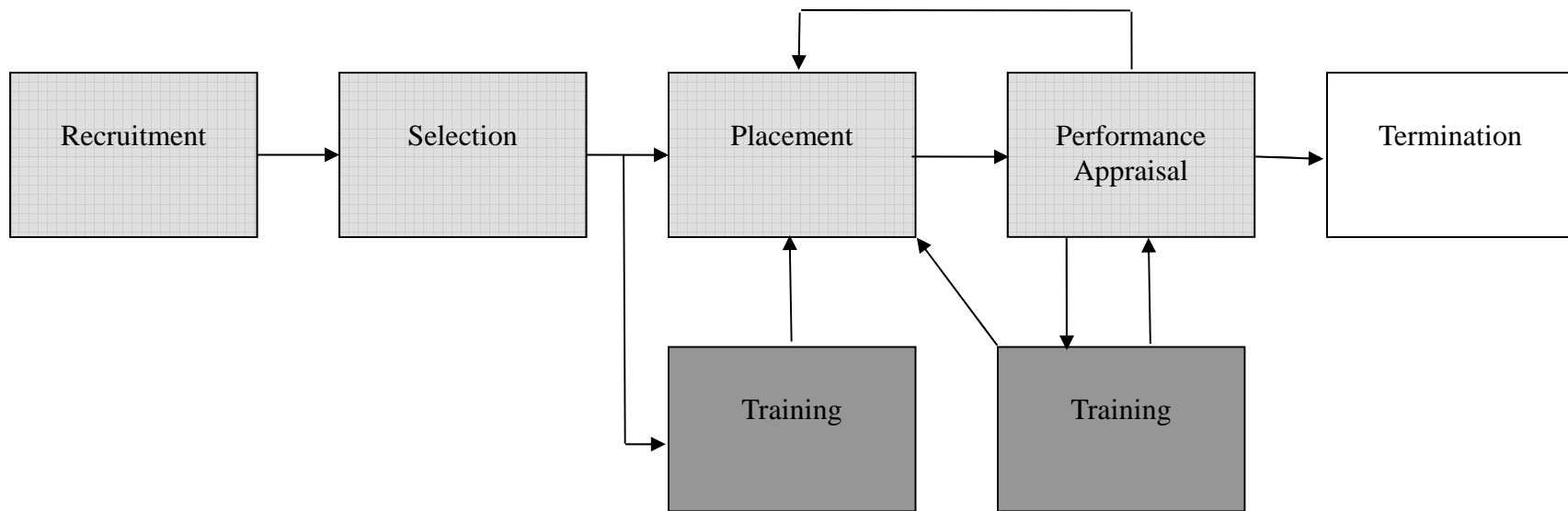


TRAINING AND DEVELOPMENT IN ORGANIZATIONS

Personnel Psychology – subfield of I/O psychology focusing on the management of human resources

- Recruitment ✓
- Selection ✓
- Placement ✓
- Psychometrics ✓
- Individual differences ✓
- Criterion development ✓
- Performance appraisal ✓
- Training and development
- Team selection and training ✓
- Legal issues - Equal Employment Opportunity, Title VII, CRA 1991 ✓

Applicant/employee flow through and interactions with various PERSONNEL systems



**“For lack of training, they lacked knowledge.
For lack of knowledge, they lacked confidence.
For lack of confidence, they lacked victory.”**

- Julius Caesar

Training and Development

- the systematic acquisition of skills, rules, concepts, or attitudes that result in improved performance in another environment
- two ways to deal with the necessity of training
 - seek trainable personnel
 - adopt a continuous learning environment

Why does training occur

- organization
 - selection procedures are not perfect ➡ so, we train to correct problems individuals have with performance
 - new employees may lack necessary KSA's to perform job
 - socialization
 - jobs and organizations change
- individual
 - people desire skills training ➡ internal demands to be trained; periodic training may also be part of the union contract

