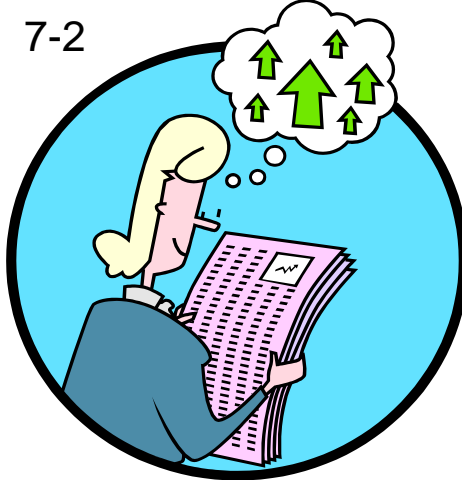


Training

- The systematic process of altering the behavior of employees in a direction that will achieve organization goals
- Training is related to present job skills and abilities
- Training has a current orientation
- Helps employees master specific skills and abilities needed to be successful



Why Training Is Booming

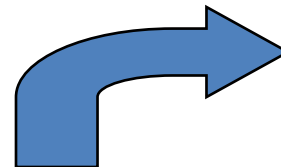
- NOT just technical training any more – over \$19 billion spent last year on outside training
 - Team building
 - Decision making
 - Communication
 - Customer service
 - Technology and computer skills
- Training helps management meet strategic goals

Goals of Training and Development

- Removing performance deficiencies
- increasing productivity
- enhancing work force flexibility
- increasing commitment
- lowering absenteeism and turnover

Orientation Day

- **Employee orientation** provides new employees with basic background information
- Programs may range from brief, informal introductions to lengthy, formal courses



Sample orientation day checklist

UCSDHealthcare NEW EMPLOYEE DEPARTMENTAL ORIENTATION CHECKLIST <small>(Return to Human Resources within 15 days of hire)</small>			
NAME:	HIRE DATE:	SSN:	JOB TITLE:
DEPARTMENT:	SECT. DATE:	DEPARTMENTAL FREQUENCIES COMPLETED BY:	
TOPIC:	DATE REVIEWED	N/A	
I. HUMAN RESOURCES INFORMATION			
a. Departmental Attendance Procedures and UCSD Healthcare Work, Time & Attendance Policy	_____	_____	_____
b. Job Description Manual	_____	_____	_____
c. Annual Performance Evaluation and Peer Feedback Process	_____	_____	_____
d. Performance Period Information	_____	_____	_____
e. Approvals of Time Code Requirements	_____	_____	_____
f. Annual TB Testing	_____	_____	_____
g. License and/or certification Renewals	_____	_____	_____
II. DEPARTMENT INFORMATION			
a. Organizational Structure (Department Chart, Mission Statement)	_____	_____	_____
b. Departmental Job Area Specific Policies & Procedures	_____	_____	_____
c. Customer Service Procedures	_____	_____	_____
d. CQI Efforts and Progress	_____	_____	_____
e. Time and Effort Plan	_____	_____	_____
f. Equipment/Supplies	_____	_____	_____
• Radio issued	_____	_____	_____
• Radio Page tested	_____	_____	_____
• Other _____	_____	_____	_____
g. Mail and Storage Codes	_____	_____	_____
III. SAFETY INFORMATION			
a. Departmental Safety Plan	_____	_____	_____
b. Employee Safety/Spill Reporting Procedures	_____	_____	_____
c. Hazard Communication	_____	_____	_____
d. Substance Control/Waste Disposal	_____	_____	_____
e. Attendance at annual Safety Fair (mandatory)	_____	_____	_____
IV. UTILITIES INFORMATION			
a. Emergency Protocol	_____	_____	_____
b. Mechanical Systems	_____	_____	_____
c. Water	_____	_____	_____
d. Medical Gas	_____	_____	_____
e. Patient Room	_____	_____	_____
• Bed	_____	_____	_____
• Stairwell	_____	_____	_____
• Restroom	_____	_____	_____
• Nurse Call System	_____	_____	_____
V. SECURITY INFORMATION			
a. Code Page Assignment	_____	_____	_____
b. Code Date Assignment	_____	_____	_____
c. Code Book - Accession Procedures	_____	_____	_____
d. Code 10 - Bomb Threat Procedures	_____	_____	_____
e. Departmental Security Measures	_____	_____	_____
f. UCSD Emergency Number (911) or 911	_____	_____	_____

*This generic checklist may not constitute a complete departmental orientation or assessment. Please check any additional and specific orientation material for placement in the employee's DR file.

