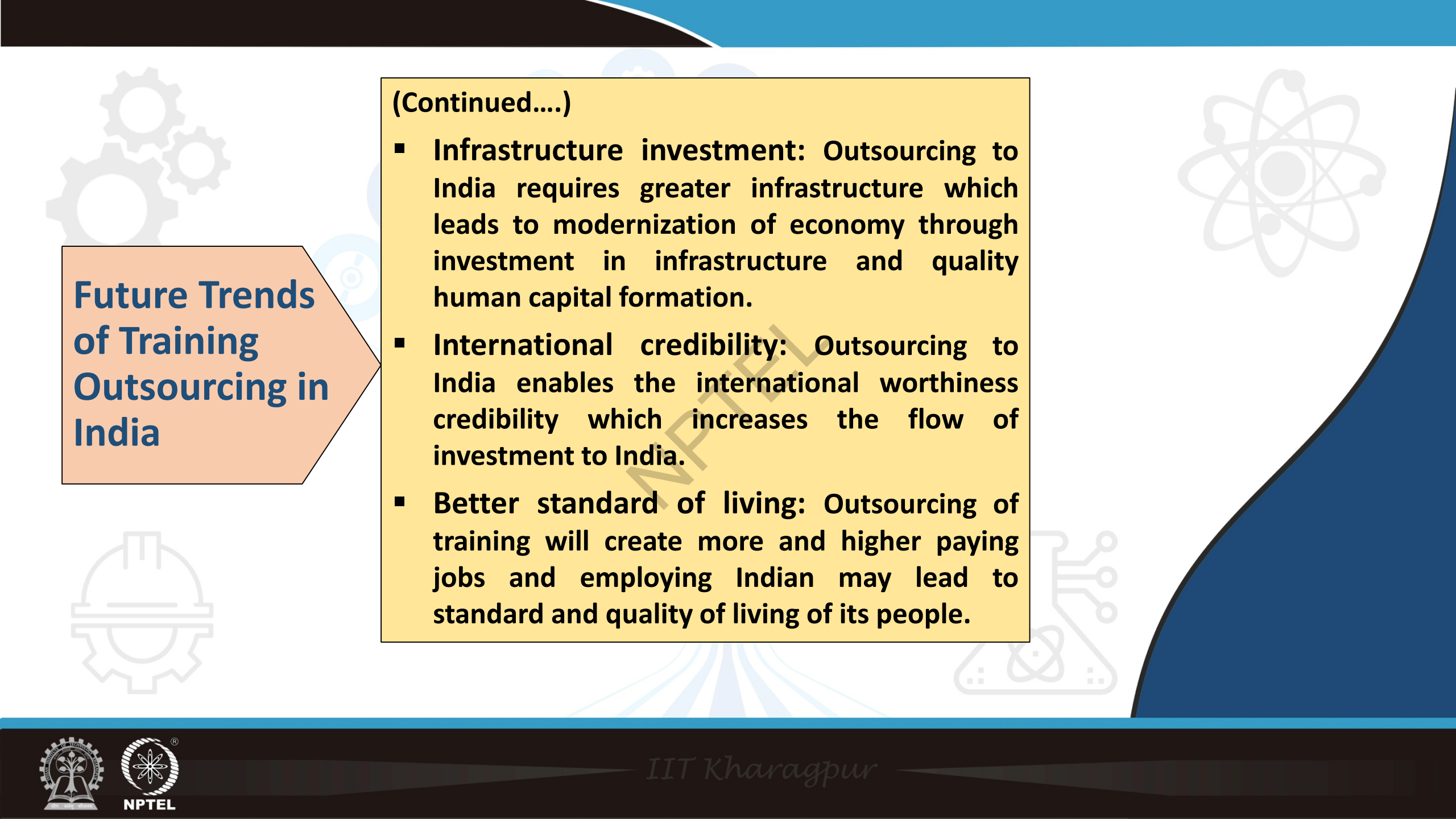
- Business houses are starting to outsource their high-end critical process which allows them to achieve more than that was reserved primarily for small operations.
- The mode of the training delivery paradigm is being changed to include online learning and virtual instructor-led sessions more effectively.
- More collaboration with service engineering, product management, marketing and support teams, who contributed immensely to the content.



Future Trends of Training Outsourcing in India

Training outsourcing trends may be yielding good results for India which include-

- **Employment:** Employment generation is a top most issue and outsourcing will be a boon for creating more employment opportunities.
- **Exchange of technical know-how:** There are enough scope for exchange of technical know-how from developed country to developing ones like India.
- **Formation of human capital:** for a populated country like India, human capital formation through training, skilling and increasing future scope of suitable employment is important.



Future Trends of Training Outsourcing in India

(Continued....)

- **Infrastructure investment:** Outsourcing to India requires greater infrastructure which leads to modernization of economy through investment in infrastructure and quality human capital formation.
- **International credibility:** Outsourcing to India enables the international worthiness credibility which increases the flow of investment to India.
- **Better standard of living:** Outsourcing of training will create more and higher paying jobs and employing Indian may lead to standard and quality of living of its people.



Future Trends of Training Outsourcing in India: Example



APTECH Limited (India) Ranked Amongst Top 20 Global Companies

TrainingOutsourcing.com has announced its third annual “Top 20 Companies in the Training Outsourcing Industry”, a list based on detailed evaluations encompassing factors such as scope and depth of services provided, geographic reach, revenues, and client engagements.

Seventy-five companies were considered with each being evaluated against 22 learning processes and 13 business capability areas.

Aptech Limited, the Global Learning Solutions Company, has been featured amongst the Top 20 Global Training Outsourcing Service Provider (OSP) Companies with expertise in content development, training administration, program delivery and learning technology.

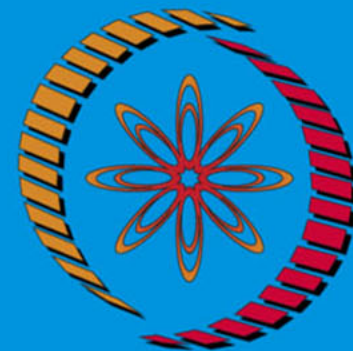


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CONCLUSION

This part of lecture session has given clear picture on various issues of training partnership and outsourcing with an aim to make all learners aware about it and enhance their level of thinking and perception on all these aspects of training partnership and outsourcing.



**THANK
YOU !**



NPTTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

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Module : 11

Lecture 6 : Train the Trainers



TRAINING AND DEVELOPMENT

This part of lecture session will be held on train the trainers, return on investment (ROTI) evaluation and important points for the trainer to remember.

Why Train the Trainer?

This question usually comes out of a need to justify the time and money expenditures involved in training. Naturally we want to demonstrate that there are measurable benefits and sound reasons to support the decisions to train.

Some possible reasons are:

- Cost savings
- Increased sales/services
- Improved productivity, competitiveness, and profitability
- Regulatory compliance



Why Train the Trainers?

Sometimes the reasons do not appear to be connected to a monetary value. Perhaps they relate to:

- Improved customer satisfaction
- Improved technological expertise
- Increased understanding of your organization and markets
- Better staff morale and management-staff relations
- Greater staff flexibility and loyalty
- Enhanced decision making

Why Train the Trainers?

Train the trainer initiatives can be training programs that equip experienced trainers with the skills necessary to deliver content such as new technologies or a fresh HR program.

Train the trainer programs equip trainers and instructional designers with the skills they need to provide the best learning experience to employees.



Who Can Join in Train-the Trainers?

- Anybody who is planning a career in training and development.
- Newly appointed trainers, teachers and training designer, .
- On the job trainers.
- Trainers, instructors, soft skill trainers who need to up-skill
- Team leaders.
- Staff involved in administration, management, delivery, design and assessment.

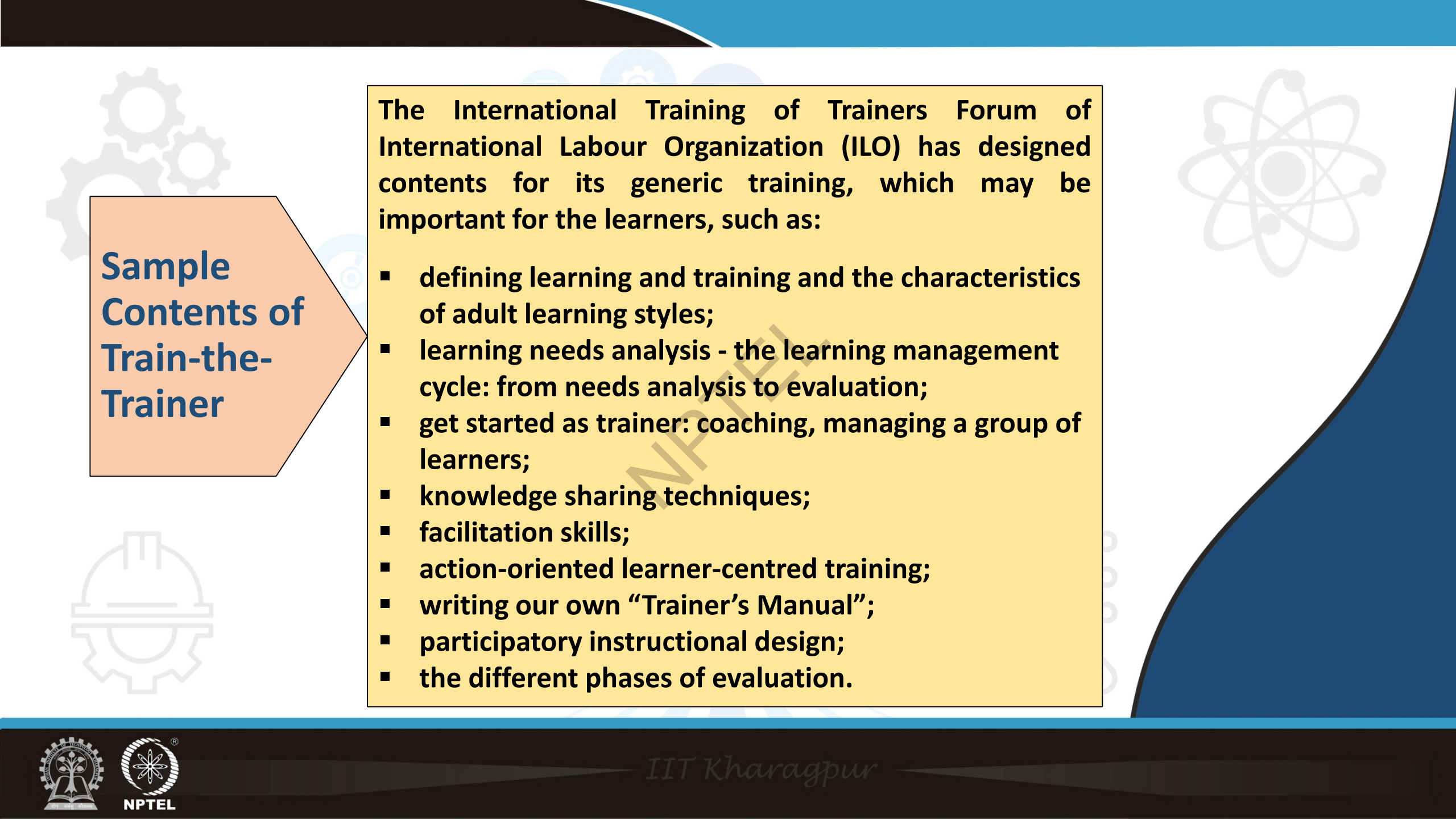


Major Elements of Train-the-Trainers

It is found in general, Train-the-trainers cover important elements in the curriculum such as:

- Team building
- Basic Presentation and Facilitation Skills
- Training Design Principles
- Visualization
- Learning Space Design
- Classroom Management
- Group Facilitation, Interaction and Group Dynamics,
- Experiential Learning
- Logistic and learning environment
- Evaluation and impact assessment of training





Sample Contents of Train-the-Trainer

The International Training of Trainers Forum of International Labour Organization (ILO) has designed contents for its generic training, which may be important for the learners, such as:

- defining learning and training and the characteristics of adult learning styles;
- learning needs analysis - the learning management cycle: from needs analysis to evaluation;
- get started as trainer: coaching, managing a group of learners;
- knowledge sharing techniques;
- facilitation skills;
- action-oriented learner-centred training;
- writing our own “Trainer’s Manual”;
- participatory instructional design;
- the different phases of evaluation.

