Training and Development

M.COM PART-1
PAPER-VIII (HRM)
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Agenda

- The Socialization Process.
- Employee Orientation.
- Employee Training
- Employee Development.
- Organization Development.
- Evaluation of Training Program.

Introduction

- *Socialization, training* and *development* are all used to help new employees adapt to their new organizations and become fully productive.

- Ideally, employees will understand and accept the behaviors desired by the organization, and will be able to attain their own goals by exhibiting these behaviors.

1. The socialization Process

- **Socialization**
  - A process of adaptation to a new work role.
  - Adjustments must be made whenever individuals change jobs
  - The most profound adjustment occurs when an individual first enters an organization.
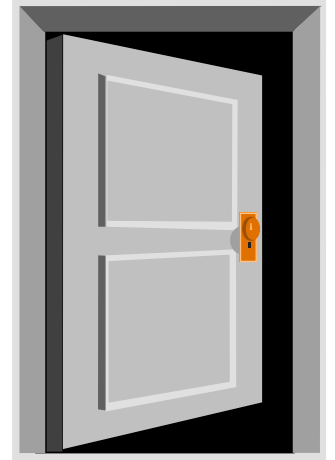
1. The socialization Process

The assumptions of employee socialization:

- – Socialization strongly influences employee performance and organizational stability

- – Provides information on how to do the job and ensuring organizational fit.

- – New members suffer from *anxiety*, which motivates them to learn the values and norms of the organization.
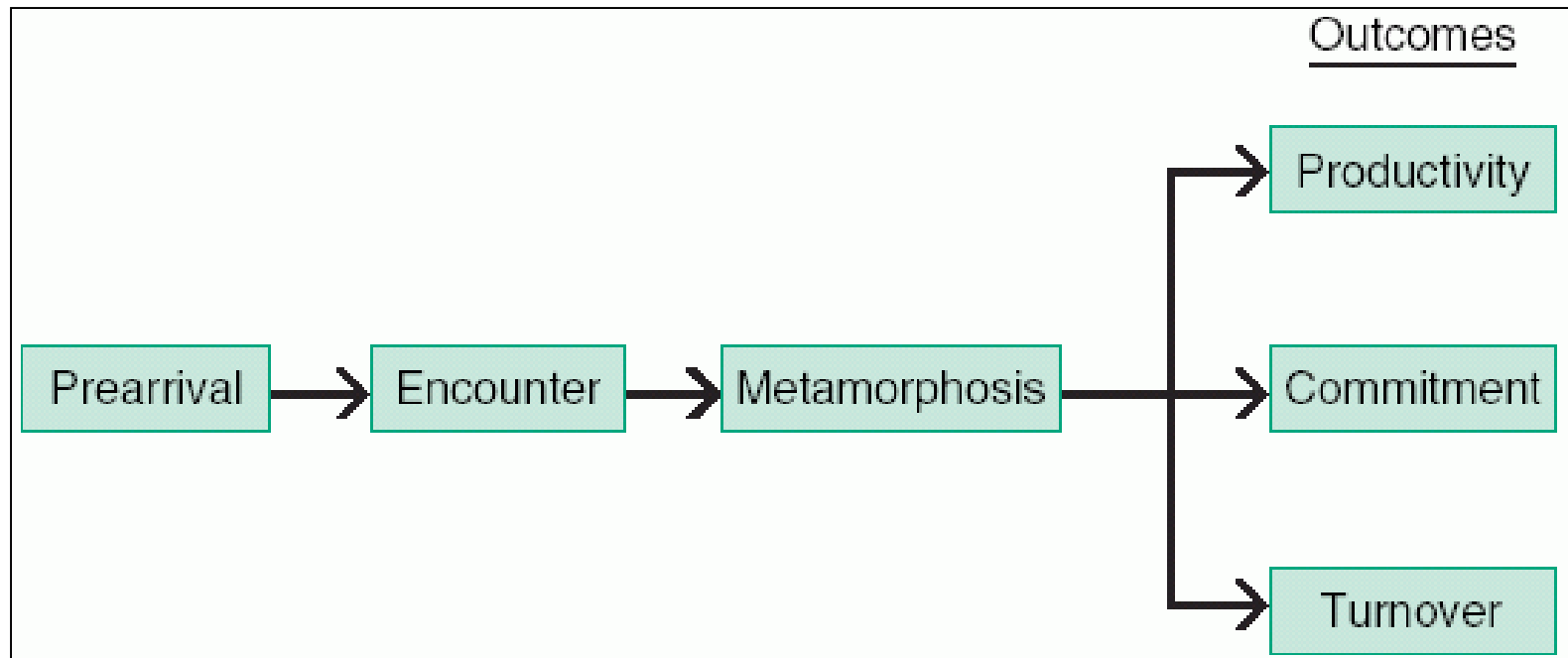
1. The socialization Process

