

Human Resource Management

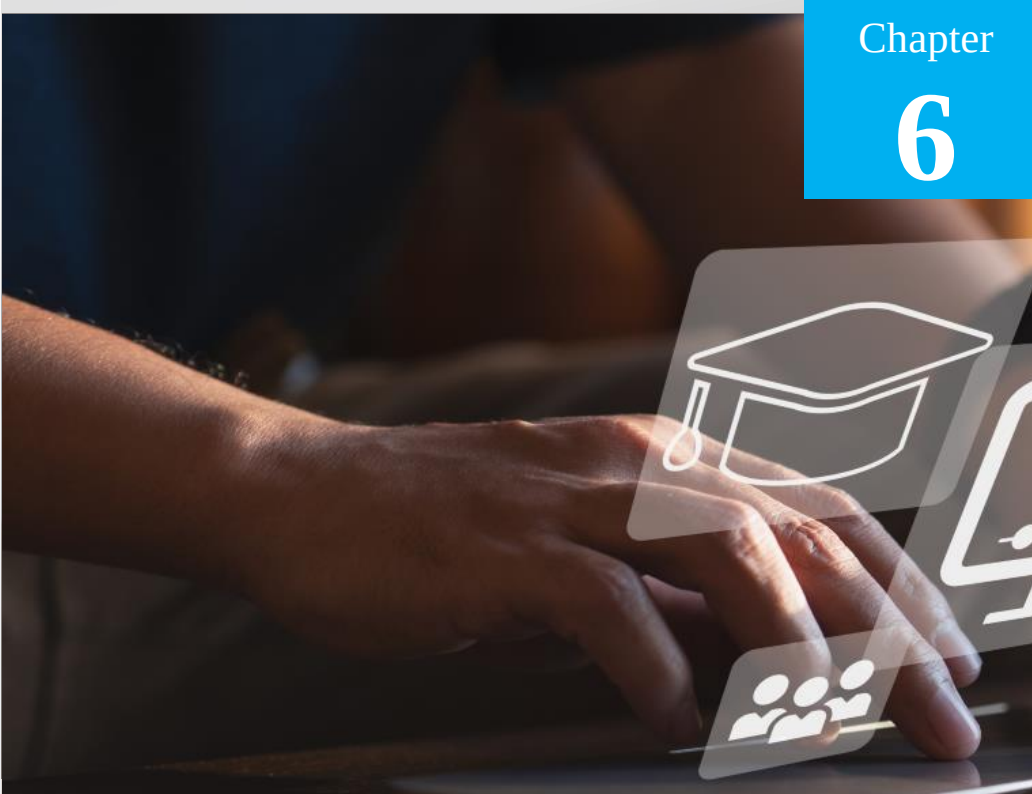
Training and Developing Employees

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HRM 611

Lecture 6



Chapter
6**Training and Developing Employees**

The purpose of this chapter is to increase your effectiveness in training employees. The main topics we'll cover include orienting employees, the training process, analyzing training needs, implementing training and development programs, and evaluating the training effort.



Chapter
6

LEARNING OUTCOMES

1. Explain the importance of training and development
2. Summarize the purpose and process of employee orientation.
3. List and briefly explain each of the four steps in the training process.
4. Explain how to use various training techniques.
5. Discuss Management Development Program and techniques
6. Explain Organizational change and development

Strategic Importance for Training and Development

- ❑ Rapid technological advancements make skills obsolete quickly. Training ensures employees use the latest technologies.
- ❑ Restructured jobs with broader responsibilities require employees to develop teamwork, communication, and problem-solving skills.
- ❑ Mergers and acquisitions necessitate integrating employees from different cultures, requiring cultural sensitivity training.
- ❑ Increased employee mobility necessitates onboarding and integrating new hires more effectively.
- ❑ Globalization demands managers to possess intercultural skills.

Sofitel Rebranding Through Employee Training

Challenge:

Sofitel, a luxury hotel chain, faced increased competition in the high-end market. They needed to differentiate themselves and offer a unique guest experience.

Solution:

Rebranding Program: Sofitel embarked on a program to position itself as an exclusive brand with a focus on guest experience.

Employee Training as a Key Strategy: An extensive, two-year training program was launched across all 40 countries and 25,000 employees.

Target Audience: All employees, from new hires to executives.

Training Format: On-site training at individual hotels delivered by a corporate training team.

Training Focus: Creating a sense of luxury for guests, and empowering employees to personalize guest experiences.

Sofitel Rebranding Through Employee Training

Rewards:

- ☐ Gift certificates
- ☐ Celebrations
- ☐ Accreditation
- ☐ Increased responsibilities

Ongoing Training: Monthly training for employees who completed the initial program.

Results:

Improved Guest Satisfaction: Training contributed significantly to guest satisfaction.

Employee Retention: The program also helped retain employees.

Benefits & Challenges of Training Program

For Employees: Increased skills and marketability, making them more marketable and adaptable to changing job landscapes. lead to better job opportunities.

For Employers:

- ☐ Organizations benefit from a more skilled and flexible workforce that can take on varied responsibilities.
- ☐ Leads to Improved financial performance.