Trainers Development Programme

Recognizing the importance of trainers in the training function, the Trainers Development Programme was started by Government of India, Department of Personnel and Training in the early 1990s. It was for developing a cadre of professional trainers and resource persons in the country to create a cascading and multiplier effect by developing the Central / State / Union Territories employees as Master Trainers and Recognized Trainers of various “Training of Trainers (ToT)” packages.



Types of Trainers Development Programme

The following ToT programmes are sponsored by Government of India under Trainer Development Programme at various training institutions across the country:

- Training Needs Analysis (TNA)
- Design of Training (DOT)
- Direct Trainer Skills (DTS)
- Evaluation of Training (EoT)
- Management of Training (MoT)
- Experiential Learning Tools (ELT)
- Mentoring Skills
- Facilitation Skills
- Introduction to SAT (System Approach to Training) courses



How to Design a Train-the-Trainer Programme?

To build a train the trainer program, it is critical to take into consideration what the learner needs to know to perform well on the job - both the technical expertise and the soft skills. There are four-step process such as:

- Purpose and assessment
- Planning and preparation
- Presentation and facilitation
- Performance and evaluation



Corporate Strategy and Training & Development Activities

Porter	Miles and Snow	Training and Development Activity
Differentiation	Prospector	Hire and train high quality employees
		Institute development program for employee advancement and high potential employees
Cost Leadership	Defender	Train for job-specific skills and cost efficiency
		Develop managers in a cost-conscious culture



Corporate Strategy and Training & Development Activities

Porter	Miles and Snow	Training and Development Activity
Cost Leadership	Analyzer	Train employees around company core competency
		Focus on career development rather than growth opportunities
	Reactor	Offer outplacement services
		Retrain workers when there are reductions in force

Who are the Stakeholders of Training?

- Participants / Audience
- Functional Heads / Employee's Managers
- Trainers / Subject Matter Expert / Instructors (internal/external)
- Operations/Administration/IT/Logistics
- Training Managers + Team
- Content Developers
- Customers (Internal/External)
- Training Vendors
- Leaders/Managing Directors
- HR Business Partners
- Society/Community
- Finance Head -Budget

Tools for Trainers

Training tools are all those programs, platforms, or templates that help trainers deliver their training to their learners. We can find four categories of training and development tools required for trainer:

- Learning management system(LMS)
- Content authoring tools
- Video editing software and
- Social media



Tools for Trainers

- **Learning management system(LMS)**

The best training tool for trainers who want to create courses, manage users, and track the performance of their training and learners is Learning Management System. It is easy to use and easy to go for live online that helps to achieve a much shorter on training investment.



Tools for Trainers

- **Content authoring tools**

There are many Learning Management Systems that come with built-in authoring tools so we don't have to switch between platform to deliver high-quality training. We can simply create an account, access training hub, and start building our course right away. In essence, authoring tools are software platforms that let trainers add a variety of media and multimedia files to create engaging training.



Tools for Trainers

- **Video editing software**

One of the most overlooked training tools for trainers is video editing software. Now, it can be done by smartphone, that's never been easier to make courses more fun and captivating. Play around video types to rock the courses, there are some common formats of video editing such as- Talking head video, screen recording, video presentations, documentary and many more.



Tools for Trainers

- **Social Media**

Social media can be really powerful training and development tools. there's an overwhelming surge in popular social media platforms like Twitter, Instagram, TikTok, Pinterest, Facebook, YouTube, etc. This, alone, means that this is where the learners like to hang out when they have some time to spare.

As a trainer, connecting with learners on their favorite platforms is an excellent way to personalize the learning experience.



Role of the Trainers in Training

The role of a trainer is to develop a competency and skill sets in an individual to perform his/her job effectively and efficiently in the work place. The trainer should communicate to the trainees about what is expected out of training in a simple and professional way.



Role of the Trainers in Training

The role of a trainer includes

- Training plan
- Timing of different training sessions
- Choosing the relevant training methods
- Preparing the training materials and aids
- Conducting training sessions and
- Evaluating the post training session



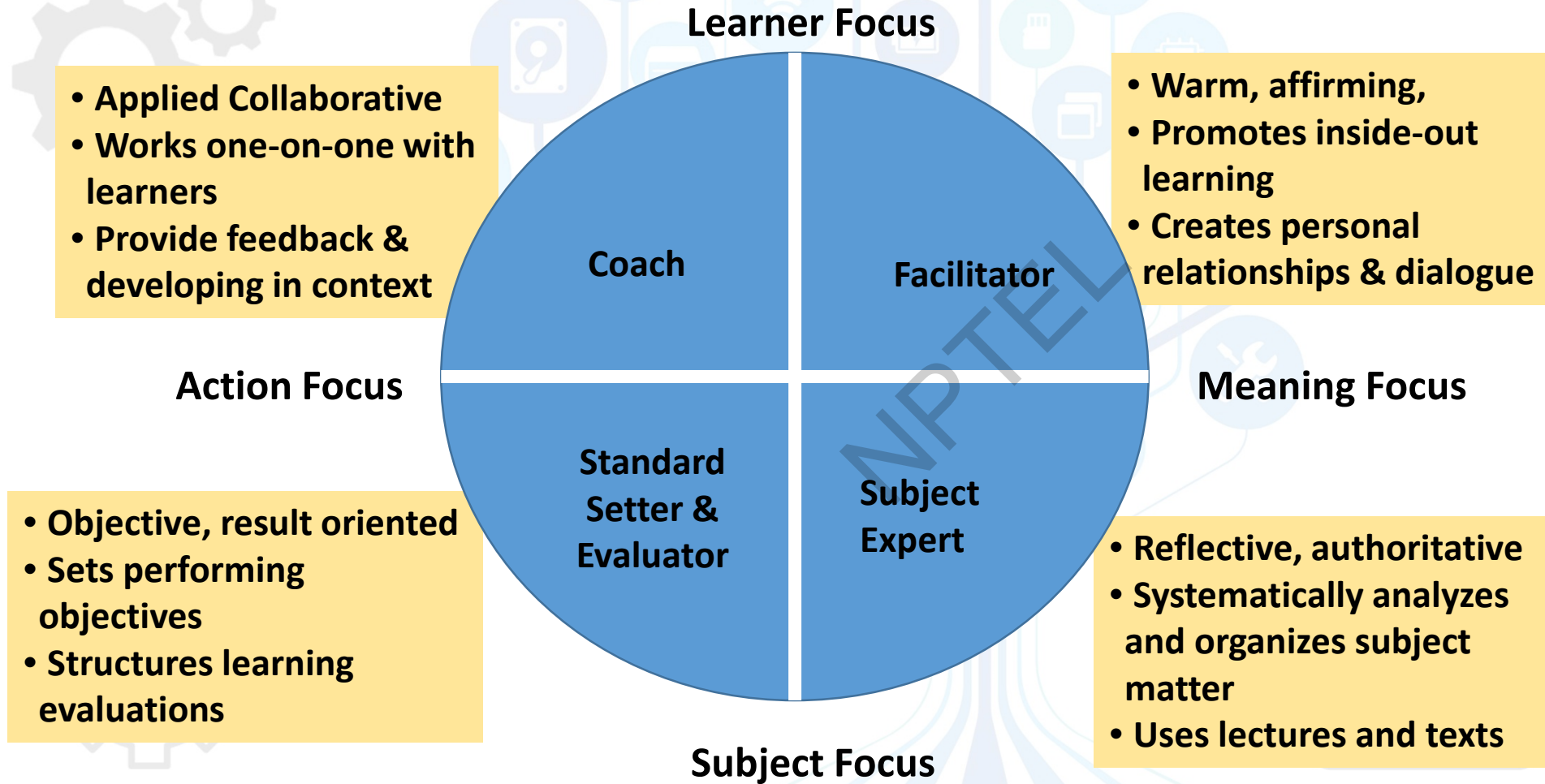
Emerging Trainer Role

The new role of the trainer in training includes

- Knowing more and more about peoples learning styles.
- Training line managers how to train.
- Guiding executives in establishing strategic directions for the organization.
- Facilitating process improvement and/or teaching line managers how to do it.
- Constantly being in touch with employees and work processes and be aware of their skill needs.
- Acquiring in-depth knowledge of the organization and its mission/goals.
- Knowing information technology and explore the use of electronic training opportunities, including development of multi-media training programs (where feasible and appropriate).
- Entrench training as an integral activity in the organization.
- Facilitate problem-solving teams.
- Help managers to think through performance and solve them either through training or otherwise. • Help trainees to think over their jobs.