The assumptions of employee socialization:

- Socialization is influenced by subtle and less subtle statements and behaviors exhibited by colleagues, management, employees, clients and others.
- Individuals adjust to new situations in remarkably similar ways.
- All new employees go through a settling-in period.
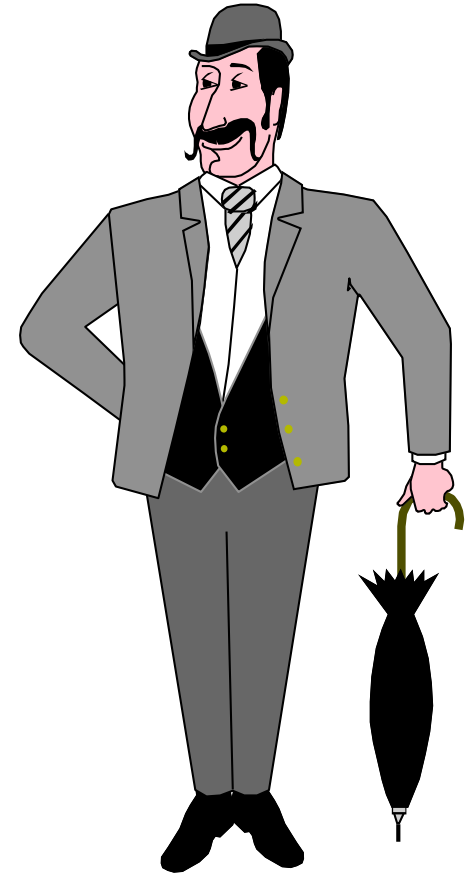
1. The socialization Process

A Socialization Process

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The Socialization Process

– **Prearrival stage**:
Individuals arrive with a set
of values, attitudes and
expectations which they
have developed from
previous experience and
the selection process.

1. The socialization Process

- The Socialization Process
  - **Encounter stage**: Individuals discover how well their expectations match realities within the organization.
  - Where differences exist, socialization occurs to imbue the employee with the organization's standards.

1. The socialization Process

The Socialization Process

- **Metamorphosis stage**: Individuals have adapted to the organization, feel accepted and know what is expected of them.

2. New-Employee Orientation
Purpose

- Orientation may be done by the supervisor, the HRM staff or some combination.

- Formal or informal, depending on the size of the organization.

- Covers such things as:
  - The organization's objectives
  - History
  - Philosophy
  - Procedures
  - Rules
  - HRM policies and benefits
  - Fellow employees

2. New-Employee Orientation

- Learning the Organization's **Culture**
  - Culture includes long-standing, often unwritten rules about what is appropriate behavior.
  - Socialized employees know how things are done, what matters, and which behaviors and perspectives are acceptable.

2. New-Employee Orientation
## *Roles*

The CEO's Role in Orientation

- Senior management are often visible during the new employee orientation process.

- CEOs can:
  - Welcome employees.
  - Provide a vision for the company.
  - Introduce company culture -- what matters.
  - Convey that the company cares about employees.
  - Allay some new employee anxieties and help them to feel good about their job choice.

2. New-Employee Orientation

HRM's Role in Orientation

- *Coordinating Role*: HRM instructs new employees when and where to report; provides information about benefits choices.

