

**NPTEL**  
**NPTEL ONLINE CERTIFICATION COURSE**

**Course**  
**on**  
**Human Resource Development**

**by**  
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**Lecture 13: HRD Process-I (Contd.)**

Okay so welcome to the next session remember in the last session we talked about how to assess the training needs so once the training needs is identified and you know that what kind of people are there who needs training and what are the different kind of training that you have to give to the people so that they become competent enough now once this is always done next stage we are going to basically develop a strategy for that training program because if you do not have a training strategy or HRD strategy for a training program.

It may not be successful and this strategy has to be done once the needs are identified for example the strategy could be related who needs to be trained? so it is go for training needs in what area we are going to give them first training then that strategy could be related to design and development of the training program and how we are going to design and develop training program. So, this strategy could be related to the different things and that is what we are going to discuss it here that what could be the different strategies and in order to see that you are going to do this strategies you need to complete the first stage that is the need assessment stage.

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## Complete the phase 1 of need assessment

- This helps in identifying-
  - Where training is needed
  - What kinds of training are needed
  - Who needs to be trained
  - Conditions for training

So, once need assessment is done you know where training is needed what kind of training is required who needs to be trained and what kind of people need to be trained. Then we move to the next stage that what you call the training strategy.

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## Training strategy

- **Strategy has a particularly strong influence on determining:**
  - The amount of training devoted to current or future job skills.
  - The extent to which training is customized for the particular needs of an employee or is developed based on the needs of a team, unit, or division.
  - Whether training is restricted to specific groups of employees or open to all employees.



Now when I am talking about training strategy basically you have to see that yes if you do not face the strategy for particular activity the chances are now the idea of having the training strategy is that how much training is to be given whether it is going to be relate to the current job or future jobs.

Whether you are going for s customized training or you need to develop a training program for that purpose who needs to be trained individuals or groups so all kind of questions come up and in order to have a training strategy problem will solve your problems relate to these things how much training needs to be given who needs to be training whether you are going to outsource it or whether you are going to develop it.

Whether you are going to customized training program or whether you need to develop a specific training program for a particular set of people so these kind of questions need to be answered and that is the part of what you call a training strategy.

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## HRD/Training strategy

- Whether training is planned and systematically administered , provided only when problems occur, or developed spontaneously as a reaction to what competitors are doing.
- The importance placed on training compared to other human resource management practices such as selection and compensation



Now when you look at HRD or training strategy now the thing is that you need to plan Now when you look at HRD or training strategy now the thing is that you need to plan an systematically administrate a particular training otherwise what will happen if you are not proactive you become reactive suppose these requirement and then you decide about conducting a training program to the people it is that going to be successful so you need to be more proactive so that well in the advanced you are going to continue this process or conduct this process.

To systematically plan and administer a training program so that people are trained on the continues basis based on the environment based about more strategy so that they are more successful and then you have to see that the training function is given its importance compared to other practices in the organization because you know that training is also related to other things may be compensation may be reward may be training in so how training is linked with other functions of the organization so for that training strategy would be required.

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## The Strategic Training and Development Process



Now if you look at the strategic training and development process as I told you first of all what you do you go for the business strategy what are the basic mission, values and goals are which are into and this is strategy is an outcome of the environmental analysis so once this business strategy is identified and they are able to identify what goals and objective you have what is your mission and these kind of things then you are going to link it with your strategic training and development objectives it means you have to see that what are the different kind of a learning activities.

That you want to plan different areas that is what I mean the learning pro value and whether it is for improving the customer services whether used for something else or how you are going to see that people learn better and faster you have to see that how have to capture and share knowledge that has been learned by the people and so that they are able to transfer it so this is the part of the strategic training and development activities.