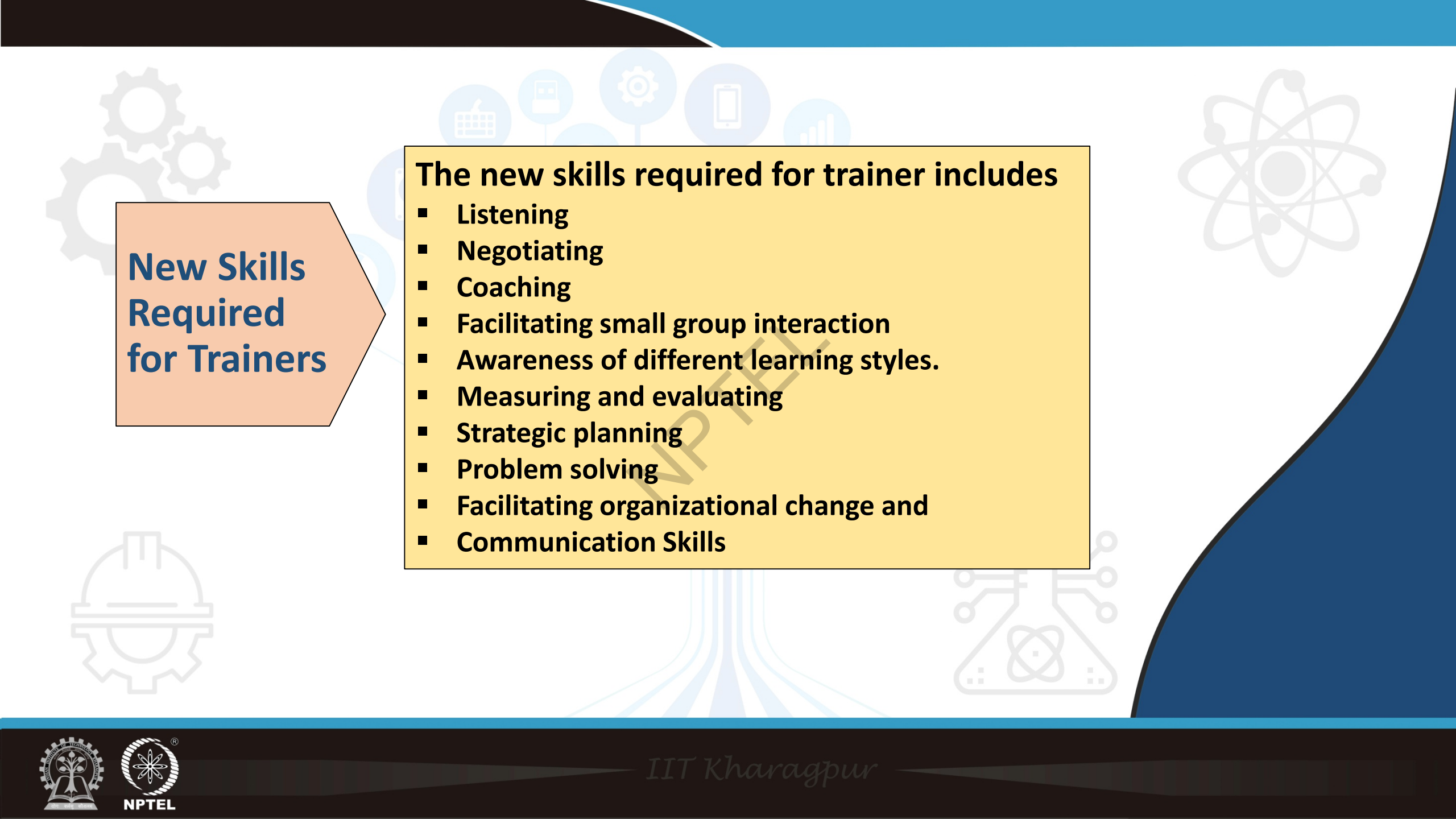
Educator Role and Learning Cycle



Educator Role and Learning Cycle

- **The Facilitator Role:** When facilitating, educators help learners get in touch with their personal experience and reflect on it. They adopt a warm affirming style to draw out learners' interests, intrinsic motivation and self-knowledge.
- **The Subject Expert Role:** In their role as subject expert, educators help learners organize and connect their reflections to the knowledge base of the subject matter. They adopt an authoritative, reflective style.
- **The Standard Setter and Evaluator Role:** As a standard setter and evaluator, educators help learners master the application of knowledge and skill in order to meet performance requirements. They adopt an objective results-oriented style as they set the knowledge requirements needed for quality performance.
- **The Coaching Role:** In the coaching role, educators help learners apply knowledge to achieve their goals. They adopt a collaborative, encouraging style, often working one-on-one with individuals to help them learn from experiences in their life context.



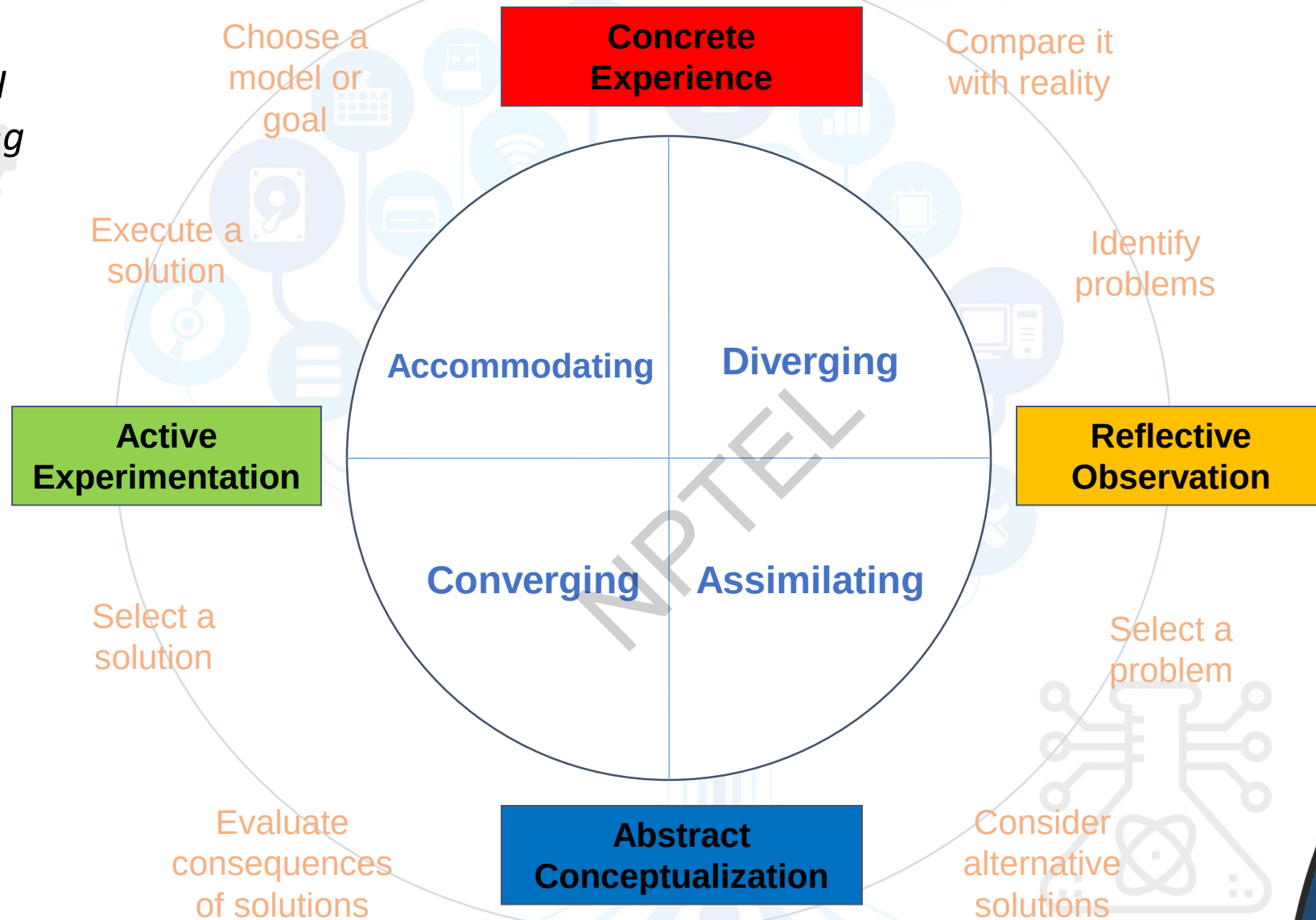


New Skills Required for Trainers

The new skills required for trainer includes

- Listening
- Negotiating
- Coaching
- Facilitating small group interaction
- Awareness of different learning styles.
- Measuring and evaluating
- Strategic planning
- Problem solving
- Facilitating organizational change and
- Communication Skills

*Kolb LSI
Learning
Cycle*



Learning Style: DIVERGING

Concrete Experience + Reflective Observation

“Facilitator/Motivator”

- Generates ideas
- Works well with people
- Shares ideas
- Very involved with learning
- Asks: “Why?” or “Why not?”



Diverging (Creating)

- Dominant learning modes: CE and RO
- Learners view concrete situations from many points of view.
- They perform better in “brainstorming” sessions, or situations that call for looking at things from many angles.
- Approach is to observe rather than take action
- Prefer to work in teams to gather information. Listen with an open mind and receive feedback.



Learning Style: ASSIMILATING

Reflective Observation + Abstract Conceptualization

“Theoretical/basic scientist”

- Theoretical interests
- Combine diverse ideas
- Create models
- Analytical/Inductive
- Asks: “What do I have here?”



Assimilating (Planning)

- Dominant learning modes: RO and AC
- Use inductive reasoning and assimilating disparate observations into an integrated explanation.
- Theories need to be more logically sound and precise than of practical value.
- If theory doesn't fit the “facts” they might disregard or reexamine the facts.
- Prefer lectures, reading, exploring analytical models.
- Need time to think things through.



Learning Style: CONVERGING

Abstract Conceptualization + Active Experimentation

“Applied Scientist”

- Want concrete answers
- Prefer to work with things vs. people
- Like hands-on experiences
- Want answers quickly
- Asks: “How does this work?”



Converging (Deciding)

- Dominant learning modes: AC and AE
- Knowledge is organized through hypothetical-deductive reasoning, focus on a problem and converge on an answer.
- Best at finding practical uses for ideas and theories.
- Rather deal with technical tasks/problems than interpersonal issues.
- Prefer experimenting with ideas, simulations, lab assignments and practical applications.



Learning Style: ACCOMODATING

Active Experimentation + Concrete Experience

“Practitioner”