Benefits & Challenges of Training Program

Key Challenges

- ☐ Training improves employee performance and value, but also makes them more attractive to competitors.
- ☐ This is especially true for technical employees who see training as a way to find a new job.

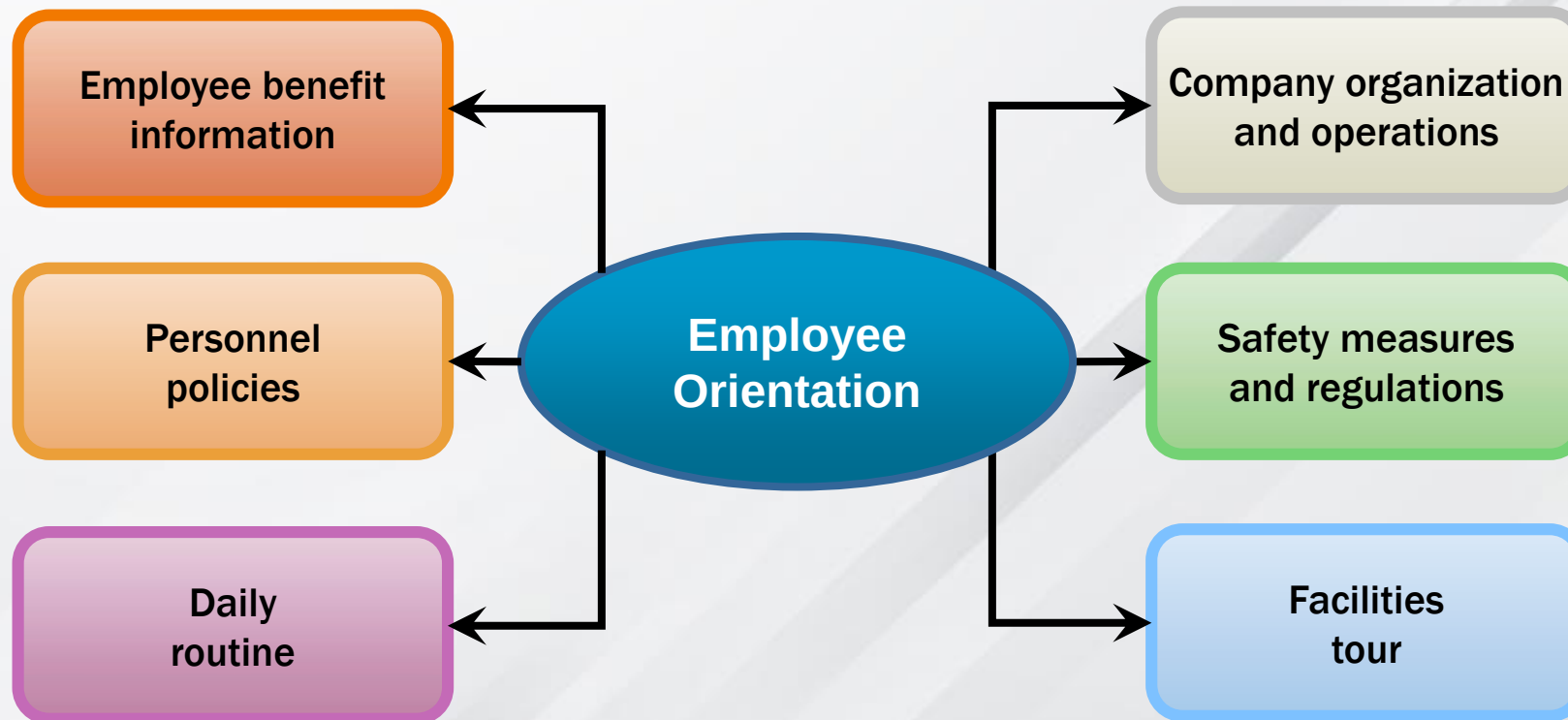
Standard Training Needs

- ☐ New hires need orientation and socialization programs to understand the organization's culture, policies, and operations.
- ☐ Organizations promoting from within require ongoing training to keep employees updated on industry trends and technologies.
- ☐ New hires from outside the organization need to be socialized into the company's norms and network with colleagues.

Purpose of Orientation



The Orientation Process



MicroStrategy Boot Camp Orientation Program

MicroStrategy, a data mining leader based in Virginia, has a unique approach to onboarding new employees. Their program, known as "boot camp," goes beyond typical orientation and aims to immerse new hires in the company's culture from the very first day.

Key Points:

- ☐ **Mandatory for All:** This intensive program is a written requirement in every employment contract, ensuring all employees across 18 states and 35 countries experience MicroStrategy's culture.
- ☐ **Founder's Vision:** Driven by the company's founder, Michael Saylor, boot camp is designed to expose and commit each employee to the core values and beliefs of MicroStrategy.