Because if that is taken care probably you will be in the better position to see that training and development activities are learned well now how you are going to do it whether you are going to use internet, web base training, online training whether you want everybody to attend the training program whether you have specific websites, loges, for knowledge sharing or not and how is it going to help you to provide to the customer services training so all these training and development activities are the part a strategy so you have to decide whether is going to what kind of training it is going to be who is going to do it what kind of whether it is going be outsourced.

Whether it is going to be who will be the trainers and then how you are going to it in terms of find the value of the training so in terms of whether improvement in the learning or performance or there could weather indicators for example for a customer service executive the number of compliance goes down then you can say yes learning has helping to customer services or it has reduced turnovers.

And people are more happily satisfied by doing the job but there is going to be various outcomes of the training process so now if you look at the strategy can training and development process you can say that yes, you have to proactively think about it then you have to see how you are going to do it and in what way you are going to evaluate the training program so this entire frame work tells you about the strategic training development process. Now moving further if you look at the design part so it is very, very important that how you are going to design the training program.

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## Focus on design part



**Design**

- **Design Training Program**  
Project plan, instructional management, and budget
- **Instructional Analysis**  
Goal analysis and domains of learning
- **Analyze Learners and Contexts**  
Entry behaviors, knowledge, attitudes, motivation, ability levels, preferences, organizational support, motivation, site culture, and logistics
- **Write Performance Objectives**  
Performance, conditions, and criteria
- **Develop Assessment Instruments**  
Test items, mastery criteria, sequence, and assessment instructions
- **Develop Instructional Strategies**  
Sequencing, lesson-flow, delivery systems, methods, and media
- **Revise Instructional Materials**  
Content, procedures, and program

And that is why we are going to develop a strategy so when you are going to design the training program the first important thing that is has to be taken in the project mode so have to see that whether infrastructure support management as support come into and resources in terms of budget in terms of that are available you have already done that what kind of instructions could be used what is the goals and objectives of the learning what kind of knowledge and skill base is going to be there which is going to changed.

What are performance objectives of the learning program how you are going to asses people after the training what would the various sequence of the training in terms of content learning and this kind of things so how you are going to train what would be the strategy whether you are going to give lectures whether you are going to try other kind of methods for training so all this is the part of design and development and that is what we are going to discuss now because designing of the training program is very, very important if you do not design it effectively that training may not succeed as expected.

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## Analysis of the scenario of training

- It is essentially oriented at creating a program strategy
  - a. Teaching the identified content in the analysis phase to the identified learners, under identified conditions,
  - b. Making instruction effective, efficient, appealing, and cost-effective.
- This involves the selection of the (a) optimal overall training program strategy and (b) methods of instruction



Now if you look at his first of all we will look at this scenario of the training in what kind of environment you are going to provide training if you look at the scenario of the training in general there could be three different kind of scenarios because your program strategy depend upon what kind of environment you are going to have internally and externally. Internal work environment as I told you structure, support, leadership, culture External environment economic, political, cultural, social, technical, legal.

So there are going to talk about the scenario that is going to be there and accordingly of the side goals and objectives which leads to see that what is the requirement of the organization and accordingly you decide what kind of HRD intermission will be required. And that is what I mean by scenario of the training analysis. So you have to see that based upon the particular scenario you are able to identify what kind of content would be provided in that program to the learners in the given condition, identified condition and that condition cause from the external environment.

In terms of structure, culture, support, leadership. Now, another important issue is that you have to see that how can make your instructions more effective efficient, appealing and cost- effective. Because, training investment a training the cost. So, if you reduce it and accordingly you have to see that it is cost effective and not only cost effective but you also need to ensure that people are able to learn and they are able to transfer their knowledge on the job and become more efficient. So, accordingly you have to select an appropriate instruction process of metrology for training.



So, that it is good for the people to learn so, this involves what identifying a program strategy and also the kind of instructions that is to be used. I have been talking about training strategy both identifying the strategy for the program and instruction method is very, very important or equally important.