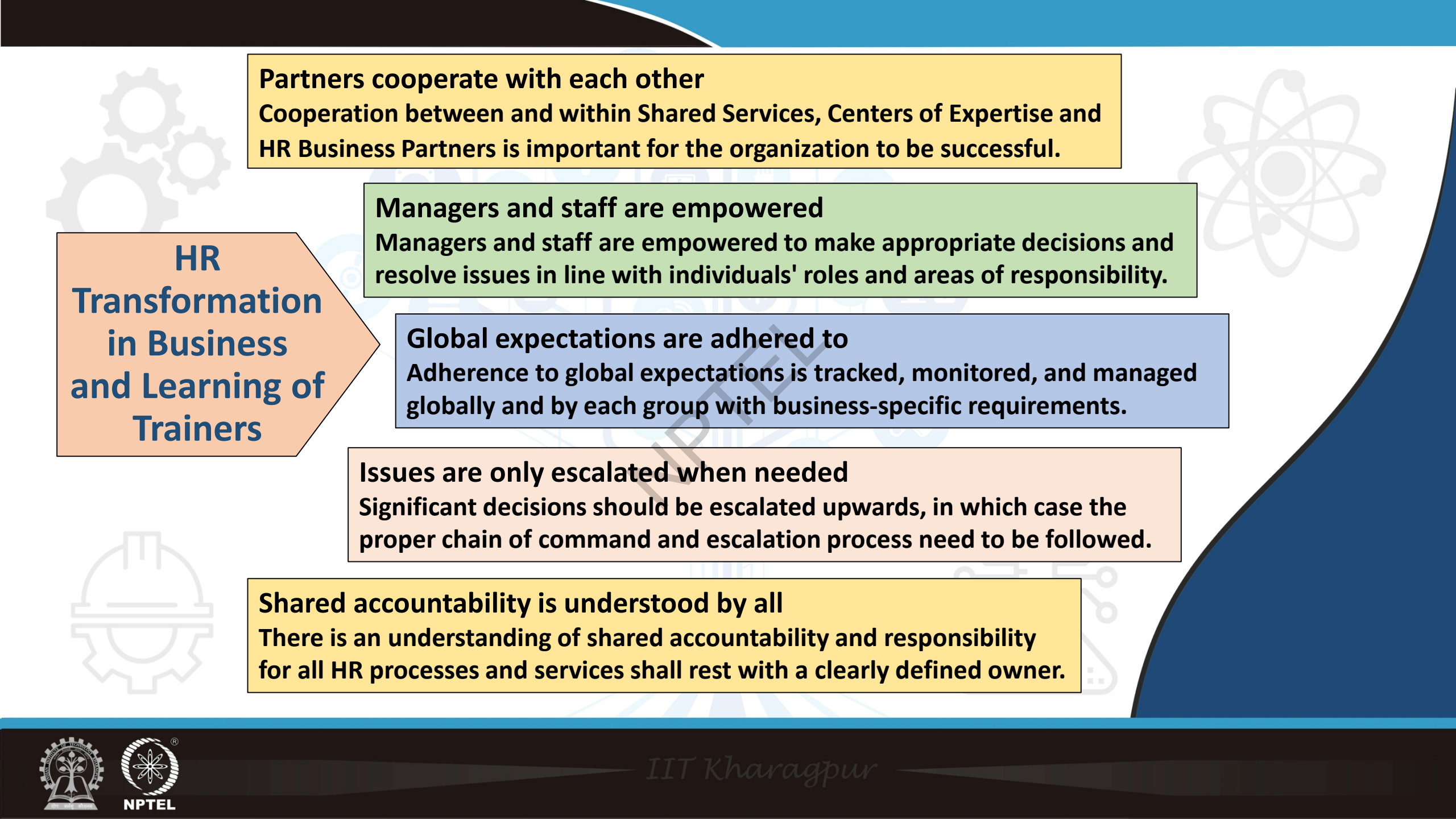
- Take risks
- Focus on doing
- Adapt well to change
- Like new experiences
- Integrate application with experience
- Asks: “What will this become?”



Accommodating (Acting)

- Dominant learning modes: AE and CE
- Interested in doing things, in carrying out plans, and involving themselves in new plans.
- Risk takers, excel often where one must adapt or accommodate.
- If the plan doesn't fit the facts, often will disregard the facts.
- Rely heavily on others for information than on own technical analysis.
- Prefer to work with others to get assignments done, set goals and test different approaches.





HR Transformation in Business and Learning of Trainers

Partners cooperate with each other
Cooperation between and within Shared Services, Centers of Expertise and HR Business Partners is important for the organization to be successful.

Managers and staff are empowered
Managers and staff are empowered to make appropriate decisions and resolve issues in line with individuals' roles and areas of responsibility.

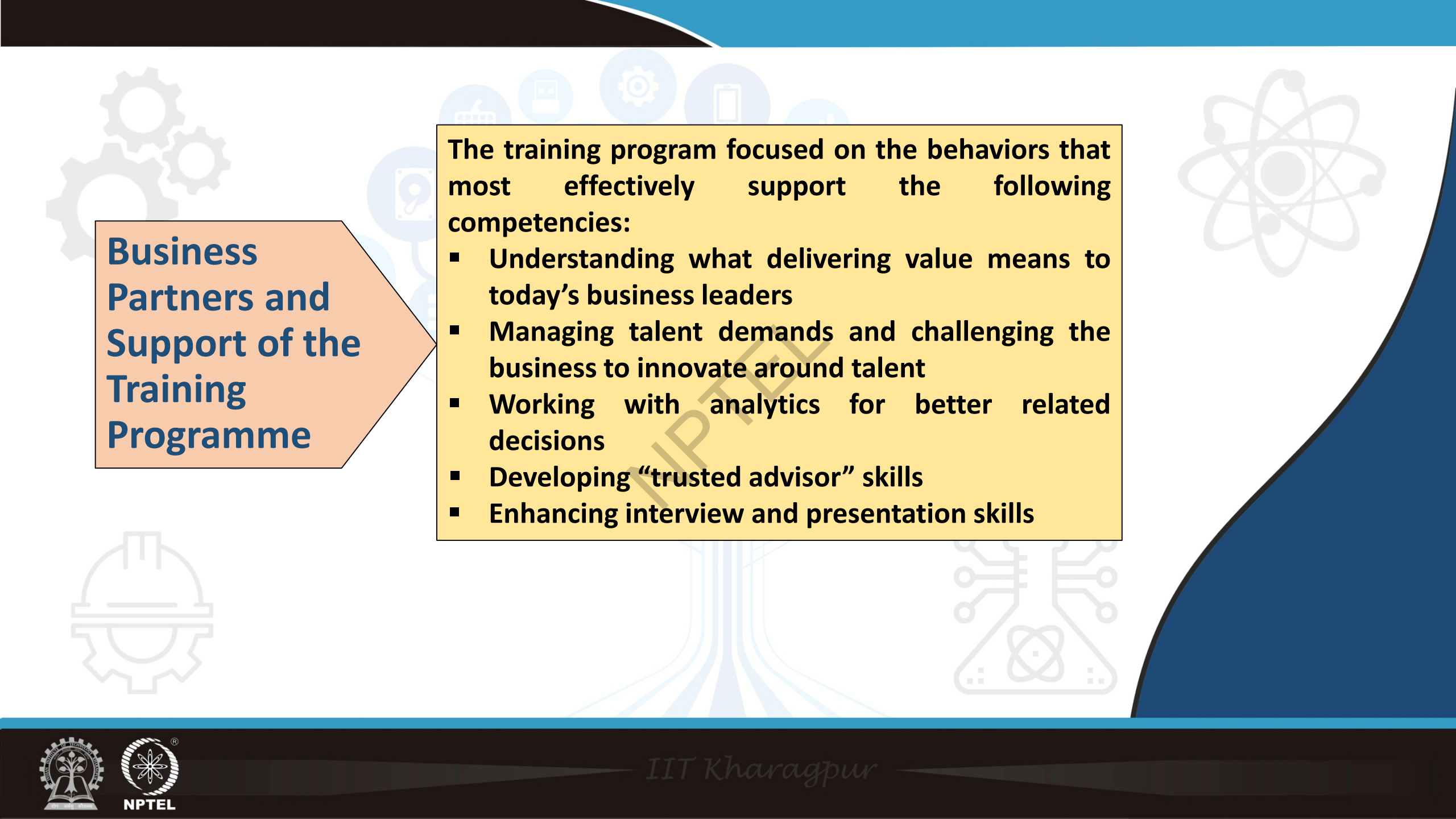
Global expectations are adhered to
Adherence to global expectations is tracked, monitored, and managed globally and by each group with business-specific requirements.

Issues are only escalated when needed
Significant decisions should be escalated upwards, in which case the proper chain of command and escalation process need to be followed.

Shared accountability is understood by all
There is an understanding of shared accountability and responsibility for all HR processes and services shall rest with a clearly defined owner.

Business Partners and Training Expertise: Critical Points

- Facilitate the mind-set change of the line-manager, who may not be initially willing or ready to team with colleagues in these newly defined HR roles.
- Focus on the skills and experience it takes to be credible and trusted as either a HR Business Partner or Center of Expertise colleague.



Business Partners and Support of the Training Programme

The training program focused on the behaviors that most effectively support the following competencies:

- **Understanding what delivering value means to today's business leaders**
- **Managing talent demands and challenging the business to innovate around talent**
- **Working with analytics for better related decisions**
- **Developing “trusted advisor” skills**
- **Enhancing interview and presentation skills**

Mapping the Input - Process - Output - HR Impact and Business Impact

Input

- Talent acquisition plan
- Talent development plan
- Workforce plan
- Growth strategy
- Corporate strategy

Process

- Offer acceptance rate
- Time to fill a position
- High potential development
- Workforce development
- Market share

Output

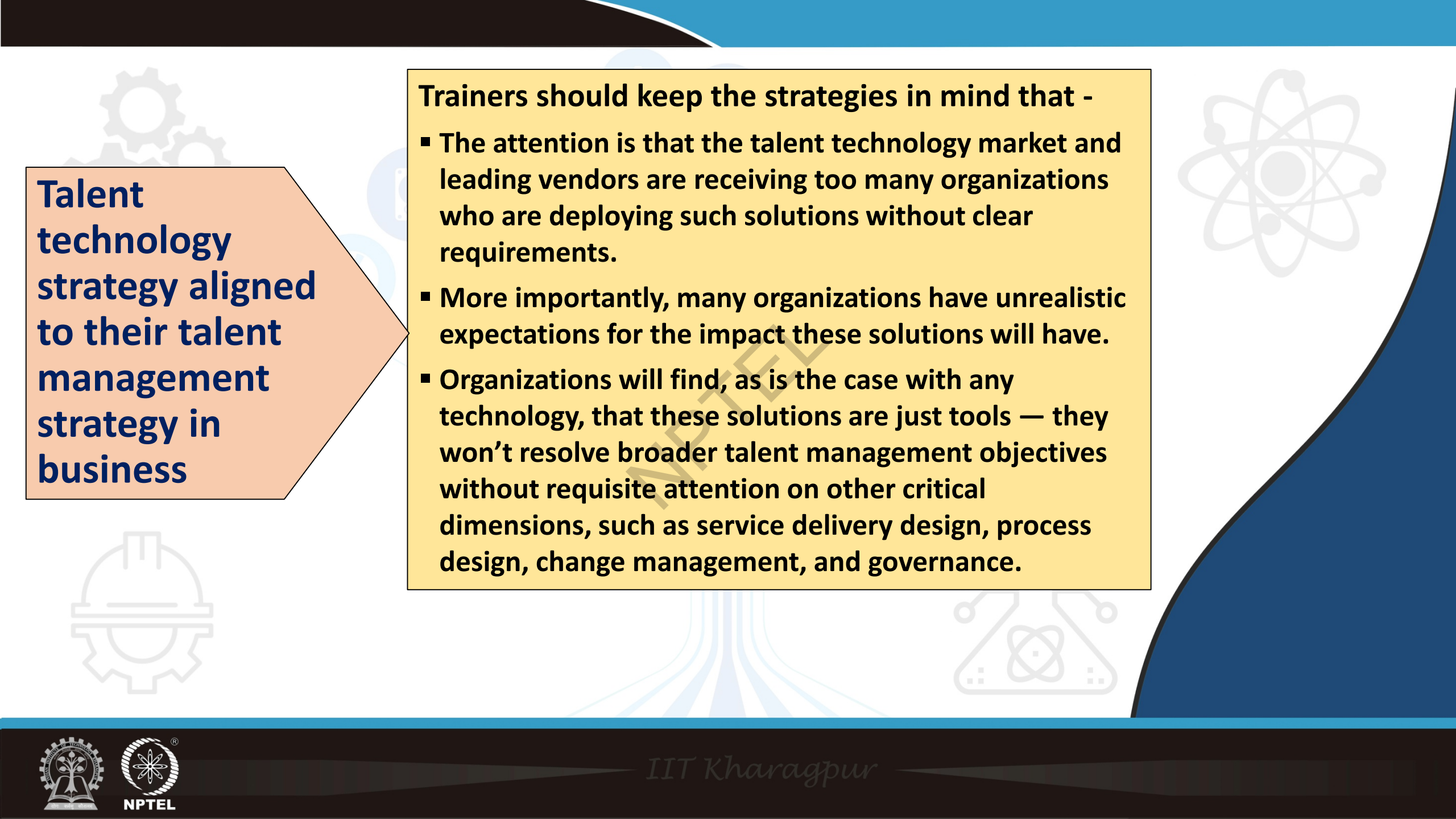
- New hire competence and performance ratings
- Employee development results
- Workforce competency
- Market share penetration enhancement

