



A Study on Role of Training and Development Manager in the Star Hotels at Pune

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Abstract:

This study explores the importance of having a good training manager in an organization and also highlights the competencies required for successful training manager performance. Training Industry strives to understand and explain best practices in training and development (T&D) processes. Investing in training and development in the hospitality industry can result in big dividends (Brian Hill.) Hotel industry heavily relied on constant training and skill development. It is a customer service oriented sector where employees are directly connected to customer services. Now a days, it is highlighted the role of training and development managers at par. This is because of the constant changing scenario and high attrition rate in the service and hospitality sector globally. On the other side, adapting with new technology and modern learning concept, it is managers who works very closely to all employee to impart the learning aspects. I have approached star hotel training managers in pune. I had circulated questionnaire also to obtain more data on the same. Probably, this could be the first attempt to know about what training managers have to say about the overall training fraternity and its importance to the industry and employee at personal level growth and development. Personal interview and survey carried out in star hotels at Pune. Further, the study suggested that as hoteliers need to take training and development personnel seriously as an integral part of the system to provide and sustain with their hotel business. This is the modest attempt to find out the role of a training manager and its importance for the employee and organization development. Because of the time and response from hotel, I am unable to carry out further statistics.

Key words: Training and Development Manager, Hotel

1. Introduction:

Role of Training and Development Manager is as vital as any core department managers. Training and Development Manager who keep pumping knowledge, skill, positive energy and attitude to the employees in the hotel industry. A good training manager is always on the toes to inculcate and impart the essential skills to the old and new people in the service. Training can trigger the mind to generate enormous amount of ideas that are stored in a person. Training bring change in a person in terms of attitude, behavior, efficiency, creativity and innovation. Training is a tool to transform a person to suit the needs of the business where one is working. This is how, role of training manager is important highlights for the betterment of the employee development. All those who join an organization are not aware of the hotel policies, and practices, standards and other parameters of the business although they may have experience elsewhere in a different set-up and situations. In hotels, the training and development has given prime importance in order achieve the set of practices and standards of service (Source-NP Chandrasekhar, CHA, and MHCIMA).

Typically, managers work in offices and spend much of their time working with people. The requirement of training managers is growing rapidly 7 percent from 2014 to 2024 (source-careertrend.com), about as fast as the average for all occupations. In many hotels, employees are required to

take continuing education and skill development courses throughout their careers, creating demand for workers who develop and provide training materials. These managers use informal collaborative learning and social media to engage and train employees in the most cost effective way. The new innovative training techniques and learning technology are expected to continue throughout the next decade, particularly for organizations with remote workers. Hotels increasingly use social media, visual simulations, mobile learning, and social networks in their training programs. As all the media and collaborative learning become more common, training managers will modify training programs and sessions, budgets provision and integrate these features into training programs. The hotels seek to reduce the budget, training and development managers may be reshuffle programs to enlist available experts, take advantage of existing resources, and facilitate positive relationships among staff. Training managers are typically conduct staff training and development as specialists, such as instructional designers, program developers, and instructors. Training and development managers often delegate with every managers of each department to identify its training needs. Managers may work with top executives and financial officers to identify and match training priorities with overall business goals. In the last few years hotels have made exceptional progress in terms of their training initiatives. This is mainly due to the increase in competition and because of the entry of MNC

companies in India, various alternatives to develop organizational effectiveness (R. Suhasini*, Suganthalakshmi). The approach of this paper is to highlight the importance of the training manager and to know and to understand the prerequisite skill set required for a hotel and hospitality modern training managers.

2. Objectives:

Every Training and development manager assigned in organization with a specified objective to obtain. Hotel and hospitality sector being ever changing market and need more flexible approach even in training and development planning. The objectives are as below-

1. To understand the roles and responsibilities of the Training manager.
2. To ascertain the importance of training manager in achieving employee retention.
3. To specified the Key Skill Areas of Training Manager.
4. To enlist the challenges faced by the Training Manager.

3. Review of the Literature:

3.1 Training and Development Manager:

Human resource management entitles training and development as a function concerned with focused activities to enhance the job performance of individuals and groups in organizational settings. Training Managers transfer knowledge and skill back to the all old and new employees. It is difficult to define the training manager (Wiki).