This list was obtained on the state from above.

Source: UCSDHealthcare. Used with permission.

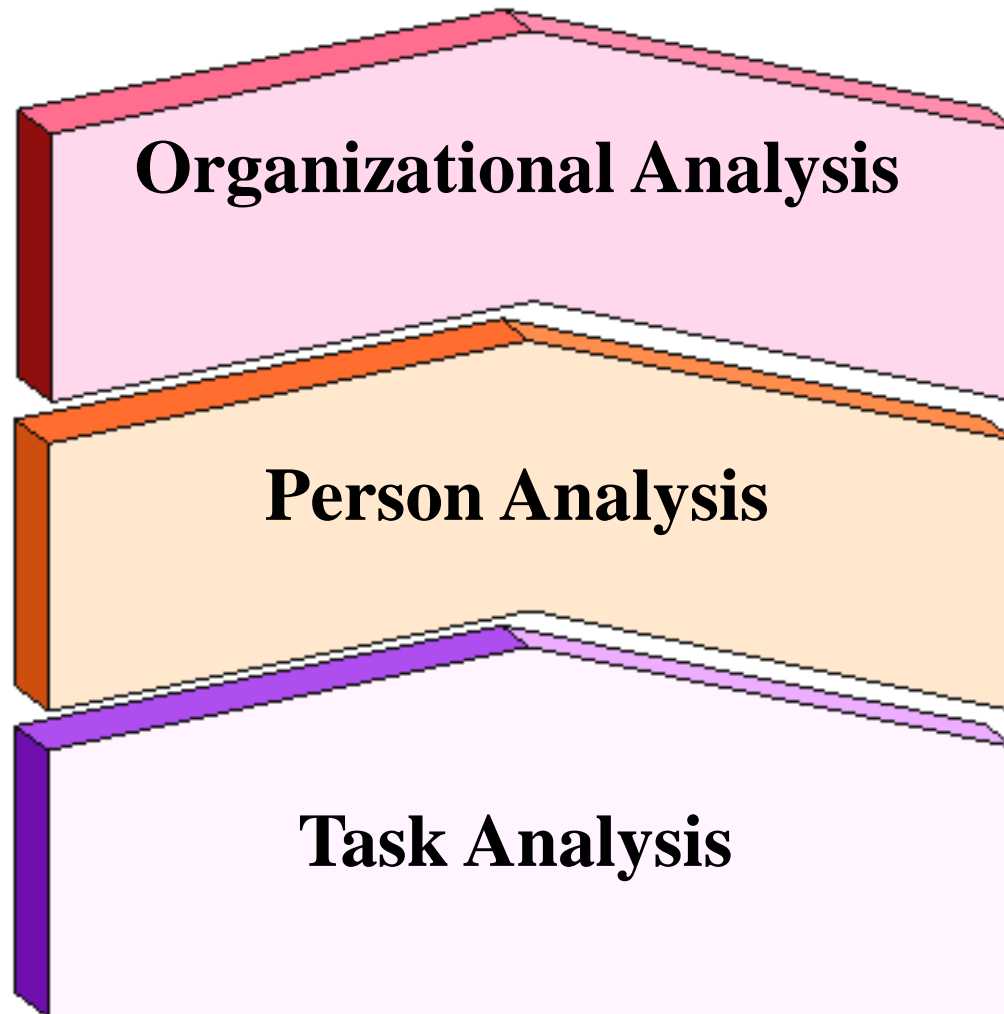
Reasons for Orientation

- Lower turnover
- increased productivity
- improve employee morale
- lower training costs and saves time
- facilitates learning
- reduce new employee's anxiety and hazing
- develop realistic expectations

Why Orientation Is Important

- Orientation explains basics – often provided in an employee handbook
- Rules and policies are often discussed
- Makes new employee feel at ease
- Describes the organization – the big picture
- Defines expected work behavior
- Socializes new employee in company's ways

Needs Assessment



Analyzing Training Needs

- Determine required training
 - New employees
 - Current employees
- *Task analysis* and *performance analysis* are the two main ways to identify training needs



Task Analysis



- **Task analysis** - a detailed study of a job to identify the specific skills required
- Job descriptions and job specifications are used

- A **task analysis record** form lists 6 types of information used to determine training requirements

