

Employee Training



Difference Between Training and Organization Development

- Training
 - Individual-based
 - Shorter-term focus
- Organization Development
 - Organizational/group based
 - Longer-term focus

The Role of Training Money Spent of Training

- Organizations spend billions on training each year
 - \$55.8 billion in 2006
 - \$51.1 billion in 2005 (Dolezalek, 2005)
 - \$51.4 billion in 2004 (Dolezalek, 2004)
 - \$51.3 billion in 2003 (Galvin, 2003)
- Training costs (ASTD, 2006)
 - 2.34% of payroll
 - \$1,273 per employee (an increase from \$955 in 2005)
 - 32 hours of training per employee per year (an increase from 26 in 2004)
- Need to consider
 - Direct costs
 - Indirect costs
 - Hidden costs

The Role of Training
Goals

- Improve performance by increasing
 - Self-awareness
 - Knowledge
 - Skill
 - Motivation

The Role of Training
Global Types of Training

- Basic skills
- Technical skills
- People skills
- Personal effectiveness
- Organizational maneuvering

The Role of Training
Roles

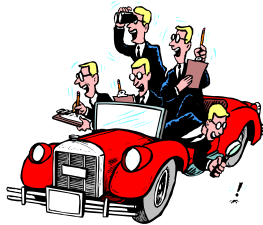
- Selection
- Skill enhancement
- Performance management
- Organization development
- Human factors and ergonomics

Training Steps

- Determine training needs
- Develop training program
 - Establish goals and objectives
 - Choose best training method
 - Prepare the training
 - Motivate employees
 - Conduct the training
- Evaluate training success



Needs Assessment



What is a Training Need?

- Discrepancy between actual performance and
 - An ideal
 - A norm
 - A minimum
 - A desired state
 - An expected state

Analysis of Need

Four Key Questions

- What are we trying to accomplish?
- Why do we think there is a need for our training program?
- Is there an actual need for our training program?
- Is our idea for a training program practical?



Analysis of Need

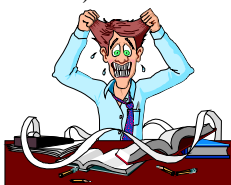
What are We Trying to Accomplish?

- Do we have a particular need in mind or are we trolling for unmet needs in general?
- Is the dog wagging the tail or is the tail wagging the dog?
- What is the real goal?
 - To help others?
 - To justify our job?

Analysis of Need

Why Do We Think There is a Need?

- Normative Need (Expert opinion)
- Felt Need (Client/employee opinion)
- Expressed Need (requests for services)
- Comparative Need
 - Surveys
 - Comparative data



Source: Royce et al. (2006)

Analysis of Need

Is There an Actual Need for our Program?

- Is there actually a problem or unmet need?
- Are there existing programs trying to solve the problem?
- Are there enough potential clients to justify a program?

Needs Analysis

- Organizational Analysis
- Task Analysis
- Person Analysis



Organizational Analysis

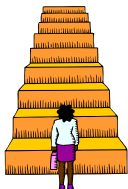
- Goals and objectives
- Economic analysis
- Organizational climate
 - Employee readiness
 - Attitudes
 - Time
 - Commitment
 - Management support
- Resource analysis



Analysis of Need

Is the Program Practical?

- Will people participate in the program?
- Are the barriers insurmountable?
- Do we have the expertise?
- Do we have the funding?



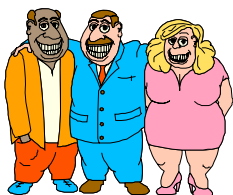
Resource Analysis

- **Funding**
 - How much
- **Staff**
 - Number
 - Skills
 - Availability
- **Physical resources**
 - Office space
 - Phones
 - Computers
 - Vehicles



Identifying Potential Stakeholders

- Funding sources
- Administrators
- Staff
- Community groups
- Politicians
- Businesses
- Unions
- Current, past, and future clients



Task Analysis

- Job analysis identifies
 - Tasks
 - Conditions under which tasks are performed
 - KSAOs needed to perform tasks under those conditions
- Task analysis identifies how tasks are learned
 - Expected at time-of-hire
 - Easily taught on-the-job
 - Current training program
 - No training