HR Impact

- Employee retention
- Employee engagement
- Voluntary turnover
- Upward employee mobility

Business impact

Customer satisfaction
Customer turnover
Customer penetration
Patents per capita



Talent technology strategy aligned to their talent management strategy in business

Trainers should keep the strategies in mind that -

- **The attention is that the talent technology market and leading vendors are receiving too many organizations who are deploying such solutions without clear requirements.**
- **More importantly, many organizations have unrealistic expectations for the impact these solutions will have.**
- **Organizations will find, as is the case with any technology, that these solutions are just tools — they won't resolve broader talent management objectives without requisite attention on other critical dimensions, such as service delivery design, process design, change management, and governance.**

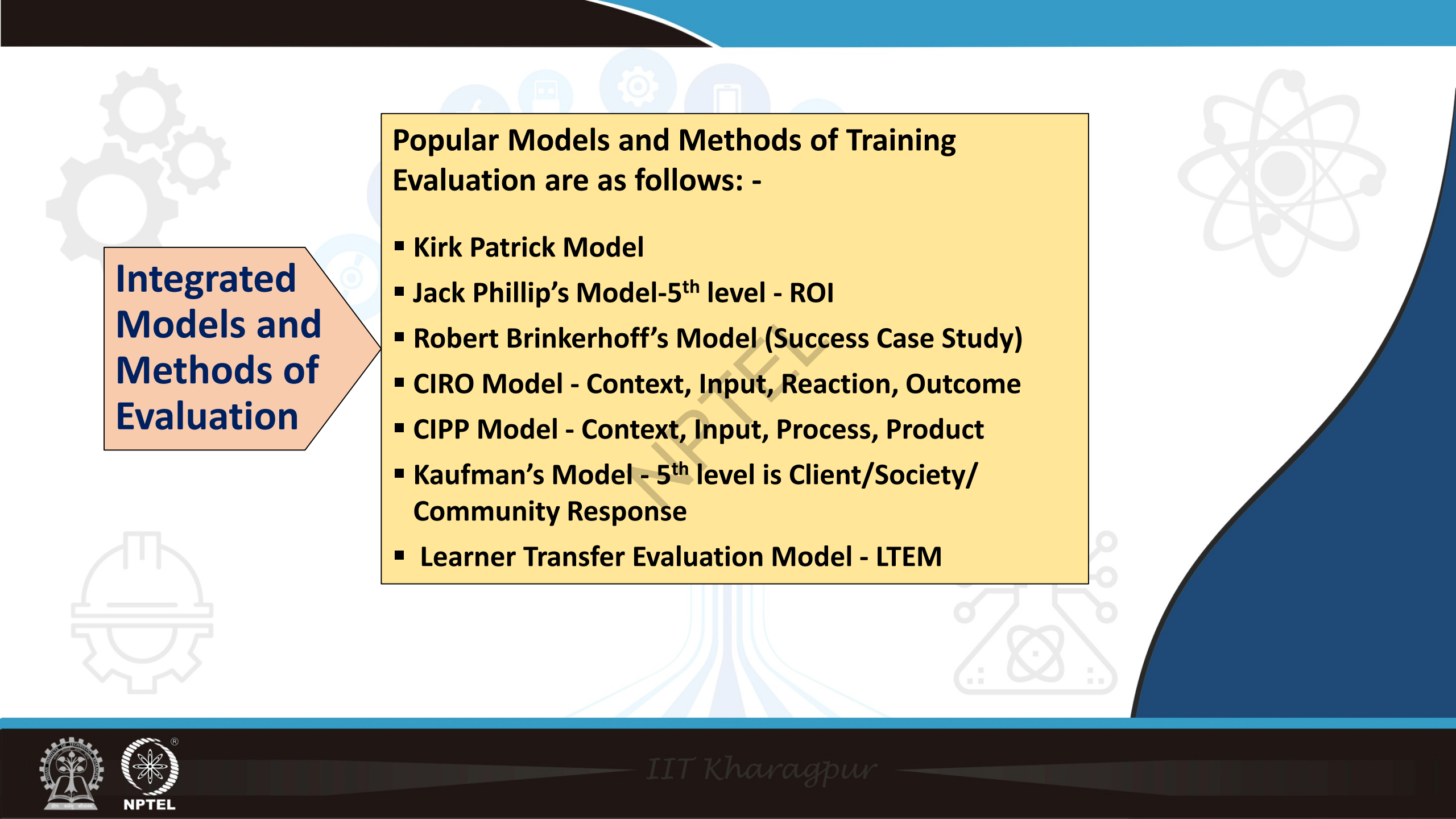


Steps of Evaluation of Training by the Trainers

Trainers should keep in mind about five steps of training evaluation: -

- Purpose of Training Evaluation
- Selection of Evaluation Methods
- Design of Tools to Implement
- Collection of Data
- Analyse and Report Results

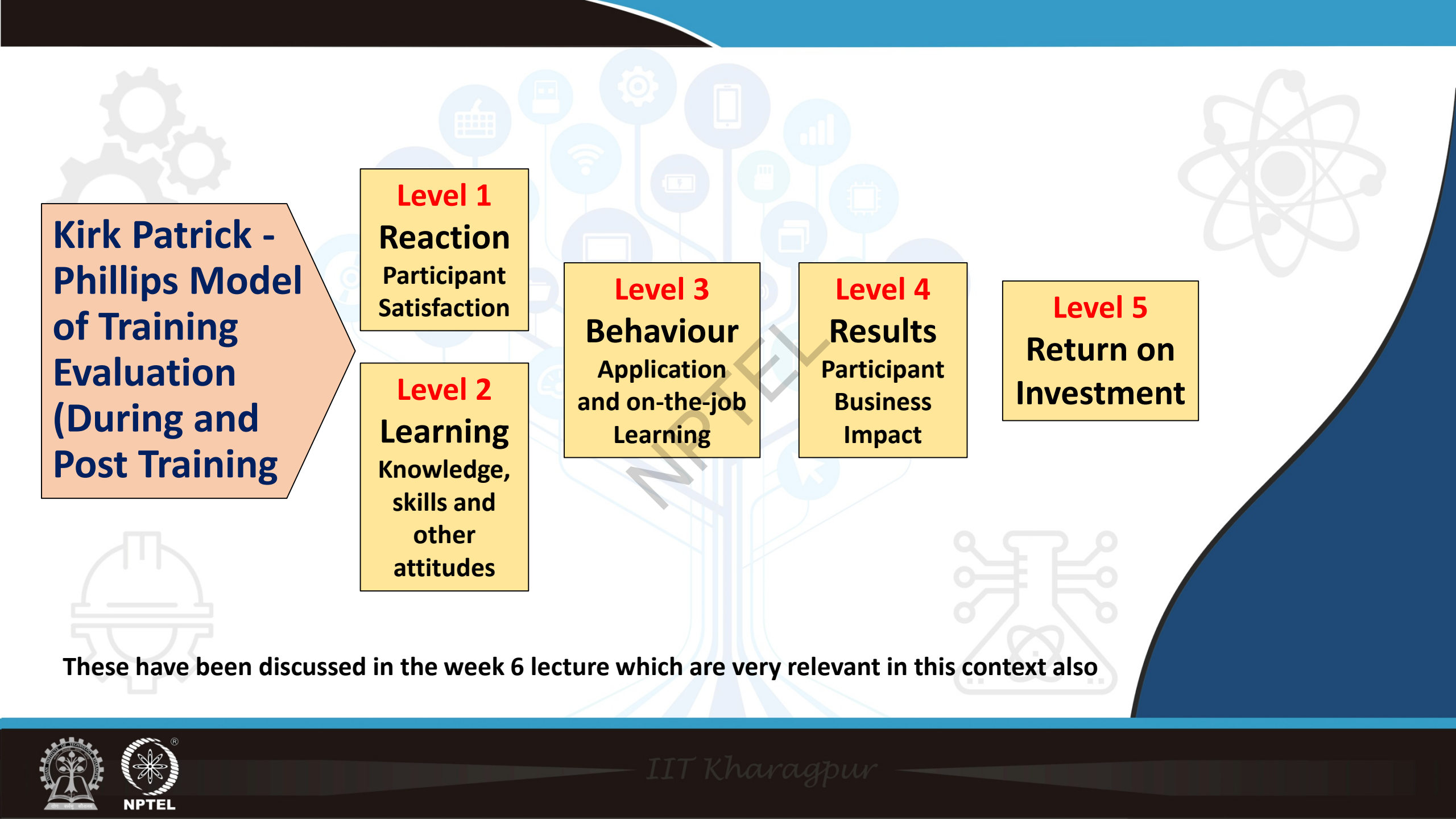
3 Stages are : Planning -> Implementing -> Reporting



Integrated Models and Methods of Evaluation

Popular Models and Methods of Training Evaluation are as follows: -

- **Kirk Patrick Model**
- **Jack Phillip's Model-5th level - ROI**
- **Robert Brinkerhoff's Model (Success Case Study)**
- **CIRO Model - Context, Input, Reaction, Outcome**
- **CIPP Model - Context, Input, Process, Product**
- **Kaufman's Model - 5th level is Client/Society/Community Response**
- **Learner Transfer Evaluation Model - LTEM**



Kirk Patrick - Phillips Model of Training Evaluation (During and Post Training)