The training and development manager is a person responsible for improving the performance of the organization's employees. The Training manager assesses hotel-wide developmental needs to drive training initiatives and identifies and arranges suitable training solutions for employees and actively searches, prepare and implements effective methods to educate, exhilarate performance and recognize performance (SHRM).

Training and development managers have the duty of managing the learning and professional development of an organization's workforce in the hotel. They analyze the training needs of the employees, facilitate schemes and arrange training days. This position can be full time or part time employee in the organization. It can be outsource to service vendors outside.

3.1.1 Training and Development Manager in hotel:

Hotel and hospitality sector heavily rely on professional training managers. In today's scenario, there is huge demand for quality training managers in hotel sector. In Indian hotel industry, yet to accept and agreed on the importance of full time professional training managers in the hotel. There MNC and franchisee hotel group in the country who employ full time training manager with separate set up and budget for the same. Many of the middle and small hotels still have no scope for specialized training managers in the hotels. We have more than 400 star hotels (including all types) in Pune, but very few hotels have regular full time dedicated training department and training manager. Since this city is growing vertically and as a metro city, hospitality and service sector witnesses' tremendous potential in Pune. There is strong need of skilled manpower and constant efforts must be implemented by hotels to meet the demand providing training to the employee and new aspirants.

3.1.2 Activities of Training and Development Manager in hotel

- To conduct various day to day trainings such as orientation sessions and arrange skill training for new hires.
- To conduct evaluation of the performance and the effectiveness of training programs, providing recommendations for improvement.
- To carry on surveys and identify training needs based on job processes, changes, and other factors.
- Develop training manuals, multimedia visual aids, and other educational materials.
- The T & D managers has important function such as planning, preparing and providing training programs, using knowledge of the effectiveness of methods such as classroom training, demonstrations, on-the-job training, meetings, conferences, and workshops.
- Analyze and fixed up training needs to develop innovative training programs or modify and improve existing programs.
- Review and evaluate training and apprenticeship programs for compliance with government standards.

3.2 Framework: Training Manager Approach:

3.2.1 Traditional approach:

Training manager, earlier used to only facilitator and mediator approach in training programs. Few of the traditional approach standards are divided into 6 roles and define behaviors in each of them. There are many new ways of building capacities and competencies and new expectations of trainees create the gap between what is perceived as a good set of trainer's competencies and what is demanded by the market. The T& D managers supposed to play multiple dimensional role with keeping in mind traditional and modern approach.



Figure no-1

3.2.2 Modern Approach:

There are many parts of content available could be used by trainees as a pre-work for a reflection, implementation tool, etc. To curate content a trainer should be ready to find, choose,

describe, validate and update his/her selection. Modern trainer should understand the basics of e-Learning, gaining such a knowledge is important during designing, learning intervention. The mode of E-Learning instructional design competency and even basic knowledge of e-Learning content development tools and techniques will help him/her for valuable engagement in the design and delivery process of e-Learning courses. To delivering task of training taking into account not only one's own preferred methods but also needs of trainees and organization, etc. A training manager need to possess good understanding of all available methods to design optimal blended learning process. Traditional trainer isa master of presentation supported by. A modern trainer should aware ofthe new techniques and should be able to create visuals, info graphics, knowledge pills, learning maps, etc. The modern trainers understands that the training sometimes is being delivered remotely. It is also important for such a trainer the etiquettes of remote communication. Modern trainer is always on the toe to carry out the whole training process and delivering stuffs. Thenew age training managerneed to be as the role of a stimulator - a person who understands the challenges of trainees and who takes care of them with proper engagement and competencies.

