

TRAINING OF EMPLOYEES - A COMPONENT PART OF THE HUMAN RESOURCE MANAGEMENT

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Abstract:

In every country member of the European Union, the tendency of adapting public management to the process of technology implementation into information has determined significant changes in the content of administrative, general institutional and human resources policies. The creation and permanent development of a unitary training system for employees is a decisive and indispensable process in what concerns the adaptation of management. As a consequence we created an online educational platform designed to train the employees in the organisation. Specific instruments for monitoring and reporting upon the training process offers key decision factors a real image over each employee's evolution, obtained results, the qualification level acquired.

Key words: learning module, online tests, projects, training of employees, statistical reports.

JEL classification: M53, M12, C88

The approach regarding training is a new one, stressing on the quality of the training process or employee specialization. At the same time, a modern and adaptable framework is offered, and a better control over the process, over its results and over the investment made by the organization in its own employees is ensured. From this point of view, using the computer imposes a new vision of training at company level, meant to answer to both employer and employee needs.

Computer assisted training proposes new educational methods, meant to generate learning. By combining theory and practice, by constantly evaluating the volume and the quality of the knowledge gained by the trainee, by presenting interactive applications inspired by everyday activity, by using modern educational approaches, this type of training is capable of increasing the level of qualification of a company's employees.

As a consequence we created an online educational platform designed to train the employees in the organization. The platform contains:

- the distribution of the materials needed for training;
- PowerPoint presentations for various themes, with different self-tests included;
- statistical reports regarding the level of information understanding and assimilation;

The utilization of such a training application by the company employees is not only a well received change, but an absolutely necessary one, which decisively helps at clearly defining objectives and the way of reaching them, but also helps at creating the internal managing mechanism.

The training process gains in transparency, its results at company level are easier to evaluate. The organization can accurately establish the competency portfolio at a company's disposal and the training need, thus directing its resources in a more efficient manner.

The designed training platform is aimed at achieving the specific objective: qualifying and re-qualifying the workforce in order to better answer to needs in the context of labor market evolution.

Training will be carried out online, which will grant trainees the freedom to organize their own time and work rhythm. Throughout training, online meetings can be held between trainees and the authors of the learning modules. Trainees may establish links between themselves and by using the chat and forum areas of the platform. All will be asking questions, to which other trainees or even authors will be answering, responses which are visible for everybody. In this way, the possibility to share the individual experience is ensured.

Throughout training evaluations will also be inserted. Their role is to identify the degree of understanding certain concepts, but also to determine the level of trainee commitment. The evaluation will be performed as online tests and projects. The results obtained by attendants will be centralized within an application that will also generate a statistical analysis of these results.

DESIGNING AN EDUCATIONAL PLATFORM

The application offers a user friendly and accessible interface, aiding the user wishing to finish his tasks as soon as possible and with a maximum of efficiency. The information processing system contains in its structure two elements:

- a database MsAccess, which the employees can use by the local area network of the company;
- a WWW site, for those which wish to check their knowledge directly on their own computers.

Basically, a user logged on as “employee” will have access to information regarding his activity in the courses he is attending, can take self-evaluations by accessing a chapter of the curriculum.

A user, logged on as trainer, will be able to establish the employee evaluation method, can manage the evaluation application (by adding new questions to chapters, changing existing questions and deleting certain questions or even chapters), can propose project topics and establish project teams for each separate topic.

The educational platform contains several modules helping in the training of public institutions personnel, such as:

1. The learning module based on distributing training materials in different forms. If within a traditional course, the course material is static, represented by course notes or manuals, within an online course, the material is comprised of two components, both dynamic:

- the course modules, elaborated by the facilitator, that create links to other sources on the Internet, thus enriching the outlined notions. These will be explored by each individual, based on areas of interest and previous knowledge;
- clarifications, demonstrations, new perspectives, resources resulting from the interaction between employees and facilitator, within conferences.

This menu outlines, based on the selected subject matter, the structure of the course material, structured on chapters accompanied by PowerPoint slides and the possibility of self-evaluation. (see figure no. 1).

Through this menu, a list of links with all the chapters that the employee may access or the entire course material that can be downloaded.

For example, if an employee chooses „Chapter 1”, then he will have access to the information in that chapter. In case of a presentation, by accessing „Presentation”, the trainee can make an opinion about the respective chapter, about the objectives he must attain and about what he has to know at the end of studying each course material. The trainee also has the possibility of downloading the entire course material, by selecting the name of the subject matter.

Hello A!			
Chapter 1	PARTICULARITIES OF THE INFORMATIONAL SUBSYSTEM	Prezentation	Test
Chapter 2	TECHNIQUES AND METHODS USED IN PUBLIC MANAGEMENT	Prezentation	Test
Chapter 3	FUNDAMENTS OF PUBLIC MANAGEMENT	Prezentation	Test
Chapter 4	PARTICULARITIES OF THE ORGANIZATIONAL SUBSYSTEM	Prezentation	Test
Management.zip			

Figure 1.– The Materials menu

When selecting the “Test” option, the trainee can test his knowledge of each chapter. The grades obtained in these tests will not be taken into consideration by the trainer, but they will be important only for the employee, because after taking the self-evaluation he will be able to assess the level of knowledge gained and will be able to reorganize his learning activity. The trainer can follow the progress or lack of progress for each attendant and may intervene in the training process when he considers necessary.