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## Analysis of the scenario of training

- The training design scenarios created represent three levels of potential changes:
- Slight, moderate, and extreme
- It is based on changes in instructional technology, information and computational technology, cognitive science, biotechnology, pharmacology, and the global economy.



Now, if you look at the scenario we will discuss some other scenario which is very, very important. There could be that the way things are changing in the environment will have it some pack on the training program strategy. Now the three kind of changes which is happen first level of change where is a slight change or there could be a moderate change or there could be extreme changes. What I mean to say by slight, moderate and extreme changes is the changes that is happening in the external and internal environment of the organization are there moderate change or external changes.

Now depending of the kind of scenario your training strategy could be different other kind of the way are going to the conducted a training is going to be different. So, we need to understand these kind of scenario which are very, very important. Because it is based on the kind of technology that you are using okay what kind of ICT you are going to use. The inputs is coming from cognitive science, behavioral sciences, biotechnology, pharmacology they were in the economy so these are going to provide you system for change.

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## Analysis of Training scenario- slight change scenario

- Assumes few significant changes or discoveries applied to systematic training, instruction, and learning
- current practices in analysis, design, development, implementation, and evaluation phases are utilized
- The most significant change occurs in the electronic technology associated with communication
- *Minimum change in training design when it comes to imparting expertise in the realm of maintaining systems*



Whether the system is going to have is slight change scenario or moderate change scenario or exchange scenario and based on these analysis we have to see that what these scenarios or actually. Now if you look at slight change scenario what happens is slight change scenario there is not much change. It means two significant changes or happening in the environment.

So, which you are going to apply in training instruction and learning. Now, if changes are happening then what will happen. It means that you continued with your current practices or design development and evaluation of that training program. If you do need much make changes there it means external environment and internal environment as not change much. So, do not need do to with anything else because the way you have been doing contacting training program you should continued that only.

The only change that it is happening is the electronic technology or information technology which is associated treated with the communication that is how you are going to deliver the training program. So, that is only change which is going to The way we are going to design and develop a training program. So, in as slight changes scenario what actually happens, basically the second protocol are minimum change in training design not much changes.

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## Training in Moderate Change Scenario

- Postulates significant changes in pharmaceutical technology preceded by advances in cognitive science
- The new pharmaceuticals enhance the rate and capacity of the brain to acquire, retain, and recall information.
- Advances in information and computational technologies facilitate the development of instructional technologies
- *HRD departments, consulting firms, and organizations will have ready access to instructional designers worldwide through electronic communication technologies*



The moving to the second that is moderate changes. In the moderate changes scenario what happens significant changes are happening in all kind of industries and also changes in the cognitive sciences or brain sciences it means the changes that is happening in pharmaceutical technology or brain sciences and cognitive sciences will have it impact on the way the training program is to be design.

And because if you look at cognitive science is the brain sciences they are in position to tell you about the functions of brain and how the brain going to function In terms of capturing and sharing knowledge. So, these kind of information we will have its impact when you are going design and developed training program for better of the people.

And that is where the advances in technology in these areas is going to be there Like pharmaceuticals sciences can help you to see that how does it going to help you to and the retain capacity of the brain to acquire, retain and recall information. You know that there are memory drugs which are available today. and these drugs basically help recall information laboratory.

Now if these kind of drugs are used probably it is going to influence the learning process of the people. Similarly the changes in the brain side that advances brain sciences also very, very important or information communication technology which has entirely change the way the people communicate or the instruction metrology has been used today you know the computer based technology has come up where it is going to be trained using a computer assets training technology which is going to self face or vertical cell directed leveling we will take about these

things I tell at So, these changes are going to influence you are training strategy means that the way are going to design and developed training program.


Similarly, we will also find that how it is going to impact HRD departments. Because, the HRD departments we will going to the design developed training program has to been influence by this communication technology has to been influence by pharmaceutical sciences has to been influence by the cognitive science that advances and accordingly they are going to design develop program for effective learning. Now, moving from a moderate change scenario to extreme change scenario what happens in extreme scenario lot of changes significant changes of happening especially in the field of the technology and psychology.