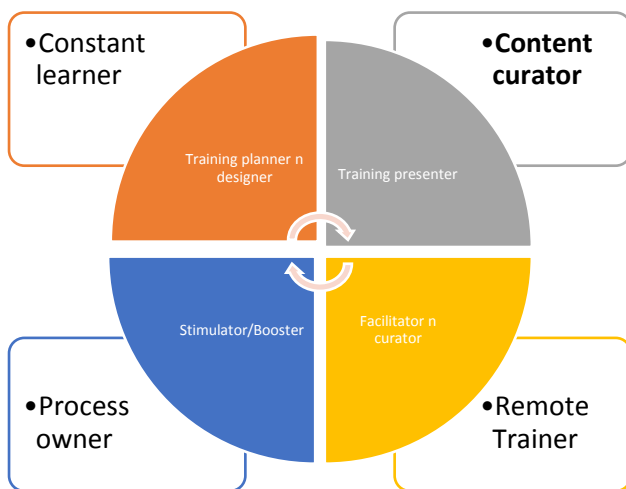


Figure-2

4. Training and Development Manager:

4.1. Important Qualities of Training Manager (Sean McPheat):

- **Communication skills.** Training and development managers must clearly communicate information and facilitate learning by diverse audiences, also must be able to effectively convey instructions to their staff.
- **Strategic thinking skills.** Training and development managers use critical-thinking skills when assessing all aids such as classes, materials, and programs. Identify the training needs of an organization and recognize where changes and improvements can be made.
- **Decision making skills.** Training and development managers must select the best training programs to meet the needs of the organization.
- **Interpersonal skills.** It is very essential to possess interpersonal skills because conducting training sessions requires collaborating with trainee people,

subject matter experts, and the organization's leaders.

- **Leadership skills.** Managers are mainly in charge of staff and are responsible for many training programs. The manager need to organize and motivate employee under them.

4.2 Key Skill Areas of Training Manager

Knowledge of training, learning, functioning of the training department, training options available, and differing learning and training styles.

- Approach to training, an understanding of design, tailored training and an appreciation of the challenges trainers face
- HR practices and the strategic developments in the HR/T&D world
- Understanding of key techniques – TNA, evaluation, learning practice in the workplace.
- Capacity to develop policy and strategy for training.
- Aware of sources of advice, materials, suppliers and contacts
- Best consultancy skills; able to use training to change and organize organizational development
- A trouble shooter, dealing with practical, people and 'political' problems
- An innovative mind, able to bring new concepts and to deliver creative solutions
- An understanding of technology and its role in T&D – from e-learning to training administration systems, being computer literate
- Understanding the financial acumen, discerning value and an ability to tackle ROI issues
- Management skills; to manage administrators and administrative processes, approachable; someone who others seek out for advice
- Excellent communicator, able to present with credibility and authority. Assertive; commanding respect.
- Well organized; and able to plan, and then be flexible within that plan. Competent negotiator, always able to see the win/win situation.

4.3 The Changing Role of the Training: It creates many challenges which need to be met often within the parameters of reduced training budgets (**Charles Handy**).

The technical challenge is to keep up-to-date with changes in laws, policy, new methods of training delivery and new subject matter.

The strategic challenge is to monitor and respond to expected changes in skill requirements, and to deliver training which provides demonstrable, measurable bottom line results, both short and the long term. The professional challenges are to upgrade with practice, to manage ongoing continuing professional development, and to ensure that the organization's trainers and line managers are informed and practiced in applying the best in training ideas and methods.

4.4 Challenges Faced by the Training Manager

In recent time, T & D has become vital for an organization's success, increasing demand for training, the entry of new age learners, and global expansion, the role of the training manager is changing. The training managers just cannot concentrate only on imparting quality training; he must also ensure that the

training is engaging, effective and provided on time. (Yakaraju G).

i. Inconsistent Training:

There is no guarantee that training delivered will be consistent. The reason is because trainers' knowledge levels, emphasis and teaching styles may not be the same. So there will be no consistency in the training given.

ii. Flexible and Mobile Workforce:

The immersing new employees working in shifts, and employees working on the field, is the next major challenge. By leveraging technology, you can deliver flexible training courses. You can also keep track of who has got trained and up to which level.

iii. Reach Global Employees:

Probably, this is another challenge that can arise with global expansion is because of the difference in the primary language of all your employees. English will not be of great use to non-English speakers. So to avoid language barrier, translating content into the local languages of your employees.

iv. Time frame work:

The training need to provide in a short of time. E-learning courses quickly developed using the in-built features of the tools when compared to classroom training.

v. New-Age Learners:

The New-generation employees like to do in their own way. They want access to short trainings on their own devices and when they need it the most. The managers need to think of developing single training programs, which run on multiple devices such as smartphones apps.

vi. Reducing Training Costs:

E-learning course can be used any number of times and to train multiple participants. Such kind of training program can help save on the training costs to a great extent in the long term.

vii. Training Updation:

Challenge is to provide employees with current knowledge specially when there are changes in the national work policies, and working processes.

viii. Lack of In-house Expertise:

The challenge of gaining in-house expertise to develop new training programs. The task of developing best and effective training courses within short intervals of time may seem daunting. Therefore, let the experts handle it.

ix. New Content and training programs

The modern and constant new delivery methods can make it difficult to keep up with demand for corporate learning assets. The T & D managers can execute existing or develop new content and training programs to keep your workforce for maximum performance.

x. Employee barriers:

It has been observed that many big companies trade union oppose the proposed new learning and training. This is a

universal problem that old age staff is quite reluctant to training and development sessions.

