NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

DR. S. SRINIVASAN
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Module : 5

Lecture 21: Concept and Importance of Programme & Training Programme

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TRAINING AND DEVELOPMENT

This lecture session will discuss on the concept of programme and training programme in training and development.

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What is a Programme

Programme is a planned series of events, or a performance telling us what events to expect as part of a series of events.

A programme is specific set of projects that when combined achieve a specific business objective

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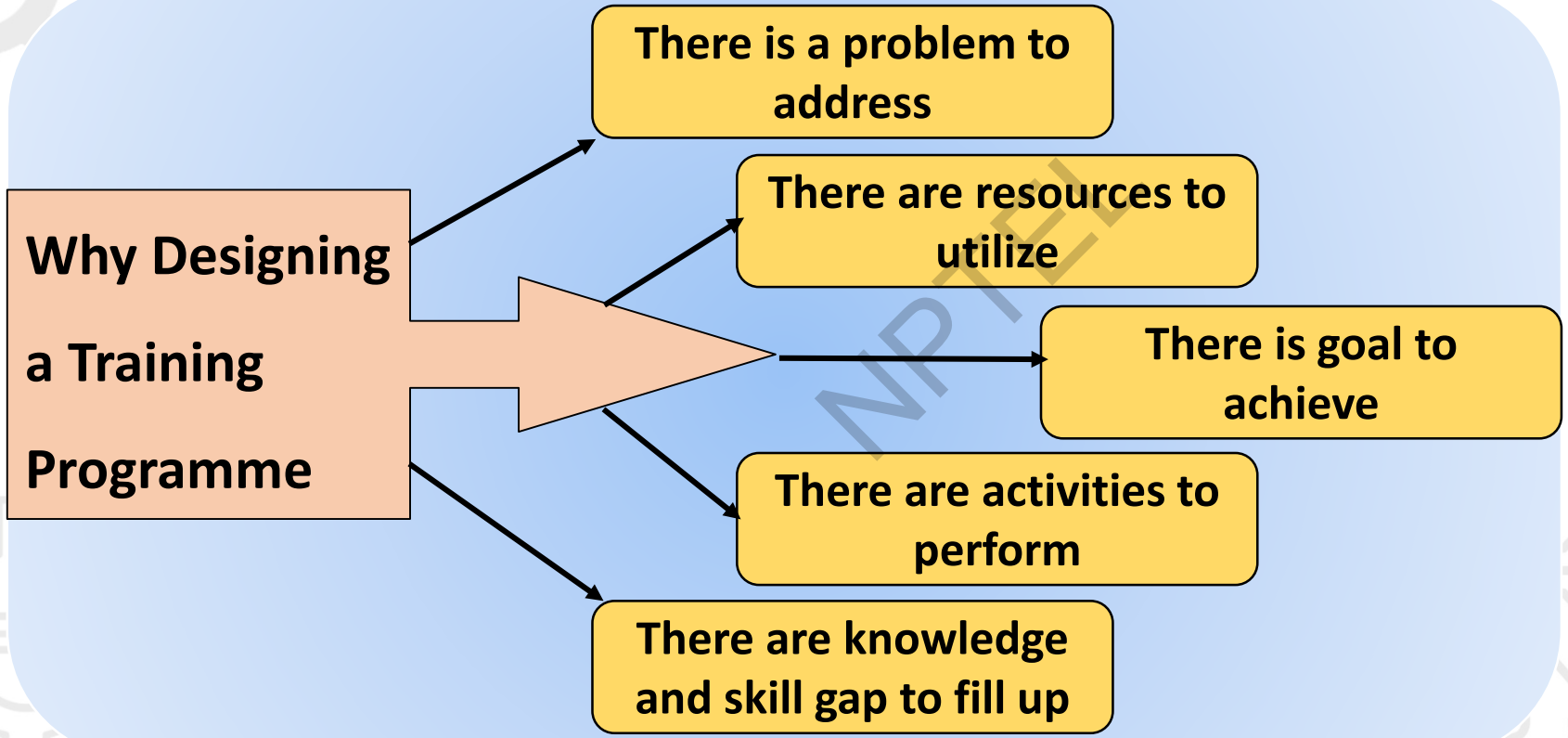
Background



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What is meant by Training Programme

The training programme

An activity or activities that include undertaking one or a series of courses to boost performance, productivity, skills, and knowledge.

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Purposes of Training Programme

Purposes of Training Programme

- A training program allows to strengthen those skills that each employee needs to improve.
- This helps meet up gap between desired knowledge skills and required knowledge and skills within the company to complete work at its desired level.
- A training program brings all employees to a higher level so they all have desired skills and knowledge.

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Basic Characteristics of Training Programme

- **High-quality program management**

The person in charge of the training program is responsible for planning and implementing the training initiatives for maintaining its quality.

- **Identify the needs of an organization**

It is important to identify the needs of an organization and designing a training program that will take the company forward. Good training design is the backbone upon which your successful training course is built

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Basic Characteristics of Training Programme

- **Assessment of learning benefits and shortcomings**

It is vital that emphasis is given to the fact that adults are fast learners and they already have a strong base of existing knowledge

- **Identifying training objectives and evaluation of training**

Identify the objectives of employee training and evaluate them to create an effective program.

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Basic Characteristics of Training Programme

- **Easy access**

An important feature of the employee training program is that it is vital to have easy access if a company wants to implement a successful training program.

- **Multimedia options**

This is the age where technology is evolving every second and an important feature of the employee training program is that the organizations must take advantage of advanced technology for their quality training and organizational growth.

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Types of Training Programme

There are various types of training programmes which vary according to the nature, objectives and goals of the organizations. Such as-

i. Orientation training
ii. On-boarding training
iii. Technical skills training
iv. Soft skills training
v. Product or service training
vi. Compliance training
vii. Franchise training
viii. Managerial and leadership training

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Types of Training Programme

i) Orientation training

Orientation training mainly consists of welcoming and introducing new employees to the company, its vision and core values, culture and company policies, organizational structure, introductions and office tour, etc.

ii) On-boarding training

This program will familiarize all new employees about all software and hardware that will be used by them and it can last as long as it takes to introduce relevant job skills, and address all the topics that employees need to do their job well.

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Types of Training Programme

iii) Technical skills training

Many organizations have a budget to maintain and improve their employees' technical skills as there is always room for improvement, especially if their job requires specific technical skills.

iv) Soft skills training

Soft skill training will help organization build its ideal corporate culture and improve the relationships at work. It can cover topics such as: Listening, Communication, Teamwork, Adaptability, Public speaking, etc.

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Types of Training Programme

v) Product or service training

Product training can be part of onboarding training program or ongoing skills training. It is used to train employees about the products or services they represent to ensure they make a good impression.

vi) Compliance training

Some industries require employees to fulfill certain legal obligations to perform their jobs including regulations imposed by the governments.

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Types of Training Programme

vii) Franchise training

Any organization runs a franchise, and wants to keep all processes and products consistent across all franchised units. To keep employees updated, a special training team from the headquarters are provided for education on-site.

viii) Managerial and leadership training

Employees can grow to new, higher positions. To prepare them for a job with a leadership role, any organizations can offer them managerial and leadership training.

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Benefits of Various Training Programmes

In all training programmes, there are certain benefits which may be listed as follows:

- Organizational productivity is increased
- Employee confidence is built, developing key performers, team organization & morale.
- Employees are kept current on developing information, further contributing to improved customer service.
- Employees are updated on new, enhanced skills and advanced methods. They will use what they learn to further your business goals and objectives.

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Benefits of Various Training Programmes

- Companies can receive a fresh professional perspective since when they will have training of their employees.
- Job satisfaction, employee motivation, and morale are increased and that of reducing the employee turnover.
- Processes gain efficiency

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CONCLUSION

This part of lecture session has given clear picture on the concept of programme and training programme, types, purposes and benefits of various training programmes with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of training programme.

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Module : 5

Lecture 22: Training Programme Design

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TRAINING AND DEVELOPMENT

This lecture session will discuss on the training programme designing.

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Programme Design

What is Programme Design

Program design is most often an interactive process involving research, consultation, initial design, testing and redesign.

Programme design involves formulating and designing new operations and programmes

A program design is the plan of action that results from that of interactive process

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Training Design

What is Training Design

Training design is a plan to develop new training and educational courses and lessons for existing employees.

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Importance of Training Design

- Without meaningful and logically designed training modules, even the most experienced and skilled trainer will not be able to conduct it.
- Knowing how to create the right kind of programme enables to keep participants engaged every step of the way.
- Training designed with structure by using effective tools and frameworks will support in achieving its objectives.
- Essentially, good training design is the backbone upon which successful training course is built.

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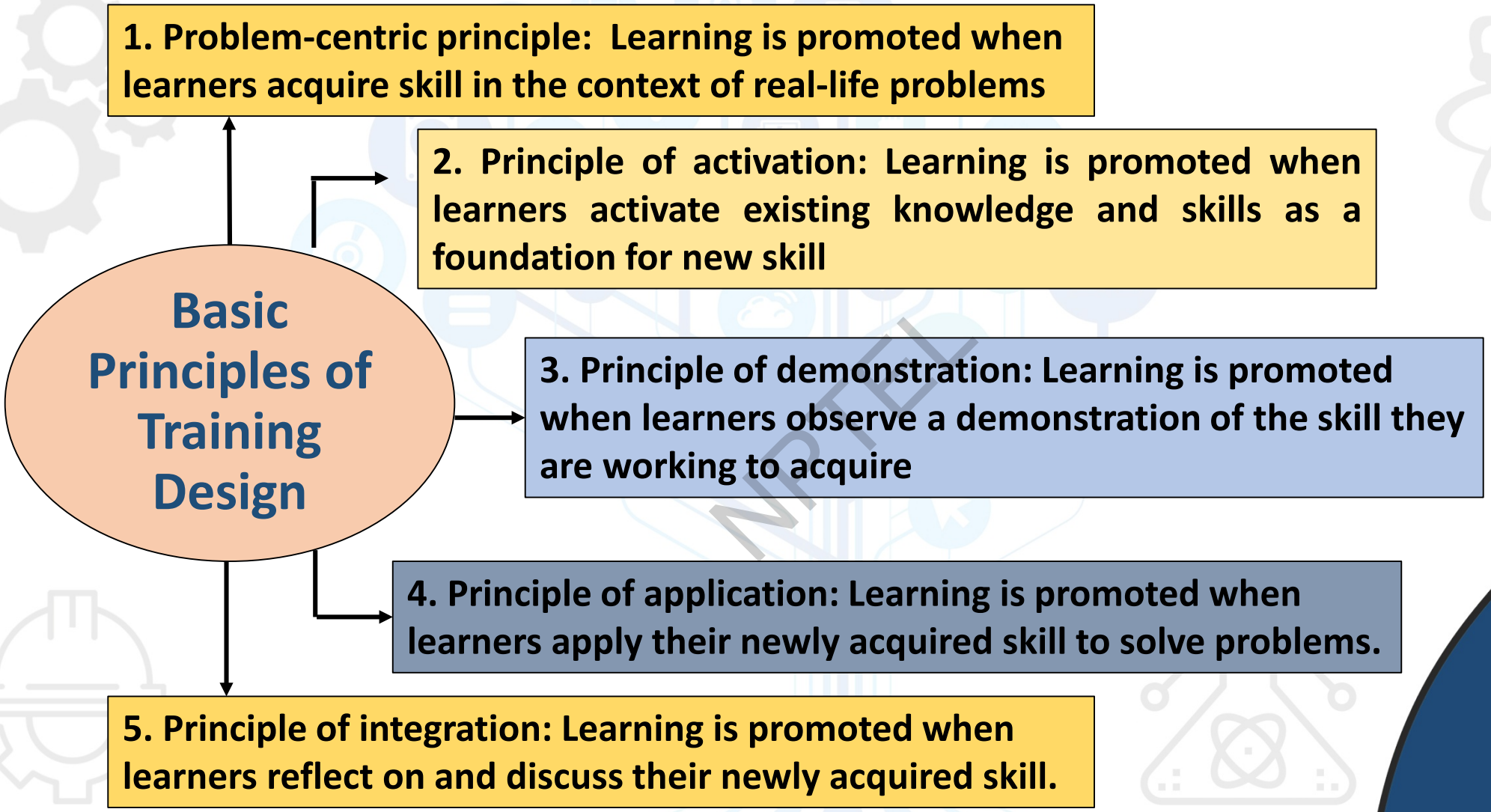

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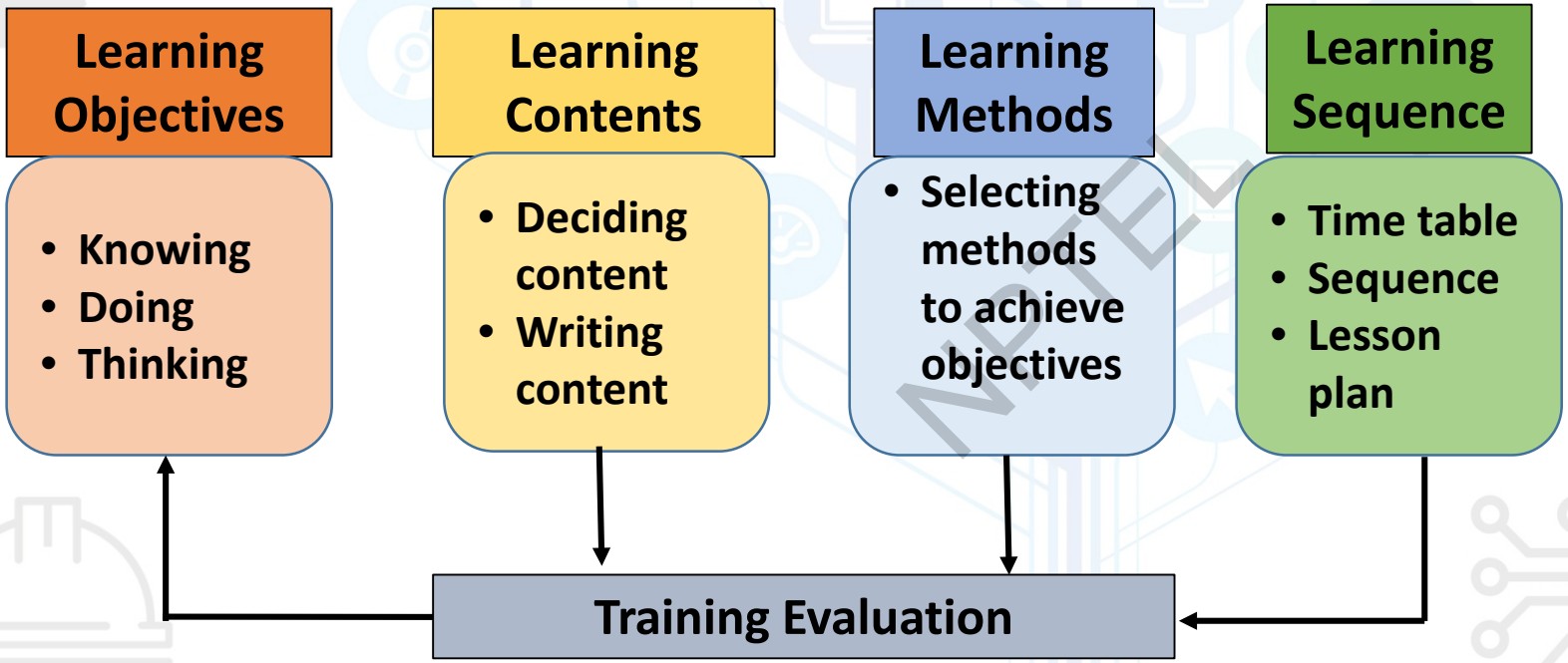
Components of Training Design