- *Participant Role*: HRM offe its assistance for future employee needs (career guidance, training, etc.).
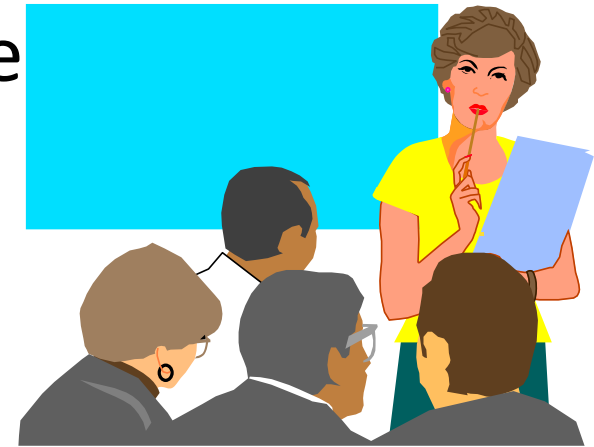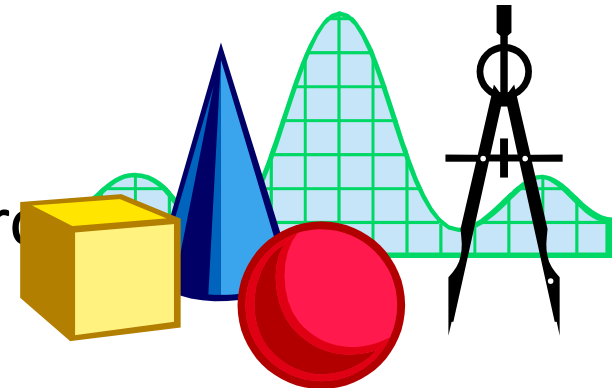
3. Employee Training

Definitions

- *Employee training*

  a learning experience designed to achieve a relatively permanent change in an individual that will improve the ability to perform on the job.
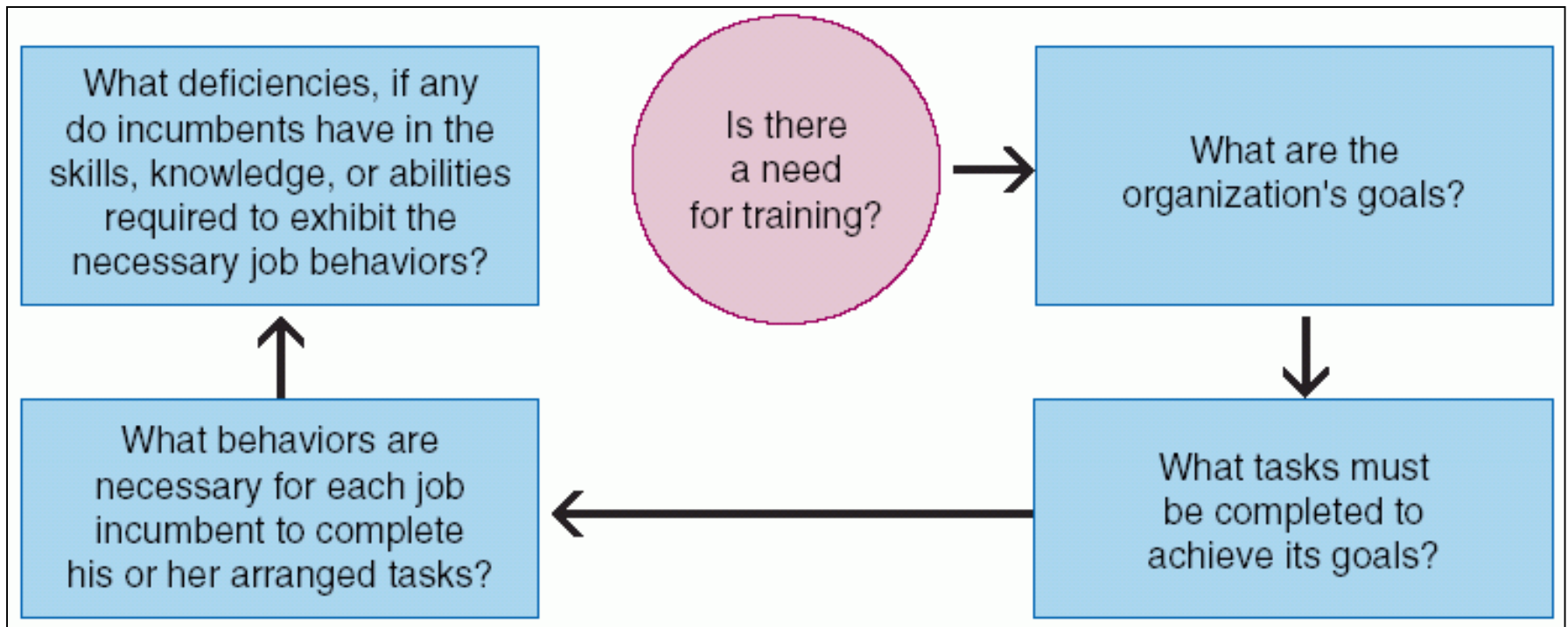
- *Employee development*