Alternatives to training

- use better or more valid selection systems, better recruitment programs, etc.
- job can be redesigned or modified; break job down into easier less complex components, simplifying it in the process
- employ human engineering or the development of technical aids

Contributions to organizational goals

- reduces costs
 - labor costs
 - costs of materials and supplies
 - costs of managing personnel activities
 - costs of efficiently servicing customers
- enhance and maintain competitive advantage

Benefits to the individual

- training provides an adequate opportunity to learn the job's duties and responsibilities; for employees on a piece-rate, they are likely to earn more if they are well trained
- trained employees are also more marketable for higher-level jobs

Train for:

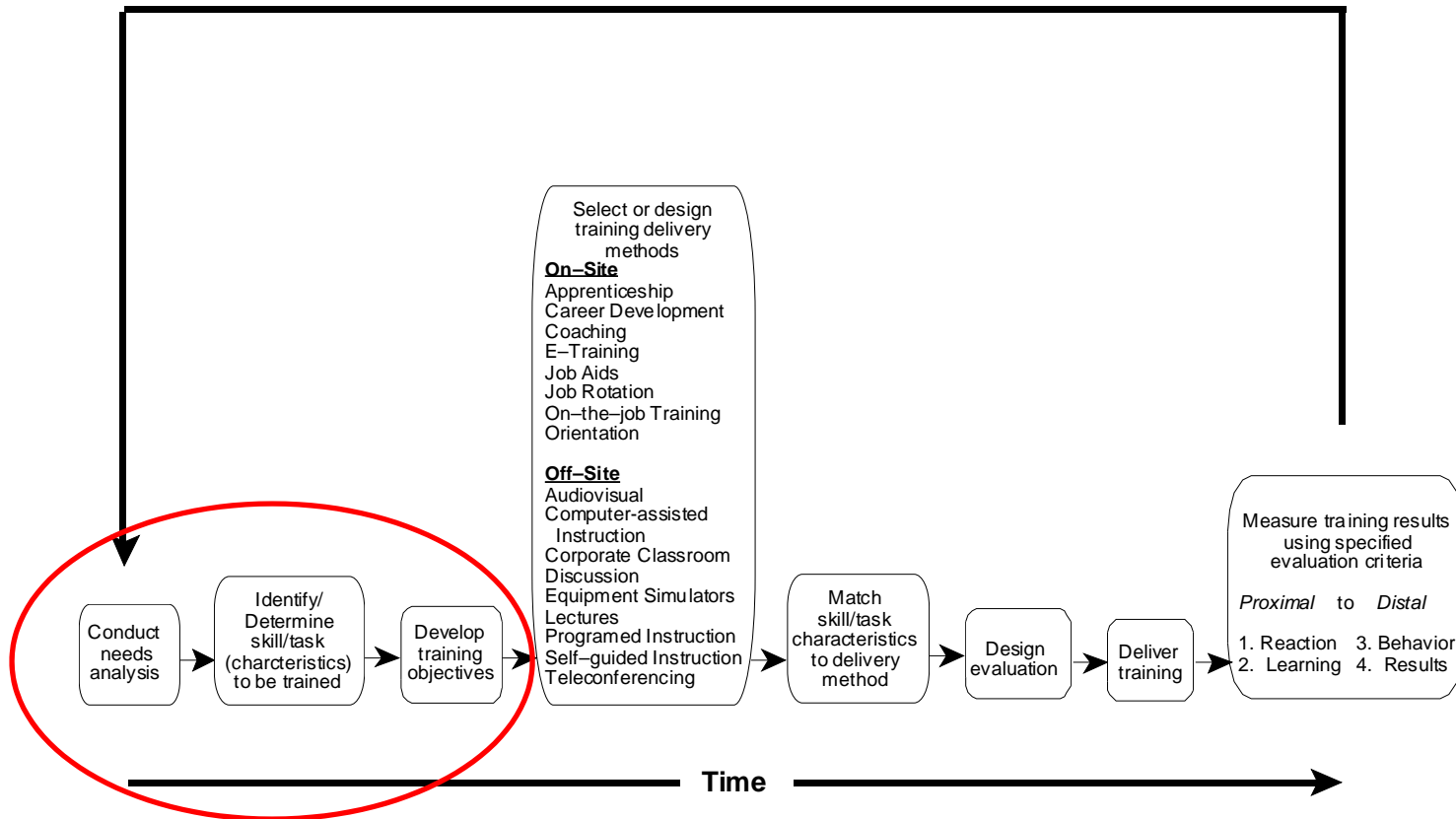
- motor skills
 - manipulation of physical environment based on certain patterns of bodily movements
- cognitive skills
 - acquisition of mental or attitudinal factors
- interpersonal skills
 - enhancing interactions with other people

