Lecture 14: The Context of HRD

Okay welcome to the fourth session as you remember that in this week we have been discussing about how to design and develop a training program.

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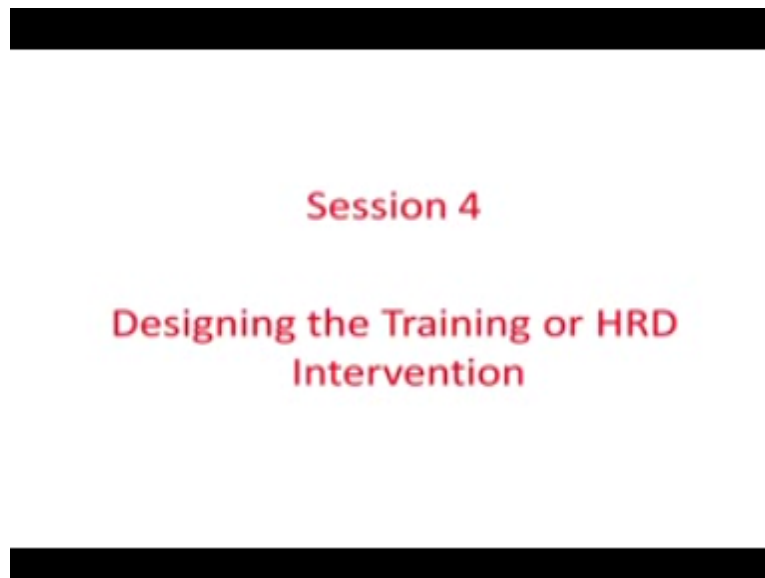
In the process we talked about the first part that is designing part and then we also talked about the strategy and here we are going to discuss about in the same continuation that how to design and develop a training program and this continuation we will discuss some other issues related to designing of the training program, now when we are talking about designing a training program on HRD intervention, what are the major issues or concerns that will need to keep in mind, so that the program that is designed is going to be effective and successful.
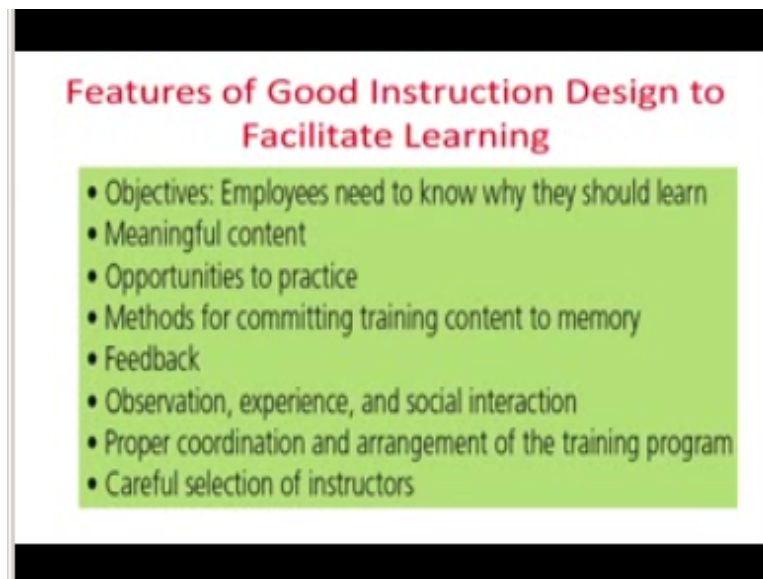
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Features of Good Instruction Design to Facilitate Learning

- Objectives: Employees need to know why they should learn
- Meaningful content
- Opportunities to practice
- Methods for committing training content to memory
- Feedback
- Observation, experience, and social interaction
- Proper coordination and arrangement of the training program
- Careful selection of instructors

If you look at this these are the certain features which is related to a good designing it means when you are going to develop a training program or you are going to design and develop a training program, the idea is that you follow certain structures so that your program is going to effective and the learning is facilitate to properly. Now when we are talking about what are the features are the characteristics of it would design then these are certain points, like the first point is objectives. You must be having a particular objective specific objective of a training program or any kind of HRD intervention.