MicroStrategy Boot Camp Orientation Program

- ❑ **Tailored Programs:** Three variations exist – a general three-day boot camp, a two-week sales boot camp, and a five-week technical boot camp – each catering to different employee groups and focusing on relevant skills.
- ❑ **Testing and Reinforcement:** All boot camps utilize examinations and assessments to solidify learning, with the technical program featuring continuous testing.
- ❑ **Positive Feedback:** Despite the intensity, employee feedback has been overwhelmingly positive. The only reported complaint is that the program feels too short, indicating a strong desire for deeper cultural immersion

Steps in the Training Process

The Four-Step Training Process

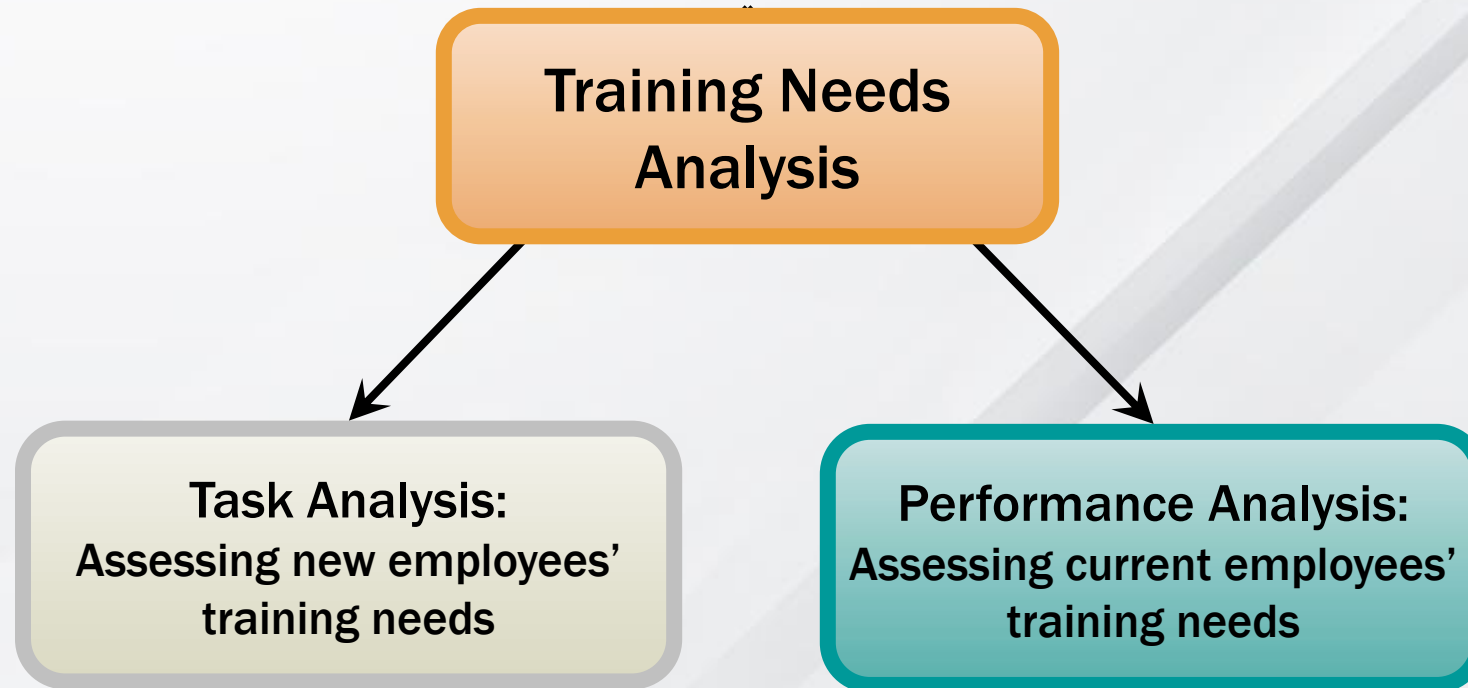
- 1 → Needs analysis
- 2 → Instructional design
- 3 → Program implementation
- 4 → Evaluation

Planning and Strategizing Training:

Developing successful training programs requires careful planning and strategizing. This involves four main steps:

- ❑ **Needs Assessment:** Identify the need for training and analyze its fit within the organization's context.
- ❑ **Set Objectives and Measures:** Define what the training aims to achieve and how success will be measured.
- ❑ **Deliver the Training:** Implement the training program according to the plan.
- ❑ **Evaluate:** Assess the effectiveness of the training program after delivery.

Analyzing Training Needs



Needs Assessment - Three Levels:

- ❑ **Organizational Level:** Analyze the training's impact on the organization's culture, strategy, and daily operations. Consider costs and benefits, including "opportunity costs" (what else could be done with the resources?).
- ❑ **Task Level:** Identify the skills and knowledge needed for specific job duties. Explore where learning should happen (on or off the job), how to minimize mistakes, and if similar training needs exist for other jobs.
- ❑ **Individual Level:** Analyze trainees' existing skills and learning styles. Consider personality, interpersonal skills, and any special needs that could affect training design and delivery.

Objectives, Design, and Delivery in Training Programs

Setting Objectives:

- ☐ Training objectives should be specific, measurable, and directly address identified training needs.
- ☐ Objectives should define desired employee behaviors and expected results from those behaviors.
- ☐ Vague objectives hinder successful evaluation and program improvement.
- ☐ Performance data from the organization's performance management system can be a valuable source for setting objectives.

