



TRAINING AND DEVELOPMENT WITH AND POST COVID 19-THE “NEW NORMAL” OF TRAINING AND DEVELOPMENT

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ABSTRACT

All the way through history, momentous events have also played the significant role in human interaction, even in Training and similarly, now when not just India, but whole world is severely affected with covid 19 wave. This time, it requires a huge change in every dimension. It has exaggerated all part of life, from health regulations, to social and political dimensions.

The advantages of e-learning during epidemic -Minimizes the risk of communicating the disease, Quick and adaptive approach, It has reduced the total coast, Efficiency, Helpful for the environment, People can have balance in life and work, Being in comfortable zone, Funds savings, Way towards healthy lifestyle It's not that there are no challenges, in fact there were and still are we are facing many challenges. Few of the challenges-attrition level increased, employees have been fired from their jobs, lack of internet facility, low bandwidth, and lack of supervision- there is lack of supervision when it comes to work from home, also while working from home personnel have liberty to work according to their timelines. The epidemic has clearly modified the approach on company trainings and training and development department has also shown a praiseworthy response towards the change and its modification.

Key words: e-learning, new training, challenges.

1. INTRODUCTION

Epigrammatic account of training and Development

Training and development played the very essential role in Indian economy; there is a vast history of Indian training and development. There was no sign of training and development till the 60's, training and development was partially presented in elementary. Then in early 70's, companies became attentive of requirement of the managers for management of industries and so different development plans and training took place, such as-IIM'S, administrative staff college, different job trainings but still these trainings were limited for the production but their execution was not successful. The credit for further successful execution goes to Rajiv Gandhi, as he stressed on the Human Resource Development that initiated and focused on trainings. And after that special HRD ministry was initiated.

2. Change essential for living

We have seen in our history that changes are always the part of any modification. Throughout ages, we have tried to adapt according to the situation and circumstances. It is rightly said that Homo sapiens is the intelligent of all animals. Yes, we are by far the most intelligent breed, and the main reason is that we know how to overcome with the given situation and hurdles in our path. Though it takes time, for any adaptation but, time teaches everything and as being the most intelligent creature, we surely know how to achieve what is required with our own new methods and techniques.

All the way through history, momentous events have also played the significant role in human interaction, even in Training and Development. for example, there was a time when there was no role of women in any sort of interaction in terms of business, management, training and development, but now women plays the pioneer role in any every sort of interaction, women are everywhere as in railways /telephones/airways interaction channel, entertainment industry, In training and development , in fact everywhere. Also we were that country who was very late to be the part of the computer technology but we have adapted this technology and become the master of it.

Similarly, now when not just India, but whole world is severely affected with covid 19 wave. This time, it requires a huge change in every dimension. It has exaggerated all part of life, from health regulations, to social and political dimensions. We are living with lots of challenges and rules and regulation which we had only seen in some Sci-Fi movies but now they are the part of this real life circumstances. We have been through many restrictive situations as, quarantine, mass lockdown, social and physical distancing, closure of schools, offices, colleges, malls, movie theatres. These regulations and challenges have transformed most of the sectors. Many new policies have been formed, with a view for future up comings. But as always, we have

adapted new measures to run our daily cycles. We have tried and secured new techniques to overcome whatever hurdle we are facing.

New policies and guidelines have been prepared for the personnel to acclimatize during pandemic, as, divided into shift slots, including changing number of hours to work, changing the time slots, isolated working, and most important and used “work from home”. We have heard and used this work from home or (WFH) term in almost every sector .either we talk about big shot politicians or pre primary school, everyone and everywhere we are doing Work from home.

We have wondered a lot that how does this work from home, and isolation working policies operate effectively. Now, this is where Training and development has step up their game and played the most important part of setting up the entire policy to run smoothly. Training and development have potential and proficiency to facilitate corporate trainings to be delivered smoothly, evade the requirement of physical interaction.