Training and development phases

- needs analysis (needs assessment)
- pretraining ➡ the learning environment and instructional design
- training methods ➡ design
- delivery and implementation
- posttraining ➡ evaluation

Needs analysis

Design of personnel training: Training design and evaluation model

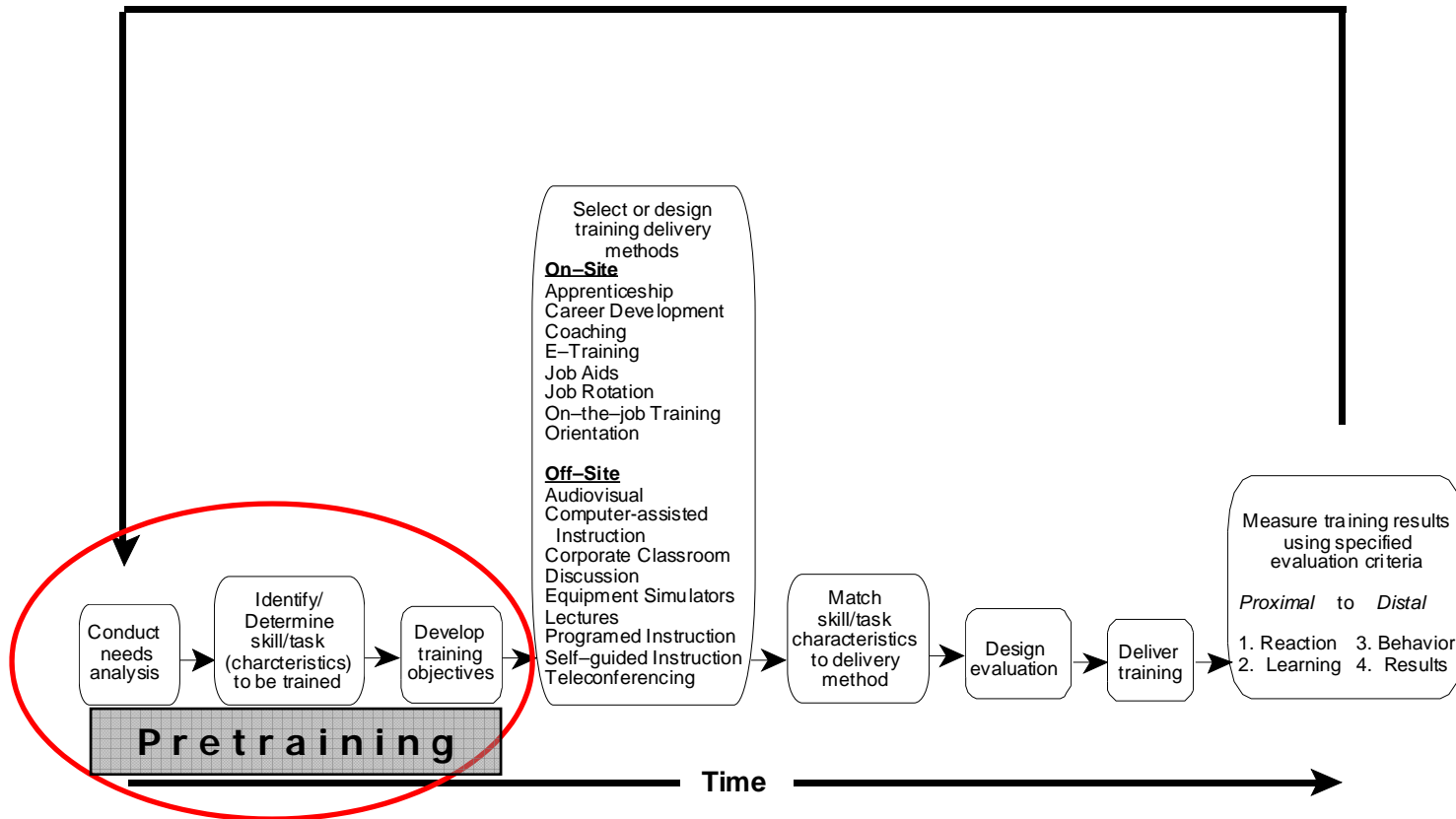


Needs analysis (needs assessment)

- assessing training needs
- determining the training objectives
- three levels
 - organization analysis (where?)
 - task analysis (what?)
 - person analysis (who?)

Pretraining

