FSS-325
Students Notes

Lectures Related
To
Training and Development
IMPORTANCE OF TRAINING
AND DEVELOPMENT

“IT IS ANY ATTEMPT TO IMPROVE CURRENT
OR FUTURE EMPLOYEE PERFORMANCE BY
INCREASING AN EMPLOYEE’S ABILITY TO
PERFORM.”
R. Schuler, 1997

“DON’T TELL A MAN HOW TO DO A THING.
TELL HIM WHAT YOU WANT DONE, AND
HE’LL SURPRISE YOU BY HIS INGENUITY.”
General George Patton

IMPORTANCE OF TRAINING
AND DEVELOPMENT

- To make the organization more productive and efficient
- To benefit society as a whole
- To increase employees’ commitment to the organization
THREE PHASES OF TRAINING AND DEVELOPMENT

1. Assessment — Determining training and development needs

2.

3. Evaluation — How successful was the training and development effort and what can be improved

DETERMINING TRAINING AND DEVELOPMENT NEEDS

ORGANIZATIONAL NEEDS ANALYSIS

●

— This is where the expectation of employees are defined

JOB NEEDS ANALYSIS

●

● What are the needed role behaviors of employees

PERSON NEEDS ANALYSIS

●

● There are a number of ways to measure this
  — Competency-based assessment
  —
  — Self-assessment
  —

DEMOGRAPHIC NEEDS ANALYSIS

● Trends in job and person needs

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TRAINING AND DEVELOPMENT IMPLEMENTATION

SELECTING THE RIGHT PEOPLE AND PROGRAMS

- Who conducts the training

- How training is going to be conducted
  - On the job training under the direction of a supervisor

WHERE WILL TRAINING AND DEVELOPMENT BE DONE

- On site but not on the job
  - Many educational tools and techniques (videos, Interactive video training, telecommunication, lectures, etc)

- Off the job

ACHIEVING RESULTS FROM TRAINING AND DEVELOPMENT PROGRAMS

- The instructions must be clearly understood
  - What is the desired behavior

- Use methods that help the learning process
  - Active participation
  - Enactive mastery
  - Practice and more practice
Implement programs that maintain performance after training
- Development of learning points
- Set specific goals
- Follow-up

NEW AREAS OF EMPHASIS IN TRAINING

- Globalization
  - Making employees aware of the global market
  - Training expatriates

- Training customers

- Business ethics

- Diversity management

- Change process
OTHER CONSIDERATIONS IN TRAINING
AND DEVELOPMENT

LEGAL CONSIDERATIONS
- Are the training practice discriminatory?
  - Are the same opportunities for all in training?
  - Do some get more challenging assignments?
  - Do only white males do the evaluate training results?

INTERNATIONAL DIFFERENCES
- Japan has more extensive training with heavy focus on company socialization