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Components of Training Design

Learning Objectives

A learning objective is defined as a statement that describes the behavior the trainer expects participants to demonstrate as a result of the training. Learning objectives should be S.M.A.R.T., that is:

- S – Specific: says exactly what the learner will be able to do
- M – Measurable: can be observed by the end of the session
- A – Attainable: for the participants within scheduled time
- R – Relevant: to the needs of the participant and organization
- T – Time-framed: achievable by the end of the training session

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Components of Training Design

Learning Contents

Once the learning objectives are finalized, it is to decide what should be the training contents that can help to build up training authority, add value to training and encourage learners to be involved. Also, it is to see whether there is previous training contents before writing the contents for any training.

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Components of Training Design

Learning Contents: Classification

Learning contents can be classified into

- **Technical content** that focuses on a subject or a particular product such as, content related to programming languages, products, mechanical equipment.
- **Non-technical content** that focuses on interpersonal skills including communication, behaviour, empathy and the development of an individual.

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Components of Training Design

Learning Methods

Advances in technology have given employers and human resources representatives more development training methods than ever. There are three major learning styles:

- Visual: Learning by seeing or watching
- Auditory: Learning by hearing information
- Kinaesthetic: Learning through action, or by doing

In addition to above, the organization has to keep in mind that everyone learns differently while exploring newer training methods.

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Components of Training Design

Learning Sequences

It is to determine the sequence and structure of the material to ensure the learning objectives are met. A proper sequence provides the learners with a pattern of relationship so that each activity has a definite purpose.

The more meaningful the content, the easier it is to learn and, consequently, the more effective the instruction.

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Components of Training Design

Learning Sequences: Some considerations

- Job Performance Order: The learning sequence is the same as the job sequence.
- From Simple to Complex: Objectives may be sequenced in terms of increasing complexity.
- Critical Sequence: Objects are ordered in terms of their relative importance.

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Components of Training Design

Learning Sequences: Some considerations (contd..)

- Known to Unknown: Familiar topics are considered before unfamiliar ones.
- Dependent Relationship: Mastery of one objective requires prior mastery of another.
- Supportive relationship: Transfer of learning takes place from one objective to another

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CONCLUSION

This part of lecture session has given clear picture on the concept, purpose, importance, principles and components of Training design with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of training programme design

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TRAINING AND DEVELOPMENT

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Module 5:

Lecture 23 : Steps/Process of Programme Design

TRAINING AND DEVELOPMENT

This lecture session will discuss on the process of training programme design.

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Introduction

The different projects of a programme are complimentary and help the programme to achieve its overall objectives. Programmes tend to be split into tranches or phases and the benefits of a programme are the sum of the benefits of all projects. Designing and planning is important for projects and programmes alike.

According to UNDP (2009) it refers to the “process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals.

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The Programme Design Process

Phase 1	Phase 2	Phase 3
Pre-Training	Learning Event	Post-Training
• Prepare, Motivate and Energize Trainees to Attend Learning event. • Ensure Work Environment Supports Learning and Transfer of Training	• Prepare, Instruction (classes, Courses, Programmes, Lessons) and Physical Environment to Facilitate Learning and Transfer of Training	• Encourage Learners to Apply What They Learned to their Work

Source: Noe, R.A & Kodwani, A.D. (2019)

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The Programme Design Process

- The Diagram in prepage shows that programme design has three phases like-pretraining, learning event and post-training.

- Pretraining mainly deals with information collected during assessment of training needs. It is important in identifying pretraining activities, designing the learning event and helping to ensure that transfer of training occurs after training is completed.

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The Programme Design Process

Phase 1: Pre-Training

This stage involves ensuring that the work environment (i.e., climate, managers and peers) supports learning and transfer of training.

In this stage some measures are taken to start the programme:

- Carrying out thorough training need analysis
- Identifying the purpose of training
- Align learning outcomes with business gals and on-job tasks.
- Plan to provide in-time learning using most appropriate delivery method
- Meet the learners

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The Programme Design Process

Phase 1: Pre-Training

- **Carrying out thorough training need analysis**

A comprehensive training needs analysis exercise with the trainees will help assess what skills and knowledge they need to excel in their job responsibilities and the gaps in their existing knowledge and skillsets

- **Identifying the purpose of training**

This ensures that all team members are on the same page, work towards a common goal, and focus their efforts to achieve similar objectives

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The Programme Design Process

Phase 1: Pre-Training

- **Align learning outcomes with business gals and on-job tasks.**

This is to stablish a clear association between company business goals and the skills the learners will learn and develop by the time they complete the course.