And it should be very specific, it should be clear that what objective we are going to have. I will give an example let me discuss it first and then you also say that what they are going to learn in a particular program What to do with the content of the program and make sure that the content is related to the knowledge in a skill part which is going to facilitate effective performance So the content must be linked with the job of the individual, then another important issue is that you must get an opportunity to see that whatever he has learned he is allow to you make use of that on the job.

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Suppose you treat something related to particular area or field, but you do not give him a chance or he is not able to get an opportunity to practice that on the job probably the learning will not be facilitate, then as you sure that whatever methods of training you are going to use it tells in ensuring that the person is able to remember the things in a better way And finally you must provide feedback how well the person is doing in terms of everything in terms of reactions, feed backs and other things And then during any structured training are HRD intervention program. You make sure that the individual get an opportunity to learn through interactions experience and observations.

So you make sure that it is not going to be purely theoretical program. You are not going to give only lectures and say that this is all which is to be done. So it should be a combinations of experience, because that is more important for learning, he is allow to interact with other the peers, the trainers and similarly he also gets in opportunity to observe that how things are being done. And that will probably help him to learn in a better way. Then you have to see that the entire training program is coordinated much better way, so this has to be coordination from the line managers, trainers, and the trainings.

And finally the most important thing is that when you are going select trainers are the program makes sure that they have all the credibility knowledge in skill which is required for a meaningful delivery after program and they are going to use in appropriate training program Now once we are discussing about what could be the characteristics of a good learning design which is going to facilitate effective learning we also need to see some certain other issues, what are the various things that the person is to do based on this you can see that it includes what is the thing objective.

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So the first important thing is that for any training program that you are going to set an objective say for example, if you are going to program has a program on say time management From that I think it now first of all you are going to write objectives of the training program, what purpose it is going to that and it has to be very specific, since time management is general managing program. So you have to see that how we are going to write the objective of the program. So what is the objective of this program, what could be the objectives of this program of a time management program is that a person who does this kind of program is going to learn that how he is going to manage his time effectively.

So that is the basic objective and if he is able to manage his time effectively then he is going to be more productive. So that could be very specific objective related to time management program. So we will continue a discussion accordingly as when we discuss other issues then the second thing is there you have to see that who is going to give these kind of training. Whether you are going to have it inside, or whether you have people are expertise available within the system or the organization or you are going to outsource this kind of training. Many organizations that are not in a position to afford a training system or training organism. What they do, they try to out sourcing.

So if you are going to outsource it then you also need to look at the vendor who is going to provide this kind of training. And then you also need to look into the characteristics of the vendor. So he is going to provide this training. So either the training is going to be in house

or the training is going to be out source what you call. Then the next point is that you also need to develop a lesson plan.

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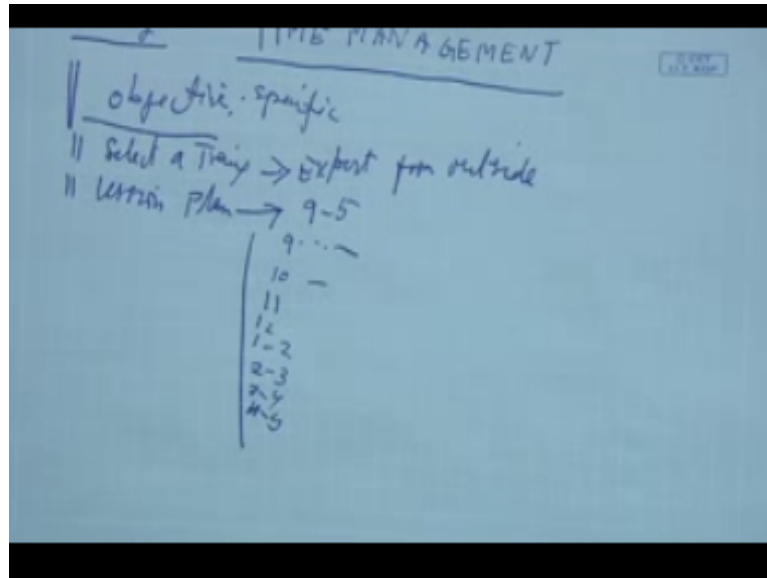
For example, once you have identified the objective then you are going to select a trainer and you decided that okay, you are going to call the expert on time management from outside. Next the next activity is that you are going to develop a lesson plan. Lesson plan means that what are the activities that you are going to cover in a program and it depends upon the duration. So suppose it is an one day program, and you are going to start with 9.00 to 5.00 so you have to say that what you are going to do at 9.00 what you are going to do at 10, 11, 12 the from 2 or suppose you are going to have 1 to 2 all are going to have lunch 2-3 , 3-4, 4-5.