Overcoming Challenges in Training Design

Interference: Prior learning, habits, or established work practices can hinder new learning. Trainers should anticipate potential interference and develop strategies to overcome it.

Transfer: The ability to apply new skills and knowledge on the job is crucial. Training design and delivery should maximize transfer by simulating real-world work conditions whenever possible.

Enhancing Transfer Through Delivery

Supportive organizational environment: CEO and senior leader participation signals the importance of training.

Simulating real-world work conditions:

On-the-job training (when feasible) allows immediate application of skills.

Off-the-job training with simulations (case studies, role plays) can replicate work settings.

Training Evaluation

Training evaluation is essential to assess the program's effectiveness and determine if it should continue, be modified, or be eliminated.

Four Levels of Training Evaluation (Hierarchy):

1. **Reaction:** Measures trainee satisfaction with the training (trainer, content, facilities) - usually through questionnaires.
 - Low satisfaction might indicate lack of value or interest.
 - High satisfaction doesn't guarantee effectiveness.
2. **Learning:** Measures knowledge or skill acquisition through tests, demonstrations, or simulations.
 - No learning suggests the training was ineffective.
 - Learning is a prerequisite for behavior change.

Training Evaluation

Four Levels of Training Evaluation (Hierarchy):

3. Behavior: Measures on-the-job application of new skills or knowledge.

- Behavior change indicates successful transfer of training.
- Evaluated through performance appraisals by supervisors.
- No change in behavior suggests no improvement in performance.

4. Results: Measures the overall impact of training on organizational outcomes (productivity, efficiency, customer service, etc.).

- Evaluated through reports, sales figures, surveys, etc.
- Results may take time to appear due to ongoing training or skill development needs.

Training Evaluation

Four Levels of Training Evaluation

Level	Questions Being Asked	Measures
Results	Is the organization or unit better because of the training?	Accidents Quality Productivity Turnover Morale Costs Profits
Behavior	Are trainees behaving differently on the job after training? Are they using the skills and knowledge they learned in training?	Performance appraisal by superior, peer, client, subordinate
Learning	To what extent do trainees have greater knowledge or skill after the training program than they did before?	Written tests Performance tests Graded simulations
Reaction	Did the trainees like the program, the trainers, the facilities? Do they think the course was useful? What improvements can they suggest?	Questionnaires

Choosing the Right Level

- ☐ While results are often most relevant, focusing solely on short-term outcomes might lead to abandoning valuable training programs.
- ☐ Some training, like leadership development, might be better assessed by measuring learning rather than results.

Recommendation:

Consider all four levels (partially or fully) when deciding how to evaluate training, based on your organization's strategy.

Training Methods

- On-the-Job Training
- Apprenticeship Training
- Informal Learning
- Job Instruction Training
- Lectures
- Programmed Learning
- Audiovisual-Based Training
- Simulated Learning
- Internet-Based Training



Training Methods

- On-the-Job Training (OJT)
 - Having a person learn a job by actually doing the job.
- Types of On-the-Job Training
 - Coaching/ Mentoring
 - Job rotation
 - Special assignments
- Advantages
 - Inexpensive
 - Learn by doing
 - Immediate feedback

