Training Process in Organization Employee Development Program Implementation

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Abstract:

There is no doubt that development of company depends on how to develop its main potential – employees. It is obvious that only highly qualified staff will be able to take the company to a leading position in servicing sphere, leaving the competitors far behind. The system of personnel training and development forms help and support, increase the professional skills of employees, provide them with modern economic thinking and teamwork. The productivity and efficient operation of the enterprise as a whole increases through the process of learning and continuously improvement.

This paper describes importance of training process in engineering companies and leading place of training center with philosophy of learning organization.

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1. Introduction

Employee training and development programs prepare employees successfully and effectively carry out the mission of the organization. A positive created environment for learning process is always critical and best foundation for organization development success, whether it is the environment of a classroom or the environment of organization. An environment of learning provided by an organization is a function of the organizational culture. Organizational culture means the values, attitudes and beliefs reflected in the mission, goals and practices of the organization which pointed out in the strategy of organization.

In the meantime, as the need for employee training and development is increasing in parallel of organization grow. An opposite case is the bad case for any organization. It can be argued that the time and money available in organizations for traditional forms of learning such as formal training courses has decreased. To meet this gap between the need for training and its accessibility has to be identified a variety of inexpensive methods for employee development that can offer longer leaves than the law requires. Organization policy can stipulate that employees will be paid while they are on leave. By using these methods in a deliberate and thoughtful way, performance of employees and organization can be improved.

Staff training and development system must have an integrated approach. Strategy of staff training and development is built as a part of the enterprise's development strategy. Training of personnel should perform the following tasks:

- training workers to meet the new challenges;
- systematic timely updating of knowledge;
- activation of the employee's potential;
- improving the professional culture and team building; and
- training of employees for career growth.

The market of training is poorly developed in some of part of the World. This is despite the fact that in the global scale the companies with no training structure are considered inferior. So, this segment of market has the great potential.

Today world training market sector occupies a lead place. For instance, the annual turnover of the training in the United States is more than $ 450 billion, that is twice more than the personal computer market. It shows the importance, relevance and effectiveness of training, with the consequence of the personal growth and high living standards.

The top management and senior staff of organization set the tone and understanding of organization's culture. It is vital of decisions and actions view learning as a positive way to improve individual performance and the performance of the organization. Recognition of importance of organization learning process has to be a part of everything the organization does. Undoubtedly, opportunities to learn required to be created all the time. Organizational progress and development culture has to support learning behavior of organization based an ongoing process, not an event.

2. TRAINING MANAGEMENT, EVALUATION

All In this regard, the main question is how to achieve it?

The following issues in organization management related to the employee training and development can be undertaken:

- ◎ activities within the framework of responsibilities;
- ◎ employee's request and survey results;
- ◎ appraisal deficiencies and individual development plan execution gap;
- ◎ client demands;
- ◎ new technology application; and
- ◎ new approach of organization management philosophy.

It is offering an idea for organization providing engineering service which can be applied for other organization delivering some other kind of business activities if suited main strategy and policy of

organization. It is quite significant definition of management process of training arrangements.

Training Management has 3 major steps:

◎ planning;

◎ implementation; and

◎ evaluation

Planning is the stage of the determination of the training process flow. The trainer must take into account the skills of the trainee, the expectations of the customer and the deadline.

Implementation is bringing the plan to life. The implementation process can be divided into several stages, so the trainer could have the possibility to get the feedback during the whole process and make necessary changes to the training process if needed.

The training evaluation is the final step that can be considered as an input into development of training process. This step is essential as it reveals the reasons to improve, change or adopt the process for future situations.

3. DEVELOPMENT OF TRAINING EVALUATION PROCEDURES

The One of the significant option of the training process is the evaluation of the training outcomes within the framework of training center programme. Organization needs to assure efficiency and effectiveness of provided training programme. This matter makes necessary to define tools for training process evaluation.

