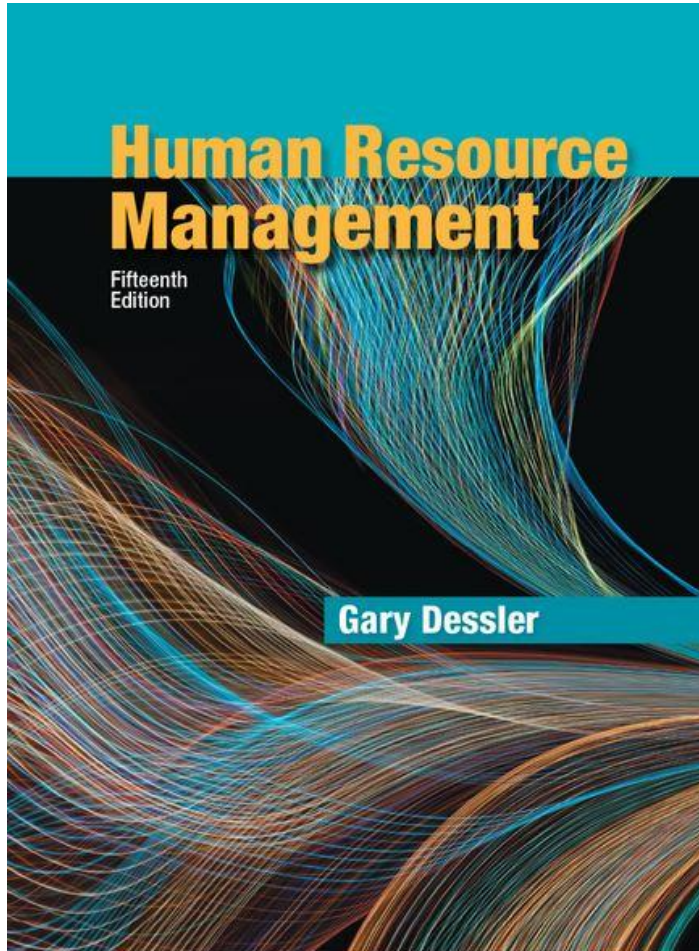


Human Resource Management

Fifteenth Edition



Chapter 8

Training and Developing Employees

Learning Objectives (1 of 3)

- 8-1. Summarize the purpose and process of employee orientation.
- 8-2. Give an example of how to design onboarding to improve employee engagement.



Learning Objectives (2 of 3)

- 8-3. List and briefly explain each of the steps in the training process.
- 8-4. Explain how to use five training techniques.
- 8-5. List and briefly discuss four management development methods.

Learning Objectives (3 of 3)

- 8-6. List and briefly discuss the importance of the steps in leading organizational change.
- 8-7. Explain why a controlled study may be superior for evaluating the training program's effect.

I. Summarize the purpose and process of employee orientation.

Orienting and Onboarding New Employees



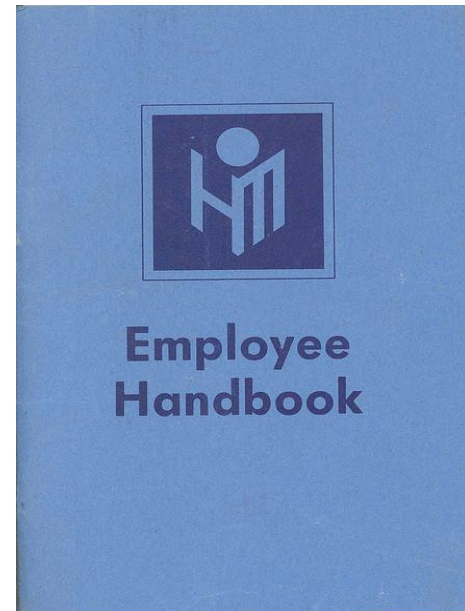
The Purpose of Employee Orientation/Onboarding

- Welcome
- Basic information
- Understanding the organization
- Socialization



The Orientation Process

- Employee handbook
- Orientation technology



II.