- **Plan to provide in-time learning using most appropriate delivery method**

To ensure that the training has the maximum impact on learners and to provide training just when they are in need of it.

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The Programme Design Process

Phase 1: Pre-Training

- **Meet the learners**

To motivate the audience of learners, managers/authority must ensure that they meet at least some of them before the training and tell them about the significance of the material—how the learning outcomes align with the company's business goals and how they can progress along their career paths with the knowledge they acquire.

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The Programme Design Process

Phase 2: Learning Event

The learning events involve preparing instruction (classes, overall programme) and physical environment to facilitate learning. It focuses on creating a learning environment which includes-

- Planning the activities that occur during the training.
- Selecting a high quality trainer or instructor.
- Choosing a training room and creating a positive interaction with learners.
- Having a proper programme design.

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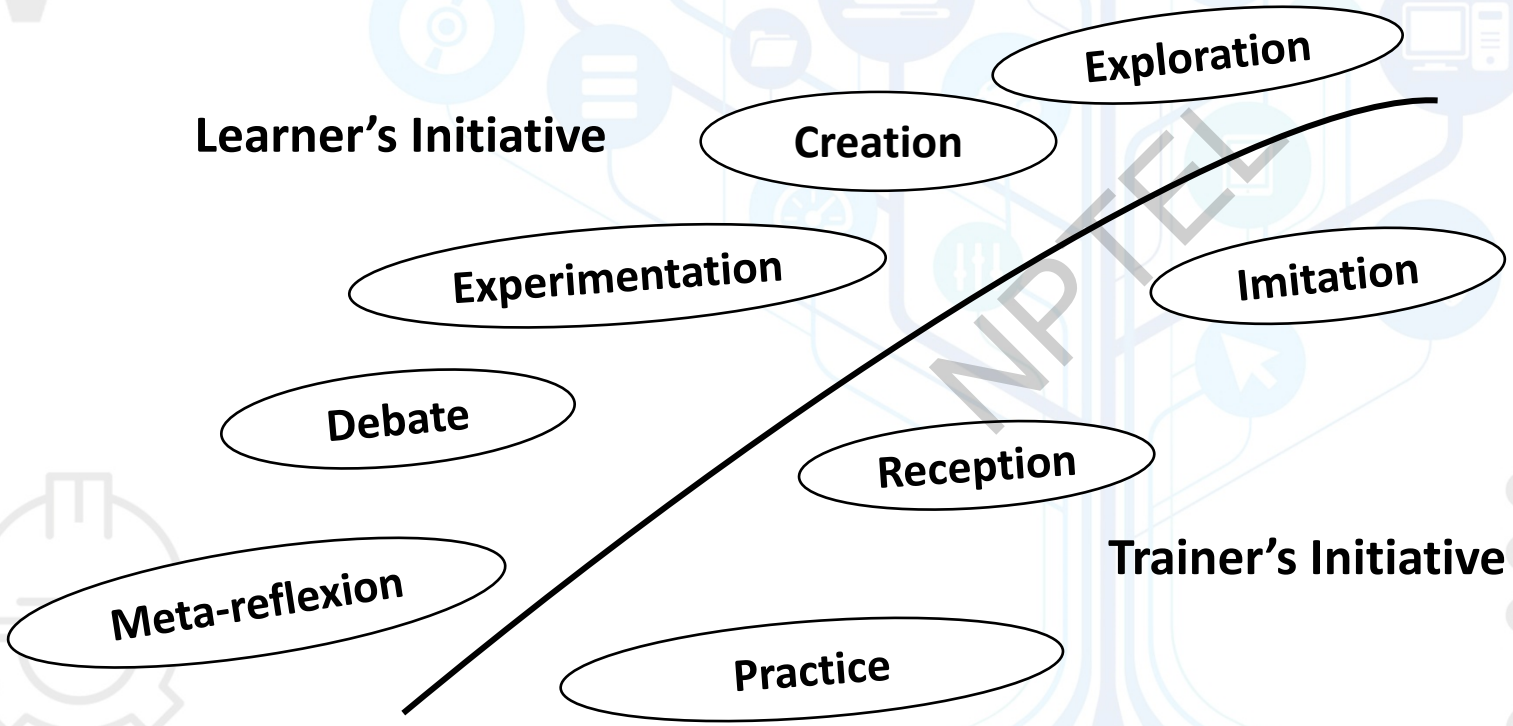
The Programme Design Process

Phase 2: Learning Event



Source: Leclercq, D. & Poumay, M. (2005)

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The Programme Design Process

Phase 3: Post Training

Post training refers to transfer of training or getting learners to apply what they have learned to their work. Most effort, attention and financial resources tend to be devoted to designing and choosing the learning event itself.

However, both the pretraining and post training phases are equally important in order to determine whether learners are motivated to learn, acquire new knowledge and skills as well as to apply, share and use what they have learnt.

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The Programme Design Process

Phase 3: Post Training

This period holds many opportunities that can be tapped to help learners such as –

- **Supplement the training with social learning:**

Social learning connects learners to one another and the trainers so that they can discuss and share stories.

- **Provide refresher courses:**

Trainees often report being unable to retain key learning points after the training is over or recall these concepts when needed.

