

Impact on Training & Development Execution Process during and Post Covid-19

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Abstract

The COVID-19 global health crisis hindered the working style in companies around the globe. Employee learning and development has been one of the most affected work areas. The obligation to shift employees to remote employment has made in-person, classroom-based skills training impossible. Lockdown-related constraints have influenced how businesses deliver skills training. To slow the spread of COVID-19, organizations that previously provided physical learning skills training to their employees have moved those programs online. In this article, with the help of secondary research, we have attempted to discuss various changes introduced in the execution of the training & development program.

Keywords: Training and development, T&D, Online classes, Blended learning, Upskilling & reskilling.

Introduction

It's hard to think of a crisis pressuring your company to modify how they operate daily overnight. However, somehow, everybody managed and discovered that this new manner of operating could be a blueprint for the future. 2020's dramatic events force everyone to rethink

the new manners of training and development. Companies and coaching departments need to be innovative in their programs for reskilling workers in keeping with this state of affairs that we are not returning to normal (The way we function before covid). In 2017, the McKinsey World Institute calculated that fourteen p.c of the world's personnel would need to change jobs or adopt new competitive skills in the coming five years. In a recent McKinsey world Survey, eighty-seven percent of senior management reported facing skills shortages in their workforce and had been experiencing the same for years. However, they lack the foresight to recognize this disadvantage. The pandemic has prompted this inevitable quiz; professionals all over industry sectors must fathom how they will adapt to the dynamic condition. Companies should first discover how and where to assign new staff members to various assignments and duties. It concerns how figureheads could deal with their employees to deliver new business models in the post-pandemic era.

To tackle this issue, businesses should develop a professional and skilled approach concentrating on critical digital and mental feature skills, interpersonal and cognitive abilities, and ability and resilience.

Companies are poaching new talent, forcing employees' current employers to upskill employee talent and make sure they will be with the organization for a long time. Previous training & development was just part of the responsibility and fulfilled only if time and budget allowed; now, this has become the need of the hour after the pandemic.

Purpose of study

The COVID-19 pandemic has affected us from all sides. Millions of people from all over the world joined the giant remote work experiment in the history of the world. The results of these joint efforts have led to the emergence of innovative solutions to respond to the pandemic. Still, we must remember that further efforts are needed to create better training and development systems, making these innovative activities more than a passing/forgetting attempt. This article aims to understand the challenges faced by educational institutions and multinational companies during a crisis and identify emerging innovations applied in different contexts to facilitate employee performance and strengthen business performance during and after a crisis.

Research Methodology

The study relies on secondary data. Secondary data are information from sources familiar in the social sciences, including census records, questionnaire surveys by government agencies, organizational data, and knowledge gained for other research purposes.

Description

The Following Is A Noticeable Impact On The Training And Development Execution Process During And After Covid-19.

Difficult times always give us new ideas and strategies to overcome difficulties. The same happened in the Training and Development industry. They implement new strategies to provide learners an engaging and seamless learning experience. And since learning no longer happens in person, they are reshaping their approach to embracing virtual learners.

Post-Covid-19, attitudes towards online learning have shifted

Before Covid, there was a general perception that the online support package was somehow inferior, but this has changed as leaders recognize the actual value of training during the lockdown. According to a People Management magazine survey, 75% of LandD managers said they had changed their training arrangements partially or entirely due to the coronavirus, and 50% said they had provided training online. Interestingly, even before the crisis, only 15% of organizations offered online courses, demonstrating the virus's role in forcing organizations to adapt quickly.

Accept New Technologies as a Training Program Requirement

T&D professionals have always set an example in adopting new technologies. This is going to grow highly significant in the post-coronavirus period. Managers of organizational and training programs will need to focus on innovation in the following categories:

1. How might you better use a learning & content management system?
2. Have they got teamwork instruments for interacting with remote users who cannot gather in an office?
3. What technology will allow individuals to provide constructive criticism and input?
4. If anyone cannot access the software, they provide whatever instructions or standard operating procedures are required at the time.

3. Using Social Learning Techniques

Adopting social learning methods is another effect of the T & D pattern that has grown from the disease outbreak. Today, providing efficacious and engaging learning experiences which promote an organization's blended learning is essential for a company to promote reskilling. Integrating social cognitive techniques and tools into training and development programs will no longer be a choice but an absolute necessity. Social learning, as compared to conventional learning models, focuses on how individuals communicate with their colleagues to accommodate just-in-time learning and skill acquisition.

4. Required New Learning Strategies

It is planned with the learners' attention span in mind. The session length is streamlined or spread out so virtual trainees can accumulate and retain the training.

Materials are delivered via user-friendly platforms, keeping the objectives transparent, interesting, and able to engage. Because interactivity in a virtual setting is challenging, professionals strategize creatively to increase participation.

5. Health and wellness training is required in addition to subject training:

Encouraging employee health and wellness has always been prioritized on paper and discussed. However, more needs to be done to implement programs that will benefit them. It may appear harsh, but it is correct. Many businesses simply accept it as a trend and move on. But employees' physical and mental health is vital. Covid-19 has given us all a wake-up call.

Companies are now implementing wellness programs and training to assist employees in dealing with their mental health. Webinars, health challenges, and mindfulness meetings are now part of every professional's daily routine. Educating and assisting employees with mental health issues is now the norm.

6. Assigning new Training & Development Budget:

Previously, training and development were effortless to overlook or ignore. During difficult economic times, a large percentage of business owners start cost cutting & start with training & development budget cutting. However, the present situation is distinct from past remarkable recession occurrences. Employees must be constantly coached to adapt to the ever-changing world of today. As a result, learning and development are essential in gearing up their employees for the years ahead.

To keep up, companies need to concentrate on using online technologies to enhance training courses while establishing a standard Return on investment.

7. Introducing innovative training and development models should be introduced:

Changes brought by the pandemic immensely impact the organization's training budget, and thus, they must prioritize spending in these areas to impact their business. Below programs need to introduce in the current learning module.

Content curation

Blended learning

Microlearning

Personalized eLearning

8. The Importance of Soft Skills in the training module:

Technology is leading the pack, and business practices are advancing via automated processes and artificial intelligence (AI). The emphasis will shift to teaching soft skills such as agile thinking, inventiveness, interactions, and teamwork.

Employees will need various digital training and development opportunities to learn and apply these skills. In the future, there will be an ongoing emphasis on soft skills training, and L&D experts will be required to design comprehensive learning opportunities to cultivate these basic skill sets.

9. Special training for managers and human resource personnel are required:

As face-to-face interaction is phased out in favor of e-mail and teleconferences, Human resource executives and managers must perform complex tasks under challenging circumstances.

Hr professionals and supervisors are stressed out from handling paperwork and reassurance to thousands of employees who were dropped off or relieved of duty. Managers must keep their employees fruitful, motivated, committed, and attached while on the job. To accomplish this digitally and effectively, they require specialized training and development that was not previously available.

10. Establishing interaction and a sense of community in virtual live sessions, the training program was immediately upgraded & embedded new features which were not there before the pandemic, such as:

1. Make use of technological features to keep participants interested.

2. To collect feedback by using online tools such as opinion polls and chat.
3. Create engagement as simply as possible by instantly providing a web link to join.
4. Appoint a facilitator to oversee the presenters and the conversations.
5. Provide learning materials beforehand so that participants get familiar with the material.

11. Training and growth must be more intensive and continuous than in the old days:

Individuals are much less inclined to take chances with their careers. Employees are less likely to change jobs; if they do, it's significantly less likely to result in a significant career change.

Keeping talent is also more critical for businesses during a global recession than when things were normal.

This implies that companies must engage more with their employees. First, it will help retain them, and second, they will be more inclined to stay around for a greater amount of time. L&D has a significant impact on employee retention and advancement.