Give an example of how to design on boarding to improve employee engagement.

Employee Engagement Guide for Managers: Onboarding at Toyota



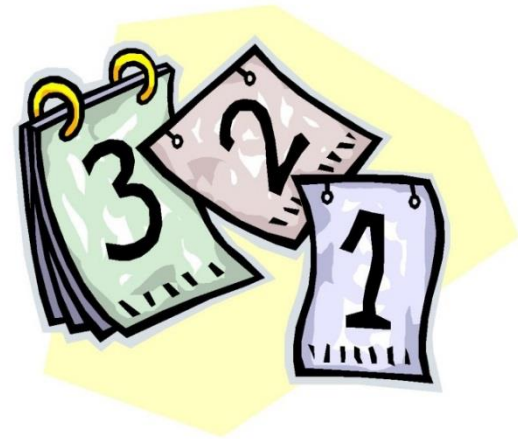
Onboarding at Toyota

Day 1: Welcome

Day 2: Mutual Respect

Day 3: Team Work

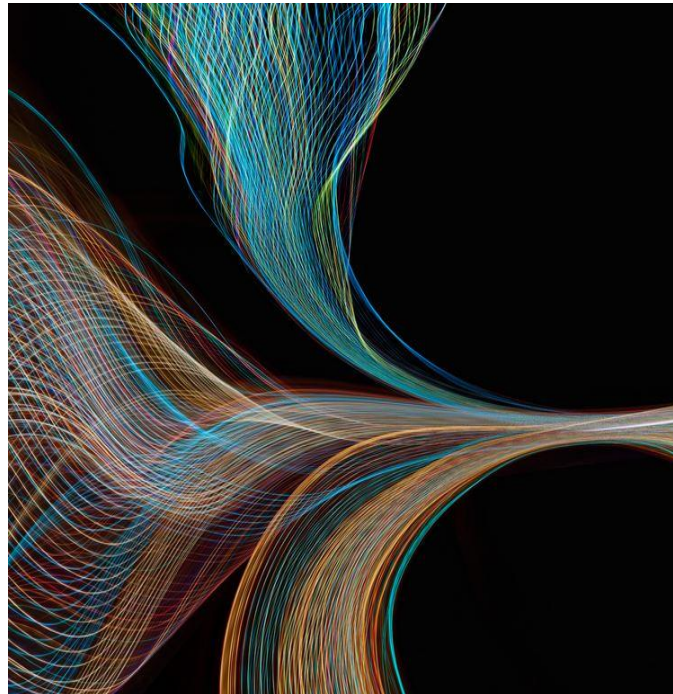
Day 4: Suggestion system



III.

List and briefly explain each of the steps in the training process.

Overview of the Training Process

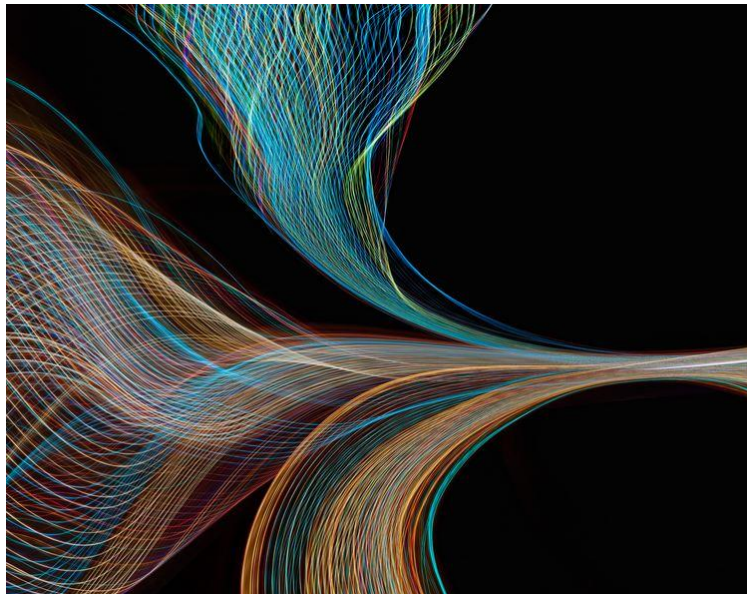


Know Your Employment Law

Training and the Law

Let's take a look...