Now, let’s discuss regarding the advantages of e –learning during epidemic

THE ADVANTAGES OF e-learning DURING EPIDEMIC

- **Minimizes the risk of communicating the disease** as their will be no physical contact with any one as both the parties will be at different ends.
- **Quick and adaptive approach**, which enable the employee and the employer to work smoothly.
 - I. If we compare to the traditional learning method, we can see that it consumes less time which requires facilitating and learning.
 - II. As it is time saving ,thus results in quick and easy approach
 - III. It also saves time as learner and facilitator does not need to travel to the training place and can take lessons at ease at their comfort places.
 - IV. Learners have this facility to learn according to their own pace.
- **It has reduced the total coast** – it is very cost effective , if we compare it to our regular form of working .there are many reasons for the cost effectiveness –
 - I. Learning and working through this method is quite easy and quickly
 - II. It does not require any further facilities than computer and basic requirements.
 - III. No big electricity bills, no accommodation charges, no travel expenses, no huge rent bills, and many other expenses.

- **Efficiency**- yes indeed it is seen that it has surely increased in the efficiency level of both facilitator and the learner ,as now it is more easy to learn and acquire the content.

Facilitator has also adapted new strategies and more creative approach towards learners which has resulted in better score and results, which has also improved the learning scale of the learner. As if we compare it to the results and score card, we can easily accumulate the improvement in the graph of their results on the higher side.

Also one more very important factor, of increasing and enhancing the efficiency as now, we can retain the given knowledge easily and that too for the longer time.

- **Helpful for the environment**-this is indeed the best point to discuss, as it has a very positive impact on our environment, which has improved a lot for the future scenario. As now there are less paper usage means less wastage of papers and less utilization of resources which ultimately have a positive impact on our environment and our future too.

Also, there was a study which was done for e-learning courses, they found that all the distance based learning methods and the e learning portals consume 90 % less electricity than regular learning methods, also distance based learning methods and e-learning portals produce 85 % less carbon dioxide (CO₂) than the regular learning methods.

Also we can see more benefits in perspective to the employer and employee

- **People can have balance in life and work**

Now, when people are working from their home, it is quite easy for them to make a proper balance between their household activities, their affectionate time towards their family and friends and also their official workings.

With online working environment, it is also easy to complete daily chores and households errands, also one is able to attend and enhance their learning's through different modes –whether online yoga classes, some new DIY's or many other things.

- **Being in comfortable zone**

The best thing of working from home is being at their comfortable place, while not following proper dress codes, spending time with their family and close ones

- **Funds savings**

Gas, car maintenance, diesel price, petrol price, transportation charges, accommodation charges, etc. has been saved while working from home.

- **Way towards healthy lifestyle**

Working from home helps maintaining healthy lifestyle as people gets more time for physical workout, they are staying at their home means they are eating healthy home food, also they can take care of themselves in homely environment which helps them reducing stress, indirectly lead towards lesser hypertension, also controlling other ailments, and lead towards healthy lifestyle.

It's not that there are no challenges, in fact there were and still are we are facing many challenges.

