

TRAINING

Prepared by,
Mr. Thomas G.M.,
Associate Professor,
Pompei College Aikala DK.

INTRODUCTION:

- Training is the cornerstone of sound personnel management, for it makes civil servants more effective and productive.
- Need for training the civil servants arises because the administrative activities are no longer remain simple but constantly changing.
- Training moulds the civil servants attitudes and help them to achieve better cooperation with the organization and a greater loyalty to it. Above all, it boost the morale of the civil servants and in turn, enhances their productivity and effectiveness.

MEANING:

- Dictionary meaning of training is ‘practical education in any profession, art or handicraft’.
- In public administration it means “a conscious effort made to improve or increase an employee's skill, powers or intelligence and to develop his attitudes and schemes of values in a desired direction.”
- William G. Torpe defines training as “the process of developing skills, habits, knowledge and attitudes in employees for the purpose of increasing the effectiveness of the employees in their present government positions as well as preparing employees for future government positions.”

OBJECTIVES OF TRAINING:

- ◉ Training is an investment in human resources, it is an important means of improving the human potential and increasing the efficiency of the personnel(ARC).
- ◉ Some of the major objectives of training are:
 1. Training improves the efficiency of the employees in administration.
 2. It imparts the new entrants the basic knowledge and skill they need for an intelligent performance of definite tasks.
 3. It assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will needed in their particular fields.

OBJECTIVES

4. It has the objective of build up a second line of competent officers and prepare them to occupy more responsible positions.
5. To broaden the minds of the civil servants by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of outlook that may arise from over specialization.
6. It promotes homogeneity of outlook and broadens the vision and outlook of the civil servants.
7. It makes the civil servants people oriented. It inculcates a basic principle in them, that they are public servants and not masters.
8. It develops a sense of community service and belongingness in the public services. This gives the civil services a sense of pride and self-fulfillment in their work.

TYPES OF TRAINING:

- There are different types of training imparted in different countries. Some major varieties of training are as follows -
 1. Informal training & formal training,
 2. Short term and long term training,
 3. Pre-entry and post-entry training,
 4. Centralized and departmental training,
 5. Orientation training,
 6. Skills training and Background training, etc.

1. INFORMAL & FORMAL TRAINING:

- ◉ Informal training means learning the work by actually doing the work under the guidance of senior officers.
- ◉ Thus, it is a training by experience or learning by trial and error method.
- ◉ The trainee acquires the administrative skills in course of actually doing the work, that is through practice.
- ◉ This has been a traditional method of training in public administration.
- ◉ It does not require planned training programme, specialist trainers or some training institute.
- ◉ It is slow, ineffective and frustrating one.

FORMAL TRAINING:

- ◉ Formal training is that type of training which is carefully planned, arranged and conducted under the expert supervision and guidance.
- ◉ Specialist trainers in a training institute impart formal training to a specially selected group of trainees in specific time schedule.
- ◉ It has defined objectives, pre-determined course of topics, systematically chosen methods or techniques.

2. SHORT TERM & LONG TERM TRAINING:

- The difference between the short term and long term training is a matter of duration of the training course.
- The duration of the training depends upon the subject matter of training course, the nature of the service and the needs of the government.
- If the training course is completed in a few weeks say 2 to 6 weeks, it may be called short term training when compared to the long term training programme of six months to a year or two.

3. PRE-ENTRY AND POST-ENTRY TRAINING:

- Pre-entry training seeks to prepare future recruits for the service.
- In a sense, all education at schools and colleges is a sort of pre-entry training seeking to prepare the students among other things for civil service.
- In a technical sense, the pre-entry training takes the shape of vocational or professional instruction at technical schools and colleges like medical, engineering, etc. The product of such colleges can usually put to the job immediately after passing.
- The schemes of pre-entry training like internship or apprenticeship are very popular in the USA.

POST-ENTRY TRAINING:

- ◉ Post-entry training is given after a person joins the service. It is also called as in service training.
- ◉ In service training is for those who are actually in the job, they are given this training so that they may perform their work properly.
- ◉ In service training is essential for the better performance of the job by an employee.
- ◉ In service training is given to all the employees after they have entered service in order to improve their competency and efficiency.
- ◉ Foundational and Refresher courses provided are the examples of post-entry training for IAS.

