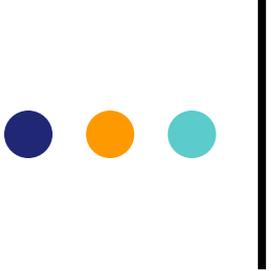# CHAPTER 7
Employee Training and Development

***Introduction to Industrial/Organizational Psychology***

Areas of Employee Training

- **Employee training** is a planned effort by an organization to facilitate the learning, retention, and transfer of job-related behavior.

- Training is not limited to new employees, but often involves various types of training and development programs offered throughout an employee's career.

- Specific areas of employee training include: new employee orientation, employee retraining and continuing education, retirement planning and career development, and training workers for international business.
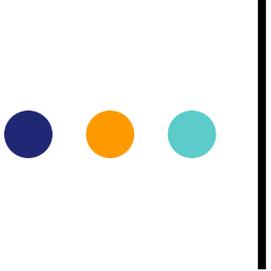
SUPPOSE THAT...

- You are a new employee in an organization.
- **What would you like to learn in new employee orientation and training?**
- http://www.youtube.com/watch?v=0vAq-_R-EiI
- http://www.youtube.com/watch?v=j3NOaqhly2E
- http://www.youtube.com/watch?v=jtsPMoM6MIs

Areas of Employee Training

1. New employee orientation

- Goals, philosophy, policies, procedures
- Compensation, benefits, safety rules, and procedures
- Help newcomers to deal with the stresses of adjusting to a new work environment
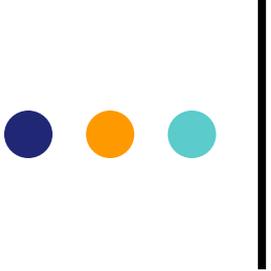
2. Employee retraining and continuing education

- Knowledge and skills either erode or become obsolete
- Refresher courses
- Older → may resist due to…

I THINK THAT MAY HAVE BEEN ONE SOFTWARE REVISION AND UNECCESSARY UPGRADE TOO MANY FOR HIM!

POOF!

Search ID: form1413

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Areas of Employee Training

3. Retirement planning

- Making decisions, plans and options, investment and money management, services and opportunities
- Helping retirees to adjust nonworking lifestyle

4. Employee career development

- Set career goals and develop a plan
- Assist finding jobs for those to be laid off
- Company reputation

5. Training workers for international business

- Foreign language, culture, specific business culture and work rules

Areas of Employee Training

6. Training in diversity issues, harassment, and ethical issues

- Aim → to prevent harrassment and discrimination; maximizing the benefits of workforce diversity; to raise the awareness; increase the understanding of cultural and other differences as well as similarities; to change negative attitudes and behaviors across groups
- Little research to investigate effectiveness
- One fourth of U.S. Women with more than half experiencing severe cases → sexual harrasment
- Affected by organizational culture and climate
- Ethics → both business schools and companies

7. Team training

- Gaining an understanding of the knowledge and skills for each of the individual group members

- **Critical in which jobs?...**
- Successful team training programs → evaluate both individual and team performance

TABLE 6.1

Benefits of a Career Development System

| For Managers/Supervisors	For Employees	For the Organization

Source: Leibowitz, Z. B., Farren, C., & Kaye B. I. (1986). *Designing Career Development Systems* (p. 7). San Francisco: Jossey-Bass.

Fundamental Issues in Employment Training

- An understanding of learning theories is fundamental in the design of employee training programs.

- The concept of *modeling*, which is the imitation of the behaviors of others, is described in **social learning theory.**
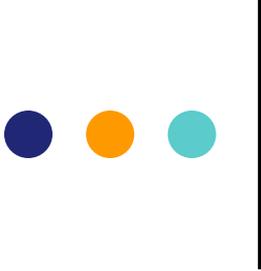
- **Cognitive theories of learning.**
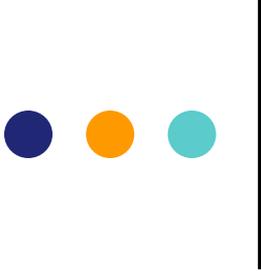
Key Issues in the Success of Training Programs

- A number of key issues are related to training program effectiveness.