12. Employees' self-motivated desire to learn more

Given the challenges in attempting to access all online and work during the pandemic, employees developed a self-motivated desire to learn more, get their hands on technological advancements, and become digitally literate. Since they understand that if they do not update themselves, their employers can easily substitute them with more skilled employees. Employees are also willing to change jobs if their employer is not willing to take part in inventing new T&D programs because if they act now, they will be able to adjust to the new normal. As a result, employees seek personal T&D coaching and enroll in new courses to improve their skills.

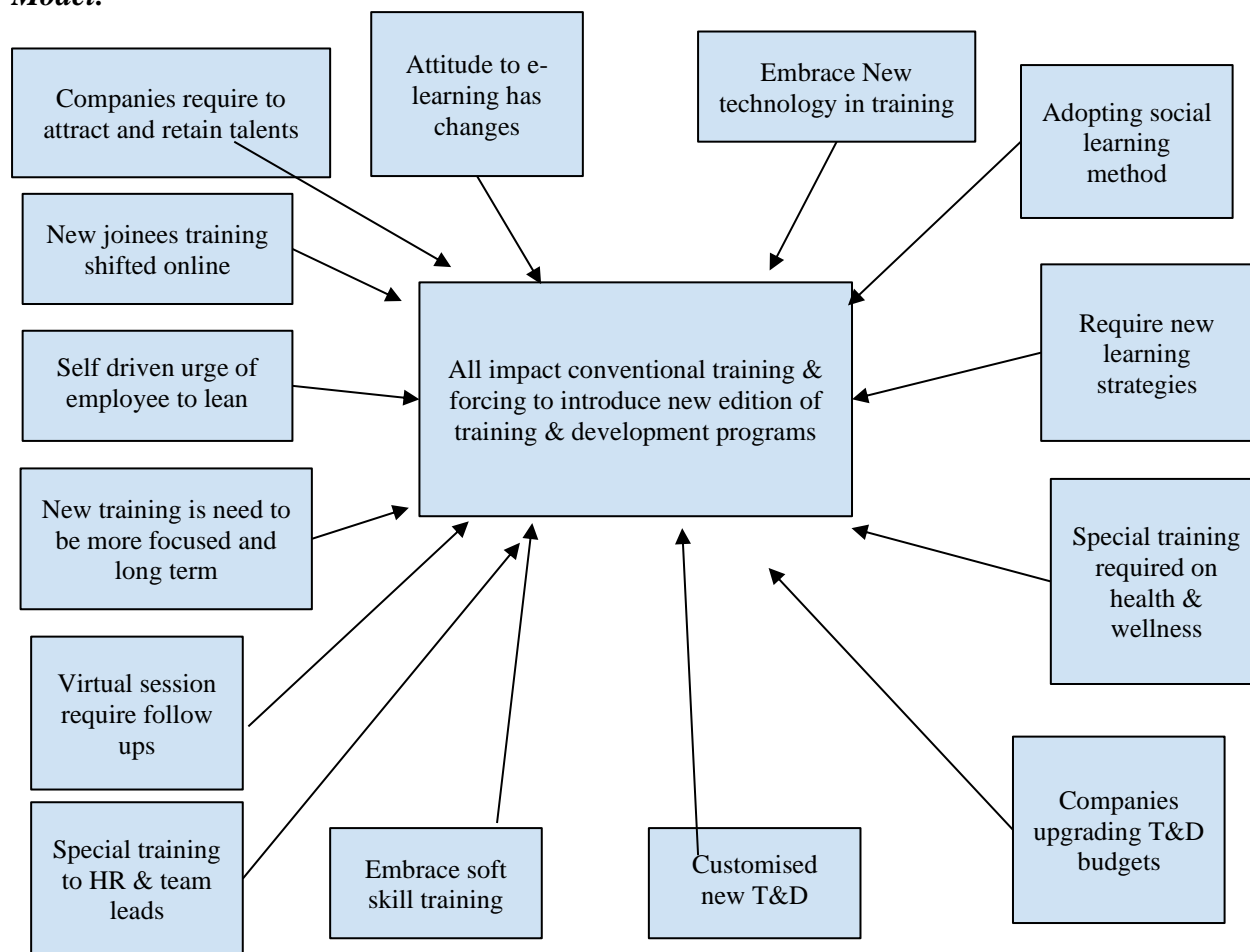
13. Online induction program and new hire training

There was no possibility of organizing induction programs and new hire training in virtual mode. Due to the newly adopted normal, MNCs such as Infosys have started to shift their complete training module online. They are laying the groundwork for an immersive virtual internship, training, and development skills from beginning to end, with a seamless interface between trainees and mentors. They ensure this platform can be accessed from an individual laptop or desktop computer, with all necessary technical aspects handled by a trained department of experienced engineers.