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The Programme Design Process

Phase 3: Post Training

- **Arrange post-training follow-up sessions:**

Post training follow up emails can be sent and also post training follow up session can be arranged to reinforce key learning points.

- **Create opportunities for practice:**

Employees should be provided ample opportunities at the workplace to practice the skills they have learned from the training program.

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The Programme Design Process

Case Study: Procter & Gamble (P&G) Company.

The company relies on three phases of training popularly known as ''Li-La-La' to ensure that learning and transfer of training have been occurred.

Li (Learning intent) includes the managers and employees agreeing to contract. Employees agree to take responsibility for achieving learning objectives and managers agree to help employees improve their performance and relate to business outcomes.

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The Programme Design Process

Case Study: Procter & Gamble (P&G) Company.

La (Learning action) focuses on how the employee will learn. P&G Company uses a blended model of learning which includes web-based, classroom and experimental learning that allow employees to access courses they have planned to take as well as to learn as needed.

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The Programme Design Process

Case Study: Procter & Gamble (P&G) Company.

La (Learning application) focuses mainly on transfer of training. Managers and employee discuss what they was learning in learning action phase and identify on-job behaviour needed to enhance business outcomes.

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CONCLUSION

This part of lecture session has given clear picture on the programme design process with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of programme designing process.

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TRAINING AND DEVELOPMENT

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Module 5:

Lecture 24 : Basic Consideration for Programme Design

TRAINING AND DEVELOPMENT

This lecture session will discuss on the basic considerations for designing a programme.

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Introduction

It is important to know about what are the basic consideration for designing a training programme that several companies are offering to capitalize on older employees' skills and accommodate their needs, provide training and create development opportunities that appeal to a diverse workforce, and cope with generational differences.

Programme design is considered as a special effort of project management. As a result of that careful consideration for designing a programme is very much essential for every company.

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Consideration in Designing a Programme

Some important consideration for designing a programme are_

1. **Selecting and preparing a training site**
2. **Choosing trainers**
3. **Curriculum, course and lesson designing**
4. **Choosing a consultant for training services**
5. **Programme design implications for transfer of training**
6. **Using knowledge management for learning and transfer of training**

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Consideration in Designing a Programme

1. Selecting and preparing a training site

Training sites refer to the room where training is arranged. A good training site has the following features:

- **It is accessible and comfortable to all.**
- **It should be quiet, private and free from interruptions.**
- **It has sufficient space for moving of trainees around easily.**
- **Offers enough room for trainees to have adequate work space**
- **Has a good visibility for trainees to see each other, trainers and visual displays or example that will be used.**

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Consideration in Designing a Programme

1. Selecting and preparing a training site

Details to be checked for evaluation of training room are

- **Noise from heating and air-conditioning**
- **Room colors,**
- **Room structure should be square in shape**
- **Lighting should be fluorescent**
- **Wall and floor covering should made by carpet**
- **Meeting room chairs should be wheel, swivels and backs**
- **Glare should be eliminated from metal surface**
- **Electrical outlets should be available every six feet**
- **Ceiling should be ten foot high**
- **Acoustics should checked for bounced or absorption**
- **Technology like computer with internet and screens**

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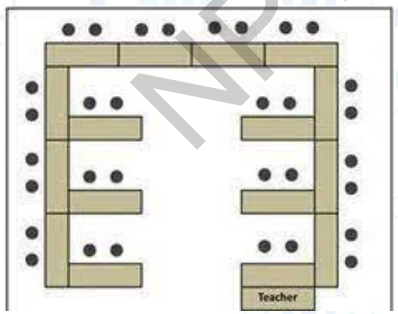
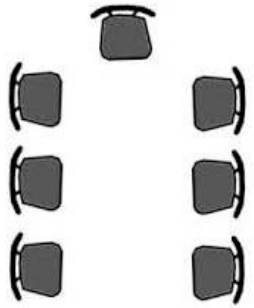
Consideration in Designing a Programme

1. Selecting and preparing a training site

- Seating arrangements at the training site should be based on the understanding between trainees and trainers for their better interaction





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Consideration in Designing a Programme

2. Choosing Trainers

Professional trainers' selection is very important to keep in mind whether it is from inside of the company or from the outside. The professional should have expertise in the topic and experience in the training.

Trainers' training, in this regard, is very important for the managers, employees and expertise who may have content knowledge but need to improve presentation and communication skills or learn to develop lesson plans.

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Consideration in Designing a Programme

2. Choosing Trainers: How Can Make Training Site and Instruction Conducive to Learning

Trainer can take several steps as noted below for this -

- Creating a learning setting
- Preparation of materials
- Knowing the audiences- age, generation and personality differences

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Consideration in Designing a Programme

2. Choosing Trainers: How Can Make Training Site and Instruction Conducive to Learning

Trainer can take several steps as noted below for this - (continued)

- Pre-training motivation enhancement to learn
- Providing an overview of the course
- Classroom management
- Leading a discussion
- Dealing with disruptive trainees
- Managing group dynamics

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Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

A curriculum refers to an organized program of study designed to meet complex learning objective. A curricula usually includes several courses and it focuses on developing a set competencies needed to perform a job.

A course, on the other hand, usually covers more specific learning objective and addresses a more limited number of competencies or skills.

