Chapter 7  Orientation and training

- Employee orientation
  - Proving 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 though 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