

Training and Development
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module - 09
Lecture - 43
Development Planning System

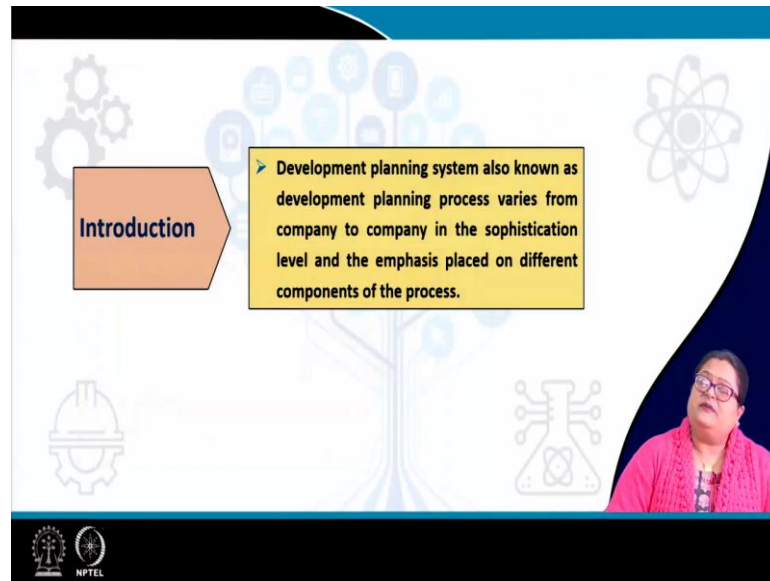
Welcome to the course on Training and Development. We are on module 9, where we are discussing on employee development. The lecture session 3 is focused on the discussion on Development Planning System.

(Refer Slide Time: 00:42)



So, this part of the lecture session will be held on the development planning system for employees training and development.

(Refer Slide Time: 00:51)



Introduction

- Development planning system also known as development planning process varies from company to company in the sophistication level and the emphasis placed on different components of the process.

The slide features a background with various icons including gears, a tree, a hard hat, and a circuit board. A small inset video of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Now, development planning system is also known as development planning process varies from company to company in the sophistication level and the emphasis placed on different components of the process.

(Refer Slide Time: 01:05)



Concept of Employees Development Planning

- An employee development plan, sometimes called an employee growth plan, is a process for helping individuals improve skills for their current job and acquire knowledge and skills for new roles and responsibilities in an organization.

The slide features a background with various icons including gears, a tree, a hard hat, and a circuit board. A small inset video of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Now, what is the concept of employee development planning? We have already understood the concept of employee development in lecture session 1, we have also understood the concept of career development and its relation to training in the lecture session 2 of this module. Now, whenever we are talking of these things, like as we have

discussed in the lecture also planning is a very important part of like whenever we are thinking of like development programmes or like courses to be taken and mapping it with the career progression of the employees.

So, then employee development plan, sometimes called an employee growth plan, is a process for helping individual employees improve the skills for their current job and acquire knowledge and skills for new roles and responsibilities in an organization.

(Refer Slide Time: 02:08)



The slide features a blue header and footer. The main content area is white with a background of faint icons including gears, a lightbulb, a Wi-Fi symbol, a smartphone, a bar chart, and an atom. On the left, a blue arrow-shaped box contains the text 'Objectives of Employees Development Planning'. To its right, a yellow box titled 'Specific objectives are as follows:' contains a bulleted list of three points. In the bottom right corner, there is a small video inset of a woman with glasses wearing a pink top. The NPTEL logo is visible in the bottom left corner of the slide.

Objectives of Employees Development Planning

Specific objectives are as follows:

- To improve the current performance level, sustaining the performance standards, preparing the employees
- To acquire new career competencies and
- To enrich the employees work experience

Now, what is the objectives of employee development planning? The specific objectives are as follows: to improve the current performance level, sustaining the performance standards, preparing the employees. To acquire new career competencies and to enrich the employees work experience.