Also, a lesson design is more detailed than the designing document.

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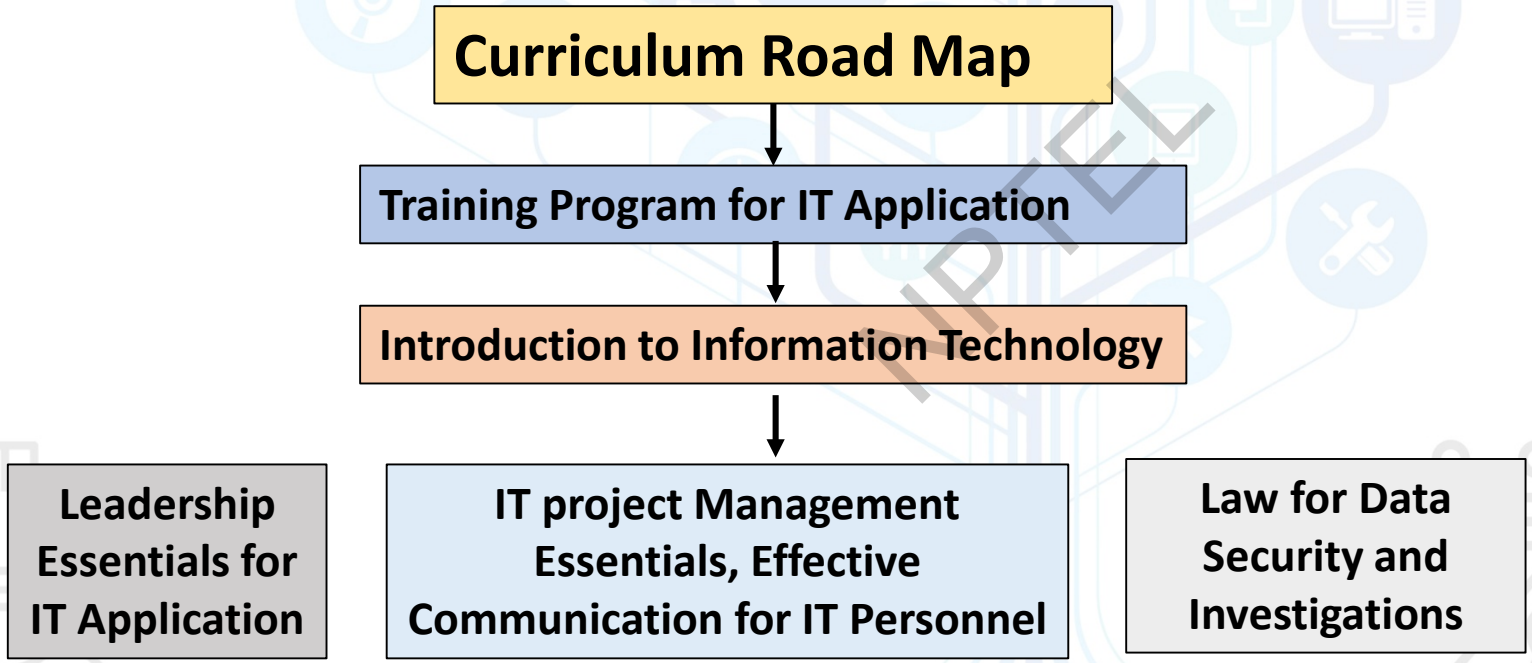
Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design



An Example of Curriculum Road Map for IT Application Training Programme

Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

The diagram of curriculum road map in the prepage slide includes:

- **A brief statement of the course purpose**
- **Prerequisite skills needed for the course**
- **Learning objectives or competencies covered by the course**
- **The format of the content and course expectations**
- **Delivery method for the content**

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Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

Course or Lesson Design

Lesson design includes the specific steps involved in the lesson, instructor and trainee activities, time allocated to each topic in the lesson to ensure that these are consistent regardless of the trainer.

It also helps to ensure that both the trainee and the trainer are aware of the course and program objectives.

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Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

Sample Lesson Plan/Design

***Course title*: Conducting an On-job Training on IT Session**

***Lesson title* : Application of IT skills in Job Performance**

***Lesson length:* Full day**

***Learning objectives*: Explaining the purpose of session**
Identifying benchmark skills
Description of IT skills to be imparted

***Target audience:* Managers**

***Instructor:* Familiar with IT Application and on-job training**

***Room arrangement:* Fan type**

(contd.. to next slide)

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Consideration in Designing a Programme

3. Curriculum, Course and Lesson Design

Sample Lesson Plan/Design
(Continued)

Materials and equipment: **Computer with internet, print & xerox materials.**

Evaluation and assignments**: Role playing, read articles, etc.**

Comment: A**rticle need to be distributed well in advance**

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Consideration in Designing a Programme

4. Choosing a Vendor or Consultant for Training Services

The most important quality for consultant or vendors includes providing a high quality product with positive results, providing good value for the cost and easy to work with.

Many companies identify consultant/vendors who can provide training services by using request for proposals (RFP) which is nothing but a document with outline the type of services companies are seeking, type and number of references needed, the number of employees to be trained, funding pattern, and the dateline.