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**Training in Extreme Change Scenario**

- Significant technological and psychological advancements influencing instruction and learning
- Knowledge management became a field for buying, selling, and trading knowledge, a human less commodity
- **Neuroplasticity**, human brain's ability to restructure or rewire itself as a result of internal and external influences, had an unanticipated effect
- *Design related to improving the system will be dominated by high-fidelity simulations*
- *Engaging people anywhere in real-time technology supported learning processes or virtually place learn*



Which has a major input or contribution to instruction system and learning systems. If you look at this process you know that knowledge management has become very, very important. So, knowledge management basically which talks about capturing tacit knowledge transforming them into explicit knowledge or having them for the use of the people in the organization. So, this knowledge, management has become big business today. Whether going to buy, sell all kind of knowledge. It become a human less commodity.

Because, it is at this human inter mission once then knowledge captured you can do anything with that it can be used by the people to perform effectively. So, knowledge management is one area where things up changed then another area is neuroplasticity. That is the ability of the brain to restructure and revive itself it is possible to restructure the brain or revive the brain yes now these internal and external influences of the environment have an effect and indented effect on the mind of the people.

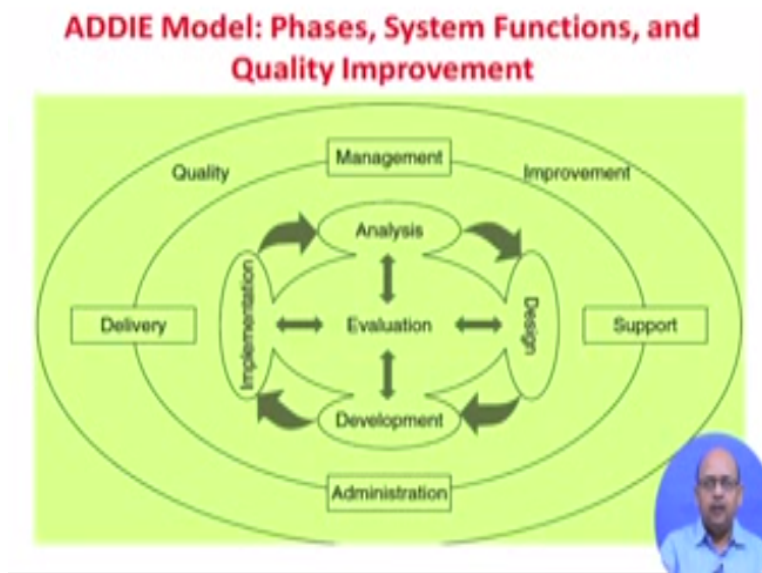
At the mind of the people is wide accordingly which is going to restructured itself. So, that it is better able to adopt to the changes that is happening in the environment. If remember we talk about survival of the test or the evaluation and human mind that itself basically talks about neuroplasticity that is where the people are able to restructure or revive themselves to cope up the challenges of external and internal environment. So, if the changes that has been happening and environment whether people have been able to restructure themselves or revive themselves for the better effective learning and training. So, these are the issues that has come to today.

Similarly, we will also find that yes you are going to see the effective of these psychological factors and knowledge management,when it comes to design and delivery of the training program. Because, today you are using communication technology, you are going use systems which are highly simulated because lot of training are given in the simulation mode all to that and the idea is that if you are going use these kind of systems in your design probably it is going to not only improve the system, but also it is going to make your training more effective.

So, next changes scenario you have to see that what can how you are going to design and developed training program which is going to help people to perform better. Now after discussing this kind of the thing I mean the different kind of scenario.