For each chapter, a number of questions established by the trainer is generated randomly, so that the employee may take the test several times and have a different set of questions every time.

2. The evaluation through online tests module.

The application of the test of knowledge is created either to help the trainer in the process of correction of the tests, or to offer to the employees an interactive method, and why not an easier method to learn.

The creation of the new system will include the set-up of the elements which make it up as well as the data and the necessary support to the inputs (inscription form), the informational outputs of the system, the links and the inputs of the system in order to ensure a unit process of the item.

In case of using the online test application IDTests, the trainer is the one in charge of administrating the test questions which are structured in chapters. In this way, he has the possibility of viewing and updating the chapters and the questions in each chapter.

In order to allow the access to tests, the trainer must first establish the chapters that will be included in the test. This must be done a short while before employees start the test, so that, at another time, they do not have the possibility of trying to take the test based on which the exact level of assimilated knowledge is determined.

In order to take a test, the user needs a username and an authentication password which he is generally given by the database administrator. Or security reasons, the data in the database is encrypted. By pressing the login button, the system decodes them in order to compare them to those entered by the user. If the information coincides to that in the database, the user is recorded and may take the test.

The test page displays on the upper side:

- the subject matter of the test;
- the current user (taking the test);
- the number of questions.

After follow the questions with four answer possibilities. The following figure outlines the unfolding of a test for “Public Management”:

After the user has chosen the answers he considered correct, he may press the “OK” button at the end of the test in order to view the results.

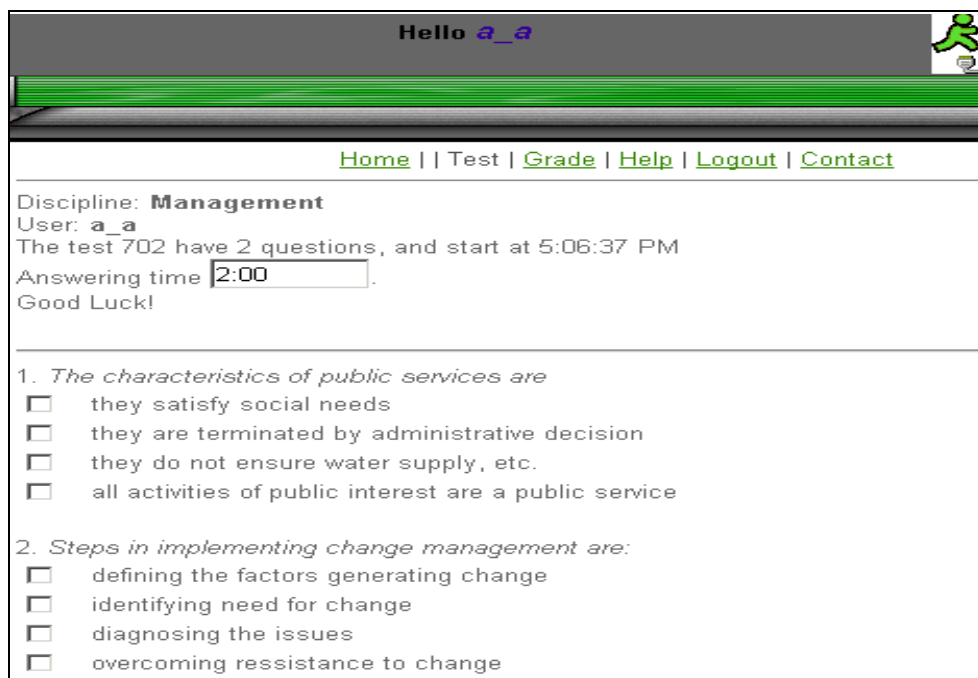


Figure 2. –The online testing process

The result page contains informations regarding:

- the subject matter of the test;
- the name of the current user;
- the number of questions/test;
- the number of questions that have been correctly answered by the student;
- the grade;
- correcting the test with explanations (if they exist in the database the website is connected to);
- references to the chapters in the course manual for which the trainee did not answer to at least half of the questions.