(Refer Slide Time: 02:34)

Why Employee Development Planning

Development planning is important because of the following:

- Planning helps to attract talented applicants.
- Increases workers' involvement and motivation.
- Improves employee performance.
- Increases organizational efficiency and profitability.
- Nurtures promising and promotable employees.
- Improves employee retention and satisfaction
- Helps organizations to plan for the future.

The slide features a blue header and footer with the NPTEL logo. The background is white with faint icons of gears, a hard hat, and a network diagram. A woman in a pink top is visible in the bottom right corner.

Now, why we should go for employee development planning? Development planning is important because of the following reasons. Planning helps to attract talented applicants, increases worker's involvement in motivation, improves employee performance. Increase organizational efficiency and profitability, nurtures promising and promotable employees, improves employee retention and satisfaction and helps the organization to plan for future.

(Refer Slide Time: 03:12)

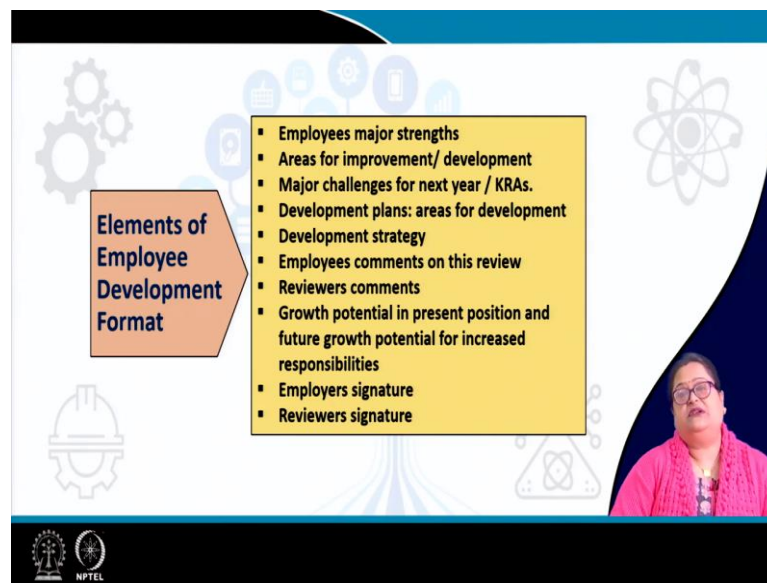
Elements of Development Planning

- Employees goals
- Business goals
- Knowledge and skills to be acquired
- Information regarding resources need to be explored.
- Specific deadline for achievement.
- Criteria for evaluation on skill acquirement

The slide features a blue header and footer with the NPTEL logo. The background is white with faint icons of gears, a hard hat, and a network diagram. A woman in a pink top is visible in the bottom right corner.

Now, what are the elements of the developments planning? Of course, the employee's goals, business goals, knowledge and skills to be acquired information regarding resources need to be explored. Specific deadline for achievement, criteria for evaluation on skill acquirement.

(Refer Slide Time: 03:37)



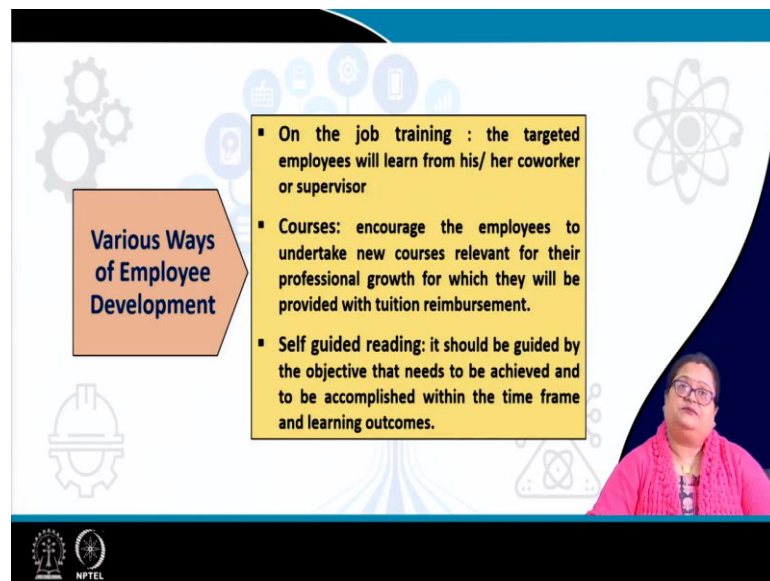
Now, what are the elements of the employee development format? Because whenever we are talking of employee development planning and then we have to understand like we need to chalk out a program for them, then there are certain things that we need to focus on and maybe write it down.