So you have to very careful in write thing all this things that what are the activities that you are going to cover in a lesson plan when you are going to do this kind of activities. So you have to develop a lesson plan very carefully to ensure that whatever you are going to really work is related to the program that you are going to offer that is time management.

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Key Activities in Designing a HRD/Training programme

Key activities include:
- Setting objectives
- Selecting the trainer or vendor Characteristics
- Developing lesson plans
- Selecting methods and techniques
- Preparing materials

Then you have to see that what kind of methods you are going to use. When it comes to methods, you have to see that whether you just are going to be combination of lecture and experiences, with this going to be structured exercises only so you have to identify the kind of method that is to be used for the learning experiences.

We have not a discussed, so you can use the combination of different kind of methods that could be used for a training program. It could be on the job training, it could be based on learning experiences, it could be combination of lecture and experiences, it could be based on certain games where they are going to play, and also there could be a combination of metals that could be used to provide a training program and then you also provides reading materials.

Because these reading materials basically helps them to understand the basics of the time management, because you are not going to cover all everything in say six hours or sever hour session on a program on time management. So these materials basically help the individual to come prepared with certain knowledge which could be used while the training program is being delivered and which could be referred to as a reference point even at the latest days suppose they have to turn down.

So this is how we go about designing and developing a training program. And then you are going to schedule a training, this is schedule at I have talked about so which is the one day program. This is going to do like this suppose you have a two day program then the things are going to be different. So for both the days you are going to decide the lesson plan and

then what would be the content that is to be discussed and that is to be mentioned in the brochure that you are going to prepare for the program.

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So it could be something like that. So this is the template that I am using to explanted design documented the time design documents that training program document. So first of all you have to tell the ejectives what do the objective other program. Then another important in the left out here is who your target audience is target audience in the sense that who is going to the attend your program.

So, this could be based on the TNA that is training needed analysis or it could be open to managers who are interested to understand the importance of time. So it could be identified based on training needed analysis. You can see that who are the people are not able to effective utilize at time based on the needed analysis and then you can ask them to attend a program on time management or if it is opened then you can all ask your managers to see that how they are going to better managed at time in order to more effected.

So you decide about the goals audience target you also decide about the time and check points from what time to attain, what the length of the course would may one day or two day whatever it is. Then you also decide about the content delivery method, what would be the timings and what kind of problems or opportunities which is going to have problem in the same. What are the things that you are going to face and once you do this what kind of opportunities would be available to you.

For example, for I able to do this course what will happen to, how this learning is going to add value to your knowledge in skill base, then based on this you are going to write what would be resources in terms of trainers and other things, logistics that is going too involved. What are the different topics that you are going cover however it is going to be administrated items are boarding, losing other things how it is going to be evaluated and how this is going to link to other program. So all this is going to be a part of a design document.