So you have to see that how things are changed. Now you know that people can gets anywhere in real time technology support, but learning process are virtually everywhere or they can learn from anywhere, anytime learning any well learning. So, these kind of concept are coming up. And that is possible because of the technology and that is going to decide the fate of design and development process. So, for us any learning activities concerned. So these are the changes that is happening and you must keep in mind, these scenario when you are going to design and develop a training program.

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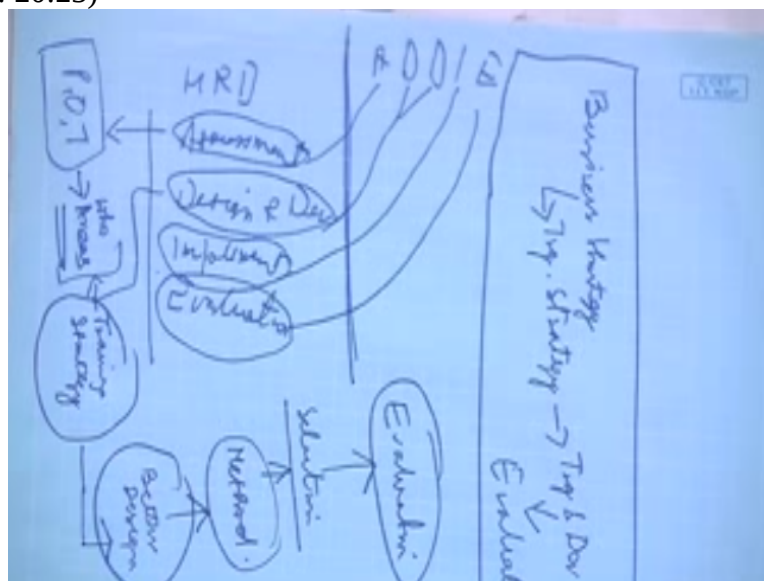


Now coming to design and development of training program you have to see but what is the different thing that is remember that we talked about the ADDIE model, ADDIE stands for Analysis Design Development Implement and Evaluation. These are the five different phases of the training program. We have already covered what does cost means that is analysis base, now we are talking about design and development phases, so analysis phases has to be evaluated to see that the extend which you have been able to do this job effectively to properly identify the need of the people. Now when it comes to design and development the same analogy comes out. That you should be evaluating the design and development process for it is effectiveness. Training evaluation for improving quality and performance does not mean that you are going to only see the interest of training. In terms of change in the performance and behavior. But you have to evaluate starting with the first for that itself. The analysis phase and then you move to the design and development phase and then implement and finally you are going to go for

integrative evaluation to see that all phases have been worked out effectively so that you are able to provide better quality better delivery and the same improvement in the behaviour and the performance provide that there is support from the management so this ADDIE model is very important, because this is what actually the HRD process model is.

Because if you look at HRD process model and the ADDIE model there is not much different. Analysis is the first part assessment of the need then moving to the next stage that is we are going to talk about the design part and the design part what happens it is related design development part relate the second part and then implementation the method that you are going to use for conducting the training program and finally comes to the evaluation. Evaluation it means that how you are going to evaluate the training program. Now if you look at this ADDIE model or the HRD process model, here we talk about the assessment of the need.

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Then design and development then implementation and then evaluation. Now if you look at this ADDIE model it is more or less same because assessment relates to this one design and development relate to this one, and implement relates to this one and evaluate relates to this one. When you are going to identify the training strategy you are going to not only concern with one particular stage but all these stages whether it is assesmnet whether it is design and development whether it is implementation or evaluation.

You remember the first stage we are talking about assessment we say that yes we are going for person organize a task analysis in order to identify the training needs. And once training these identify who would be trained areas with the people would be trained these two are identified. Then you go for design first and that is where you develop your training strategy. And this basically then you have to see this training strategy results in a better designed.