Example of a Task Analysis

Task	How task is learned
Answer customer questions about rates	Basic rate charts
Process customer transactions	Basic teller training
Calm irate customers	
Check loan applications for accuracy	Loan processing course
Ask customers to complete VISA applications	
Input customer transactions into the computer	Basic teller training
Answer customer questions about services	Basic teller training

Person Analysis

- Performance appraisal scores
- Surveys
- Interviews
- Skill and knowledge tests
- Critical incidents



Person Analysis Exercise

	Data Input	Drawer Accuracy	Cross-Selling	Friendliness	Attendance	Services Knowledge	Names
Walberg	5	2	3	5	5	2	5
Hogan	4	5	1	5	5	4	1
Woolery	5	4	4	5	5	5	3
Lodge	5	5	2	4	5	4	5
Lange	5	4	2	5	5	1	4
Eubanks	5	2	2	5	5	5	5
Kopplitz	4	5	4	5	5	2	4
Electra	4	5	1	3	5	3	4
Gunn	4	1	1	2	1	3	2
Hardwick	5	4	3	5	5	1	2

Field Crew Member
Riverbend Nursery
Riner, Virginia

Job Summary

Field crew members are responsible for pulling plants that are to be delivered to customers. Crew members inspect the quality of the plants to be pulled, ensure the plants are properly tagged, unload plants at the loading dock, and replace plants that had been pulled with new plants.

Work Activities

Check Truck for Proper Functioning

- Read oil and gas gage
- Report low oil and gas to maintenance

Gather Empty Flats

- Read order to identify which flat sizes are needed (32, 15, or 6 plants per flat)
- Stack flats in truck to fill throughout the day

Pull Plants/Fill Flats

- Identify location of plants in the nursery
- Drive to location with truck and empty flats
- Place gloves on hands if notified by safety sign on front of greenhouse
- Fill flats as specified on the order
- Check quality of plants (the health of top, bottom, and sides of the plants)
- Notify head grower if crop of plants has quality problems

Tag/Price Plants

- Place proper tag on each plant
- Place proper price on each plant

Fill Truck/Unload Order

- Place flats with pulled plants on truck bed
- Secure flats with bungee cord
- Drive plants to the dock
- Unload flats at the dock
- Refill truck with empty flats

Double Check Order

- Check to verify entire order has been pulled
- Check for tag on each plant
- Confirm proper quality of pulled order

Replenish Plants

- Pull younger plants from alternate greenhouse to emptied house
- Refill plants that were pulled for order

Other Duties

- Water plants when temperature is hot
- Report tags that need be ordered to office

Tools and Equipment Used

- Truck
- Tags
- Bungee cords
- Flats
- Gloves (or other specified clothing for safety)

Job Context

The field crew member works on one of two shifts. The first shift works Monday through Thursday and the second shift works Tuesday, Wednesday, Friday, and Saturday. Both shifts start at 7:00 a.m. Both shifts work until at least 5:30 p.m., up to as late as 9:00 p.m., depending on the season and month. Notification of specific closing time may not be known until halfway through the current workday. The months most common to working late hours include but are not limited to March through May, the peak season.

Physical stress can be high in this position due to the time spent squatting, carrying heavy flats, and the amount of work that must be completed each day. In addition, a field crew member will spend most of the day in dirty surroundings. A field crew member must be prepared to work in all environmental conditions, including but not limited to extreme cold, extreme heat, rain, and snow. A field crew member will also need to withstand entering one extreme temperature to another when entering and exiting the greenhouses.

Compensation and Compliance Information

Evaluation and Performance

The performance of the field crew member is reviewed by the team lead and the head grower.

Competencies

Upon Hire

- Detail oriented
- Ability to carry up to 30 pounds
- Willingness to work in extreme weather conditions
- Ability to bend, stoop, and squat

After Hire

- Knowledge of species of plants
- Knowledge of the location of each plant
- Familiarity with the nursery and its layout
- Skill to recognize a poor quality plant
- Can read or decipher order form in English