

4 *Training and Development*

Today's competitive environment requires managers to upgrade the skills and performance of employees. Continual improvement increases both personal and organizational effectiveness. Improving skills makes employees more useful in their current job and prepares them for new responsibilities. Organizations committed to their employees invest in extensive training and development programs to ensure that everyone always has the capabilities needed to perform well.



Developing a Quality Workforce

The training and development activities are part of human resources development and are supported by appraising employees' performance and giving them effective feedback. Because employees need to learn how to work with new equipment—such as word processors, computers, and robots—companies are finding that they must offer training programs to remain competitive and grow the organization.

Training: The process of teaching new or present employees the basic skills they need to perform their jobs

Training and development include all attempts to improve productivity by increasing an employee's ability to perform.

- ❖ **Training**—usually refers to the methods used to give new or present employees the skills they need to perform their jobs. Training often