Aligning Strategy and Training



Improving Performance: The Strategic Context

The Training Program That Turned Macy's Around

Let's talk about it...

The ADDIE Five-Step Training Process

- Analyze
- Design
- Develop
- Implement
- Evaluate



Conducting the Training Needs Analysis

- Strategic Training Needs Analysis
- Current Training Needs Analysis
 - Task Analysis
 - Performance Analysis



Is The Problem Can't Do or Won't Do?



Designing the Training Program (1 of 3)

Designing the Training Program (2 of 3)

- Setting learning objectives
- Creating a motivational learning environment



Designing the Training Program (3 of 3)

- Make the Learning Meaningful
 1. Provide a Bird's-eye view
 2. Use Familiar examples
 3. Organize Information
 4. Use Familiar terms
 5. Use Visual aides
 6. Perceived need



Making Skills Transfer Obvious and Easy

- Similarity
- Practice
- Label
- Attention
- “Heads-up”
- Pace



Reinforce The Learning

- Reinforce correct responses
 - Schedule
 - Follow-up assignments
 - Incentives
- Ensure Transfer of Learning on the job
- Other issues



Developing the Program

- Assemble training content and materials
- Training Methods
 - iPads
 - Workbooks
 - Lectures
 - PowerPoint slides
 - Web- and computer-based activities course activities
 - Trainer resources and manuals
 - Support materials

Trends Shaping HR: Digital and Social Media (1 of 2)

The Cloud

Let's take a look...

IV.

Explain how to use five training techniques.

Implementing Training Programs

- Types of on-the-job training
 - Coaching or Understudy
 - Job rotation
 - Special assignments

Steps in the OTJ Training (1 of 2)

Step 1: Prepare the learner

1. Put the learner at ease.
2. Explain why he or she is being taught.
3. Create interest and find out what the learner already knows about the job.
4. Explain the whole job and relate it to some job the worker already knows.
5. Place the learner as close to the normal working position as possible.
6. Familiarize the worker with equipment, materials, tools, and trade terms.

Step 2: Present the operation

1. Explain quantity and quality requirements.
2. Go through the job at the normal work pace.
3. Go through the job at a slow pace several times, explaining each step. Between operations, explain the difficult parts, or those in which errors are likely to be made.
4. Again, go through the job at a slow pace several times; explain the key points.
5. Have the learner explain the steps as you go through the job at a slow pace.

Steps in the OTJ Training (2 of 2)

Step 3: Do a tryout

1. Have the learner go through the job several times, slowly, explaining each step to you. Correct mistakes and, if necessary, do some of the complicated steps the first few times.
2. Run the job at the normal pace.
3. Have the learner do the job, gradually building up skill and speed.
4. Once the learner can do the job, let the work begin, but don't abandon him or her.

Step 4: Follow-up

1. Designate to whom the learner should go for help.
2. Gradually decrease supervision, checking work from time to time.
3. Correct faulty work patterns before they become a habit. Show why the method you suggest is superior.
4. Compliment good work.

Apprenticeship Training

- **Apprenticeship Training** – a structured process by which people become skilled workers through a combination of classroom instruction and on-the-job training.

Informal Learning



Job Instruction Training

- **Job Instruction Training (JIT)** – listing each job's basic tasks, along with key points, in order to provide step-by-step training for employees.

Lectures



Programmed Learning

- **Programmed Learning** – a systematic method for teaching job skills, involving presenting questions or facts, allowing the person to respond, and giving the learner immediate feedback on the accuracy of his or her answers.