Design of personnel training: Training design and evaluation model



Pretraining: Principles of learning and instructional design

- feedback ➡ knowledge of results
- identical elements ➡ transfer
- reinforcement
- practice
 - active
 - overlearning
 - spacing
 - distributed vs. massed
- ATIs

Pretraining: Training “facilitators”

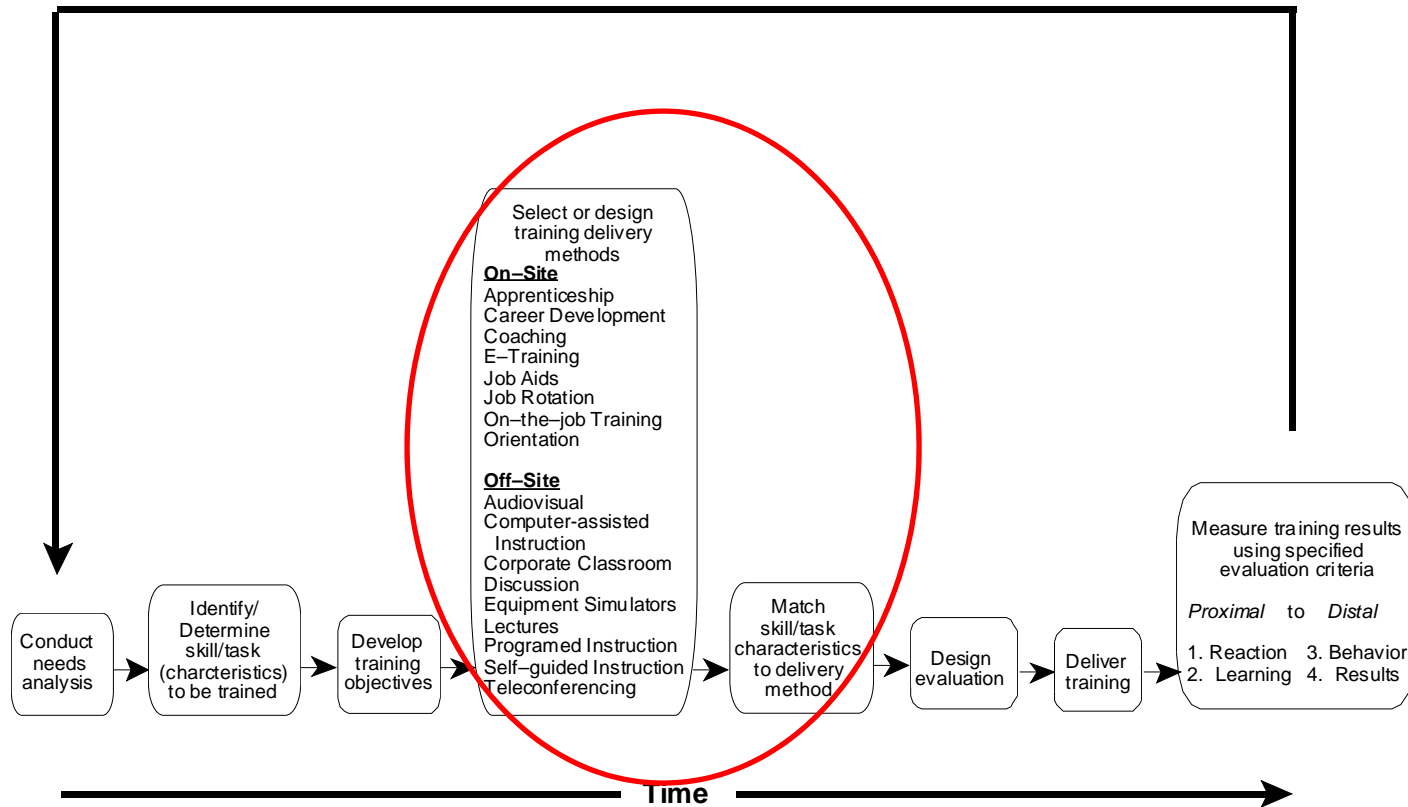
- goal setting
 - moderate to difficult (attainable)
 - commitment
 - specific
 - proximal
- behavior modeling
 - mastery experiences
 - vicarious experiences
 - verbal persuasion
 - physiological states or emotional activation

