



UNIT-4

Training and Development

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Get new employees off to a good start.

Unit 4

Training and Development

After the Interview

Post-Interview Checklist

After the interview, you should:

- Rate the candidate
- Gather the list of references
- Develop a reference check guide
- Check references

Rating Techniques

Most of these steps are pretty self-explanatory, but let's take a closer look at rating candidates.

Use a matrix.

It's important to be as objective as possible when rating candidates. A simple matrix, listing candidates and skills, can help.

	Grade 12	Computer Skills	Service Experience
Joe	Y	Y	N
Sue	Y	Y	N
Bob	Y	N	Y

Rate candidates against the standard, not each other.

It's important not to compare candidates against each other and that the process is as objective as possible.

Rate individually but arrive at consensus.

Wait until after all the interviews to discuss your conclusions with the other interviewers. Of course, it's okay to change your rating if you sincerely change your mind, but the point of having several interviewers is to ensure a fair, unbiased process.

Employee Orientation and On boarding

Why Have Orientation?

Companies spend a lot of time and money recruiting and hiring new employees. Once the hiring decision has been made, many managers feel their job is done. Once the new employee arrives for work, there is very little formal attention paid to reinforce the notion that the employee made the right decision and that they have come to a well-organized, well-run company.

The orientation program actually begins during the interview process, as interviewers give the employee some sense of what the organization is like. The orientation continues either planned or unplanned when the employee arrives at work. The employee is making up their mind about what type of company this is and whether they will want to continue working here.

Most employees arrive for work that first day full of enthusiasm and determined to do a good job. Sure, they are a little bit nervous, but they are confident everything will work out. A poorly-planned or non-existent orientation program will cost the organization more money in the long run and perhaps make the new employee another turnover statistic. You also need to remember the importance of providing an orientation for part-time employees. Over the long term your organization loses if they don't feel you recognize them as a part of the team.

Orientation

This is the initial exposure to the company that takes place in the first couple of weeks on the new job. It is how you share your policies and procedures, introduce the new person, and help them get up and running in the new environment. It can include on the job training, short safety courses, as well as any certifications that need to be secured as the employee starts their new job. (Things like defensive driving, first aid, and company specific tools and software could be included here.)

Onboarding

Onboarding starts during orientation, and can go on for as long as 18-24 months. This is the training and engagement process that helps to link the person to the organization, and where there is an exchange of their value and growth being productive for the company. Onboarding can include a plan for professional development, training, and succession within the new company.

Test Your Knowledge

How Did Your Orientation Rate?

Think back to your first day on the job with your current company. Read each statement and check True or False as it relates to the orientation you received.

Statement	True	False
I was made to feel welcome.		
I was introduced to other members of my workgroup.		
My boss paid attention to me and made me feel welcome.		
My orientation seemed well planned.		
Company benefits were well explained on the first day.		
My office or workspace was set up and waiting for me.		
I received a tour of the organization by a qualified person.		
All the necessary paperwork and forms were available and I received assistance to complete them properly.		
I received a copy of relevant information such as the Employee Handbook, Operations Manual, etc.		
I learned about the company's history and future plans.		
My supervisor reviewed my job description with me and outlined his/her expectations of me.		
I was invited to lunch that first day with my boss or some other key person.		
I met people from other departments.		
I was able to observe colleagues at work before starting a task.		
I was given a specific job assignment, along with instruction or training.		
Office hours, dress code, sick leave, and other policies were explained to me.		
I was shown the necessary systems (telephone, computer, etc.).		
I had opportunities to ask questions.		
Payroll policies (and withholdings) were explained to me the first day.		
At the end of the week I felt like a member of the team.		

Scoring

How did your orientation rate?

- **18-20 True:** Your orientation was outstanding.
- **15-17 True:** Your orientation was above average.
- **11-14 True:** Your orientation was average orientation.
- **10 or Less True:** You have an opportunity to help your organization improve its orientation process.

Test Your Knowledge

Think back to your first day on the job. Now, consider how you can use those memories to make improvements to the orientation programs at your company.

Problems to Avoid

There are some common mistakes many managers make when it comes to orientation and onboarding:

- Telling too much at one time
- A failure to use demonstrations and involvement; they just talk at new employees
- Lack of patience
- Lack of preparation
- Not allowing for feedback
- Failure to reduce tension

Test Your Knowledge

How can you avoid these problems?

How have you avoided them?

Planning Training

The Training Cycle

The Five Steps

At some point we will all need to arrange training for our employees. There could be new equipment, changes to our environment, the need for growth in soft skills, or an ability to manage our own selves better.

The training process consists of five steps:

1. What is it the organization needs?
2. What are the priorities?
3. Design the training strategy.
4. Deliver the training.
5. Measure the effect of the training.

Advantages of a Training Needs Assessment (TNA)

In order to determine what the organization needs, you may want to conduct a training needs assessment. A training needs assessment will help you identify what the employees need. They also let employees have their say in the type of training they are to receive.

Training Needs Assessment (TNA) Process



Getting Your Plan Approved

Once you have determined the need for training, you can work with senior management to approve training once you are able to demonstrate the value to the organization (a return on their investment on the training that is recommended), and still give employees the feeling they have had input. Employees are only likely to benefit from training that they can also see a benefit to.

Internal vs. External Training

Identify some possible advantages and disadvantages of internal and external training.

Internal Training	External Training

Working With External Providers

So you have decided to bring in an external consultant to do training. What criteria should you use?

- Decide what you want ahead of time.
- Depending on the size of your training investment, obtain quotes from multiple providers (three normally) or consider issuing a request for proposals.
- Invite more than one provider to present to you.
- Check references, either from within your own organization or elsewhere.
- Ensure you meet with people you will be working with, not just sales people in the training organization.
- If possible, go observe the trainer while they are training.

- Select the best option for your money.

Once you have chosen a provider, get the most return for your investment.

- Get to know your consultants.
- Meet with your selected provider.
- Make sure you know what they expect from you and your organization in the way of support.
- Brief the provider on the background to the organization and the business outcomes you are working toward.
- Give them clear indications of timeframes and any other relevant information.
- Give clear guidance for the task. Set the success criteria.
- Do a follow-up interview. You may have feedback for them about the session, and they may have things they want to tell you about the training session.

Further Reading:

