Chapter 8

Training and Developing Employees

1. Summarize the purpose and process of employee orientation.
2. Give an example of how to design onboarding to improve employee engagement.
3. List and briefly explain each of the steps in the training process.
4. Explain how to use five training techniques.
5. List and briefly discuss four management development methods.
6. List and briefly discuss the importance of the steps in leading organizational change.
7. Explain why a controlled study may be superior for evaluating the training program’s effects.
Orienting and Onboarding New Employees

Employee Orientation

A procedure for providing new employees with basic background information about the firm

What is the Purpose of Employee Orientation?

1. Welcoming new employees
2. Provide them with basic information
3. Helping employees to understand the organization
4. Reduce the adaptation period
5. Helping employees to socialize
Orienting and Onboarding New Employees

The Orientation Process

What are the contents of the orientation program?

1. Approaches for Orientation
   - Formal Orientation
   - Informal Orientation

2. Orientation Tools
   - The Employee Handbook
   - Orientation Technology
Overview of the Training Process

Training

The process of providing employees with knowledge, understanding, skills, and attitudes they need to perform their jobs.

Aligning Strategy and Training (Training Strategic Context)

The firm’s training programs must make sense in terms of the company’s strategic goals (training is an investment).

More than 50 B$ yearly invested in training by the US private sector
Overview of the Training Process

Training and Performance (Performance Management)

Taking an integrated, goal-oriented approach to assigning, training, assessing, and rewarding employees’ performance.

Negligent Training

A situation where an employer fails to train adequately, and the employee subsequently harms a third party.
Overview of the Training Process

The Training Cycle

Model

Training needs identification

Training needs analysis

Setting training objectives

Designing training program

Implementing training program

Evaluation

(Training is a continuous process)
Overview of the Training Process

The ADDIE Five Step Training Process

1. **Analyze** the training need.

2. **Design** the overall training program.

3. **Develop** the course (actually assembling/creating the training materials).

4. **Implement** training, by actually training the targeted employee group using methods.

5. **Evaluate** the course’s effectiveness.
Overview of the Training Process

Step 1 - Conducting the Training Needs Analysis

What is Training Need?

It is a gap between knowledge, understanding, skills, and attitudes required for the job and those employee has.

Job Requirements

Employee Capabilities

Training Gap
## Overview of the Training Process

### Step 1 - Conducting the Training Needs Analysis

#### Forms of Training Needs Analysis

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic training needs analysis</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Current training needs analysis</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Task analysis for analyzing new employees training needs</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Performance analysis is analyzing current employees training needs</td>
<td></td>
</tr>
</tbody>
</table>

What are the tools of training needs analysis?
# Overview of the Training Process

## Step 1 - Conducting the Training Needs Analysis

### Training Needs Analysis

<table>
<thead>
<tr>
<th>Step</th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is training a solution?</td>
<td>Can’t Do</td>
</tr>
<tr>
<td></td>
<td>Training Problem</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Is training the best solution?</td>
<td>Won’t Do</td>
</tr>
<tr>
<td></td>
<td>Other Problems</td>
<td></td>
</tr>
</tbody>
</table>

Training Problem:

- Not all performance deficiencies are training problems.

Training is a solution for the performance deficiencies caused by lack of K, U, S, and A.
### Overview of the Training Process

#### Step 2 - Designing the Training Program

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Setting learning objectives</td>
</tr>
<tr>
<td></td>
<td>Training objectives and goals must include the competency input – the working conditions – the standards &amp; measurement</td>
</tr>
<tr>
<td>2</td>
<td>Creating a motivational learning environment</td>
</tr>
<tr>
<td></td>
<td>Learning requires both ability and motivation</td>
</tr>
<tr>
<td>3</td>
<td>Making the learning meaningful</td>
</tr>
</tbody>
</table>
# Overview of the Training Process

## Step 2 - Designing the Training Program

<table>
<thead>
<tr>
<th>Step</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Making skills transfer obvious and easy</td>
</tr>
<tr>
<td>5</td>
<td>Reinforcing the learning</td>
</tr>
<tr>
<td>6</td>
<td>Ensuring transfer of learning to the job</td>
</tr>
<tr>
<td>7</td>
<td>Other training design issues</td>
</tr>
</tbody>
</table>
## Overview of the Training Process

### Step 3 – Developing the Training Program

<table>
<thead>
<tr>
<th></th>
<th>The Major Components of A Training Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Content and material</td>
</tr>
<tr>
<td>2</td>
<td>Training methods</td>
</tr>
<tr>
<td>3</td>
<td>Tools and equipment</td>
</tr>
<tr>
<td>4</td>
<td>Etc.</td>
</tr>
</tbody>
</table>

1. Training goal and objectives
2. Training outline
3. Training material
4. Trainees specifications and aptitude
5. Training methods
6. Trainer specifications
7. Training tools, equipment, and other logistic requirements
8. Training timing and schedules
9. Training evaluation mechanism and tools
10. Training budget
Step 4 - Implementing the Training Program

Training Methods Classification

1. On the Job Training Methods
2. Off the Job Training Methods

What are the difference between each category of methods?