4. CENTRALIZED AND DEPARTMENTAL TRAINING:

- When training programme is made within a department or office, its aims are limited, it is conducted only for its employees, this type of training is called departmental training.
- Police training college is an example of this type of training.
- But when training to the officers of many departments is provided by a central training agency, it is called centralized training.
- The training programmes of the National Academy of Administration, Mussoorie are an example of centralized training system in India.

5. ORIENTATION TRAINING:

- Orientation training is a type of training which introduces an appointee to the basic concepts of his job and prepares him for work environment.
- It also makes him conscious about the working of the organization and its goals, aims and objectives.
- It is conducive for functional efficiency.
- In India the National Institute of Rural Development Hyderabad, is providing orientation training programme to civil servants working in the field of rural development administration.

6. SKILLS TRAINING AND BACKGROUND TRAINING:

- ◉ When training is meant for providing the employees with the knowledge of particular technique, procedure, rule, regulation, method and so on, it is called skill training.
- ◉ For example, the training imparted to the officers of Indian Audit & Account service, in the audit laws, rules and procedure.
- ◉ On the other hand, Background training is meant for broadening the mind of the employee by helping him to understand the political, social, economic and administrative aspects of his job.
- ◉ For example, the foundational training course imparted to the IAS probationers at the National Academy of Administration.

7. INDUCTION TRAINING:

- ◉ Like orientation training, induction training is also a kind of on-entry training.
- ◉ But unlike orientation training, the induction training has a specific job-centered focus and includes formal instruction to accelerate the learning process, about the basics of work, its content, drafting procedures, rules and regulations, and so on.
- ◉ Thus, it goes beyond orientation training which is a type of general introduction to employment.

8. IN-SERVICE TRAINING:

- Unlike the pre-entry training, the in-service training is imparted to the candidates after their entry into civil service.
- It stimulates them to make their best efforts and to improve their performance.
- Post-entry training differs from the in-service training in the sense that the post entry training is not directly related to the job. Post- entry training is aimed at broadening the mind and general ability of employees.

9. VESTIBULE TRAINING:

- It involves a series of introductory lecture followed by inspection trips to the departments and field stations to provide first hand knowledge to the employees.
- It combines theory and practice.
- The senior officers of the Forest department in India are imparted this type of training.

10. REFRESHER TRAINING:

- It aims at enabling the employees to refresh and update their knowledge and technical skills.
- Through periodical refresher courses, the employees are exposed to the recent developments and latest techniques in their functional areas.

11. RETRAINING:

- It involves instruction in a new field of specialization or an extensive training in the old field of specialization.
- It is imparted usually when an employee is assigned new tasks or highly expanded duties.

TECHNIQUES OF TRAINING:

- An effective training techniques/methods generally fulfil these objectives: Provide motivation to the trainee to improve job performance, develop a willingness to change, provide for the trainees active participation in the learning process, provide a knowledge of results about attempts to improve(i.e. feedback) and permit practice where appropriate.
- Some important techniques/methods being used are as follows -

SOME IMPORTANT TECHNIQUES/METHODS:

- Following is the classification of training methods -
 1. On the job training,
 2. Job instruction training,
 3. Vestibule training,
 4. Demonstrations and examples,
 5. Apprenticeship,
 6. Classroom or Off the job methods like -
 - a. Lecture method,
 - b. Group discussions,
 - c. Syndicate method,
 - d. Case studies method,
 - e. Conference method,
 - f. Role playing,
 - g. T-group training,

1. ON THE JOB TRAINING:

- Virtually every employee from the clerk to the collector, gets some ‘on the job training’ when he joins the civil service.
- Under this technique an employee is placed in a new job and is told how it may be performed.
- It is mostly given to unskilled and semi skilled like clerical and sales job, etc.

2. JOB INSTRUCTION TRAINING:

- ◉ This method is very popular in the USA for preparing for supervisors to train operatives.
- ◉ This method requires skilled trainers, extensive job analysis, training schedules and prior assessment of the trainees job knowledge.
- ◉ This method is also known as ‘training through step-by-step learning’.
- ◉ The JIT method provides immediate feedback on results, quick correction of errors and provision of extra practice when required.