5. Methodology:

For the study purpose, I have approached 35 star hotels (from 3 star to 5 star) in Pune city. It has been noticed that many of the hotels had no full time training managers available, especially small star hotels had no separate training managers. The training function carried out by the Human resource department in association with departmental managers in the respective hotels. Although, the international brands and five star hotels have regular training managers with all resources available for the training purposes. The Data is collected by:

1) Primary Data

2) Secondary Data

The primary data is obtained by using questionnaire and personal interviews. The secondary data obtained by the research paper and articles in hospitality journals and magazines.

Universe and sample:

The entire Pune city and suburban zone, we have more than 400 small to big hotels with all star rating. However I have considered **Poona Hoteliers Association** list of hotels in Pune for the study purposes. The average employees in to the hotel units in pune city would be 20 thousand plus. As far as training managers concerned, we have only in few international brands which are less than 20. I have met 35 training mangers into the hotels and conducted personal interview with them pertaining with my topics. Also questionnaire distributed and collected the data.

6. Result and Discussion:

It is evident that many of the hotels in pune do not have separate training department and dedicated training manager. Especially, many of the three and four star hotels have no separate provision for the training and development department.

It is observed that many good brands like Marriott hotels, Conrad, Taj, westin, Sheraton, Novotel, Radisson, JW Marriott, Holiday Inn, Hilton such brands does have regular full time and dedicated training and development managers with assigned area and budgets for training. But it also observed that large section of budgeted and business hotels like Kapila hotels orchid's hotels, pride, centurion, central park, ornate, keys prima and many more does not have regular training managers or dedicated training department.

The impact of having regular training manager is very good on the employee for the skill and knowledge, attitude development. It also helps hotel and employee to keep them alive in the growing competition. It does help to retain employee and low down the attrition rate. The budgeted hotel mentioned that they do not afford to hire and appoint regular training manager due to budget concerned. It has been observed that high attrition rate into the small and budgeted hotels due to lack of training and development practices. It does highlight the importance of a well-trained training manager who could motivate and retained the skill man power in the hotels. It is proved to be an asset for the hotels.

7. Conclusion:

In this modern world of training and development sector, all managers need to be on their toes to perform excellent.

Especially hotel and hospitality service sector, we find tremendous competition and shortage of desired manpower. Training is the single essential tool to retain and remain in competition and to look after employee's development. In India especially urban areas we witness tremendous growth in service sector such as information and technology, hospitality and hotel sector too. Every day, role of training managers becoming crucial and demanding in overall hospitality and tourism fraternity. The Managers are more in demand in all sectors, especially service industry. Technology really playing a major role even in modern days training arena. All managers needs to update the skill set to be compatible with the new age training need and technology trends. The other big challenge is to provide the employees with up-to-date knowledge specially when there are changes in the policies, and working processes and the emerging trends into the industry. The increasing size of flexible workforce, employees working in shifts, and employees working on the field, meeting their training needs is the next major challenge. The quicker and better trainings, especially on product knowledge, processes and compliance should be completed as soon as possible. Time and cost effectiveness are the two end threads of training which needs to be balance. The learning is one of the most significant areas of talent management, it is also one of the most innovative. The recent digital technology and the rapid adoption of social learning and development has come a long way. The trigger points, trends and best practices that companies should consider include the use of mobile technology, adoption of social learning tools, alignment with corporate objectives, use of adaptive learning principles, and the ability to measure effectiveness. This persons are the ambassador of training and development; able to promote new approaches to learning and development as appropriate excellent consultancy skills; able to use training to bring change and organize organizational development. To sum up, it is observed that training and development managers are very essential to keep hotels and its employees into good condition with all motivation and skill enhancement.

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