

## T114 - The balance in responsibility between an individual and an organization for training by Nitish

This is a very important topic concerning individuals and jobs nowadays. A balance in responsibility between an individual and an organization for training is required for a full and efficient job. That being said, we will discuss now the outcomes and more features on this topic. Training for jobs is necessary. This is done quite often, and in all companies. This is required so that the individual can 'get a hang' of things going on in the office, as well as to give him an idea of the future ahead of him.

This is also done when an individual does not meet the needs of the company and the company feels that they can improve the individual by training him in that area. For example, if a person is an Economics post-graduate from oxford, and he is computer illiterate (this is an extreme idea but it is a simple one), then the company feels that they can expand his abilities by training him in computers. Another scenario is when an individual has not studied computers, and his job is as a manager at a software company.

The company will train the individual so that he is a computer literate and can do well in both managing, and understanding the areas. We all agree that it is the responsibility of the company to train the individuals. But that is assumed to be to a certain extent. I mean, a company can't train an individual more than enough. That would be a loss for the company, esp. if the individual quits.

In fact, that would be a gain for the company he joins next. But the point is, the individual, too, must have a responsibility concerning his own training. He should consider his options before applying for an interview, or before taking up a career. Before applying, he should see that he has the necessary skills for the job, and that the company should not train him for expected material which he is already supposed to know. There is a difference between one or two day trainings, and 5 month trainings.

I know a person who's company employed him so he can go to U.S.A and study there at a private institute. I mean, sure, the individual is talented, but, isn't that a waste of money and precious time. Shouldn't the lucky fellow study on his own in the institute first and then apply for the job? This is the type of responsibility I am talking about. Therefore, there should be a balance in responsibility between an individual and a job for training. Both the individual and the company should consider whether it is of profit, or whether it really is required. Some of the factors mentioned above would really affect the future of the company.

To end the article, I will put some statistics about jobs and training. Some of them are very interesting:

### Statistics

#### Part 1

From a recent survey "Other than job related skills, which of the following are the hardest to find in new candidates?" (OfficeTeam 2884 Sand Hill Road, Menlo Park, CA 94025) - The responses:

Leadership skills- 30%

Writing skills- 29%

Problem Solving skills - 14%

Interpersonal skills - 11%

Organizational Skills - 7%

Oral Communication skills - 5%

### Statistics

#### Part 2

The Bureau of Labor Statistics Some sampling of their statistics: Average number of hours of formal training per employee (10.7). Average number of formal training activities per employee (2.1).

Job skills training accounted for 67% of the total training hours and 48% of total training participants.

Computer training took up 20% of the total training hours, the largest share of any training type.

General skills training accounted for 33% of total training hours and 52% of total training participants, with occupational safety training accounting for 11% of total training hours.

The transportation, communications, and public utilities industries provided the most hours of formal training, followed by finance, insurance, real estate and mining.

Retail trade and construction provided the fewest. 65% of establishments increased the proportion of their employees who received training in the last 3 years, with only 3% indicating a decrease.

Nearly 70% increased the amount they spent on training, while only 5% experienced a decrease. The most common type of training was classified in the study as 'off-site training', used by 80% of the establishments. 40% had mentoring programs, slightly more reported using individualized career and development plans, and only 24% had formal apprenticeship programs. 91% reported in-house staff providing at least some of the training.

Committed Employees Also, the Hay Group reported that committed employees (workers that plan on staying with their current employee more than 5 years) found satisfaction in: Type of work (89%) Respectful treatment (69%) Coaching and feedback (64%) Learn new skills (61%) Top Five Reasons While Aon Consulting of Chicago (Training & Development, Nov 98, p. 10) reported that the top five reasons (salary was not even in the top 10) for employee commitment are: Employer's recognition of personal and family time The organization's vision and direction Personal growth The ability to challenge the way things are done Everyday work satisfaction Major Trends in Learning & Technology 92% of large organizations are implementing some form of network training in 1999. 41% currently have placed at least one course—mainly from external content vendors—online for employees.

COMPUTER RESELLER NEWS -- 03-15-99, p.196 CBT vs. Classroom The August 1998 edition of HR Magazine (Society for Human Resource Management) listed the following (a study by Strategic Solutions Group Inc., Annapolis, Md.) for setting up technology-based training, including the web-based variety: Needs analysis - \$5,000 to \$10,000 Training design - \$20,000 to \$40,000 Training development - \$10,000 and higher per hour of training. They also created a hypothetical situation to calculate the cost of delivering training to 500 employees through the traditional classroom mode versus computer-based training. It assumes that 40 hours of classroom instruction equates to 24 hours of more-effective computer-based training.

