5. Training, Learning & Development

Training, is teaching people skills that they lack. Learning is a self-directed, work-based process leading to increased adaptive capacity. Developing employees allows them develop into future leaders. Together they can help develop a culture in the company that fosters employee commitment.

Training, learning and development programs can affect the company in two aspects.

✦ First, it enables employees to effectively perform their job. As an employee's abilities increase, there is a high potential that the company's performance will increase. Therefore, training, learning and development have a positive relationship with the company's success. And what is even better is the fact that better trained and developed employees are more motivated.

✦ Second, it increases the employee's ability to make more effective decisions. Employees are more willing to accept responsibility for their decisions and have strong desire to place the company's objectives above their own.

Line managers must act as a mentor and coach by providing advice and suggestions on further career development through performance appraisals while at the same time paying attention to the career objectives of the employee and adapting the employee's development plan to meet those objectives.

5A. Identify Training Needs

The first step to the process is to identify training/learning/development needs. The output of the needs analysis helps HR and/or line managers to plan and design appropriate training/learning/developmental solutions to fill the gap between the current and anticipated future state.

There are many ways to conduct training needs analysis. A common approach takes the following steps:

✣ find out what the human resource requirements are in order to arrive at the ideal state based on the business objectives/strategies of the company.

✣ analyse current state of human resource

✣ identify gaps between the ideal and current states

✣ identify causes of the gaps

✣ identify those that can be resolved with training, learning and development

✣ prioritise training needs