14. Industries should attract and retain talented employees

To demonstrate how many organizations struggle with retention during Covid, KPMG surveyed CEOs to determine the top priorities on their agenda. While only 1% of CEOs rated 'talent risk' as the most critical risk on their agenda before Covid, it is now the most crucial risk overall, with 21% rating it as such. To address their concerns about 'talent risk,' they are introducing new tools to keep their talent connected, focusing on well-being, re-skilling, and restructuring.

Model:



Literature Review

Modern organizations must be vigilant and flexible to unpredictable circumstances, such as external crises, which significantly raise unpredictability among many of their workforces and pose immediate threats to their performance and viability. J. B. Carnevale and I. Hatak (2020).

As we have learned from previous crises, companies must act quickly to build critical workforce capabilities. The coronavirus pandemic has accelerated a trend in workplace dynamics that had already begun due to automation and artificial intelligence, shifting marketplaces, and changing workplace roles. Leaders should pursue a broad reskilling agenda that develops employees' digital expertise and cognitive, emotional, and adaptability skills to respond. Companies can only be flexible if their employees are. Reskilling employees now is the first step in ensuring the success of your organization's recovery business model. (S. Agrawal, A. De Smet, S. Lacroix, and A. Reich. (2020))

One of the important ways to deal with the lockdown and avoid any deterioration in mental and physical well-being is to use the situation to reflect on something we value most in our research, in our case, corporate social responsibility (CSR) and marketing. (He, H., and L. Harris (2020)).

As they repurposed their operations to combat the pandemic, many industries were forced to train their workforce in new skills. As mortgage demand refinances applications

increased, consumer banks, for example, needed to increase employee cross-training in specific services. Employees had to be trained in empathy as they assisted distressed clients using digital tools and new products and services. (McKinsey and Company, 2020) (Sapana Agrawal, Aaron De Smet, Sébastien Lacroix, and Angelika Reich).

Global competitiveness and technological development require creating new knowledge, which is communicated to employees and leads to continuous innovation. Traditional approaches to human resource development need to be revised to meet the changing needs of today's organizations. There is an urgent need to transition from providing a limited set of technical skills to acquiring competencies in a wide range of skills (Frank M. Horwitz, 2020).

Investing in your workforce makes them more likely to reinvest in your company. Furthermore, with all of the disruption we're experiencing, it's less expensive to provide your employees with the education they need to fill important roles within your company rather than recruiting external candidates. Now that most learning is virtual, it's time to develop a curriculum in-house or collaborate with third-party providers to provide access. Dan Schawbel (Dan Schawbel, 2020).

Conclusion

Historically, training professionals have been at the forefront of adopting new technologies. It will be even more important for them to do so in a post-COVID-19 workplace. Training Industry, Inc. provides an excellent road map to assist with this. The pandemic has altered corporate training approaches, and L&D professionals have responded admirably. It has also caused us to reflect on our needs and how a sudden change can leave us vulnerable. We are still determining what changes will occur in the future. But all we know is that we are prepared to accept and evolve with change. The Training Process Framework categorizes and groups training functions and processes into four functional groups: administration, content, delivery, and technology. It's time to concentrate on technology. Virtual training should always be direct and to the point to engage learners and keep their attention.

Could the post-pandemic era be the next significant event in the evolution of the training industry? The answer is still unknown, but if it is, the effect of this era will be the normalization of remote and virtual training and a renewed emphasis on the importance of technical aptitude for training professionals.

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