What are the basis for classifying the training methods?
Step 4 - Implementing the Training Program

Training Methods

1. On the job training

   Coaching – understudy – job rotation – special assignments – peer training “peer to peer development” - mentoring vs. reverse mentoring

2. Apprenticeship training

   A combination of classroom instruction and on-the-job training (or practical workshop training).
## Implementing the Training Program

### Step 4 - Implementing the Training Program

<table>
<thead>
<tr>
<th></th>
<th>Training Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Informal learning</td>
</tr>
<tr>
<td></td>
<td>80% of what employees learn on the job they learn through informal means</td>
</tr>
<tr>
<td>4</td>
<td>Job instruction training</td>
</tr>
<tr>
<td>5</td>
<td>Lectures</td>
</tr>
<tr>
<td>6</td>
<td>Programmed learning (intelligent tutoring systems)</td>
</tr>
<tr>
<td>7</td>
<td>Behavior Modeling</td>
</tr>
</tbody>
</table>
# Implementing the Training Program

## Step 4 - Implementing the Training Program

## Training Methods

<table>
<thead>
<tr>
<th>Step</th>
<th>Method Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increasingly replaced by Web-based training</td>
</tr>
<tr>
<td>9</td>
<td>Vestibule “Simulation” Training</td>
</tr>
<tr>
<td>10</td>
<td>Electronic Performance Support Systems (EPS) / “job aids”</td>
</tr>
<tr>
<td>11</td>
<td>Videoconferencing / Tele-training</td>
</tr>
<tr>
<td>12</td>
<td>Computer-Based Training (CBT) “interactive multimedia training - virtual reality training”</td>
</tr>
</tbody>
</table>
## Implementing the Training Program

### Step 4 - Implementing the Training Program

<table>
<thead>
<tr>
<th></th>
<th>Training Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Simulated Learning and gaming</td>
</tr>
<tr>
<td></td>
<td>Virtual reality - interactive learning “interactive multimedia software's”</td>
</tr>
<tr>
<td>14</td>
<td>Internet Based Training / Mobile Learning</td>
</tr>
<tr>
<td></td>
<td>Learning portals - learning management systems - blended learning</td>
</tr>
</tbody>
</table>
Implementing the Training Program

Step 4 - Implementing the Training Program

Training Methods

15  The Virtual Classroom

16  Lifelong and Literacy Training

17  Team Training

Diversity training – cross training – adventure / outdoor training … etc.
Step 4 - Implementing the Training Program

Management Development

Any attempt to improve current or future management performance by imparting knowledge, changing attitudes, or increasing skills.

1. Why management development programs?

2. What is the strategy’s role in management development?

3. What is the role of succession planning - candidate assessment and the 9-box grid?
Step 4 - Implementing the Training Program

On-the-Job Management Training and Development Techniques

1. Coaching and Understudy
2. Job Rotation
3. Action Learning
Implementing Management Development Programs

Step 4 - Implementing the Training Program

Off-the-Job Management Training and Development Techniques

1. The case study method
2. Management games
3. Outside seminars
4. University related programs
5. Role playing
6. Corporate universities (in-house development center)
7. Executive coaches
8. The SHRM learning system
Managing Organizational Change Programs

Step 4 - Implementing the Training Program

What to change?  What is the HR managers role in change?

What are the change approaches?

1  Lewin’s Change Approach
2  Total Quality Management Approach
3  Reengineering Approach
4  Organizational Development Approach

What is the role of training in implementing different change approaches?
How different HRM applications are utilized to implement different change approaches?
Implementing the Training Program

Step 5 - Evaluating the Training Program

Why it is important to evaluate training programs?

Training Evaluation Approaches (Designing the Study)

1. Time series design
2. Controlled experimentation
3. Evaluating training effects

Training Effectiveness – Training Cost Effectiveness
# Implementing the Training Program

## Step 5 - Evaluating the Training Program

### Training Evaluation Approaches (Designing the Study)

<table>
<thead>
<tr>
<th>3</th>
<th>An Example: Kirkpatrick's Four-Level Training Evaluation Model</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>1</th>
<th>Reaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Learning</td>
</tr>
<tr>
<td>3</td>
<td>Behavior (performance)</td>
</tr>
<tr>
<td>4</td>
<td>Results</td>
</tr>
</tbody>
</table>

### Training Effectiveness – Training Cost Effectiveness

- **When to evaluate “timing”?**
  - Pre training – during training - post training

- **What tools to use?**
  - Such as …