Pretraining: Motivation to learn

- favorable work environment
 - sufficient resources and organizational support (opportunity to perform?)
- belief that others' assessments are accurate
- self-efficacy ➡ belief in own ability to master training content
- belief that training will lead to valued outcomes
- learning orientation
 - performance
 - mastery or learning
- provide RJP of training activity

Training methods & techniques

Design of personnel training: Training design and evaluation model



Training methods

- on-site methods
 - apprenticeship
 - career development
 - coaching
 - e-training, e-learning, or web-based training
 - job aids
 - job rotation
 - on-the-job training
 - orientation

Training methods

- off-site methods
 - audiovisual
 - computer-assisted instruction
 - corporate classroom
 - conferences
 - discussion
 - e-training, e-learning, or web-based training
 - equipment simulators
 - lectures
 - programmed instruction
 - self-guided instruction
 - role playing

Management development

- individuals learning to perform managerial roles
- 90% of organizations offer this training
- training includes
 - personal skills
 - interpersonal skills
- derailment ➔ managerial failure
- glass ceiling

Cultural diversity training

- training designed to promote awareness of differences and appreciation of differences
- **goal** ➔ reduce barriers that constrain employees contributions to organizational goals and personal development
- attitude or behavioral change
- expatriate training

Safety training

- share info
- avoid accidents
- form safety committee
- educate staff
- train associates
- **y**ou can make a difference

Sexual Harassment Training

- unwelcome sexual advances, requests for sexual favors, and other verbal and physical conduct of a sexual nature that impedes on one's ability to work
- two kinds of sexual harassment
 - quid pro quo
 - hostile environment

Mentoring

- when a more experienced employee advises a new person at the beginning of their career or tenure with the organization
- multiple phases
- psychosocial and job-related dimensions of the relationship
- formal vs. informal
- same sex or race