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Consideration in Designing a Programme

5. Programme design implication for transfer of Training

This is important consideration as the trainers have to make important decisions to determine whether the learning environment and learning conditions should perfectly match the job environment or whether it should emphasize general principles that can be applied to many different work situations.

The degree of flexibility and variability of skills and knowledge that learner needs for successful performance is important to consider in determining the extent to which the learning environment and learning conditions should match the job and working conditions.

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Consideration in Designing a Programme

6. Using Knowledge Management for Learning and Transfer of Training

Knowledge management refers to the process of enhancing company performance by designing and implementing tools, processes, systems, structures and cultures to create, capture, share and use knowledge.

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Consideration in Designing a Programme

6. Using Knowledge Management for Learning and Transfer of Training: How does it occur?

There are several ways to help create, capture, share and use knowledge:

i. Using technology
ii. Publishing directories
iii. Developing informational maps
iv. Creating Chief Information Officer
v. Requiring employees to give presentations
vi. Allowing employees to take time off from work
vii. Creating an online library
viii. Designing office space to facilitate interaction

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Consideration in Designing a Programme

6. Using Knowledge Management for Learning and Transfer of Training: How does it occur?

ix. Creating communities of practice using face-to-face meeting.
x. Using after-action review at the end of each project
xi. Story telling to pass on knowledge
xii. Discussing and recording to performer's passion for the job.

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CONCLUSION

This part of lecture session has given clear picture on the consideration for designing training programme which may enhance the level of thinking and perception of learners on all these aspects of training programme design.

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THANK YOU !

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TRAINING AND DEVELOPMENT

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Module 5:

Lecture 25 : Documentation in Designing Training Program

TRAINING AND DEVELOPMENT

This lecture session will discuss on various issues relating to the documentation in designing training programme.

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Introduction

Design document is a write up or instructional document which contains details about the development of training program and it also explains the training program to the manager's reviewers and trainers.

It contains details like scope of the training program, objectives of the training program, methodology which will be used to deliver training program, environment of the training program and purpose of delivering the training program.

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What is Designed Documentation

Design document is a write up or instructional document which contains details about the development of training program and it also explains the training program to the manager's reviewers and trainers.

Design documentation is a collection of documents and resources that covers all aspects of training design

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What Does Designed Document Contain

- It contains the scope of the training program,
- The objectives of the training program,
- The methodology which will be used to deliver training program,
- The environment of the training program and purpose of delivering the training program.

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Designing Document

Design document can be used to guide the development of training and to explain the training to managers, reviewers, or other trainers. A design document template can be as follows:

1. Scope of Project

- Goal, outcomes or achievements
- Audience
- Design time and checkpoints
- Length of the course

2. Delivery

- Content
- Method
- Training time
- Problems and opportunities

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Designing Document

A design document template can be as follows (continued):

3. Course or Programme Objectives

- Resources or materials
- Who is involved – trainers, program designers
- Topical outline or the brief outline of the topic to be covered
- Administration and evaluation
- Links to other programmes

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Design Documentation

What Does a Design Documentation Include?

- Purpose of training program
- Goals of the program
- Target audience
- Training timing
- Training methodology
- Number of participants per session
- Locations
- Prerequisite
- Problems and opportunities
- Instructors

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Design Documentation

Sample of a Detailed Lesson Outline for Training

Lesson Outline	Instructor Activity	Trainee Activity	Time
Introduction and why training	Presentation	Listening	08.00-9.00AM
How to conduct training	Questioning	Participation	9.00-10.00AM
Video showing three styles of training	Discussion on strength and weakness of each		10.00-11.30AM
Video show on problem solving style	Presentation	Listening	11.30-01.00PM

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Design Documentation

Sample of a Detailed Lesson Outline for Training

Lesson Outline	Instructor Activity	Trainee Activity	Time
Lunch			01.00-2.00PM
Role play on leadership skills	Watching exercise	Practice using key behaviour	2.00-03.00PM
Wrap up	Answer questions	Ask questions	03.00-4.00PM
Evaluation	Format sharing	Participating	4.00-4.30PM

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Essentials for Documentation Design

Documentation can vary from project to project and from company to company. Following are essentials for documentation which are relevant to all:

- **Project overview** – This document contains a high-level overview of the design and the goals.
- **Target audience information** – This document lists relevant information about your audience, from user personas to data.
- **Project deliverables** – This document provides information about the design artifacts established during mock ups phases

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Essentials for Documentation Design

- **Design guidelines** – This document describes the components and specifications required to build the solution.
- **Project scope and implementation plan** – This document describes the roles and flow of cross-team collaboration. The implementation plan documents the requirements necessary to complete the implementation of the design.
- **Operational instructions** – This document provides detailed instructions on how to perform common operational tasks after the design is implemented.

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Benefits of Documentation Design

Though there is no single way to conduct design documentation, and it varies by company and team. However, there are some important issues that can benefit every document design. They are as follows:

- Make documentation usable for the target audience
- Provide up-to-date documentation
- Work on design documentation incrementally
- Test documentation
- Avoid jargon
- Create easy access
- Provide visual or code samples in the document
- Update documentation automatically
- Find patterns in existing docs and turn them into templates

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CONCLUSION

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

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THANK YOU !