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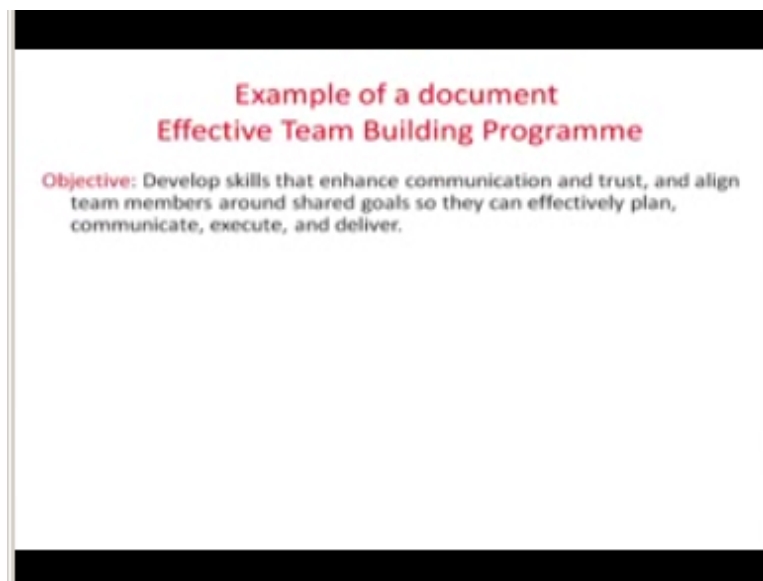
Now let us say an example, this is an example of a document in the program is called an effective team building program. So if you look at this, I have given you one example related time management, now I am giving you another example of a design document. See the objective is what developing a skills that enhances communication trust align team members around shared goals, so that they can effectively plan communicate execute and deliver. So if you are going to an under kind of training program, these are the deliverable. And these deliverables have to be there in the content so that the objective of training program is that. Now with this objective we proceed further and then we decide about who is going to be the target audience.

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Example of a document
Effective Team Building Programme

Objective: Develop skills that enhance communication and trust, and align team members around shared goals so they can effectively plan, communicate, execute, and deliver.

Target Audience: Senior managers and team leaders interested in improving their ability to lead and manage teams in ways that enhance project success and organizational effectiveness.

So this program could be for the team leaders or senior managers who are interested to improve the ability to lead and manage teams, so that it just going to enhance the success and letting to better organizational performance. So objectives are identified very specific then target audience is identified in that the next stage we are going to identify the content. What we are going to discuss in this program.

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Example of a document
Effective Team Building Programme

Objective: Develop skills that enhance communication and trust, and align team members around shared goals so they can effectively plan, communicate, execute, and deliver.

Target Audience: Senior managers and team leaders interested in improving their ability to lead and manage teams in ways that enhance project success and organizational effectiveness.

Content: Stages of team development, Common team dysfunctions, Effective communication, Leadership strategies, Multicultural and virtual teams Decision-making techniques

Like stages of team development what are the team dysfunctions, so what needs to be done. So you need to understand common dysfunction relate to a team working how team communicates with each other, what kind of leadership strategy is to be adopted, how we are going to work in multicultural environment or work in a virtual teams.

How decision is taken what are the different techniques that could be used in a decision making. So the content has been identified and this content is going to be the specific objectives in terms of deliverable. So once you are going to deal with contents probably they would be able to learn certain things which you are matching with the objectives of the program.

Then what is method that you are going to use, like cases studies simulated exercises, group discussions, games even lectures also. So if you can go for a combination of different kind of methods in order to conduct this kind of program. The certain other things that you need to mention like what are the dates for example hypothetical case I have taken here on July 25 to July 27 set a program and you have to also the give the name of the resource persons I have to written my name here, then the class timings what would be the timings that is given, what would the location. All these information has to provide.

So that people understand what you are going to deliver who is going to be audience. What are the objectives of that program when it is going to be ahead, if the course that is to be mentioned for the program so that people know or if it is conducted by the organization then there is no course fee and it is outsource then the organization has to pay certain course fee to the trainers for conducting this kind of program. So this will help you to decide that finally going to develop a training program, what are the things that you need to take care of. So based on this we can say that if good training object what is the good training objective

Because the objective part is the most important thing in a training program when you are looking at an objective part if you are able to clarify or objective clearly then there is no problem. Because everything drives down from the objective Even the content comes from the objective only.

