

POST ASSESSMENT OF TRAINING IN AUROBINDO

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ABSTRACT

Training and development is that organized process concerned with the acquisition of capability, or the maintenance of existing capability. Learning is the formal and systematic modification of behaviors, which occurs as a result of education, instruction, development and planned experience. Where the objective is to acquire a set of capabilities, which will equip a person to do a job a sometime in the predictable future, which is not within his present ability, that person is often said to undergo a process of development. Development is any learning activity, which is directed towards future needs rather than present needs, and which is concerned more with career growth than immediate performance.

This paper is an attempt to know the training needs of the employee in Aurobindo at different levels of employees in order to know the employee level of work and growth towards the company. Training and development program is evaluation of the program to determine whether the training objectives were met. The evaluation process includes determining participant reaction to the training program, how much participants learned and how well the participants transfer the training back on the job. The information gathered from the training evaluation is then included in the next cycle of training needs assessment. It is important to note that the training needs assessment, training objectives, design, and implementation and evaluation process is a continual process for the organization.

Post assessment should be conducted according to the employees needs and higher to the higher level of manager of organization. Trainer, training place, training method, trainee are the major things that should be considered while conducting the training program. Majority of the employees are satisfied with post assessment of training in the organization. Post assessment procedure should be designing in new way for each training program that could help both for the management and for employees. External trainers should not change for one particular program as the employees can not adjust for new trainers.

The study is attempt to gain the insight of Post Assessment of Training, and its impact on both the employees and management, which is confined only to Unit – III of Aurobindo Pharma ltd in Bachupally, Miyapur. The study may not reflect each aspect of Post assessment due to the constraints of time and resources.

INTRODUCTION

Training and development is that organized process concerned with the acquisition of capability, or the maintenance of existing capability. Learning is the formal and systematic modification of behaviors which occurs as a result of education, instruction, development and planned experience. Where the objective is to acquire a set of capabilities, which will equip a person to do a job a sometime in the predictable future, which is not within his present ability, that person is often said to undergo a process of development. Development is any learning activity, which is directed

towards future needs rather than present needs, and which is concerned more with career growth than immediate performance. The study conducted at Aurobindo Pharma Limited, Hyderabad deals with analyzing the training needs of employees of the organization. The present study conclude that majority of the employees are interested in attending training program and most of them agree that they could transfer the learning by implementing new knowledge, skill, ability, and technology that they got from the post assessment of training. In general, the company provides a very well designed and widely shared trained policy to its employees.

All the employees are aware of Post Assessment of training in the Aurobindo Pharma. Majority of the employees agree the assessment is done after the training program in the organization. Responsibility of conducting Post assessment procedure is carried out by the Training and Development. The criteria for Post assessment on training is Questionnaire form. The employees strongly agree that the Post assessment will improve their performance. Most of the employees get a chance in open feedback in the organization. The employees believe that the organization will implement their suggestions. Employees found the compatibility between training program and post assessment. Post assessment procedure is the organization is helping the manager in designing the new training program.

Most of the employees are willing to give the feedback during the Post assessment training. Employees did unbiased response during assessment procedure. The management does not show any interest in taking in the feedback in a positive way from the employees. Maximum employees do not want any changes in post assessment procedure. Majority of the employees are satisfied with post assessment of training in the organization. The employees' are willing to go for assessment after every training program.

Post assessment helps in optimizing the utilization of human resource that future helps the employee to achieve the organizational goals as well as their individual goals. It also helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth. Post assessment helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizon of human resources intellect and an overall personality of the employee. It helps in increasing the productivity of the employees that helps the organization further to achieve long term goal.

REVIEW OF LITERATURE

Development programs should be based on training and management development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization (Watad & Ospina, 1999). To be effective, training and management development programs need to take into account that employees are adult learners (Forrest & Peterson, 2006). Knowles's (1990) theory of adult learning or "Andragogy" is based on five ideas: (a) adults need to know why they are learning something, (b) adults need to be self-directed, (c) adults bring more work-related experiences into the learning situation, (d) adults enter into a learning experience with a problem-centered approach to learning, and (e) adults are motivated to learn by both extrinsic and intrinsic motivators. Having a problem-centered approach means that workers will learn better when they can see how learning will help them perform tasks or deal with problems that they confront in their work (Aik & Tway, 2006). At different stages of their careers, employees need different kinds of training and different kinds of development experiences. Although a business degree might prepare students for their first job, they

will need to gain knowledge and skills through education and experience as they progress through their career. Peters (2006) suggests that there are four stages of management education with different learning outcomes: Functional competence, an understanding of finance, accounting, marketing, strategy, information technology, economics, operations, and human resources management; Understanding context and strategy and how organizational processes interrelate, to make sense of societal changes, politics, social values, global issues, and technological change; Ability to influence people, based on a broad understanding of people and motivations; and Reflective skills, to set priorities for work efforts and life goals. Therefore, to maximize the effectiveness of training and development, organizations must constantly assess their employees' current training and development needs and identify training and development needs to prepare employees for their next position. This requires that organizations recognize that different employees will have different needs and that these needs will change over time as these workers continue in their careers.