So, that comprises the employee development format. Now, what are the major elements of that format? It first is of course, the employee's major strengths and areas for improvement or development, major challenges for the next year which is the related to the business goals. Development plans that is areas for development, development strategy that how we want to go for this development, employee comments on this review like whether they are comfortable whether they want it to be done in this way.

So, how they want the development process to like to be implemented. So, employee's comments on this reviewer's comments and growth potential in present position and future growth potential for increased responsibilities. So, this is very important like if you are talking of like job enlargement and enrichment kind of situations.

So, what are the possibilities of learning like if you are there in the present position and how you can grow in the present position, what are all new things you can learn. And like what are the future growth potential for increased responsibilities, as you are moving higher up the ladder in the organization and employer signature and review signature also.

(Refer Slide Time: 05:47)



The slide features a central yellow box with a list of three methods for employee development. To the left of this box is an orange arrow-shaped graphic containing the title. The background is white with faint icons of gears, a hard hat, and a network diagram. A small inset video of a woman is visible in the bottom right corner of the slide area.

Various Ways of Employee Development

- On the job training : the targeted employees will learn from his/ her coworker or supervisor
- Courses: encourage the employees to undertake new courses relevant for their professional growth for which they will be provided with tuition reimbursement.
- Self guided reading: it should be guided by the objective that needs to be achieved and to be accomplished within the time frame and learning outcomes.

Now, what are the various ways of employee development? So, on the job training which is the targeted employees will learn from his or her co-worker or supervisor. There are certain courses like encourage the employees to undertake new courses, relevant for their professional growth for which they will be provided with tuition reimbursement. Self guided reading that it should be guided by the objective that needs to be achieved and to be accomplished within the timeframe and learning outcomes.

(Refer Slide Time: 06:28)

Various Ways of Employee Development

- Mentoring: developmental process under mentor
- Attending conference
- Getting a degree:
- Job rotation
- Challenging temporary assignments
- Membership in professional trade organizations

The slide features a central yellow box with a list of six items. To the left, an orange arrow points towards the box with the title 'Various Ways of Employee Development'. The background is white with blue and grey icons of gears, a hard hat, and a network diagram. A small inset video of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Now, various ways again to continue are like mentoring like developmental process under mentor attending conferences, getting a degree, job rotation, challenging temporary assignments, membership in professional trade organizations, these are various ways of employee development.

(Refer Slide Time: 06:53)

**Employee Development Planning System
Employee Responsibility**

	Self Assessment	Reality Check	Goal Setting	Action Planning
Employee Responsibility	Identify need and opportunity to improve	Identify what needs are realistic to develop	Identify goal and method to determine goal progress	Identify steps and time table to reach goal

The slide features a flowchart with four stages: Self Assessment, Reality Check, Goal Setting, and Action Planning. Below each stage is a description of the employee's responsibility. An orange arrow on the left points to the descriptions. The background is white with blue and grey icons of gears, a hard hat, and a network diagram. A small inset video of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

You know employee development planning system and what is the employee's responsibility in that. As we have discussed in the initial discussion like whenever we are talking of employee development, career development, this is a joint initiative in which