So you have to see that when you are going to talk about the objectives of the good training program make sure that is communicating the objective of the training program trainees know what they are going to learn from the program. And what it is going to benefit them. And what is the standard of performance that is expected.

And how it is going to be evaluated. Similarly are also going to see that what are the things that are required in order to perform what they have learned in terms of resources equipments and these kinds of things and what are the conditions of the performance So the conditions on that which you are going to perform as to be clear, because it could be the internal work environment, physical work environment customers all kind of things which might facilitate are enter your performance.

So you need to very clearly define your conditions. So these things are there objectives performance standards and the Conditions on their which you are going to perform the job. So there when you need to make clear so when you are going write the goals and objects of HRD program it has 3 parts. That is performance, conditions and criteria. So what we are going to discuss is that when you are going to develop objective for example if I am going to develop and objective for a time management program and I am going to write objective based on this program which is have been treated that is performance, standard and criteria.

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Criteria of performance

The level of acceptable performance – e.g.,
• ... by 15 percent within one year
• ... within one hour without mistakes
• ... at least 75% of the time without
     penalties
• ... within 5 years and with a "A"   average

So performance what you can expect after 10 minutes kind of program that is to be discussed in a performance and then you also decide about the performance, standard against which you will be evaluated and that is what you call the criteria. Now let us look that how you go about it performance, standards to achieve. That is what is to be done, say for example we are going for exercise.

We are going to increase your body strength, or you are going to assemble a chair, these are different example that I am giving to explain the standards that is to be defined. Catch a football pass, so these examples are coming from different areas are say graduating from the college. If you look at these four performance standards, so these are the performance standards are the level of performance that is to achieved

But we have to very specific. How so we have to identify the conditions under which the performance is to be achieved. Using standard conditioning equipment when it comes to having a good body strength, or using screwdriver and hammer when we are going to assemble a chair or at a full run under man to man coverage third one and finally you have without cheating or outside help if you want to graduate, but it is still not what is the criteria that you are going to meet, so when it comes to criteria performance, look at this that is the standard or acceptable level of performance.

So how much by 50% per year within one year or with one hour without mistakes. Within one hour you are going to assemble a chair or 75% of time without penalties or within five years with an A grade average. So these are some of the criteria. Now I am going to apply this in this case. So suppose you are going to attend a time management program. So the objective is that you are able to have better time management to increase productivity.

Now when we say that better time management to increase productivity you have to classify that mean two with this, what is the performance. How much time you are going say, you need to identify the standard conditions and that which you are going to do it and also the criteria, so suppose you say that your productivity is going to be increased by 10% are you able to say 20% of time it means that you are having 20% more time that is the standard and then you are going to evaluate against this criteria to see that whether you are able to achieve these performance level or not. So when we are going to talk about criteria of the performance you are going to be identifying objective which is going to very specific.

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Look at this, these are especially an example of objectives, it means that you are going to inventory 100 pieces of bulk merchandise in an hour with an error rate of less than 1% using industry standard inventory tools. So we will find objectives, standard and the criteria. All these 3 things mentioned here. Look at other examples they are going to run 40 yards in less than 5 seconds on a dry level field that is the condition with winds less than 10 mph. So it is the very specific objective the criteria standards are identified here. Another example look at this, after training we are going to be identify the four basic stages involved in the HRD within the five minutes. So suppose there is a situation and you have to go for an intervention.

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So you are able to identify. These are the different processes that you need to adopt to conduct a training program and this could be for HRD professionals Or if you are going to assemble a chair or cycle so completely assemble one child's bicycle within one hour using common hand tools that is the conditions on which you are going to do it provided on December 24 without cursing. So you are going to specify everything in the objectives. So now you have discussed about how to set objectives, because if objectives are set properly you will be the better positions to move further.