Level 1
Reaction
Participant
Satisfaction

Level 2
Learning
Knowledge,
skills and
other
attitudes

Level 3
Behaviour
Application
and on-the-job
Learning

Level 4
Results
Participant
Business
Impact

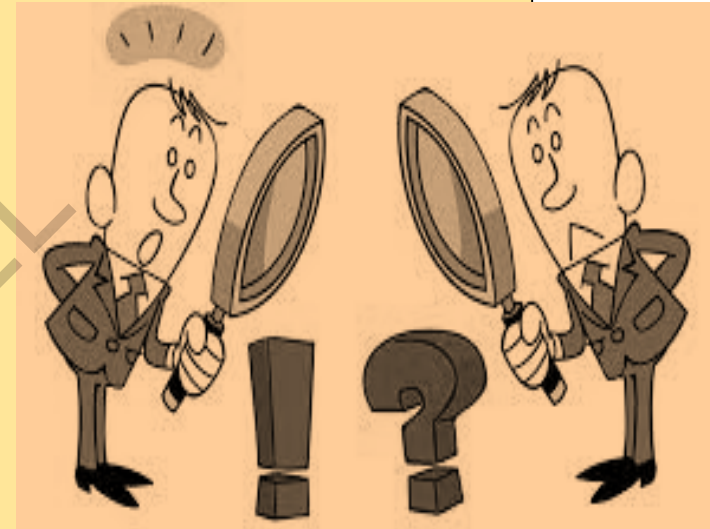
Level 5
**Return on
Investment**

These have been discussed in the week 6 lecture which are very relevant in this context also

Designing Training Evaluation Tools

Various Evaluation Tools can be selected by the trainers depending on the purposes and methods of evaluation:

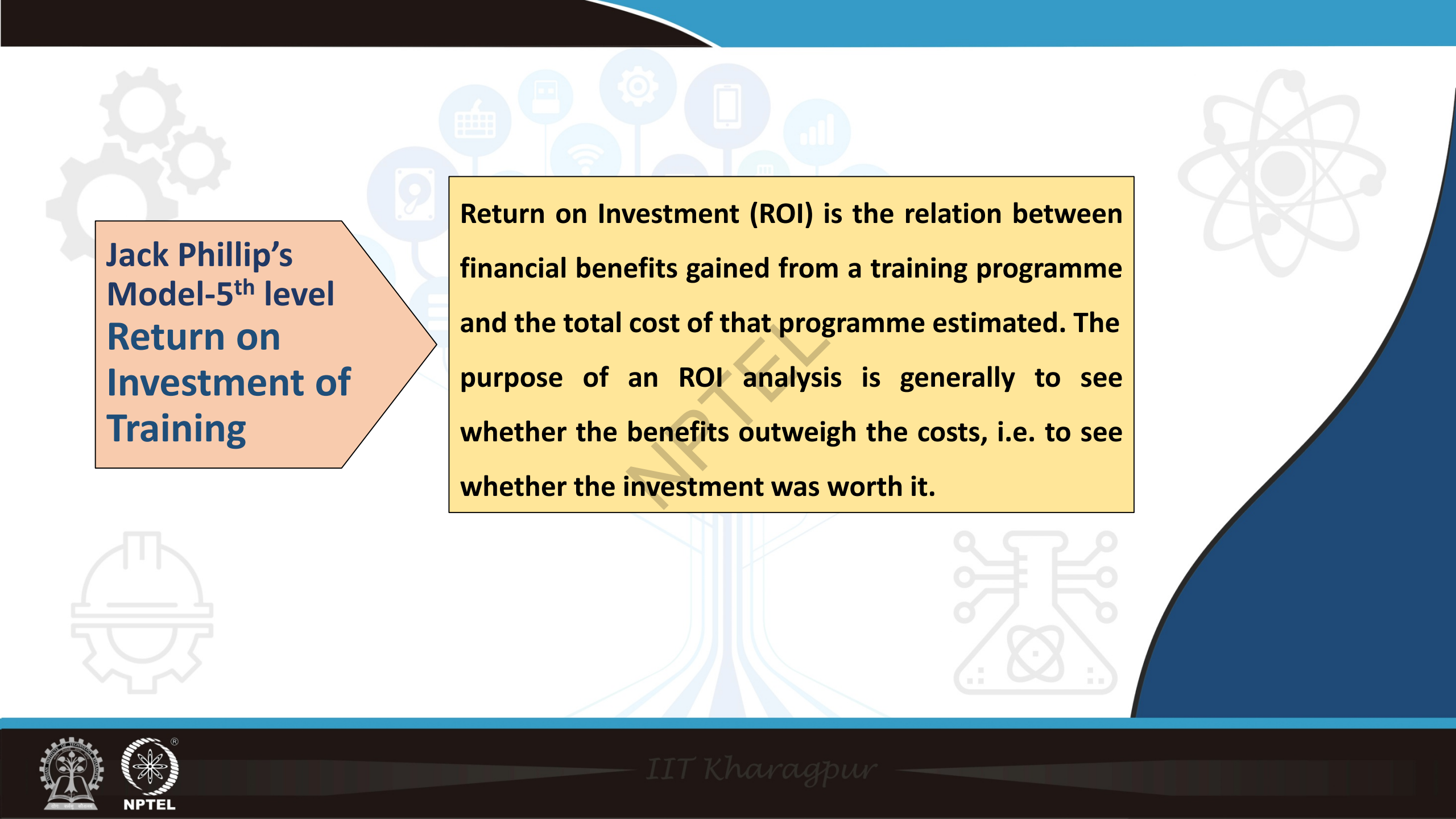
- Questionnaires
- Survey Forms
- Tests
- Interviews
- Focus Group Discussions
- Observations
- Performance Records+



Developing Training Evaluation Feedback Form

In light of Kirkpatrick's model of training evaluation, we can think following measures for developing training feedback form:

- Keeping it short
- Staying on the topic
- Asking actionable questions
- Making questions easy to answer
- Providing multiple choices
- Making it part of the program



Jack Phillip's Model-5th level Return on Investment of Training

Return on Investment (ROI) is the relation between financial benefits gained from a training programme and the total cost of that programme estimated. The purpose of an ROI analysis is generally to see whether the benefits outweigh the costs, i.e. to see whether the investment was worth it.

When the Return on Investment of Training is Calculated?

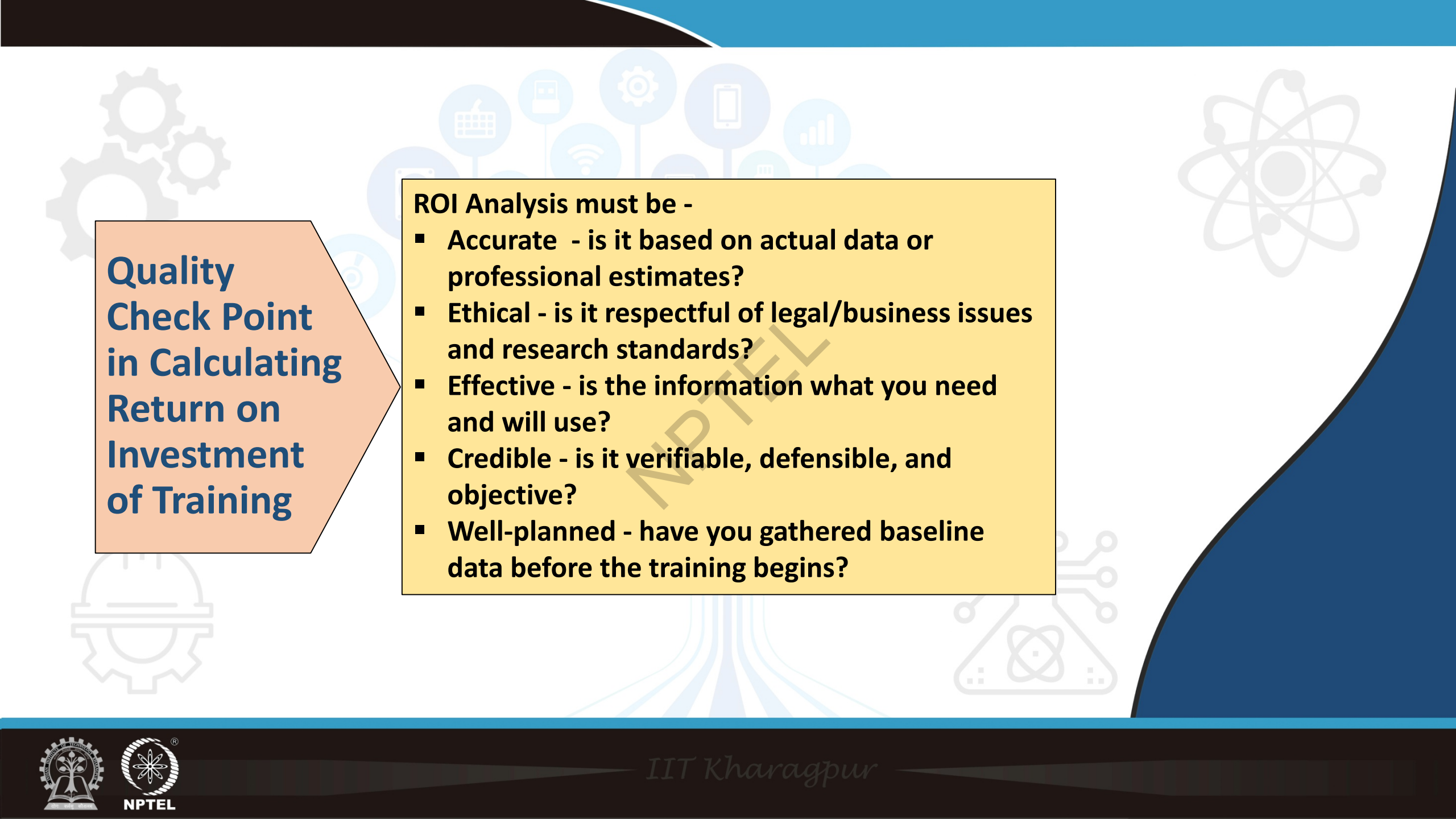
There are certain conditions for calculating ROI of a training programme, such as-

- the training programme requires a significant financial investment
- the training objectives are clearly defined and their achievement is likely to impact on areas of strategic or operational importance
- there are enough learners to make an impact on business performance and draw financial conclusions
- learners have good opportunities to apply their learning to the workplace

When the Return on Investment of Training is Calculated?