There are variety of approaches of training evaluation. Purposes of training evaluation were identified by the GDLA (Global Distance Learning Association):

◎ determine whether the objectives of the training were achieved;

◎ see how the knowledge and skills learned in the training are put into practice;

◎ assess the results and impacts of the training programs;

◎ assess the effectiveness of the training programs;

◎ assess whether the training programs were properly implemented;

◎ identify the strengths and weaknesses of the training programs;

◎ assess whether the training programs were suitable in terms of the training contents, timing, participants and other aspects; and

◎ find problems of the training program and solution for improvement [1-3].

◎ It is important to indicate that personal skills development takes the central place in improving productivity. In turn, productivity is an important aspect of organization goals achievement. One more critical factor is the organization top management desire to contribute resources for employment growth.

It is obvious that effective skills development systems in general consists employee education level, any technical training and lifelong learning which can help organizations sustain productivity growth. There is relationship between employee skill and training programs defining capability of organization status. For identification of the status of employee with regard to this point is necessary to find out appropriate training program for satisfaction of evaluator needs.

What do evaluator needs to know about a program before he designs an evaluation:

◎ what is the purpose of the program;

◎ who are the program clients;

◎ who are the key program staff (and where applicable, in which department is the program);

◎ what specific strategies are used to deliver program services?

◎ what outcomes are program participants expected to achieve?

◎ are there any other evaluation studies currently being conducted regarding this program. Table 1 illustrates whole process of training with detailed follow up actions.

TABLE 1. TRAINING PROCESS FOLLOW UP ACTIONS

Sequence	Steps	Participants	Input	Output
1	Identification of training needs	Training Coordinator, HR Officer, Customer	Project needs, Audit findings, Management request, HR analysis	List of necessary training topics
2	Training request	Training Coordinator, Trainer, Customer	Identification of trainees Identification of trainer	Training request
3	Planning	Training Coordinator, Trainer, Customer	Information about training deadline, trainees and the purpose of the training	Training plan Training schedule Training materials list
4	Training Execution	Training Coordinator, Trainer, Customer, Trainee	Training materials Feedback forms	Results of tests and exams Filled feedback forms
5	Evaluation	Trainer, Customer	Results of tests and exams	Evaluated results
6	Analysis	Trainer, Customer, Trainee	Evaluated results Filled feedback forms	Information for improvement

This indication is not sufficient for completion of the evaluation process. For effective carrying out of training evaluation process is important to nominate levels of the system as a whole. The evaluation itself can be divided into three basic levels:

◎ *Assessment of content (the learning part):* This one is to assess whether the training was carried out qualitatively and ability of trainees to grasp the content.

The use of "SMART" criteria for defining the goals of the training, can also be used as reference point in assessment process. "SMART" criteria implies, that the goals of the process will be: Specific, Measurable, Achievable, with defined Resources and Time;

◎ *Applicability of knowledge. Motivation.* Even If people have learned something, there is no guarantee that they will apply it. If the knowledge and skills were applied during the learning process, but were not applied in work process- the motivation system should be improved; and

◎ *System.* In cases when people, who successfully graduated from training program, still cannot execute their duties properly- the system should be checked. Person may be busy with some additional task, or the necessary equipment is not available.

In other cases, the wrong training system, chosen for the process, can be the barrier for successful execution of task during work practice.

4. EFFECTIVENESS OF TRAINING. TRAINING GOALS

Evaluation of training effectiveness in one of those concepts that are often used, but unfortunately, too often misunderstood. More precisely, this is one of those phases that have different meaning for different people. In general, evaluation refers to the entire process of learning - from setting goals to their actual implementation.

The purpose of evaluation can be divided into 4 major classes:

◎ improvement of:
  – training quality;
  – training methods;
  – qualification of trainers;
  – duration of training; and
  – training content;

◎ assessment of:
  – program effectiveness;
  – the trainer;
  – training method;

       – compliance with learning objectives, requirements of productivity and business;

◎ justification of the necessity:

       – the proof that the activity results exceeds it's cost;

       – the proof of the importance of learning in the organization under tight budget planning.