▼ TABLE 7-11 Task Analysis Record Form

Task List	When and How Often Performed	Quantity and Quality of Performance	Conditions Under Which Performed	Skills or Knowledge Required	Where Best Learned
1. Operate paper cutter	4 times per day		Noisy pressroom; distractions		
1.1 Start motor					
1.2 Set cutting distance		±tolerance of 0.007 in.		Read gauge	On the job
1.3 Place paper on cutting table		Must be completely even to prevent uneven cut		Lift paper correctly	On the job
1.4 Push paper up to cutter				Must be even	On the job
1.5 Grasp safety release with left hand		100% of time, for safety		Essential for safety	On the job but practice first with no distractions
1.6 Grasp cutter release with right hand				Must keep both hands on releases	On the job but practice first with no distractions
1.7 Simultaneously pull safety release with left hand and cutter release with right hand					
1.8 Wait for cutter to retract		100% of time, for safety		Must keep both hands on releases	On the job but practice first with no distractions
1.9 Retract paper				Wait till cutter retracts	On the job but practice first with no distractions
1.10 Shut off		100% of time, for safety			On the job but practice first with no distractions
2. Operate printing press					
2.1 Start motor					



Performance Analysis

- **Performance analysis** – verify that there is a deficiency and decide if it can be fixed
- Sample performance deficiencies:
 - Doesn't meet sales quotas
 - Too many plant accidents
- Set specific objectives

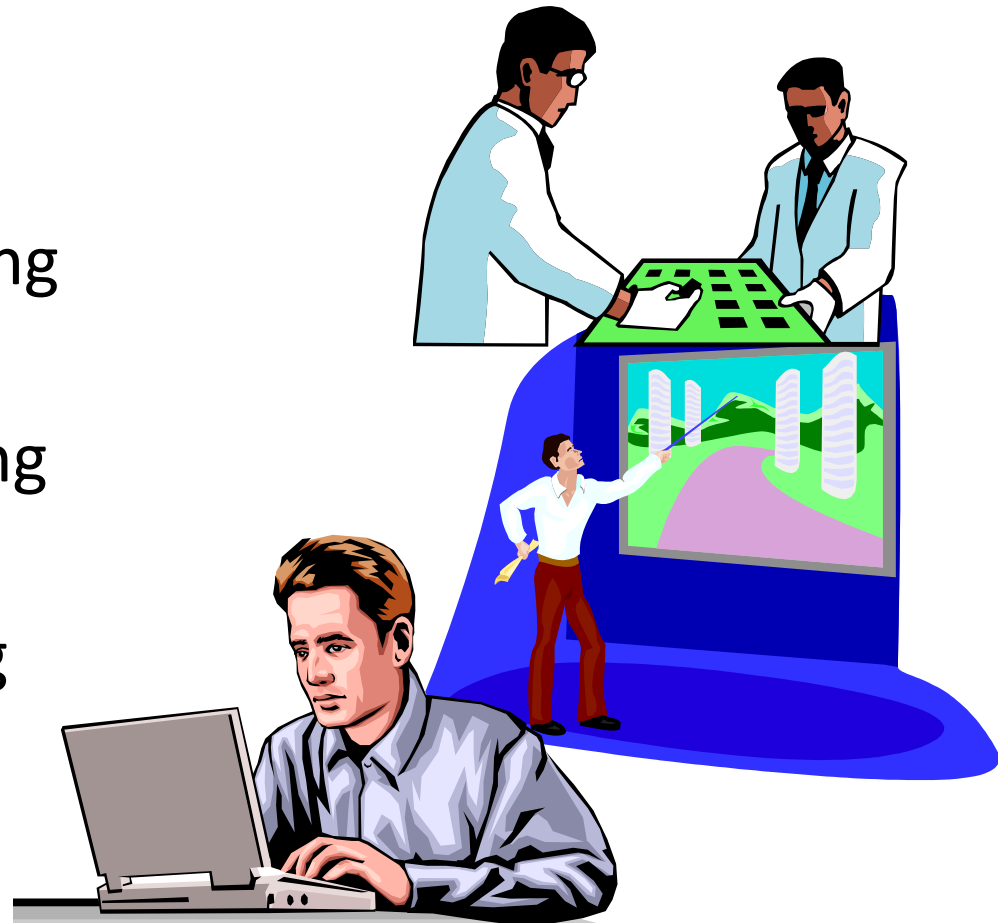
Four Ways to Determine Employees' Needs for Training:

1. Observe employees
2. Listen to employees
3. Ask supervisors about employees' needs
4. Examine the problems employees have

Traditional Training Methods

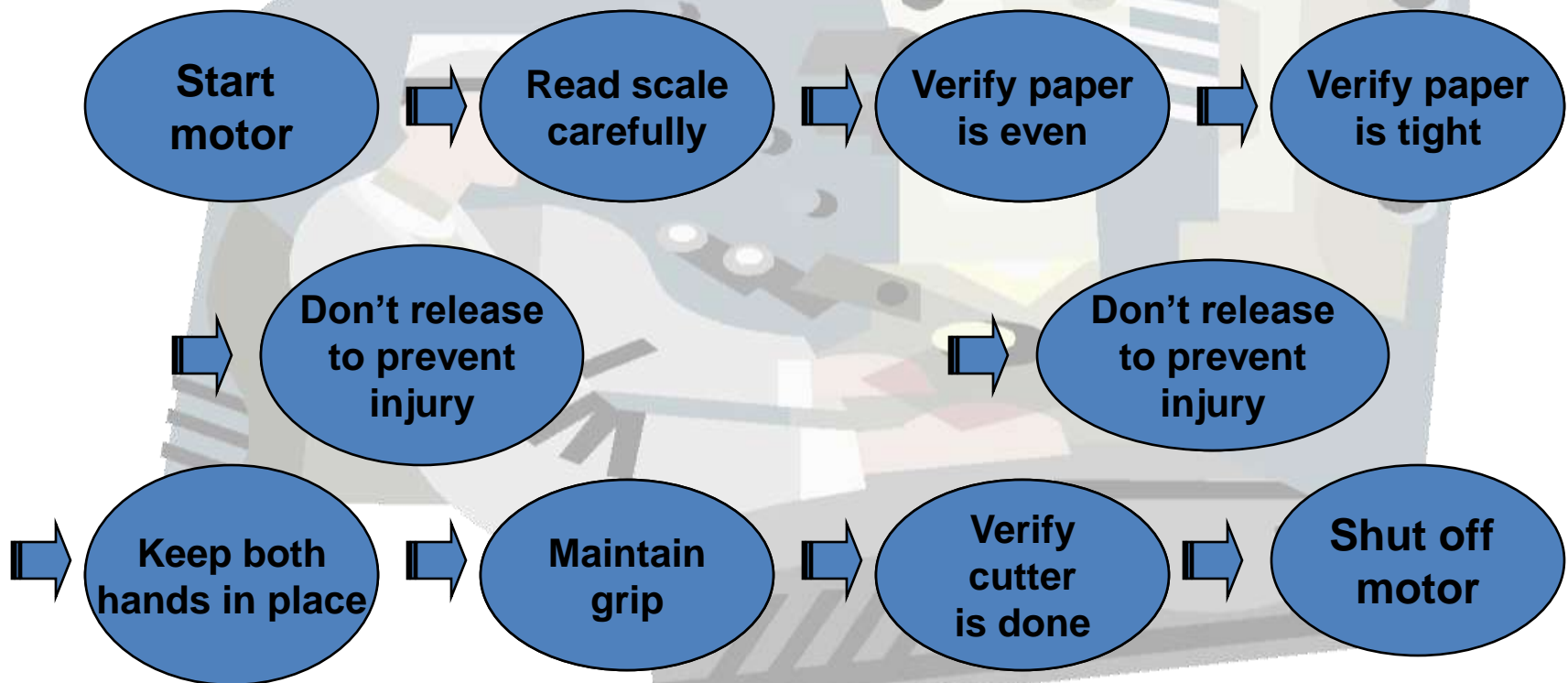


- On-the-job training
- Apprenticeship training
- Informal learning
- Job instruction training
- Lectures
- Programmed learning
- Audiovisual tools
- Simulated training



Job Instruction Training

List each step in order with key steps



Managerial Off-the-job Training

- The case study method
- Games
- Seminars
- University programs
- Role playing
- Behavior modeling - 4 steps
- In house development



Goals of Training (1 of 2)

- Training validity
 - Did the trainees learn skills or acquire knowledge or abilities during the training?
- Transfer validity
 - Did the knowledge, skills, and abilities learned in training lead to improved performance on the job?

Goals of Training (2 of 2)

- Intraorganizational validity
 - Is the job performance of a new group of trainees in the same organization that developed the program comparable to the job performance of the original training groups?
- Interorganizational validity
 - Can a training program that has been validated in one organization be used successfully in another firm?