Now another important thing that we have to see that whether you are going to make or buy it means that whether the program is to be conducted internally with expects available within the organization or we are going to outsource it.

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The reason is that certain programs that could be in expert side but not necessary that you have experts on everything and at the same time you also need to ensure that when you are going to conduct a program in terms of cost benefit which is going to cost effective. So you have to make sure that you have an expert who could deliver the program in an effective way.

Now that is the criteria, based on this criteria you move further to decide whether experts are available internally or not and if experts are not available internally then you have two options, either you train your people to become an expert or you go for out sourcing than expert. So both possibilities are available to you, so if you look at the second one.

So suppose is the one of year then you do not need to go for internal experts. Experts are available outside so engage them based on the credibility or other things and go for this kind of program or you develop your own program provided you are able to effort. If you have the resource in terms of time and money then we develops your own training program, you will find that most of the big organizations have their own organizations.

Whether it is IT, steel or any kind of industry like you will find the TATA steel has it soon training program centers like in IT industries will find most of them major IT industries have their own training institute whether people or technical skills. Not a technical skill but also take up other learning and development activities. So they are going to maintain, because it is going to cost effective. Because they are going to send so many people for training outside it is going to not benefit them much in terms of cost benefit analysis.

So what they do, they are going to have in house, but many organizations are not in a position to afford time and money and what they do, they are going to ensure that there people at trend, trend with outside expert. So idea is that most of the training actually is outsource to only few training programs are conducting internally and that too in the area what you call the technical training. If you are

Going to outsource it means that you are going to purchase the program from outsource outside then you have to see whether the expertise's available outside or not, it means whether the level of expertise that is required from the experts is available or not. So if it is available then go for it because it is going to be cost effective and whether it is going to provide in as per your requirement within the time frame that you expect them to provide this kind of training. Third point is how many people are to be trained.

So you have to go for these kind of thing either you need to use a self based training or what you call a computer base training or you can go for manual training we will have trainer and he is going to train people in the batches, the next is subject matter what is going to cover in the training program. In terms of the content of the training program and what would be the cost of the training program.

So if you are going to outsource a training program for a vendor from outside then you have to see that you need to consider these factors in terms of cost, benefits, expertise in whether he is credible enough and you know that many institutions to have many organizations industries send their participants toward in training program to specify training institutions

management schools or engineering institutions to update the knowledge in skill base. Because they find it more cost effective and it is that possible for most of the organization does have their own systems in training programs
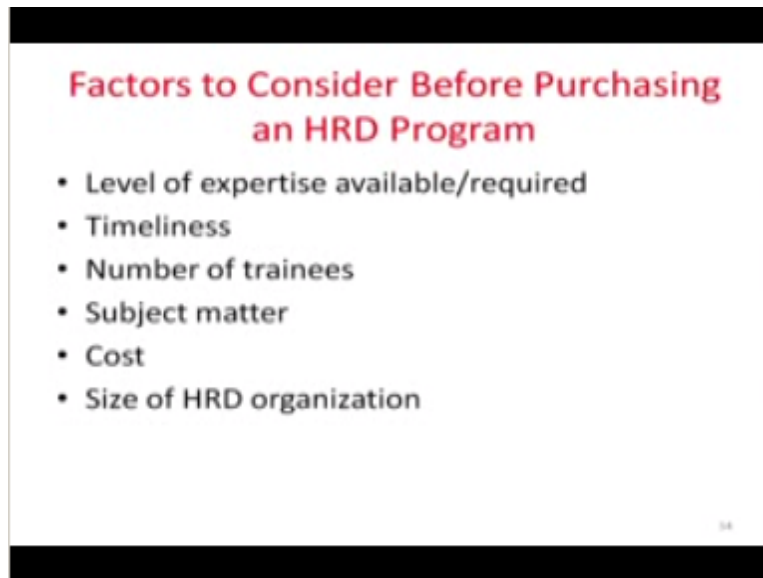
And that is why they go for these kinds of things and it also depends upon the size of the organization. Size of the HRD organization is how big the HRD department is whether it is able to take up the responsibility or not if it is not able to take up the responsibility then definitely we are going to outsource it.