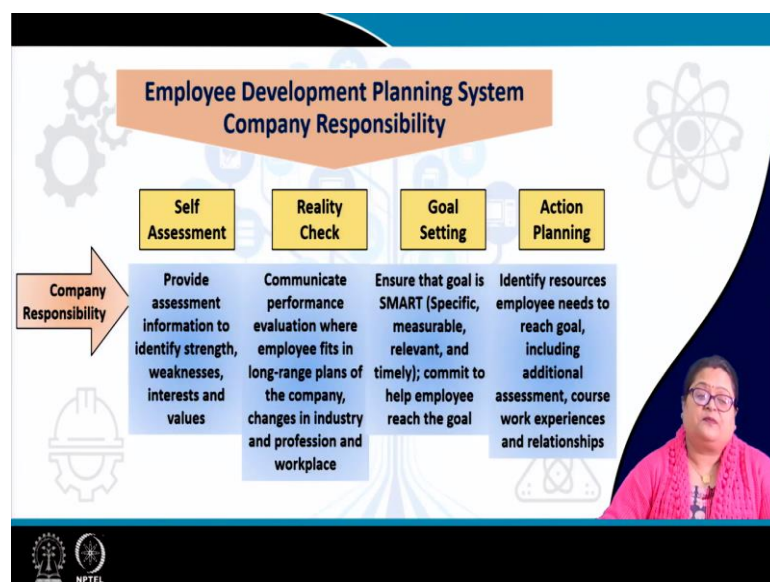
there needs to be proactive participation not only from the employer, but also from the employee.

And like both the employer employee come together simultaneously in thinking about how the, like what are the personal growth needs of the employee, what are the career opportunities present in the organization and what are the goals of the organization and how the personal growth can be linked with the organizational growth also.

So, each one, the employer and the employee both has to take up certain responsibility in the planning of the development planning process. So, here we are going to focus on each responsibility like the employee's responsibility and also the employer and the company's responsibility in the like different actions to be taken. Like for self-assessment the employee's responsibility is to identify need and opportunity to improve. In reality check the employee's responsibility is to identify what needs are realistic to develop.

Goal setting: the employee's responsibility is to identify goal and method to determine goal progress. And in action planning: the employee's responsibility is to identify steps and timetable to reach a goal.

(Refer Slide Time: 09:01)



Now, as we know like there is a company's simultaneous responsibility also. In self-assessment the company's responsibility is to provide assessment information to identify

the strength, weakness, interests and values. In reality check the company's responsibility is to communicate performance evaluation where employee fits in the long-range plan of the company, changes in industrial profession and workplace.

Goal setting: ensure that the goal is specific, measurable, relevant and timely; commit to help employee reach the goal and in action planning the company's responsibility is to identify resources, employee need to reach the goal including additional assessment, coursework experiences and relationships.

(Refer Slide Time: 10:06)

The slide features a blue header and footer. The main content area is white with a blue background on the right side. On the left, there is a blue arrow pointing right with the text 'Employee Development Planning System'. In the center, there is a yellow box with a black border containing the following text:

- **Self Assessment**
It refers to the use of information by employees to determine their career interest, values, aptitudes and behavioural tendencies.
Through this assessment a development need can be identified. Employees will use this information from assessment to meet with managers and to discuss on how to meet the need to get skills.

At the bottom right of the slide, there is a small video feed of a woman with glasses and a pink top. The NPTEL logo is visible in the bottom left corner of the slide.

Now, we will discuss each of these points in details like whenever we are talking of self-assessment. Now, it is what is that it refers to the use of information by employees to determine their career interests, values, attitudes and behavioural tendencies. Through this assessment a development need can be identified. Employees will use this information from assessment to meet with managers and to discuss on how to meet of the need to get the skills.

(Refer Slide Time: 10:44)

The slide features a blue header and footer. The main content area is white with a blue border. On the left, a blue arrow-shaped box contains the text 'Employee Development Planning System'. To the right, a yellow box titled 'Reality check' contains two paragraphs of text. The background is decorated with various icons: gears, a lightbulb, a smartphone, a bar chart, a network diagram, and a hard hat. In the bottom right corner, there is a small video inset of a woman with glasses and a pink top. The NPTEL logo is visible in the bottom left corner.

Employee Development Planning System

Reality check

It refers to the information employees receive about how company evaluates their skills and knowledge and where they fit into the company's plan.

Generally this information is provided by employees' manager as part of performance appraisal and the manager hold development discussion. The performance discussions are focused on the employees job performance during a defined period on the employee's skill set or competencies.