Let's discuss few of the challenges:-

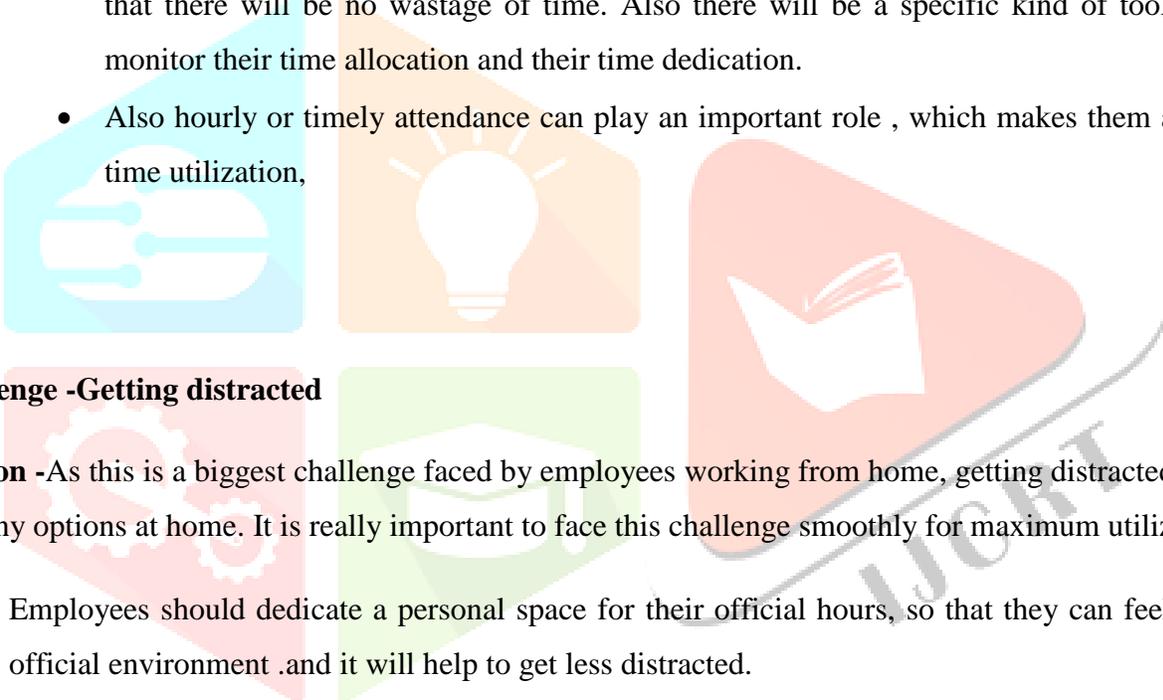
- **Not for every industry!** –yes, absolutely, work from home does not apply for every industry for example, how can a multiplex run from this work from home strategy, or how can a restaurant owner runs his restaurant from this work from home strategy.
- Think about the employees who have been fired from those industries, where this rule work from home cannot be applied.
- Not everywhere there is an internet facility, somewhere there is a problem with bandwidth too. With all these issues there will be problem with working from home.
- Lots of distraction-when personnel are working in homely environment, he or she faces many distractions, and it's a huge test to avoid such distractions. For example there are all comfort as well as leisure able things as –play station, video games, social networking sites like instagram, twitter, Facebook, chatting, dog owners are always distracted with their pets, and if employee is women than distractions are more as taking care of kids as schools are also closed, cooking throughout the day as everyone is at home. These kind of distractions will be their throughout the day for the employee and the employer.
- No supervision –there is lack of supervision when it comes to work from home, also while working from home personnel have liberty to work according to their timelines. Although not all employees are same, but few employees require continuous mentoring, but due to online process, continuous mentoring will not be available also there will be lack of supervision throughout the day.
- Miscommunication can easily become a thing, when there is a face to face communication the chance miscommunication is quite low, but online communication can create a miscommunication among the co workers.
- There might be a chance of de motivation-as during these times, RnR (rewards and recognition) activities are not taking place properly, also there are less activities done for boosting up the performance of the employee.

It is never impossible for us as human being to face and overcome with the solution of any challenge. So lets discuss about the ways we can face such challenges.

Challenge - Managing time is difficult

Solution -

- Employers should fix a time table or time slots for each and every employee, so that they can get time for their personal things and can dedicate the time for their office hours with full dedication
- Employers should bound the employees with strict deadline, so that employee adhere the time given and utilize it accordingly with maximum output.
- There should be software developed and used which can keep eye on the optimization level so that there will be no wastage of time. Also there will be a specific kind of tool which will monitor their time allocation and their time dedication.
- Also hourly or timely attendance can play an important role , which makes them alert of their time utilization,



Challenge -Getting distracted

Solution -As this is a biggest challenge faced by employees working from home, getting distracted easily with lot many options at home. It is really important to face this challenge smoothly for maximum utilization:-

- Employees should dedicate a personal space for their official hours, so that they can feel they are in official environment .and it will help to get less distracted.
- Employees should also manage their time accordingly by making a proper time-table where they can perform their daily household chores and responsibility before or after the official hours.
- Now, there is duty of employers also, to not let employee work for overtime. Employers should let employee give their 100 % in their official hours only as overtime will any how hamper their performance as , it will increase the stress level also than there will be no fixed hours for official work and personal space.
- But this doesn't means that employees should not do any extra work if their time is over, in fact there is a duty of employees too, to try to finish the work in the given TAT, and if that is not possible then try to complete that task in some extra time to lesser the burden on the employer and supervisor.