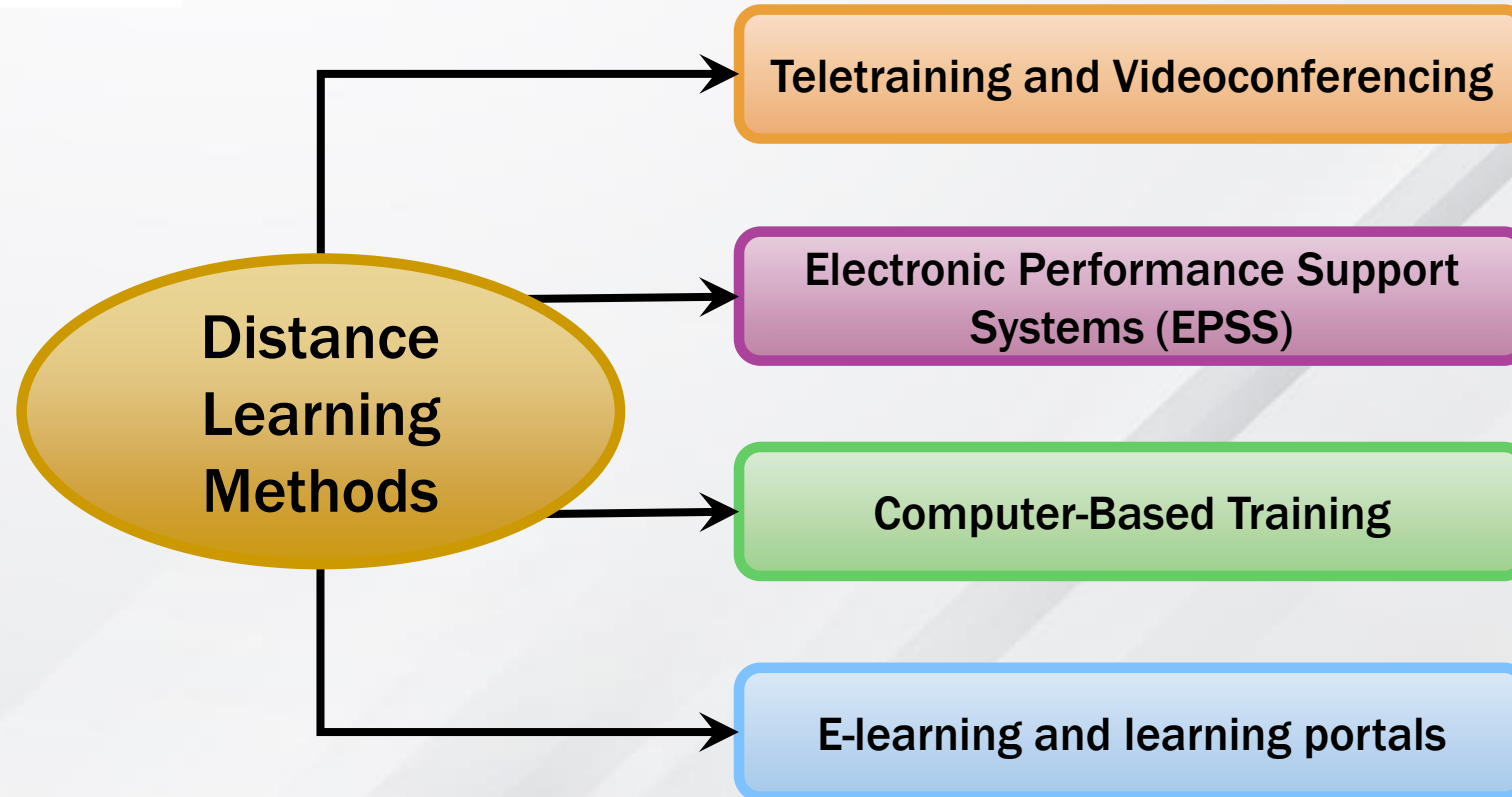


Programmed Learning



- Advantages
 - Reduced training time
 - Self-paced learning
 - Immediate feedback
 - Reduced risk of error for learner

Internet-Based Training



Internet-Based Training Benefits

- **More comfortable**
- **Cost saving**
- **Expansion potential**
- **More consistency**
- **Self-paced learning**

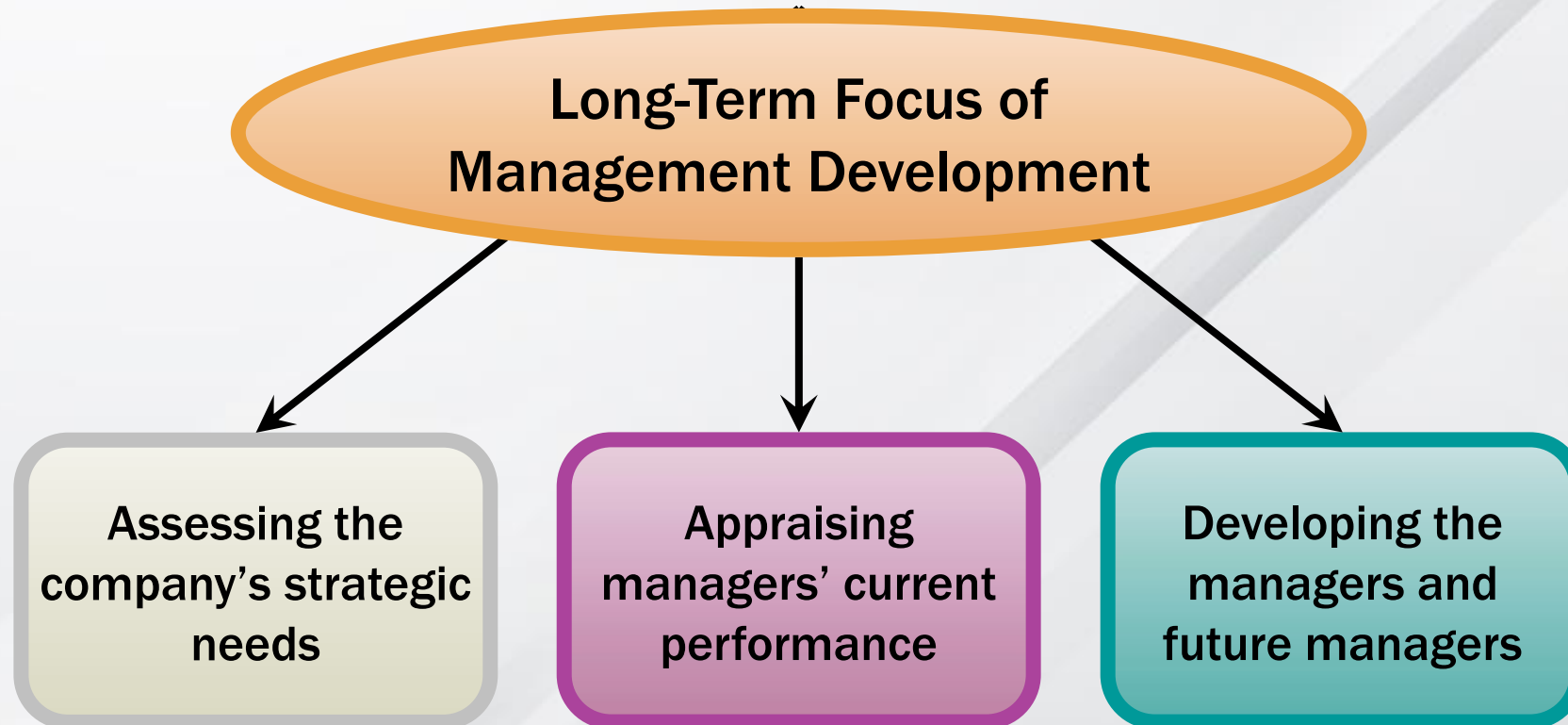
Qualcomm: A Leader in Customized, Strategic Computer-Based Training