Reality check: it refers to the information employees receive about how company evaluates their skills and knowledge and where they fit into the company's plan. Generally, this information is provided by the employee's manager as a part of performance appraisal and the manager whole development discussion. The performance discussions are focused on the employee job performance during a defined period on the employee's skills set or competencies.

So, from here we can understand like the employee development is also a very integral part of the performance management and feedback processes. So, for more ideas on the career development or employee development as a part of performance management discussions, you can refer to our like NPTEL courses on that we have done for performance management.

(Refer Slide Time: 11:52)

The slide features a central yellow box with the heading "Goal setting" and two paragraphs of text. To the left, an orange arrow-shaped box contains the text "Employee Development Planning System". The background is white with blue decorative icons: gears, a hard hat, a brain, and a molecular structure. A small inset video of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Employee Development Planning System

- **Goal setting**
It refers to the process of employees developing short and long-term development objectives. These goals usually relate to desired positions, level of skill application, work setting, or skill acquisition. These goals are usually discussed with the company manager and written into a development plan. An effective development plan focuses on development needs that are most relevant to the organization's strategic objectives.

Goal setting: it refers to the process of employee's development short and long-term development objectives. These goals usually relate to desired positions, level of skill applications, work setting or skill acquisition. These goals are usually discussed with the company manager and written into a development plan. An effective development plan focuses on development needs that are most relevant to the organization's strategic objectives.

(Refer Slide Time: 12:29)

The slide features a central yellow box with the heading "Action Planning" and one paragraph of text. To the left, an orange arrow-shaped box contains the text "Employee Development Planning System". The background is white with blue decorative icons: gears, a hard hat, a brain, and a molecular structure. A small inset video of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Employee Development Planning System

- **Action Planning**
An action plan is a written strategy that employees use to determine how they will achieve their short and long-term goals. Action plans may involve any one of development approaches which depend upon the needs and development goals.

Employee development planning system; action plan: an action plan is a written strategy that employees use to determine how they will achieve their short term and long-term goals. Action plan may involve any one of development approaches which depend upon the needs and development goals.

(Refer Slide Time: 12:56)

Design Factors of Effective Development Planning System

- The system is positioned as a response to a business need or to support the business strategy.
- Employees and managers participate in developing the system.
- Employees are encouraged to take active role in career management and development.
- Evaluation is ongoing and used to improve the system.
- Business unit can customize the system for their own purpose.
- Employees have access to development and career information sources.

The designed factors of effective development planning system. The system is positioned as a response to the business need or support to the business strategy. Employees and manager's participant in developing the system. Employees are encouraged to take active role in career management and development. Evaluation is ongoing and used to improve the system, business unit can customize the system for their own purpose. Employees have access to development and career information resources.

(Refer Slide Time: 13:41)

Design Factors of Effective Development Planning System

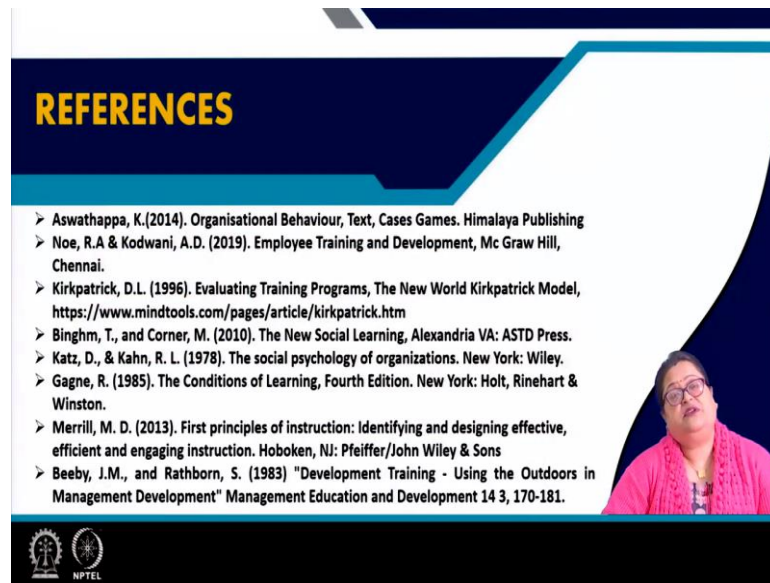
- Senior management and the company culture support the development system.
- The development system uses competencies, skills and behaviour that are common to the company's other human resource practices.
- The development system is linked to other human resource practices such as performance management, training, and recruitment systems.
- A large, diverse talent pool is created.
- Development plan and talent evaluation information are available and accessible to all managers.