There are certain conditions for calculating ROI of a training programme, such as (continued...) -

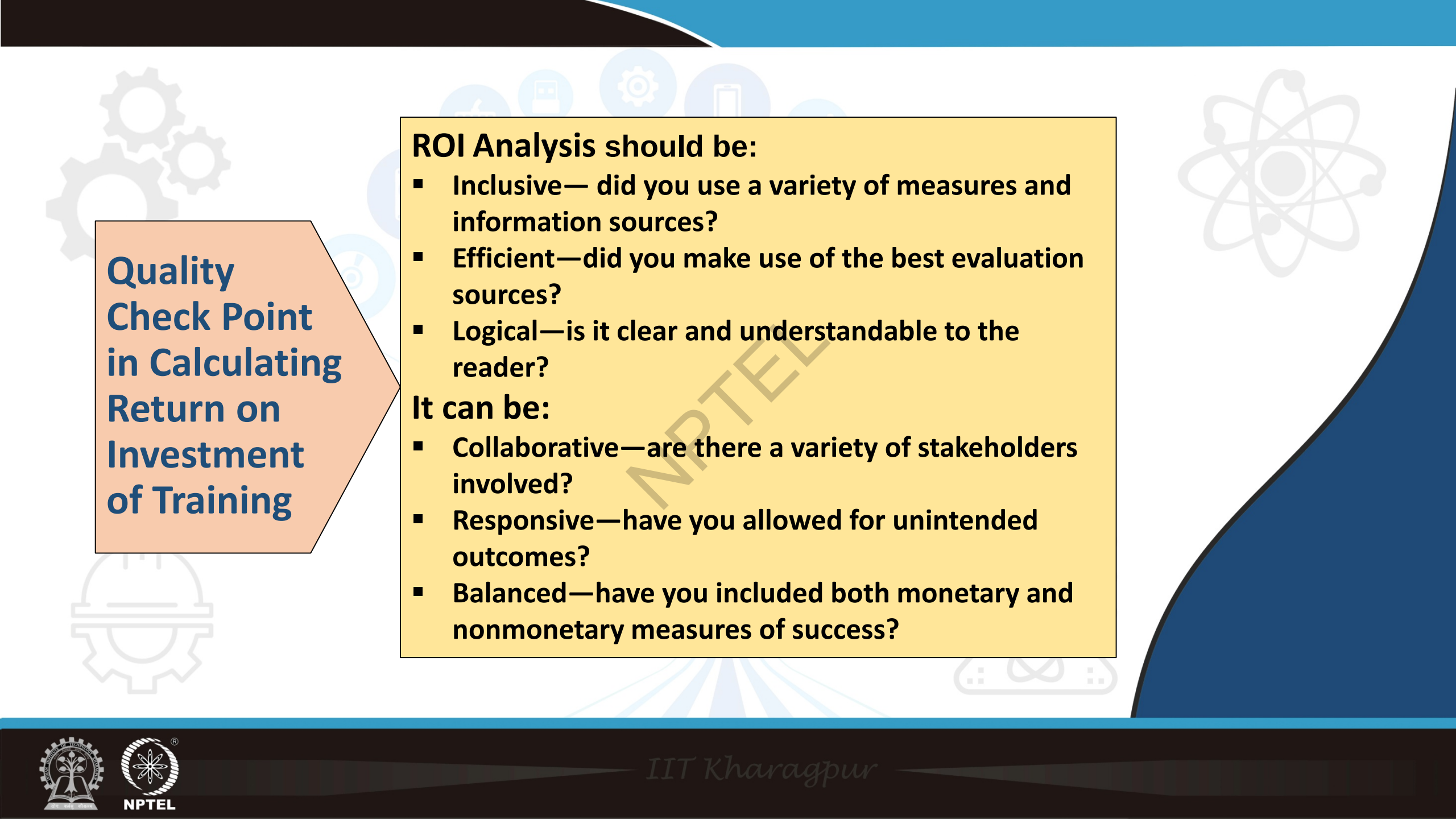
- data on relevant changes to performance is available
- changes in performance can be attributed credible financial values by key stakeholders
- training factors can be isolated from non-training factors and the financial benefits apportioned accordingly
- direct and indirect costs of training can be identified
- an ROTI analysis is likely to be meaningful/important to the program's sponsors.



Quality Check Point in Calculating Return on Investment of Training

ROI Analysis must be -

- **Accurate** - is it based on actual data or professional estimates?
- **Ethical** - is it respectful of legal/business issues and research standards?
- **Effective** - is the information what you need and will use?
- **Credible** - is it verifiable, defensible, and objective?
- **Well-planned** - have you gathered baseline data before the training begins?



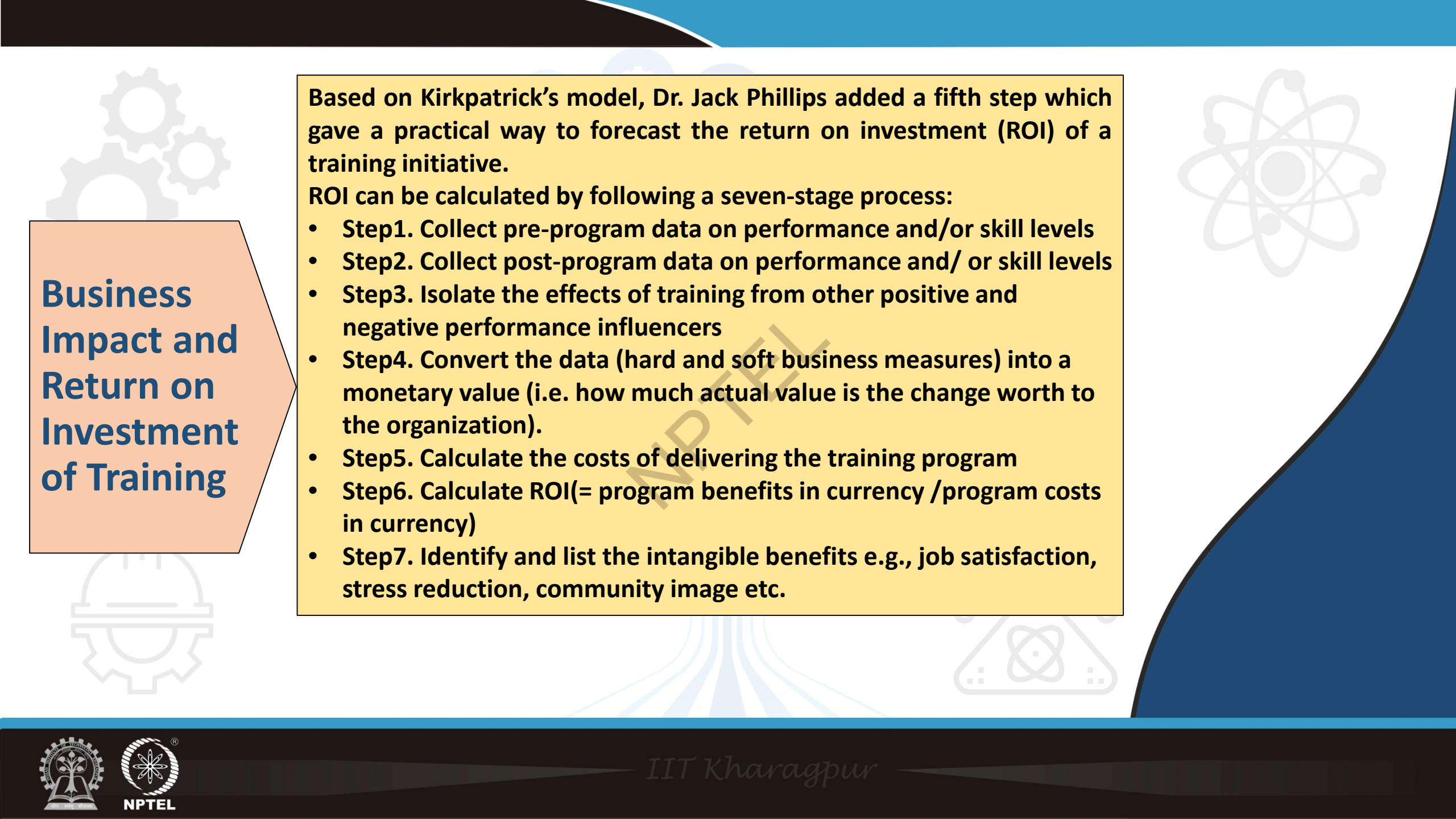
Quality Check Point in Calculating Return on Investment of Training

ROI Analysis should be:

- Inclusive— did you use a variety of measures and information sources?
- Efficient—did you make use of the best evaluation sources?
- Logical—is it clear and understandable to the reader?

It can be:

- Collaborative—are there a variety of stakeholders involved?
- Responsive—have you allowed for unintended outcomes?
- Balanced—have you included both monetary and nonmonetary measures of success?



Business Impact and Return on Investment of Training

Based on Kirkpatrick's model, Dr. Jack Phillips added a fifth step which gave a practical way to forecast the return on investment (ROI) of a training initiative.

ROI can be calculated by following a seven-stage process:

- Step1. Collect pre-program data on performance and/or skill levels
- Step2. Collect post-program data on performance and/ or skill levels
- Step3. Isolate the effects of training from other positive and negative performance influencers
- Step4. Convert the data (hard and soft business measures) into a monetary value (i.e. how much actual value is the change worth to the organization).
- Step5. Calculate the costs of delivering the training program
- Step6. Calculate ROI(= program benefits in currency /program costs in currency)
- Step7. Identify and list the intangible benefits e.g., job satisfaction, stress reduction, community image etc.

Calculating Return on Investment of Training

The function of ROI Calculation can be used as follows:

$$\frac{\text{Benefit (Rs.)} - \text{Cost (Rs.)}}{\text{Cost (Rs.)}} \times 100 = \text{ROTI \%}$$

Notes on ROI Results:

As a general guideline, ROTI levels below about 20% are usually considered to be low. In practice, however, it is quite common for ROTI percentage figures to be very high, e.g., 500% or more.



Cost-Benefit Analysis for Measuring ROI of Training

Typical Benefits

- Increase in production
- Reduction in errors
- Reduction in absenteeism
- Reduction in employee turnover
- Less supervision needed post training or coaching
- Attitude change
- Ability to use new technologies
- Reduction in complaints
- Reduction in adverse incidents / cases etc.

Typical Costs

(Fixed & Variable, Direct & Indirect)

- Trainers' salary and time
- Trainees' salary and time
- Training Materials
- Expenses for Trainers and Trainees
- Cost of Facilities and Equipment
- Lost productivity
- Travel costs, accommodation, logistics, etc.