- ❑ **Customized Content:** Courses are developed with unique content tailored to the specific needs of each business unit and Qualcomm as a whole.
- ❑ **Integration with Competency Management:** "MySource," an intranet tool, allows employees to track their skills, accomplishments, and career goals. They can then choose relevant learning modules from the online library to facilitate skill development and career advancement.

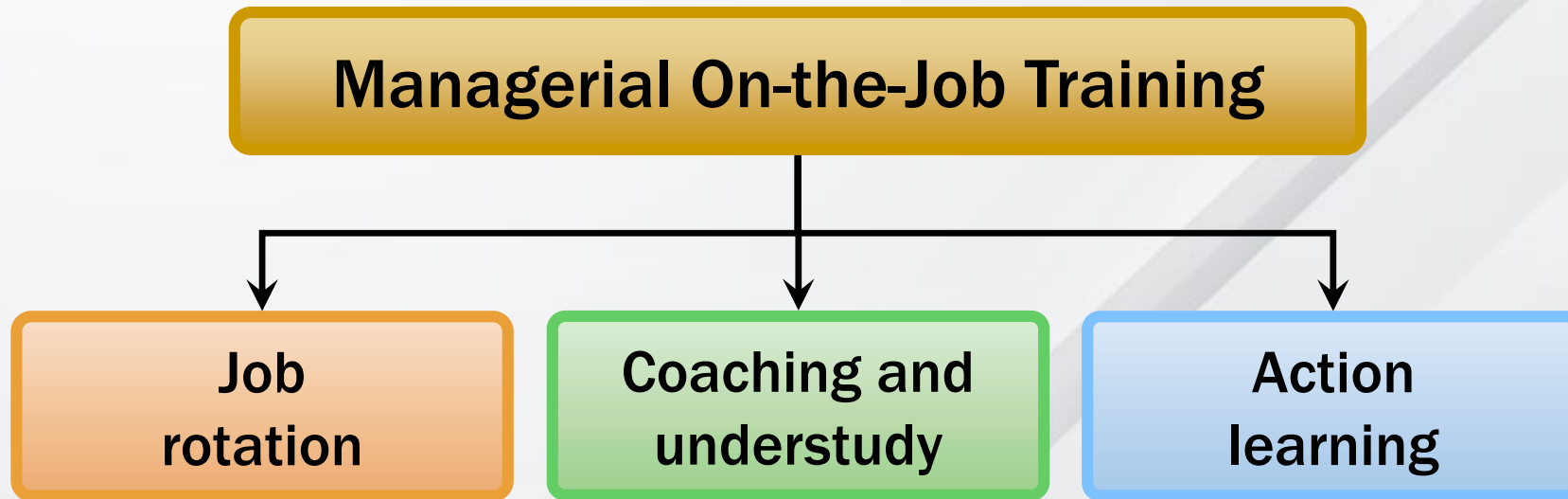
Benefits of Qualcomm's Approach:

- ❑ **Cost Savings:** Moving to computer-based training has significantly reduced costs associated with traditional, centralized training programs.
- ❑ **Employee Empowerment:** The program effectively unlocks employee potential by providing targeted training, supporting skill development, and facilitating career planning through competency management.