This is how the result page looks like for the Public Management test presented above:

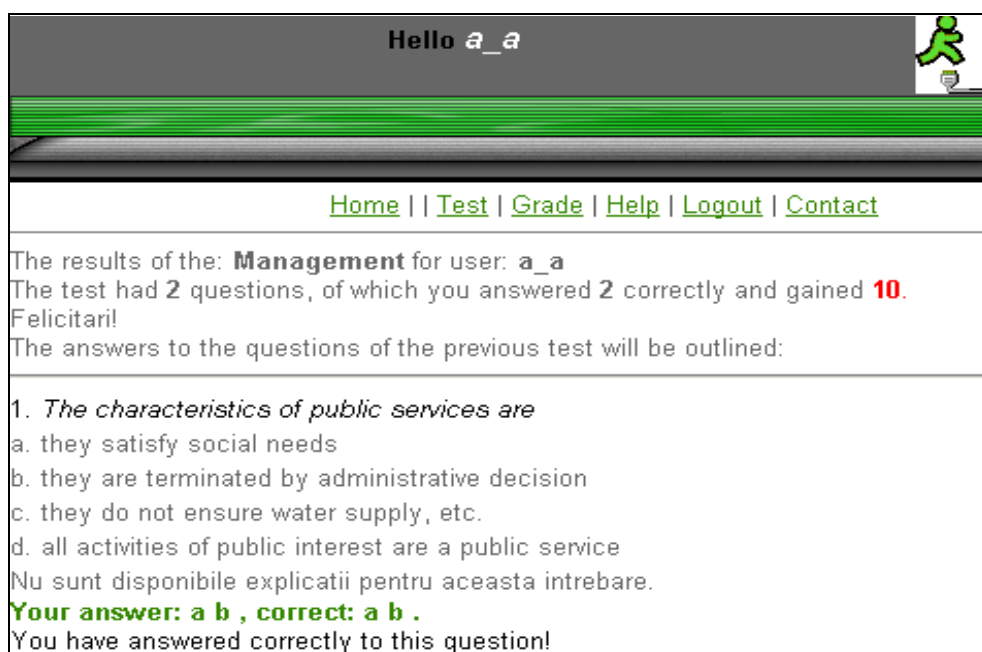


Figure 3. – Test Results

3. The evaluation through project topics module. The trainer may also choose an evaluation based on projects. The project starts by defining and understanding the work task, by starting to elaborate it and carries out over a few days or weeks, during which the employees permanently consult with the trainer. The project can be done individually or in groups. The project evaluation requires a lot of attention on behalf of the trainer. He must assist the employee/team throughout its elaboration, giving advice and encouraging them in their endeavors like so:

- encouraging them to reflect on the activity, on their gains (knowledge, skills, attitude, experience);
- self evaluating their activity and progress;
- discussing difficulties, aspects they aren't satisfied about or which they consider insufficiently developed.

The trainer may elaborate evaluation forms, in which to write down regular observations on the activity of each employee/ work group, or which could be filled out by the employees in a team.

Evaluation forms are created by the trainer and filled out by the employees within a team, thus allowing them the possibility to evaluate their team mates. By filling out these forms, the trainer can see how employees feel about each other regarding:

- the attitude of the employee regarding the work task;
- the degree of involvement of each employee in performing the task;
- the difficulties encountered in solving the assignment;
- the efficient allocation of tasks;
- taking responsibility within the team;

and whether the proposed assignment:

- stimulates employees to express and support their own ideas, opinions and points of view;
- offers employees possibilities to implements new ideas and abilities.

Based on this evaluation, the trainer can observe:

- each employee's ability to collaborate;
- cultivating positive relations within a group;
- the interest for maintaining a stimulative and pleasant environment;
- decision-making abilities;
- tolerance and acceptance of points of view different from personal ones;
- nonviolent resolution of conflicts;
- taking responsibility.

Hello A A!

The evaluation form for the : **MANAGEMENT**
 Evaluated: **B B**

Nr. Crt.	Question	Insufficient	Sufficient	Good	Very Good
1	The proposed topic offers the possibility to implement new ideas	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2	The topic stimulates employees to express and support their own ideas, opinions and points of view	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Figure 4. –The fill out form of the evaluation sheets

Researching and evaluating these components allow the trainer to follow the progress of each employee, to adjust the roles assigned within a group, to assess the level attained and the changes occurred in a person's behaviour.

CONCLUSIONS

Using the computer in the evaluation process permits an objective evaluation, due to the fact that a series of factors are eliminated, factors that could influence this process, and by applying these standardized tests, the error and appreciation measurements applied to employees are diminished.

The benefits of the e-learning system designed and used for the training of company's employees are the following:

- Helps in the fast integration of new employees.
- Facilitates the rapid update of norms and procedures.
- Maintain the same cost regardless of the number of participants.
- They cut down on transportation costs for training.
- It intervenes in real time to optimize employee performance.
- It guarantees a unitary standard in client service.
- It evaluates the impact of training on organizational performance.
- It clarifies post-training questions at any moment.
- Employees choose the moment of training.
- They learn quickly and find the information with ease.

Internet based training solutions offer faster results at lower costs, a broadened access to training and a clear responsibility for all the participants in the training process. Organizations implementing Web training offer employees responsibility, accessibility and opportunities and allow them to keep up to the world economy, which evolves at Internet speed. The transition to the global economy and the rapid technological developments have determined mergers and acquisitions but also an increase in market fluidity.

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