The results of assessment can provide information on how each trainee is satisfied with the gained knowledge. The result can be used to get feedback from trainees and determine whether further training is necessary.

Evaluation can help each employee to understand the impact the training has on him personally and what contribution it makes to the work of the entire organization.

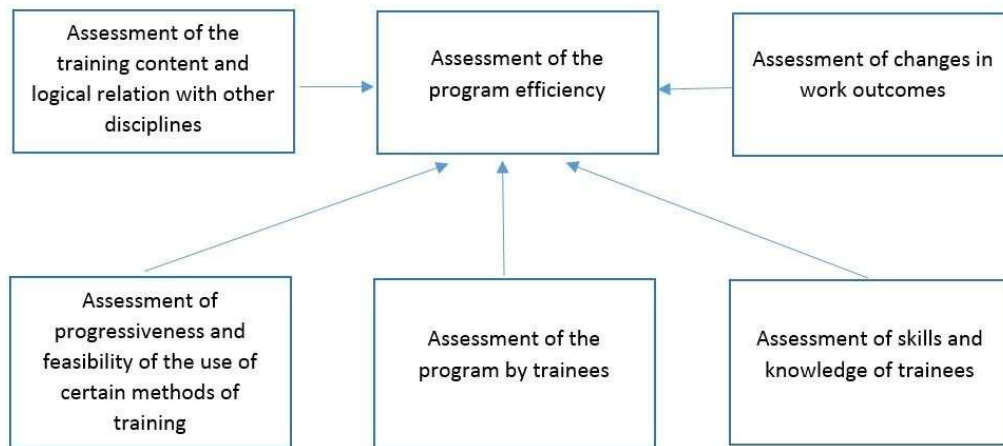The stages of training effectiveness has presented in Fig. 1.

Fig. 1 Stages of training effectiveness

5. STRATEGY ASPECT OF THE PROCESS

There is no direct link and relations between the lines of learning, assessment and motivation. It can be identified some profitable scheme based on following segments:

◎ determine which indicators we want to improve and why;

◎ check whether the processes in the organization are adequate. If the conveyor is not working, it's illogical to require the staff to perform the plan;

◎ disclose the new measures to employees. Then we determine how they will be rewarded for their achievements and for what mistakes they will be fined;

◎ now employees are working hard to achieve the required indicators. (the training hasn't been conducted yet);

◎ after a month (or two) we evaluate the performance. Some of the employees are terrified by the results;

◎ then you support them with the gift - training program, that will improve their achievements and learn how to get more performance. Be aware of the correct choice of the trained skills; and

◎ inform the employees, that this kind of evaluation will take place once a year (or more often).

So, if everything is conducted correctly, employees receive training as a welcome tool for solving their problems. It is highly important satisfaction of employees. From this point they have an incentive to apply what they had learned for further personal improvement and skill growing.

6. CONCLUSION

This paper demonstrates that trainer responsibility for the business or project results is minimal if the trainer only defines a training program and developing skills.

If the trainer only defines a training program and developing skills, his/her responsibility for the business or project results is minimal. As it has been performed in this paper the coordinator of the project should fill the below "gaps", providing:

◎ the request of skills to develop, according to objectives of the business;

◎ support for the results; and

◎ working business processes.

An expected outcomes of the training process demand long-term implementation. Obviously, it is requirements of the process to adapt of existing system depends of market requirements and circumstances.

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- 11th International Conference on "Technical and Physical Problems of Electrical Engineering" Bucharest, Romania. Number 81. Pages 388-391. "High Skilled Engineering Personal Needs Satisfaction with use of Modern Conceptions of Training Process". September 2015

- International Journal on "Technical and Physical Problems of Engineering" (IJTPE). Issue 26, Volume 8, Number 1, Pages 77-80. "Training Process Contribution in Engineering for Human Capital Development". March 2016

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