Implementing Management Development Programs



Management Development Techniques

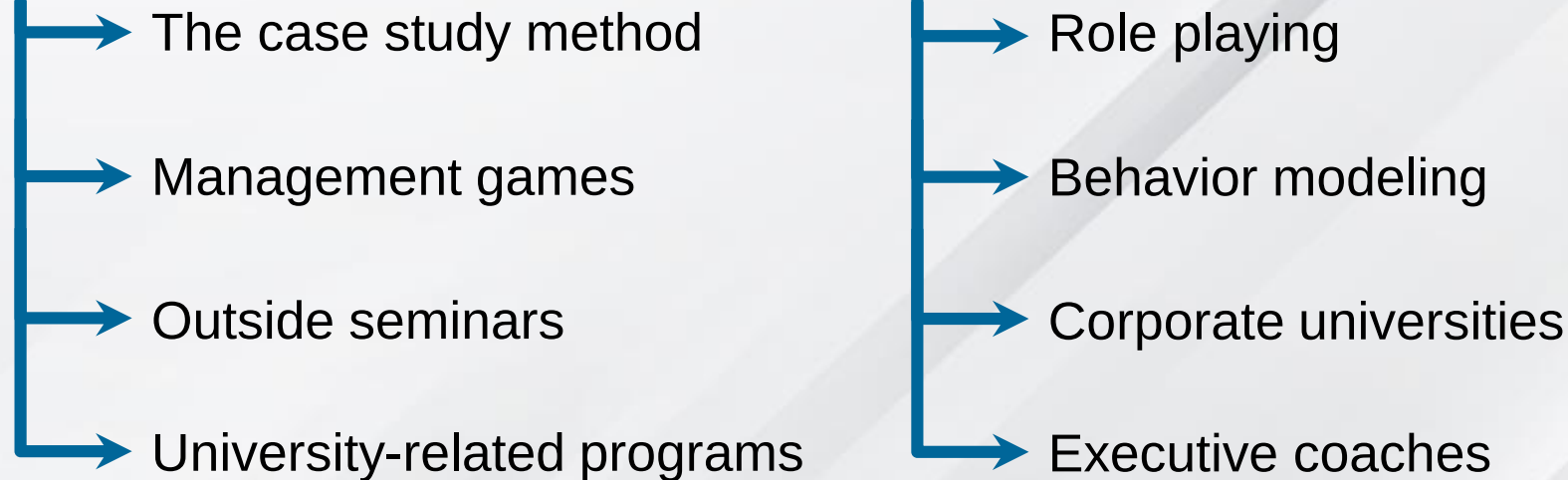


Managerial On-the-Job Training

- **Job rotation** means moving managers from department to department to broaden their understanding of the business and to test their abilities. The trainee may be a recent college graduate, and spend several months in each department, learning the departments business by doing it.
- **Coaching/Mentoring** approach Here the trainee works directly with a senior manager or with the person he or she is to replace; the latter is responsible for the trainee s coaching.
- **Action learning** programs give managers and others released time to work analyzing and solving problems in departments other than their own.

Other Management Training Techniques

Off-the-Job Management Training and Development Techniques



Organizational Change & Development (OCD)

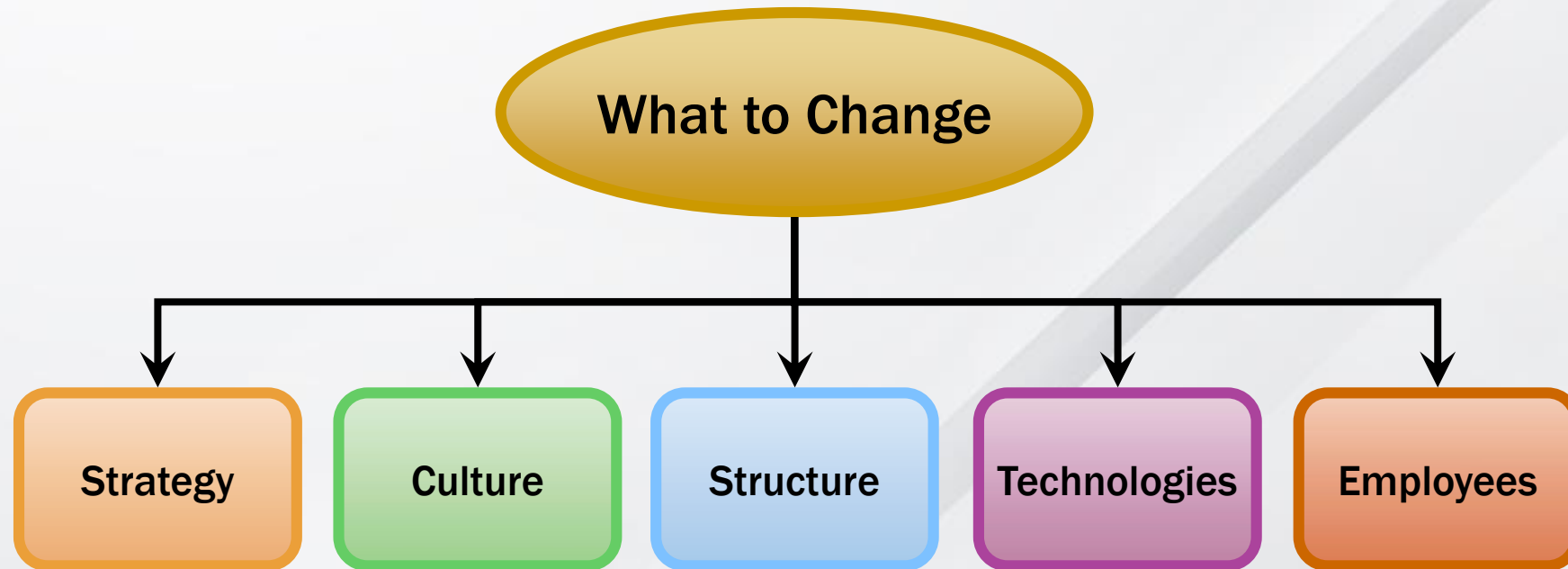
Focus:

- ☐ OD focuses on improving an organization's **overall effectiveness** through planned interventions.
- ☐ It contrasts with training and development, which targets individual skills for improved productivity.