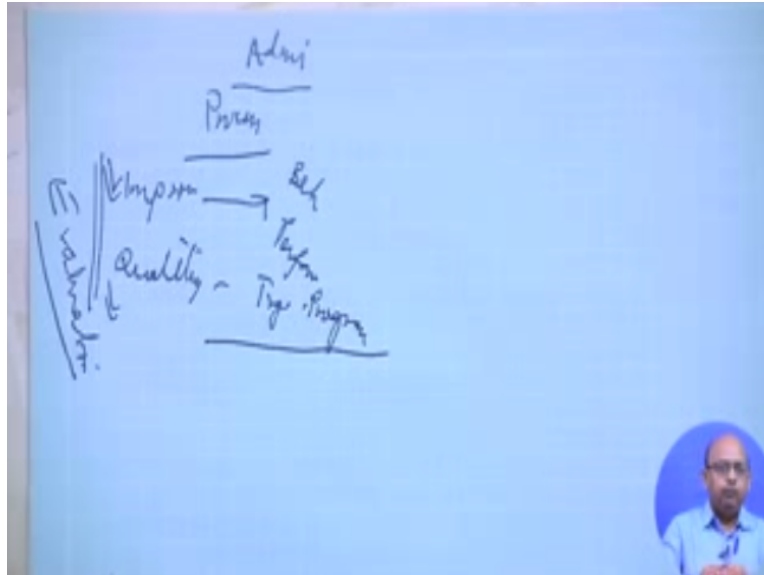
If you are properly designed then you have to the next stage that implement that is where you talk about the method then I am talking about the method that is how you are going to conduct method which method you are going to use for giving training. And it depends upon what is your need if you simply want to pass on the information you can go for lecture, but suppose you want to train a pilot then you go for stimulated exercises because that is where you need to see that the person is able to do the job the doubt and the error. Where that is the requirement.

So the selection of the method depends upon what the training needs. The design of the program also depends upon the area where the people is to be trained or who is to be trained. In terms of what is the object of the training program what is the time duration, what is the content, all these needs to be developed, because any training program is a very structured activity. So development of a training program is very, very critical for it success. And once training program is developed and that is where you decide about how to the right training that is implement that program, that where you are going to select the trainer and if the trainer is not available.

Then you have to find out a subject matter experts all kind of things is a part of the implementation and then ultimately you provide training depending upon the requirement of the trainees. So once implementation is done then again move to the next stage why you are going to move to the next stage again, because that is where you are going to see whether your training needs are fulfilled or not. So it is a cyclical in nature. Because once you analyze the training design and development training you implement it and then moving to the same function that is analysis.

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Because analysis tells you whether there is a gap in the performance or not so once this is done this process is complete but if you look at this is fair you will find four different things and these four different things include that administration. The administration basically is related to how the training is conducted the way the training is conducted that is the process of doing everything. Process of analysis process of design process of development and process of this. So this design and development part if you look at this part this acutely is related to how you are going to do it.

This is related to the delivery and that is where you need the support when it comes to design you need support because that is where you need support from the top management in order to identify the business or corporate strategy similarly you also need to see whether the support is available in terms of internal work environment that is structure, system, process, culture, leadership and internal organization work environment or climate what you call. So these factors are kept in wile designing a training program because they might provide your constant, so you have to see that there are no barriers for these and now what is the objective of the management.

The objective of the management is improvement in the behavior and the performance and also bring about a quality. Now they are two things quality of what? So when you are talking about improvement it is related to improvement in behavior and performance, we are talking about quality, it means the quality of the training program. In terms of its effectiveness and this comes

out of the evaluation. So these two things are to be major at when it comes to evaluation. And this is very, very important this evaluation part is very, very important.

Because if you do not evaluate you will not be able to identify these two and most cases it is not done. And that is why if you look at the HRD process model and this ADDIE model and if you look at this model it appears to be what you call extinction of this ADDIE model. So by this model what I am trying to tell you what are the various systems that has to function and what is the expected from HRD process model in terms of design and development part, so that when you are going to design a strategy for the training program you make sure that it is going to be very, very successful thank you very much.