3. VESTIBULE TRAINING:

- ⦿ This method attempts to duplicate on the job situations in a classroom.
- ⦿ It is a classroom training which is often imparted with the help of the equipment & machines which are identical with those in use in the work place.
- ⦿ This technique enables the trainee to concentrate on learning the new skill rather than on performing an actual job.

4. DEMONSTRATIONS AND EXAMPLES:

- ◉ In the demonstration method, the trainer describes and displays something as when he teaches an employee how to do something by actually performing the activity himself and by going through a step-by-step explanation of 'why' and 'what' he is doing.
- ◉ Demonstrations are very effective in teaching because it is much easier to show a person how to do a job than to tell him or ask him to gather instruction from the reading material.
- ◉ Demonstrations are often used in combination with lectures, pictures, text materials, discussions etc.

5. APPRENTICESHIP:

- For training in crafts, trades and in technical areas, apprenticeship training is the oldest and most commonly used method.
- A major part of the training time is spent on the job productive work.
- The field in apprenticeship training is offered are machinist, printer, mechanic, carpenters, weavers and electricians.

6. CLASSROOM OR 'OFF THE JOB' METHODS:'

- Off the job training simply means that training is not a part of every day job activity.
- These methods are classroom methods and generally used for civil service trainings. Some of these methods are -
 - a. Lecture method,
 - b. Group discussions,
 - c. Syndicate method,
 - d. Case studies method,
 - e. Role playing,
 - f. T-group training, etc.

1. LECTURE METHOD:

- This is the oldest simplest technique of training.
- It involves delivering of lectures by senior academicians and experienced officers.
- These lectures enlighten the trainee on various aspects of the job.
- The lecture method can be used for very large groups which are to be trained within a short time, thus reducing the cost per trainee.
- Audio-visual aids enhance their value.

2. GROUP DISCUSSIONS:

- ⦿ This is an established method of civil service training.
- ⦿ A seminar or group discussion is conducted in many ways.
- ⦿ It may be based on a paper prepared by one or more trainees on a subject selected in consultation with the person in charge of the seminar.
- ⦿ The person in charge of the seminar distributes in advance the material to be analyzed in the form of required readings. The seminar compares the reactions of the trainees, encourages discussions, defines the general trend and guide the participants to certain conclusions.

3. SYNDICATE METHOD:

- It is a method of assigning a study project to a small group of three to five trainees.
- The group is required to make an in-depth study of that subject under the guidance of the faculty members.
- Thus it is a participative technique of training.
- The syndicates are of two types - knowledge gathering and problem solving.

4. CASE STUDY METHOD:

- It involves undertaking an intensive and in-depth study of a particular subject by narration of actual cases by persons who have first hand experience of the case under study.
- This is followed by a group discussion under the direction and supervision of the faculty member.
- The case study is primarily useful as a training technique for supervisors and is specially valuable as a technique of developing decision making skills and for broadening the understanding, perspective & competence of the trainee.

5. CONFERENCE METHOD:

- ◉ In this method, the participating individuals ‘confer’ to discuss points of common interest to each other.
- ◉ A conference is basic to most participative group centered methods of development.
- ◉ It is a formal meeting, conducted in accordance with an organized plan, in which the leader seeks to develop knowledge and understanding by obtaining considerable amount of oral participation of the trainees.
- ◉ It lays emphasis on small group discussions, on organized subject matter and on the active participation of the members involved.

6. ROLE PLAYING:

- ◉ In role playing, trainees act out a given role as they would in a stage play.
- ◉ Two or more trainees are assigned parts to play before the rest of the class.
- ◉ These parts do not involve any memorization of lines or any rehearsals.
- ◉ The role players are simply informed of a situation and of the respective roles they have to play.
- ◉ Role playing primarily involves employee-employer relationship - hiring, firing, discussing a grievance procedure, disciplining a subordinate or a citizen making a representation to a collector and so on.

7. T-GROUP TRAINING:

- This concept is also known as sensitivity training which is said to be the latest and a sophisticated technique.
- This technique of training is suggested for improving the personal effectiveness of employees.
- It aims at conditioning the attitudes of the trainees towards the requisite modes of behaviour.
- In training groups, the trainees expose their idiosyncrasies to their fellow trainees who rub these off through mutual interactions. The trainee becomes conscious of his odd behaviour, which otherwise would have gone unnoticed, and is thus, provided an opportunity.