  future-oriented training, focusing on the personal growth of the employee.

3. Employee Training

Determining Training Needs

4. Methods of Employee Training

- **On-the-job training methods**
  - Job Rotation
  - Understudy Assignments
- **Off-the-job training methods**
  - Classroom lectures
  - Films and videos
  - Simulation exercises
  - Vestibule training
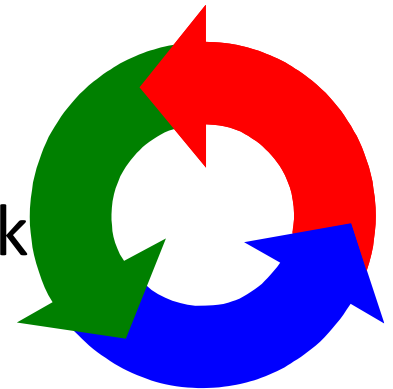
5.Employee Development

- This future-oriented set of activities is predominantly an educational process.

- All employees, regardless of level, can benefit from the methods previously used to develop managerial personnel.

5.Employee Development

Employee development methods

- *Job rotation* involves moving employees to various positions in the organization to expand their skills, knowledge and abilities.

- *Assistant-to positions* allow employees with potential to work under and be coached by successful managers.

6. Employee Development Methods

Employee development methods
- *Committee assignments* provide opportunities for:
  - decision-making
  - learning by watching others
  - becoming more familiar with organizational members and problems
- *Lecture courses and seminars* benefit from today's technology and are often offered in a distance learning format

6. Employee Development Methods

Employee development methods

- *Simulations* include case studies, decision games and role plays and are intended to improve decision-making.

- *Outdoor training* typically involves challenges which teach trainees the importance of teamwork.
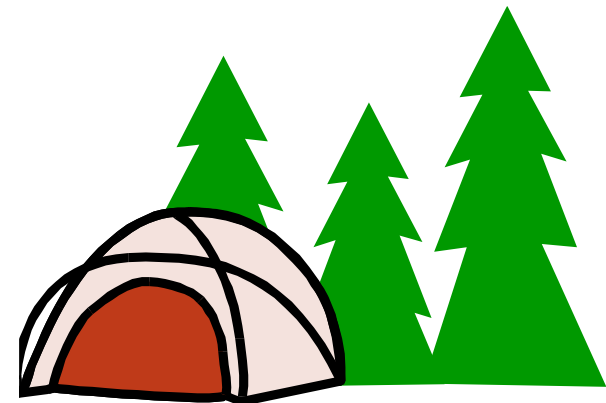
7. Organization Development

- What is change?
- OD efforts support changes that are usually made in four areas:
  - The organization's systems
  - Technology
  - Processes
  - People

7. Organization Development

- Two metaphors clarify the change process.
  - The calm waters metaphor describes *unfreezing* the status quo, *change* to a new state, and *refreezing* to ensure that the change is permanent.
  - The white-water rapids metaphor recognizes today's business environment which is less stable and not as predictable.

8. Evaluating Training and Development Effectiveness

Evaluating Training Programs:

- Typically, employee and manager opinions are used,
  - These opinions or reactions are not necessarily valid measures
  - Influenced by things like difficulty, entertainment value or personality of the instructor.
- Performance-based measures (benefits gained) are better indicators of training's cost-effectiveness.