RESULT OF THE NEED OF POST ASSESSMENT

Assuming that the needs assessment identifies more than one training need, the training manager, working with management, prioritizes the training based on the urgency of the need (timeliness), the extent of the need (how many employees need to be trained) and the resources available. Based on this information, the training manager can develop the instructional objectives for the training and development program. All three levels of needs analysis are interrelated and the data collected from each level is critical to a thorough and effective needs assessment.

POST ASSESSMENT OF TRAINING:

The purpose of assessing participants for a training program is to obtain information on participants' knowledge, attitudes and practices. Training assessments allow us to measure the effectiveness of the training program in improving participants' competencies. Training based on a skills diagnosis can be strongly individualised. It combines group exercises and an individual approach. The efficacy of this measure is based on:

- preliminary assessment and individual awareness,
- the mutually beneficial interaction of participants,
- The drawing up of very detailed personalized training objectives for each person.

DATA COLLECTION FORM:

Employees were assessed on "9 different parameters", all the employees who had undergone the Pre assessment are supposed to undergo the Post assessment. The parameter will be compare the differences in the score will have the effectiveness of the training. These ratings are collected from trainee immediate supervisor who will be able to assess him on the said "9 parameters:

ANALYSIS: Data from Pre- Post will compare to measure the effectiveness of the trainee.

TRAINING AREAS:

- Personality Development
- Business English
- Interpersonal Effectiveness
- Execution Excellence
- Supervisor skills

STEPS IN CONDUCTING THE POST ASSESSMENT:

1. Training is given to nominated Executive or staff as per their performance review or for the start up of new process or as per the requirement of organization needs.
2. Skills inventory is a compilation of the skills, education and experiences of current employees. Organizations use these inventories to assess their ability to meet certain company goals. Core competencies should be finding out, which are critical to a business achieving competitive advantage. The starting point for analysing core competencies is recognising that competition between businesses is as much a race for competence mastery as it is for market position and market power. As per the requirement of competencies will provide the training to the concerned person. If there is a huge gap then training program should be conducted and the management to focus attention on competencies that really affect competitive advantage.
3. Needs identified based on these following conditions.
 - Self-report questionnaires
 - Observation
 - Individual interviews
 - Checklist / job description
 - Diary records
 - Work sampling
 - Technical expert conference
 - Critical incident
 - Examination of existing records.

NOMINATED & PARTICIPATION:

The experienced Executive or staffs are nominated as per the requirement and they can participate according to their training calendar. Before training conducted pre-evaluation should analyzed so that the learning needs can be easily fulfilled.

LEARNING EVALUTION AND EFFECTIVENESS:

After training is conducted how much they are implementing affectively in daily business needs that that should be evaluated in between a periods of 45 days.

OBJECTIVES OF THE STUDY

- To study Post Assessment procedure of training at Aurobindo Pharma ltd
- To study the employee perception towards Post Assessment Procedure
- To examine the manger perception towards Post assessment procedure
- To see the satisfaction levels in the employees regarding the post assessment program

RESEARCH METHODOLOGY

SOURCES OF DATA:

Data can be of two type's primary and secondary data.

PRIMARY DATA:

The primary data are those, which are collected afresh for the first time, and thus happens to be original in character. With reference to this study, data is collected through

- Questionnaire
- Observation method

SAMPLING TECHNIQUES:

SAMPLING:

Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about an entire population by examining only a part of it. The items so selected constitute what is technically called a sample, their selection process or technique is called sample design and the survey conducted in the basis of sample is described as sample survey.

SAMPLE SIZE:

The organization totally comprises of 400 employees out of which we are taking 50 as the sample size.

DATA COLLECTION TECHNIQUES:

A questionnaire consists of questions related to the different aspects of payroll services. In this method, a questionnaire is sent to the HR Manager through e-mail which is concerned with a request to answer the questions and return the questionnaire.

DATA ANALYSIS: The data is analyzed through percentage method.

STATISTICAL TOOL: The study is interpreted through correlation.

CONCLUSION

At the conclusion of training, comparison of pre-training and post-training assessment scores are documented in the training report. This information is used to plan future activities – perhaps in-service training for strengthening competencies shown to be less than optimally learned in the workshop – and revisions to achieve more successful workshops in the future.

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