Behavior Modeling

1. Modeling
2. Role-Playing
3. Social Reinforcement
4. Transfer of Training



Other Types of Training

- Audiovisual-based
- Vestibule Training
- Electronic Performance Support System (EPSS)
- Videoconferencing
- Computer-Based Training (CBT)
- Simulated Learning and Gaming



Lifelong and Literacy Techniques



Improving Performance: HR Practices Around the Globe (1 of 2)

Diversity Training at ABC Virtual Communication, Inc.

Let's talk about it...

Team Training



Other Types of Learning

- Internet-Based training
- Learning Portals / Learning Management Systems (LMS)
- Virtual classrooms



Trends Shaping HR: Digital and Social Media (2 of 2)

Mobile Learning

Let's take a look...

Improving Performance: HR Tools For Line Managers and Small Businesses

Creating Your Own Training Program

Let's talk about it...

V.
**List and briefly discuss four
management development
methods.**

Implementing Management Development Programs

- Strategy's Role in Management Development
- Succession Planning



Improving Performance Through HRIS: Succession Systems

Dole Foods

Let's take a look...

Candidate Assessment and the 9-box Grid

Managerial On-the-Job Training and Rotation

- Coaching / Understudy Approach
- Action Learning



Improving Performance: HR Practices Around the Globe (2 of 2)

Global Job Rotation

Let's talk about it...

Off-the-Job Management Training and Development Techniques (1 of 2)

- Case studies
- Computerized management games
- Outside seminars
- University-Related Programs
- Role-playing

Off-the-Job Management Training and Development Techniques (2 of 2)

- Corporate Universities
- Executive Coaches
- SHRM Learning System

Leadership Development at GE



Trends Shaping HR: Customized Talent Management Differential Development Assignment

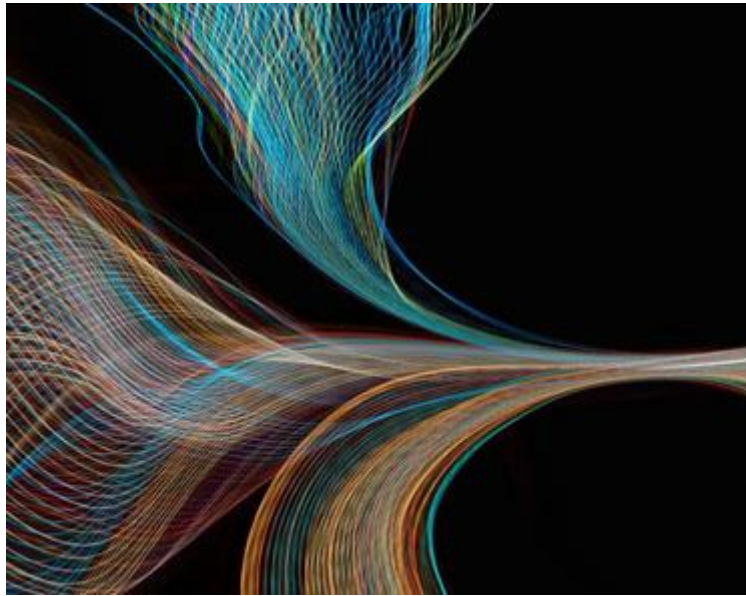
Allocating Development

Let's take a look...

VI.

List and briefly discuss the importance of the steps in leading organizational change.

Managing Organizational Change Programs



Lewin's Change Process

1. Unfreezing
2. Moving
3. Refreezing



Using Organizational Development

- **Organizational Development** – is a special approach to organizational change in which employees themselves formulate and implement the change that's required.

VII.

Explain why a controlled study may be superior for evaluating the training program's effects.

Evaluating the Training Effort

- Designing the study
- Controlled experimentation
- Training Effects to Measure
 - Reactions
 - Learning
 - Behavior
 - Results



Chapter 8 Review

What you should now know....

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