AUTHOR NOTE: You have to watch out for situations like this. They use estimated percentages that CBT is almost twice as effective as classroom training - they are going to have to show me some hard data before I believe that! Now, depending upon the task at hand, CBT can be more effective, but to use it in an outright statement like this is very misleading. In-Class Instructor-led Training Computer-based Training Wages of trainees \$400,000 \$240,000 Opportunity lost (cost of productive days lost to training) 1,000,000 600,000 Travel costs 250,000 000 Trainer wages 47,500 11,400 Trainer travel 20,000 000 Development costs 160,000 600,000

TOTALS \$1,877,500 \$1,451,400 Coaching & Mentoring A survey of more than 300 companies nationwide found that companies are focusing on developing the leadership abilities of managers, executives, and employees internally through coaching and mentoring programs: 59% currently offer coaching or other developmental counseling to their managers and executives. Another 20% plan to offer coaching within the next year. 25% have set up formal mentoring programs, with another 25% planning to do so within the next 12 months. With a tight labor market it is more important than ever to retain quality employees.

### **T116 - The requirement of organizations to provide training when implementing change by Dhruv**

This is a very practical measure. If there are changes in the system, employees must be adequately trained to deal with and use that change efficiently. A simple example would be a new database system for a hotel. One can't expect to change the system one fine day and hope all the employees can keep up with the change. New features and characteristics need to be explained to maintain efficiency. If no training is given, many unnecessary mistakes will be made before a level of efficiency is reached.

A hotel receptionist, could theoretically, misunderstand the system and book a week-long guest for an extra day. This could cost a lot for the guest who may remain unaware of the mistake.

Practice makes perfect and training accelerates the training process making life easier for the company and the consumer - who don't suffer due to mistakes caused by not understanding changes. In some cases, training not only accelerates but is the only practical way of learning something. Telling a bunch of workers at an Ad agency to suddenly start using Photoshop to create layouts instead of paper would cause problems without training. It would take aeons for them to teach themselves and achieve a reasonable level of efficiency. The consumers, people ordering the Ads will probably suffer as a result of poor initial quality.

Not training when implementing change can affect the product's consumers and as such be a requirement - besides, it will increase the efficiency of the company - unless the training is very costly. For consumers' sake, training must be provided by organizations implementing change.

#### **Knowledge of technology**

In order to study and evaluate the social and ethical issues involved in the use of tutorials, training and wizards, the student must have an understanding of related technological concepts. These may include:

### **T117 - Key terms tutorial software, training software, wizards and assistants, help menu and help features, "Read Me" files by Vaibhav**

**Tutorial Software** – Tutorial software's are types of programs which assist or guide a user to learn something. Tutorial software's in this case mainly play the role of a tutor or a teacher. Tutorial software's are generally designed to be user-friendly such that the user can be guided easily.

One common example of a tutorial software is a Kanji learning program called the "LexiKAN 2.0". This main objective of this program is to provide the user lessons from which the user will be able to learn Kanji's.

**Training Software** – Training software's are types of programs which help a user get training. This type of software is usually designed to let a trainee experience the actual circumstances as it would during a real situation. Training software's generally are used because they are efficient. It is cheaper to give training to trainee than actually building a real situation. The advantage this has is that companies can hire several trainees and train them with this software for minimal costs and risks.

For example when the government wants to hire train drivers, they usually train them with the help of these training software's. Hence by this they can easily train the drivers without taking into account the costs of actual training which would be driving the actual train and risks such as train accidents. Consequently again in this scenario training software's minimize the costs and risks.

**Wizards and Assistance** – These types of tools are provided in software's to assist the user while using the program. This feature is generally found tutorial software's and word processors.

**Help menu and help features** – Almost similar to the wizards and assistance this feature is designed to provide the user with help and is generally provided in most software's such as the tutorial software, training software and most word processors. This feature generally provides the user with a search in which the user can type to what he wants a solution to.

**"Read me" files** – A "read me" file contains data relating to other files which are in a directory or an archive. It is very commonly distributed with most computer software these days. These files are called text files and are usually under these types of names TXT, README.1ST, READ.ME, or simply README.

**T118 - Using wizards, assistants and online assistants in the design and creation of a product, for example, desktop-published documents, slideshows, web sites by Aditya**

Online assistants and wizards offer a user an extremely convenient method of creating a slideshow or a website or what not. This can be done very conveniently.

The technology emerged when Microsoft and Apple felt the need to help and enlarge their customer base by helping them with procedures crucial to creating files that could be made with their applications.

The issues that are related are those of:

The business of the company that manufactures the software

The ease of use for the customer

The faith that the customer has in the brand(for example Microsoft or Apple who create software for presentations and spreadsheets)

The stakeholders are the customers who, with the assistance of wizards, can create files that can be made using some application or another. These people can significantly save their time and act in an efficient manner. This will give them a satisfaction and keep them coming for products released by major software power houses.

The situation doesn't really have a problem unless it's difficult to use or if it is non-existent. Both of these are rare occurrences.

It really affects only business of companies that release software. An example of what is talked about in the essay is the "Mac fever". Converts to Macintosh prefer it to Windows and to these people Mac is considered an addiction.

Also, the impact is global because software is available to most people who can afford it(to almost everyone) anywhere with relative ease. So the impact is fairly good.