  1. Transfer of training: how learning translates into use of newly learned behaviors on the job

Fundamental Issues in Employment Training

○ A number of key issues are related to training program effectiveness.
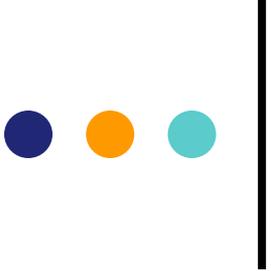
   2. Trainee readiness: job characteristics of the trainees

Key Issues in the Success of Training Programs

## 3. How training programs are structured and conducted

Common Problems in Employee Training Programs

- Time, money and effort spent BUT → they may not follow adequate learning rules
- May not be well organized → e.g., giving little formal training and expecting to learn «on-the-job» with little guidence
- Problem of relevance of training to the job
 - A common problem in leadership training ☺

A Model for Successful Training Programs

- The first step in a successful employee training program is **assessing training needs**, which occurs on several levels.
  - **Organizational analysis** considers the organization's goals, resources, and the **internal and external** climate for training.
    - Should also determine whether managers' expectations regarding training needs were consistent with organizational goals.
  - **Task analysis** evaluates the specific knowledge, skills, and abilities that spesific tasks require.
    - Source → job desription. **Why NOT job specification?**
  - **Person analysis** examines the capabilities and deficiencies of the workers themselves.
    - Sources → information from selection data, deficiencies in PAs, self-assessments.
  - Assessing training needs may also involve **demographic analysis**, or assessing training needs of specific groups.
   - **Examples?**
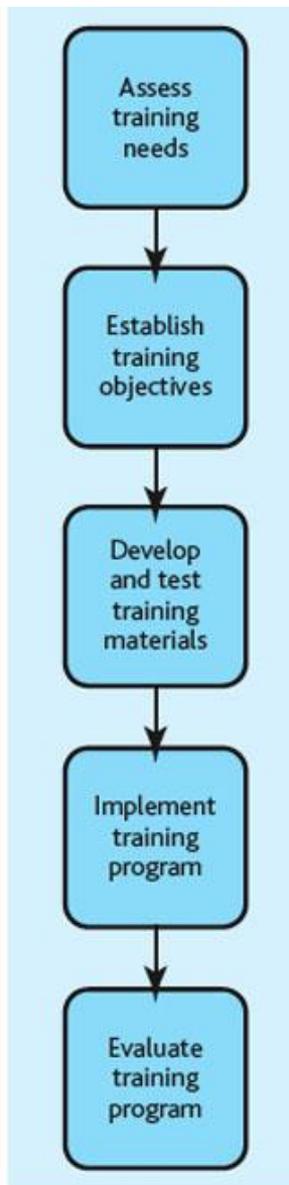
FIGURE 6.1
A Model for Successful Employee Training Programs
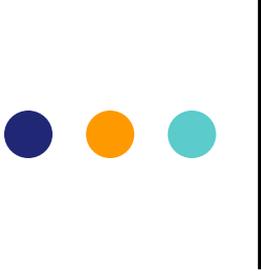
A Model for Successful Training Programs

- The second step involves **establishing training objectives.**
  - **Specific**
  - **Measurable**
- The third step focuses on selecting **employee training methods.**
- The various training methods can be broken down into two general categories:

  1. On-site methods and **2. off-site methods.**
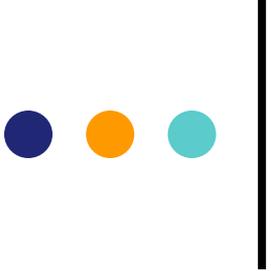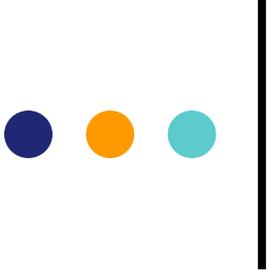
Employee Training Methods

○ **Of <u>on-site methods</u>,**

1. On-the-job training–putting inexperienced workers into the work site under the direction of an experienced teacher/worker–is the most widely used.

- Trainer motivations should be considered
- Patience and ability to communicate
- Proper work procedures
- Reward for trainers
- Adv.s: Little preparation and cost aside from supervisors' time, small level of outputs
- Prob.s? (3 problems that are mostly related to the trainer ☺)
- **Should be used together with other methods (esp.lly off-site methods)**

2. Apprenticeship is a more long-term, on-site method which combines classroom training with supervised on-the-job training.

- Disadvantage for minority groups

Employee Training Methods

3. Vestibule training sets up a model training area adjacent to the actual work site, using professional trainers and hands-on experience.

- Adv.: No disruption of actual production
- Disadv.: Costs
- To eliminate delays to the customers when using on-the-job training

4. Job rotation is a training technique designed to broaden workers' experiences by rotating employees among various jobs.