Challenges -Problem with keeping supervision on employees

Solution –Getting liberty to work from their house, employee become more independent and starts to rely on their own instincts to solve their problem instead of approaching the supervisor; also it is difficult for the supervisor to keep an eye on the employee with so much of distance. And without proper supervision, it can lead to miscommunication; there will be differentiate between the employee’s task and results provided. Let’s see how can we face this challenge and work smoothly-

- All workers are not same, some needs constant supervision, as everyone’s productivity is different, some employees needs regular push, for those specific employees, employers should introduce mentorship programme. Where specific people or supervisor will be dedicated to specific number of employees to keep regular eye and regular monitoring for the better result and proper optimization.
- Some specific software’s to be introduced according to work pattern to monitor their screen timings, or keep an eye for their computer screen.
- Also some software to evaluate their performances, on timely basis with related to their screen timings and output.
- Also there should be time to time review and feedback sessions with every employee. As timely feedback will help us to monitor and keep the track of the employees which will result in better output and will fulfil the supervision criteria.

Challenges -Miscommunication

Solution -Without personal meeting, it is quite hard to keep the track and communicate the updates and requirements properly. With work from home scenarios it is difficult to track the proper channel of the communication as it might create a barrier for the communication. It is very important to have a proper channel of communication for the smooth working environment and to achieve the desired result. Let’s see the solutions which we can apply for the proper communication -

- Employers should divide the employees in smaller batches and provide a mentor or supervisor which can reduce the gap and will provide smooth channel of communication.
- There should be proper and timely briefings, to run swiftly and to overcome the miscommunication gap.
- There should be track record of every activity done, even if it is official call recordings, or MOM’s (minute of meetings) to be available in storage for required employees. So that employees can check for their reference for future perspectives and to check the timely updates.
- There should be proper communication channel approved, and asked for maintain the same channel to stay away from any sort of misunderstandings and flow proper communication.

Challenges -Motivation

Solution –Because of being away from the official environment, it is seen that people are driven towards the house hold activities more, and they are less focused towards their specific goals. Also due to not being surrounded with the team of professionals the motivational energy dries up. Which may results in less motivated employees thus less effective results. Let's discuss this important factor to keep the motivation flowing among the employees –

- There should be appropriate appreciation given to the employees who submits their work timely, or anyone who has achieved the desired results should be given appreciation letter along with the praise among all the employees, which will boost up not only the achieved employee but will also motivate the other employees to work smarter and harder to achieve that appreciation letter and praise.
- Company can always offer bonuses / perks / or any sort of reward and recognition.
- While allocating the works to the employees, employers or supervisor should set the timeline to finish that work, as this will build the zeal to sum up the work with quality in the given time frame and will keep the employees motivated to complete their work.
- Companies' should keep a proper track record of all the employees' performance and should provide reward system accordingly.
- There should be one to one weekly session with the supervisor or the team manager , which will keep the employee on the track and will manage to keep the employees performance boost up with the energy for maximum result.

Training and Development has always been an eternal part of any organization. We have already discussed the concept of e-learning, which is now a big part of training and development.

- This remote working is new for every organization, not every organization like food/manufacturing units/help desk etc. these types of industries were working with their face on but not with this “new normal”, and they also have to work remotely. This challenge can only overcome by providing proper learning system and guideline through training and development.
- By teaching them to be tech savvy workforce, for every sort of industry being tech savvy is must. This means that each and every employee must learn and get well equipped with the technology for operating and providing the better results.
- This should be a long term process; we cannot imagine this “new normal” to be continued for the short term .Thus for the long term scenario there should be continuous trainings and learning's. This process of training and learning should not stop as; in this “new normal” it is expected to run through this

procedure for the longer duration. We don't know till when but we can surely say that it will take a longer time.

- Also daily new technologies and innovations being introduced, there is a regular requirement of e-learning and training.
- Also we cannot focus on time specific training in the “new normal”. As we have to provide trainings according to instant demands. As this is all new for everyone, hence there will be continuous and constant need of training.
- Companies are require to adapt the new learning methods through training and development channels and to adapt all sort of training strategies, for example- which portal should we rely on, how to use that portal ,how to adapt the changes made, and so on.

3. Conclusion –

The epidemic has clearly modified the approach on company trainings and training and development department has also shown a praiseworthy response towards the change and its modification. It is understood, that now the continuous change will be part of any industry, which will surely require the “new normal” of training skills. Also with every change we will be ready with new strategies and with every strategy we are ready to implement with the support of training and development.

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