

## Chapter 7 Orientation and training

### -Employee orientation

- Providing a new group of employees with the basic background of the firm
- Company's vision and mission is promoted first
- Also referred as employee socialization

### -Reality shock

### -Matters covered in the orientation

### -The training process

#### -Training

- Process of teaching new employees the basic skills they need to perform a job
- It can be training on the industry laws pertaining the firm

#### -Advantages of training

- Helps the employees to become flexible
  - Business is more dynamic and volatile
- Training earns employees' commitment
- An employee can become multi-skilled through cross training

### -Five step training and development process

#### -Need analysis

- Identify specific job skills requested to perform well in the job

#### -Instructional design

- Come up with a blue print of the program

- Validation
  - Validate the training before a representative audience
- Implementation
- Evaluation and follow up
  - Four criteria involves

### Training and learning

- Provide the trainees with the synopsis of the training materials
- Use as many visual aids as possible
- Second phase of training
  - Identify the feature of machines in a step by fashion
- Third phase of training
  - Motivate the trainees
  - Provide positive reinforcement when applicable
    - E.g. saying job well done
  - Let the trainees learn at their own pace but promote speed
- Legal aspects of training
  - Training must be bias free and offer equal opportunity
  - If we have few numbers of women and minority then be prepared to answer why there is few
  - Avoid negligent training
- Training needs analysis
  - Involves two phases to identify the training needs
- Task analysis
  - Detailed study of a job to identify the skills required for the job so that an appropriate training can be devised

- Performance analysis
- Other ways to identify training needs are
  - Task analysis: Assessing the training needs of new employees
    - Common practice of businesses is to hire inexperienced employees for lower echelon jobs and train them at company's expense
  - Task analysis record form
    - It supplements the current job description and specification with a form outlines job and sub tasks into different criteria in columns
  - Column 1, task list
    - E.g.
  - Column 2, how often performed
  - Column 3, Quantity, quality standards
  - Column 4, Performance conditions
    - Stressful and noisy floor, too many client calls may distract
  - Column 5, Skills required
  - Column 6, Where best learned

-On the job training (OJT)

- Training a person to do a job while working at it
- Every employee gets some level of on the job training

-Job rotation is another type of OJT

-Apprenticeship training

-Advantages of OJT

-Step-by-step job instruction approach

-Preparation of the learner

-Presentation of the operation

- Explain quality and quantity requirements

-Performance tryout

- Have the trainees go through the job several times

-Follow up

- Gradually decrease supervision

-Lectures

- It's a good quick way to train a large number of people

-Some guidelines for lectures

- Don't start out the wrong foot

- Control, your hands

- Quality of your voice

-Audiovisual technique

-Use of films, close circuit TV, videotapes, etc.

-Advantages

-A picture is worth of thousand words

-Reduce the cost of moving employees from place to place

-Teletraining

-Videoconferencing

-Vestibule or simulated training

-It is a necessity when the trainees life will be at risk or the equipment is extremely costly

-Advantages of simulators

-Training for international business

-Here would be expatriates are trained for overseas assignments

-Cultural awareness program

-Language training