- Several weeks to 2 months
- Cross training → advantage?
- Worker flexibility, eliminate boredom, worker satisfaction and commitment
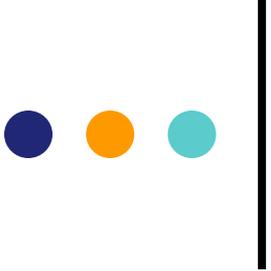
Employee Training Methods

Off-site methods

- **1. Seminar** method
  - Disadv.s: one-way communication mostly; transfer is not guaranteed; only as good as the presenter.
  - Adv.: Useful when it is given to highly educated audience.

- **2. Audiovisual instruction** that provides graphic depictions of work activities.
  - Costly at the beginning; but, even more advantageous if there are many employees to be trained.
  - Ensure uniformity.
  - Quality matters → Should not be entertaining only.
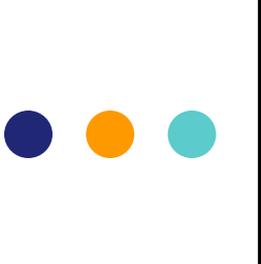
Employee Training Methods

3. Behavior modeling training

- A technique that uses aspects of both audiovisual technology and concepts of social learning theory

- A method of exposing trainees to videotapes or live role models engaged in both appropriate and inappropriate work behaviors and then having them practice the observed behaviors.

- Esp.lly usable in Ethics training. **Why?**
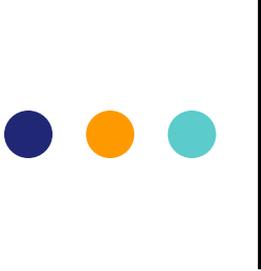
Employee Training Methods

4. Simulation techniques

- Involve replications of actual work stations without placing the trainee in the actual work setting.
- In which jobs?

5. Web-based Techniques

- *Programmed instruction* is a form of self-paced training in which workers can learn at their own pace.
  - Adv.s?
  - But, should be kept up to date.
- A modern, sophisticated version of programmed instruction is *computer assisted instruction (CAI).*
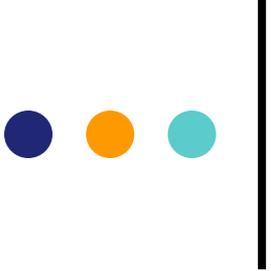
Management/Leadership Training Methods

- ***Problem-Solving Case Studies***
- ***Role-Playing***
- ***Management Games***
- ***Action Learning*** → a complicated form of training in which teams are formed to perform a special project or assignment that benefits the organization, while the team members learn and develop managerial skills.
  - Journal: *Action Learning: Research and Practice.*
- ***360-Degree Feedback*** → is also used as a management development tool.
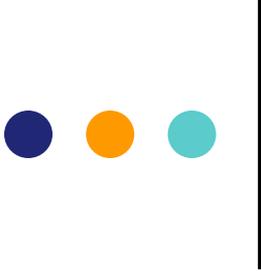
Management/Leadership Training Methods

- **360-degree feedback** is also used as a management development tool.
  - Participants are trained in technique
  - Feedback is honest and constructive
  - Combined with other training efforts
  - There is careful follow-up mentoring and feedback
  - Individual differences plays a role
  - Research → Good long-term managerial performance effects

Management/Leadership Training Methods

- ***Mentoring*** is a management training program in which an inexperienced worker is assigned to an experienced mentor who serves as a role model.
  - Adv.?
  - Disadv.?
  - When is it more effective? (p.178)
- ***Coaching*** is a one-on-one relationship where a consultant helps an executive improve performance.
 - Is it effective? (p. 179)
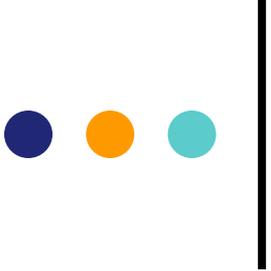
Evaluation of the Training Program

- Once training programs have been implemented, the evaluation of their effectiveness is very important.
- The first step in evaluation is to determine criteria of training effectiveness.
- Four types are typically used:
  - Reaction criteria
  - Learning criteria
 - Behavioral criteria
  - Results criteria

Evaluation of the Training Program

- The *pretest-posttest design* is a common (but inadequate) means of assessing a program in which measures of criteria are collected both before and after a training intervention–allowing for a comparison of changes in learning or work behaviors.

- However, this method is inadequate because of the lack of a good comparison group.
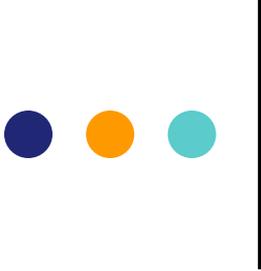
Evaluation of the Training Program

- Better evaluation designs use both a training group and a comparison, or control, group that is not subjected to the training program.

