*CHAPTER 10*

*Encouraging Competency-based Training and Development*

# Chapter Objectives (C.O.)

After reading this chapter you will be able to:

C.O.1: Apply competency-based training in meeting training needs

C.O.2: Illustrate how experiential learning principles can be used to enhance training and development

# Before applying, let’s review

C.O.1: Apply competency-based training and development. A comprehensive assessment of training needs involves reviewing organizational, operational and personal requirements. The organizational analysis assesses whether the proper objectives and initiatives are being focused on, while the operational analysis reviews tasks and performance gaps. The employee analysis identifies the competencies that should be the focus of training. As such, a training needs assessment is used to identify gaps between the current organizational, operational and employee level performance and desired performance.

C.O.2: Illustrate how experiential learning principles can be used in training and development. Experiential learning principles suggest that learning is a cyclical process which includes the following steps: (i) developing a need to understand the concepts or learn certain competencies either by recognition of problems that need to be solved or by demonstrating this need, (ii) participating in a real-life experience, a case, role play, or simulation that allows people to understand a problem and to reflect on it, (iii) reflecting on the experience and cataloguing their observations, feelings and reactions, (iv) distilling the competencies, concepts, and practices which are derived from the experience and observations and then develop actionable principles to apply the competencies in future practice. (v) *c*reating opportunities to practice or apply the skills or actionable principles.(vi) providing feedback to trainees during and after practices.