And ultimately they expert. Exported means something that is coming out beyond what is your expectations. We need to see that who is going to deliver in effective program. So that the implies are really happy and satisfied with the program and they defined that they yes this is the program that we are looking forward to. So this is what we called x factor.

So x factor is always desirable though not a necessary condition to conduct their program Other factors that need to be considered is you also need to look into that if you are going to outsource a program the vendors from where you are going to outsource we look into his credentials. Look into his credibility. Whether he has offered that particular organization is offered this kind of program what were the feedback.

What is the various characteristic related to the vendors in terms of its background and knowledge in skill base that people have in that organization. Rise to the credentials and the ground check is very important for the vendors if you are going to outsource a program because that is going to help you to get a program at a cost effective. Then how much experience vendor has enough bring this kind of programs that is another issue.

Then finally you have whether the level is about which in the vendor and the organization of whether he understands the requirement or not and if you understands your requirement whether you would be able to deliver what you expect from the vendor to deliver. So they have to be some kind of philosophical match between the vendor and the organization it means that each one of them understand each other's requirement.

So that they are able to deliver the kind program which expected by the organization. Then what kind of delivery method will be used by the vendors, similarly they are certain other considerations like what would be the content of the training program. In terms of lesson plan or other things then you also need to look at that field products. So you can ask them to

tell them what the program that you are going to offer is. And then you can ask them to show the results based upon the feedback from other organizations.

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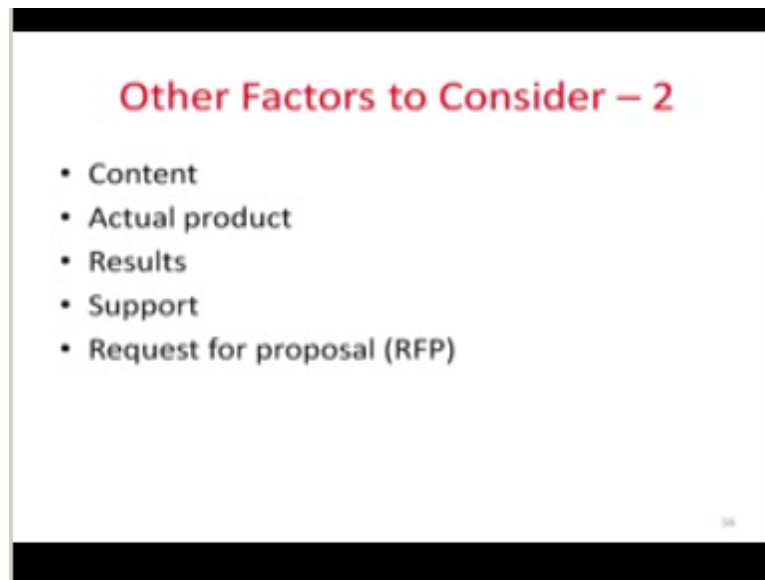
And what kind of support system would be required by them. And finally you go for it or that is request for proposal. So ultimately if you decide that the program is to be offered from an outside expert so you decide that you are going to flow out a tender invitation which is known as request for proposal and there you ask the vendor to provide all the details and this could be into two part that is technical details and also the financial details. So financial details the vendor is going to tell you how much a program would cost to you and technicality details what are the thing that they are going to offer you and at what cost.

So you can for tenders invitations you can invite in this from reputed organizations and then based on your requirement you can see which vendor is to be selected for the training program. You have another option that you can train your people. You know that training of the trainers program is very popular these days. Because sometimes you will find that not many trainers are available for specific programs, there in that case you can go for training our own people. So that they can take up these kind of programs in the future Thank you.