The slide features a blue header and footer with the NPTEL logo. The background is white with faint icons of gears, a hard hat, and a network diagram. A video feed of a woman in a pink top is visible in the bottom right corner.

The senior management and the company culture support the development system. The development system uses competency, skills and behaviour that are common to the company's other human resource practices. So, what we understand like as we have discussed in the strategic HR module or the strategic training module also, like the all the systems are very linked with each other and there is a common linking pin with the other HR systems.

Similarly, the development system is also linked to other human resource systems and there are certain set of skills, competences, behaviour which are common with other human resource practices. So, like performance management, training, recruitment system etcetera for one of the use of this effective development planning system is to create a large diverse talent pool. And the development plan and talent evaluation information are available and accessible to all managers.

(Refer Slide Time: 15:02)

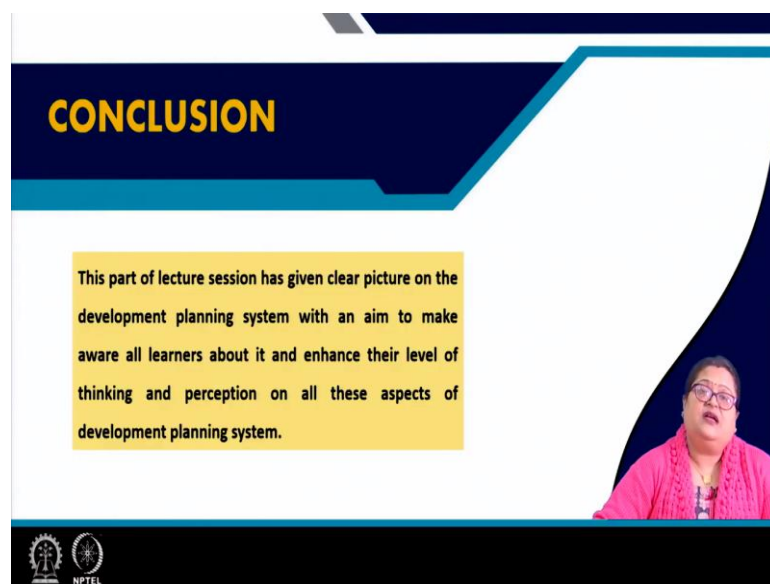


REFERENCES

- Aswathappa, K.(2014). Organisational Behaviour, Text, Cases Games. Himalaya Publishing
- Noe, R.A & Kodwani, A.D. (2019). Employee Training and Development, Mc Graw Hill, Chennai.
- Kirkpatrick, D.L. (1996). Evaluating Training Programs, The New World Kirkpatrick Model, <https://www.mindtools.com/pages/article/kirkpatrick.htm>
- Bingham, T., and Corner, M. (2010). The New Social Learning, Alexandria VA: ASTD Press.
- Katz, D., & Kahn, R. L. (1978). The social psychology of organizations. New York: Wiley.
- Gagne, R. (1985). The Conditions of Learning, Fourth Edition. New York: Holt, Rinehart & Winston.
- Merrill, M. D. (2013). First principles of instruction: Identifying and designing effective, efficient and engaging instruction. Hoboken, NJ: Pfeiffer/John Wiley & Sons
- Beeby, J.M., and Rathborn, S. (1983) "Development Training - Using the Outdoors in Management Development" Management Education and Development 14 3, 170-181.

NPTEL

(Refer Slide Time: 15:08)



CONCLUSION

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

NPTEL

These are some of the references that we have used to prepare the slides. And we hope this part of the lecture session gives us a clear picture on the development planning system with an aim to make all the learners aware of it, enhance their level of thinking and perception on all these aspects of development planning system.

Thank you.