- A very complex and sophisticated evaluation design is the ***Solomon four-group design***, which uses two training groups and two control groups.
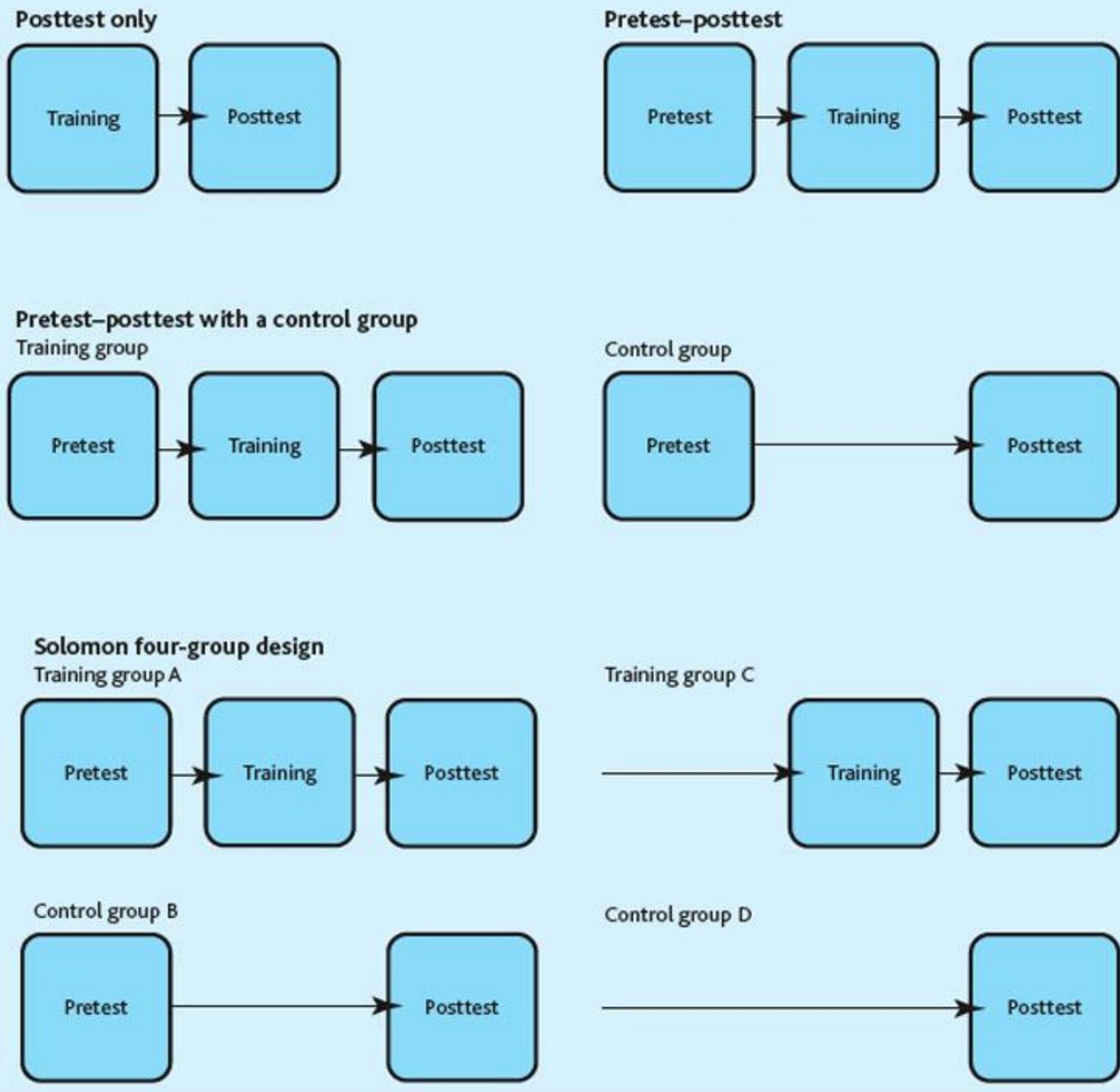
FIGURE 6.2
Four Methods for Evaluation of Training Programs

Equal Employment Opportunity Issues in Employee Training

- Employee diversity and certain legal issues must be considered in the design and implementation of training programs.

- Training or educational prerequisites and the training programs themselves must not unfairly discriminate on the basis of ethnicity, age, sex, or disability.

Classroom Exercise ☺

- **1st group**
  - You are the owner of a theatre ☺
  - You need to increase the actors' and actresses' performance

- **2nd group**
  - You are the owner of a football team (Galatasaray) ☺
  - You need to increase the football players' performance

  - ***The both groups need to come up with a training schedule including at least three of the training methods we have talked about.***