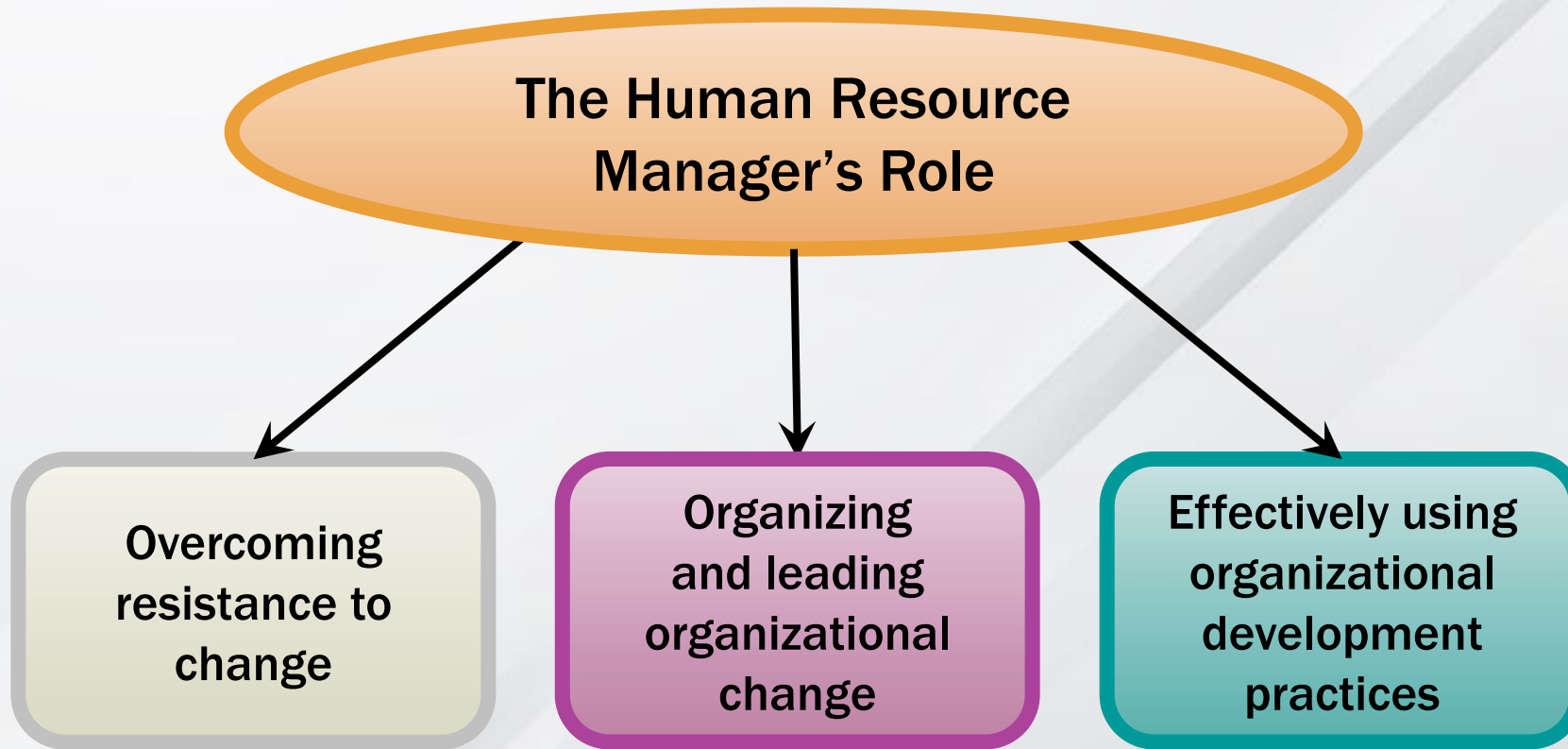
Scope:

- ☐ OD takes a **macro** or organization-wide perspective, looking at processes, culture, and overall performance.
- ☐ It considers the organization as an open system influenced by external factors and internal interconnectedness.

Managing Organizational Change Programs



Managing Organizational Change and Development



CHAPTER SUMMARY

- Employee orientation means providing new employees with the information they need to function, and helping them start being emotionally attached to the firm. This may simply involve providing them with brief written orientation materials and an employee handbook, but sometimes involves a formal process aimed at instilling in the employee the company's cherished values.
- The four-step training process includes needs analysis, instructional design, implementation, and evaluation. Trainees need to be motivated to learn. Ensuring that they are motivated involves making the learning meaningful, making skills transfers easy, and reinforcing the learning.

CHAPTER SUMMARY

Main types of training Program

- **Traditional training:** This includes lectures, workshops, seminars, and on-the-job training.
- **E-learning:** Online learning and self-directed learning using electronic programs and materials.
- **Vocational training/ Apprenticeship :** Specialized qualification programs that qualify employees to practice a particular profession.
- **Mentoring & coaching:** Providing support and guidance to new employees or employees who are taking on new responsibilities.
- **Higher education programs:** Supporting employees in completing their undergraduate or graduate studies.
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CHAPTER SUMMARY

- Computerized training is increasingly popular, with many packaged programs available. Frequently, programs today are Internet-based, with employees accessing packaged online programs, backed up by learning management systems, through their company's learning portals.



Thank You