Team training

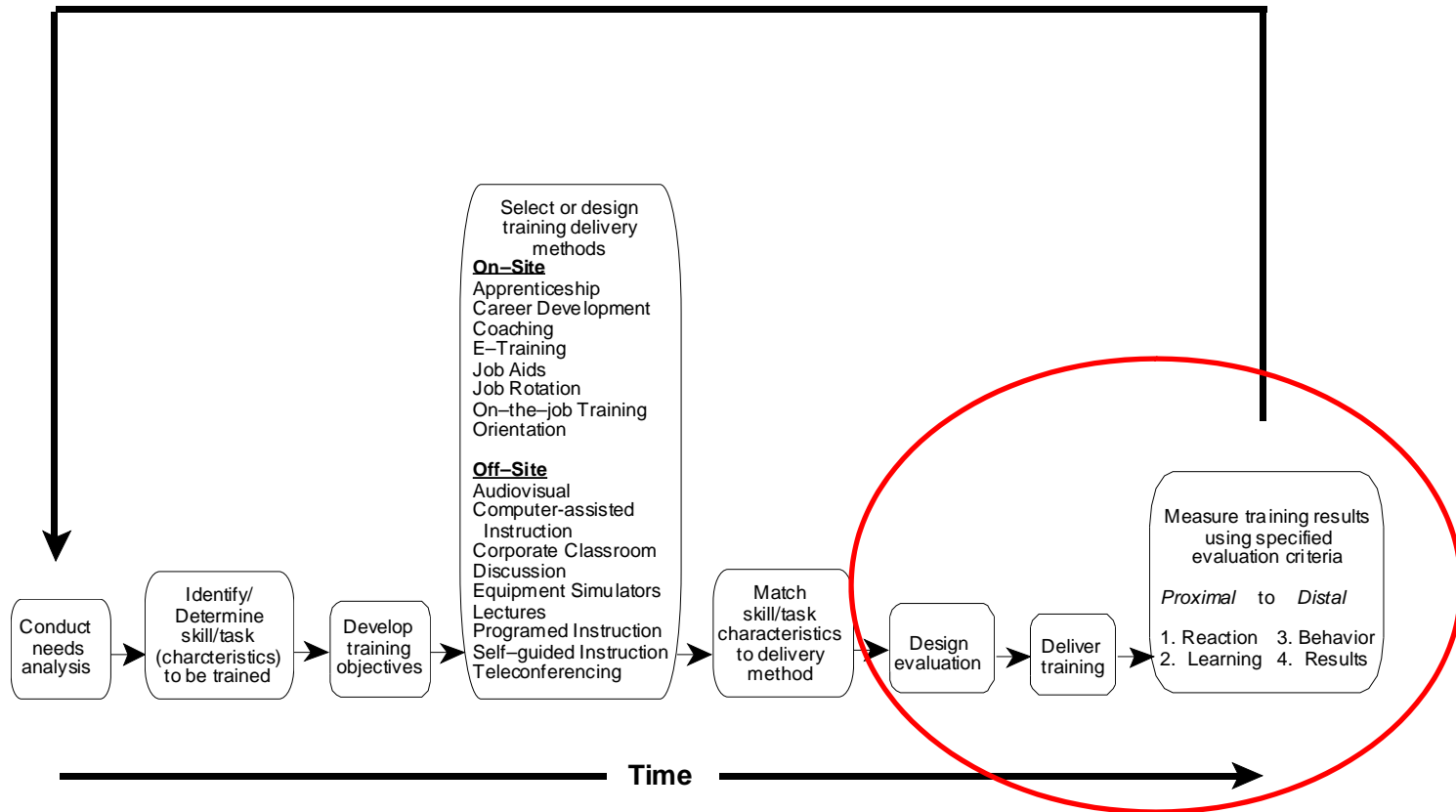
- team ➡ group of individuals who are working together interdependently toward a common goal
- teamwork vs. taskwork
- two foci
 - performance of team as a collective (i.e., team performance)
 - performance of individuals within the team (i.e., individual performance)
 - cooperative learning

Team training

- Training partners make a difference
 - ability
 - personality
- individual differences
 - ATIs?
- effectiveness metrics
 - performance
 - mental models
 - team interdependence