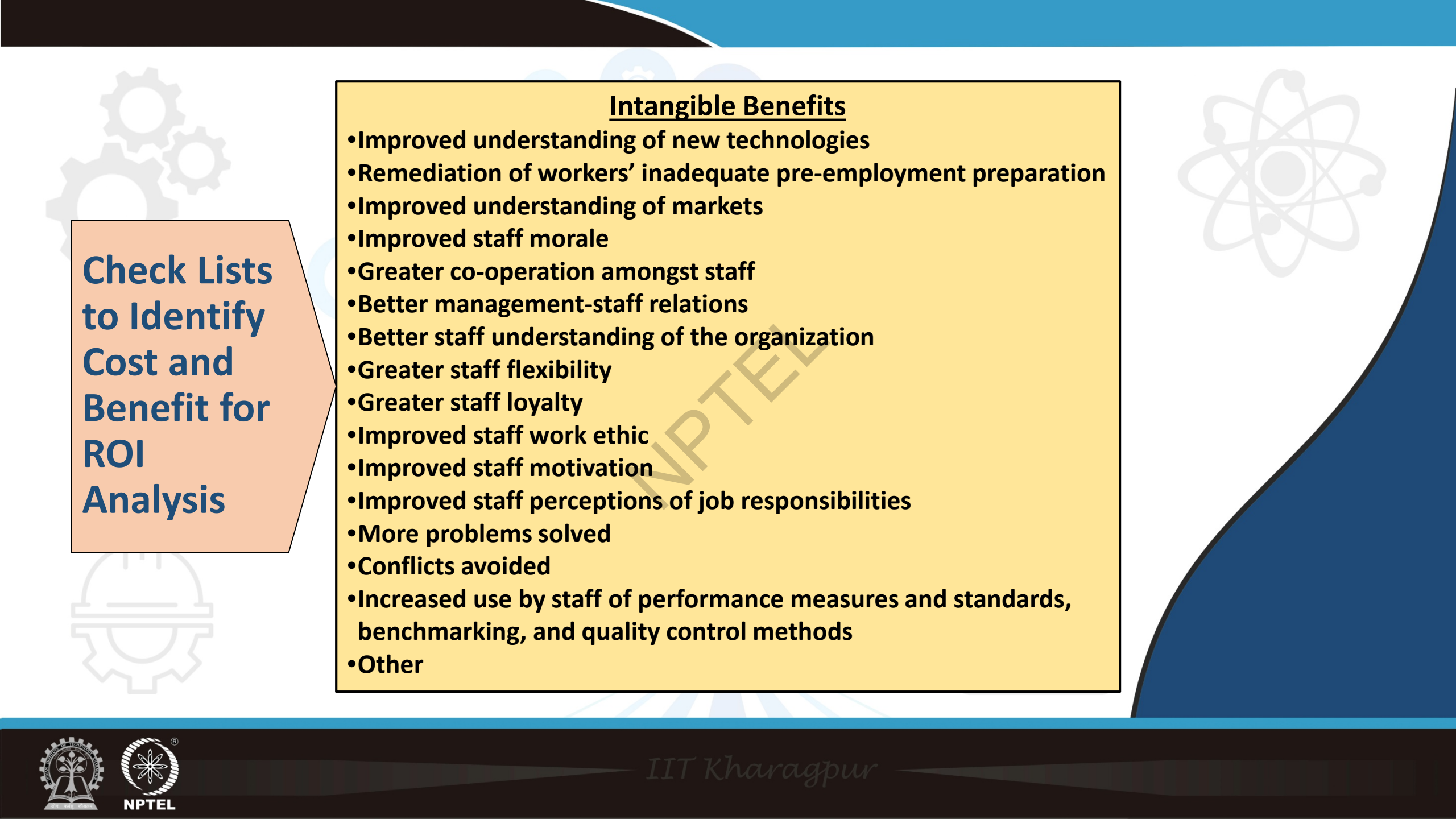
Check Lists to Identify Cost and Benefit for ROI Analysis

Training Costs

- Cost of needs analysis/surveys
- Course design, development, or purchase
- Salary of instructor and/or consultant
- Offsite travel, lodging, and meals
- Facilities rented or allocated
- Equipment and hardware
- Instructional and testing materials
- Course/training evaluation
- Other

Tangible Benefits

- Increased sales
- Improved overall quality
- Improved competitiveness
- Improved productivity per staff
- Improved profitability
- Improved customer satisfaction
- Improved personnel relations
- Improved safety record
- Compliance with regulations
- Broadening the range of workers' tasks
- Meeting a shortage of qualified labour
- Implementation of new ideas
- Other



Check Lists to Identify Cost and Benefit for ROI Analysis

Intangible Benefits

- Improved understanding of new technologies
- Remediation of workers' inadequate pre-employment preparation
- Improved understanding of markets
- Improved staff morale
- Greater co-operation amongst staff
- Better management-staff relations
- Better staff understanding of the organization
- Greater staff flexibility
- Greater staff loyalty
- Improved staff work ethic
- Improved staff motivation
- Improved staff perceptions of job responsibilities
- More problems solved
- Conflicts avoided
- Increased use by staff of performance measures and standards, benchmarking, and quality control methods
- Other

Calculating Return on Investment of Training

Some commonly used time period for ROI Calculation

There is no fixed period over which you should calculate the ROI of a training programme. Some commonly used examples include:

- from 3 months to 12 months after a training has been completed (allows time for transfer of learning to the workplace)
- the period of a product cycle
- one financial year (audit period)
- 2 to 4 financial years (depreciation period)
- average time of target audience employees remaining in the organisation.

Steps of Calculating Return on Investment of Training

Five Steps to ROTI Calculation

1. Identify & describe the training under analysis.
2. List the reasons for training.
3. Calculate the costs of training.
4. Calculate the benefits of training.
5. Calculate the Return On Training Investment

Steps of Calculating Return on Investment of Training

1. Identify & describe the training under analysis.

WHAT: Curriculum

skills and knowledge, and source
e.g., professional standards

WHERE: Delivery and rationale if applicable

e.g., classroom, e-training, on the job

HOW: Instructional approach

e.g., individualized or group, self study
or instructor-led

WHEN: Duration, timeframe, and incidence

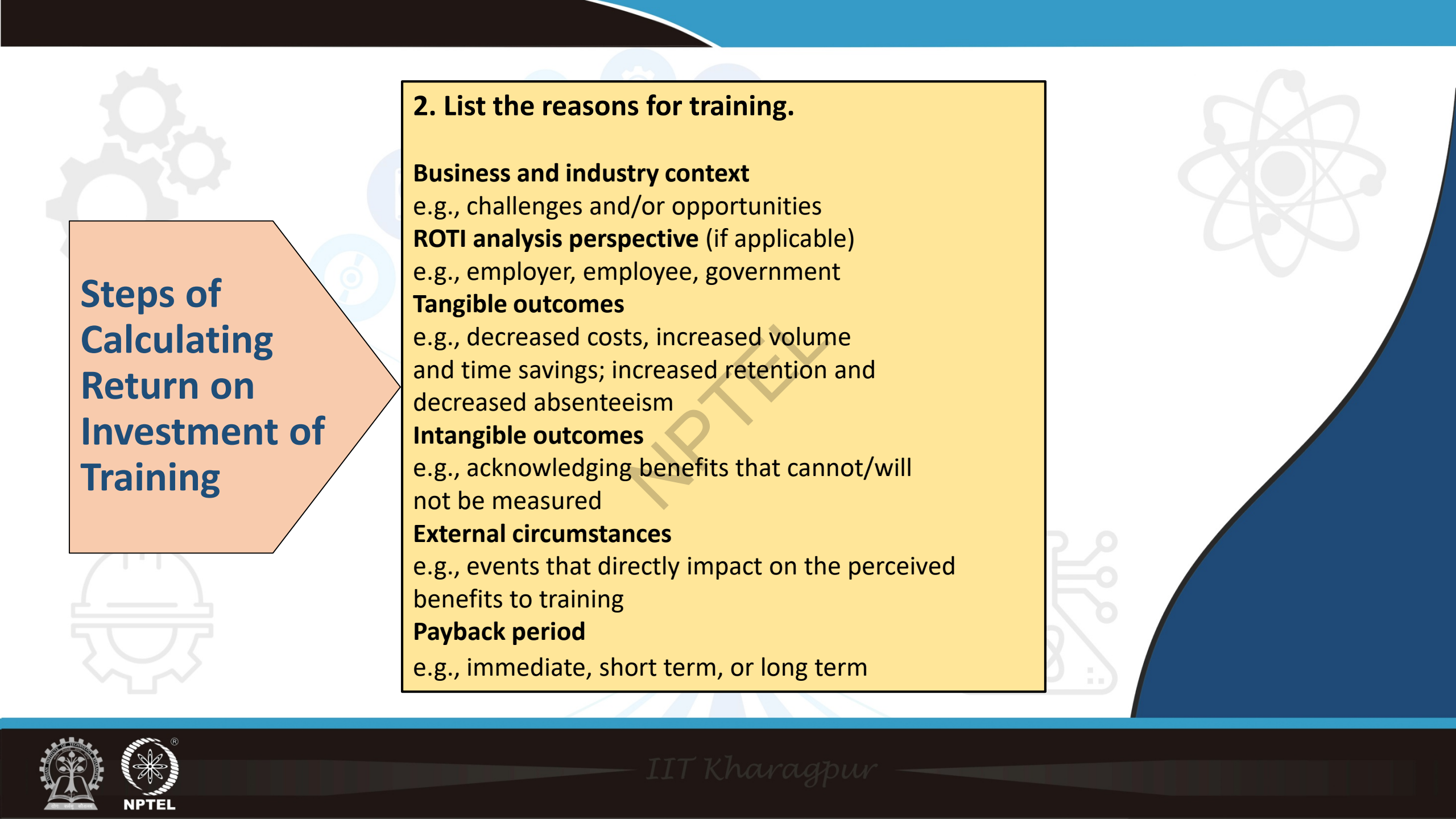
e.g., short term or long term; once-off
or continuous; dates;
actual hours of training

WHO: Participation

e.g., voluntary or mandatory,
number of trainees.

ROTI: Unit of ROTI analysis

e.g., per person, per session, per year



Steps of Calculating Return on Investment of Training

2. List the reasons for training.

Business and industry context

e.g., challenges and/or opportunities

ROTI analysis perspective (if applicable)

e.g., employer, employee, government

Tangible outcomes

e.g., decreased costs, increased volume
and time savings; increased retention and
decreased absenteeism

Intangible outcomes

e.g., acknowledging benefits that cannot/will
not be measured

External circumstances

e.g., events that directly impact on the perceived
benefits to training

Payback period

e.g., immediate, short term, or long term

Steps of Calculating Return on Investment of Training

3. Calculating Cost of Training.

COST ITEM	TOTAL COST/UNIT ANALYSIS
Needs assessment and training plan	--
Curriculum and materials development	--
Registration or tuition fees	--
Trainer and consultant fees	--
Materials and equipment	--
Facilities	--
Refreshments	--
Travel costs: food, transportation, lodging	--
Assessment and certification fees	----
Salary replacement cost	
Other	

Total training cost



Step 4. Calculate the benefits of training

Tangible Returns Categories	Calculation	Total
Time savings (e.g., reduced supervision, absenteeism, downtime) <ul style="list-style-type: none">• Hours x wage x number of employees		
Productivity increase if applicable (e.g., quality/quantity changes due to training) <ul style="list-style-type: none">• Reductions in complaints• Increase in sales, customer satisfaction		
Personnel savings (e.g., reduced recruitment costs, grievances, accidents) <ul style="list-style-type: none">• Cost of individual interventions x incidence		
Other		
Total Return		

Steps of Calculating Return on Investment of Training



**Step 5. Calculate the Return On Training Investment
(The calculation is discussed earlier)**

**Steps of
Calculating
Return on
Investment
of Training**

Particulars	Calculation
Total benefits in INR value	
Total cost in INR Value	
Divide the benefits by the costs and multiply by 100 for a percentage	

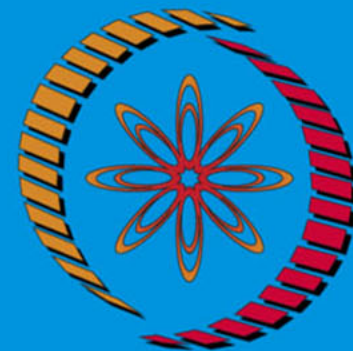
$$\text{Value of benefits} \div \text{Cost of training} \times 100 = \text{ROTI}$$

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CONCLUSION

This part of lecture session has given clear picture on the train the trainers, mapping impact-output training HR impact and business impact as well as training evaluation with emphasis on return on investment of training



**THANK
YOU !**