Training effectiveness

Design of personnel training: Training design and evaluation model

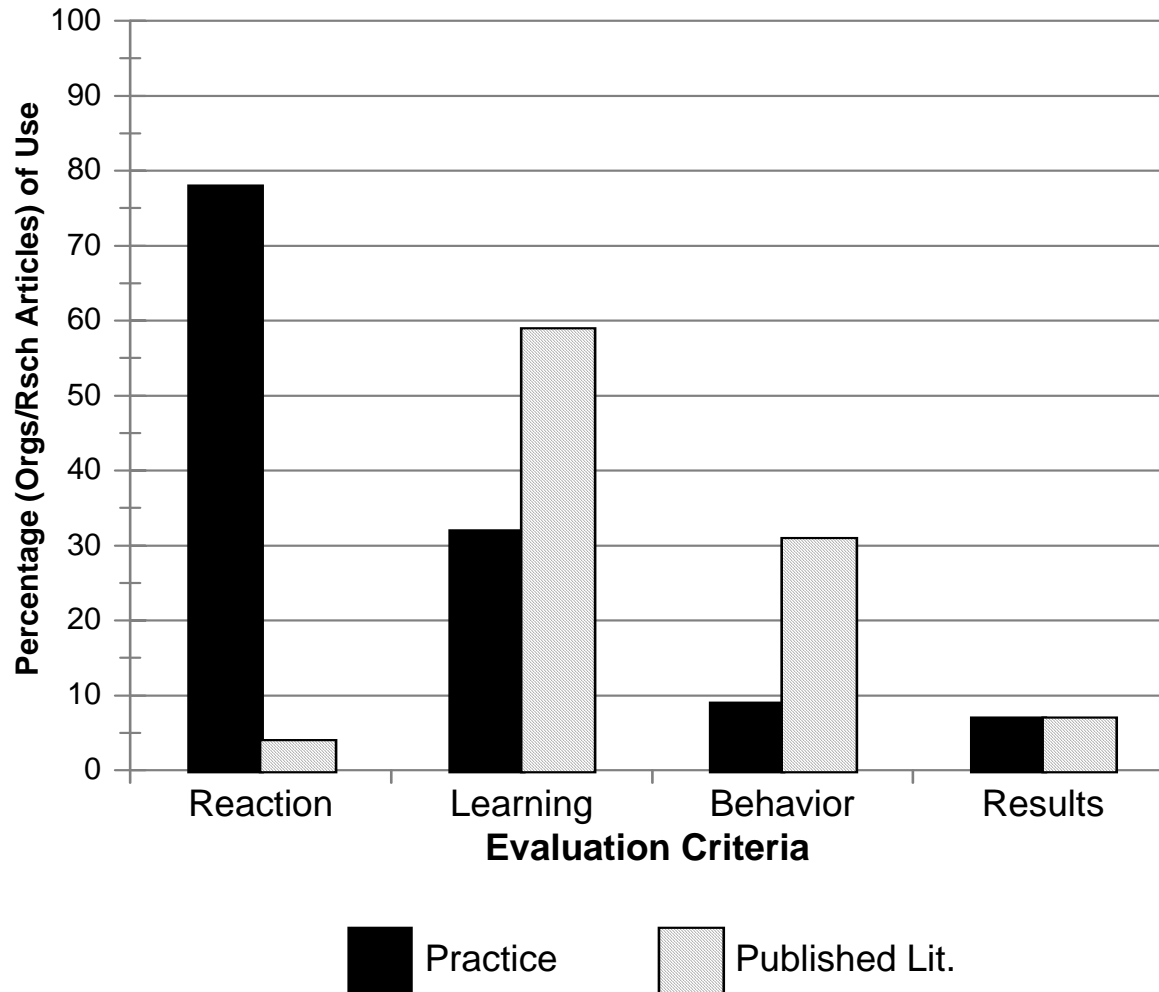


Training outcomes or criteria

- effective for what?
- criteria (Kirkpatrick)
 - reaction
 - learning
 - knowledge (declarative and procedural)
 - mental models
 - self-efficacy
 - behavioral
 - results

Training effectiveness

Use of different evaluation criteria in organizations (Van Buren & Erskine, 2002 [ASTD]) vs. published scientific research (Arthur, Bennett, Edens, & Bell, 2003)



Transfer of training

- extent to which trainees effectively apply KSAs acquired in a training context back on the job
- generalization ➡ immediate transfer
- maintenance ➡ long-term transfer
- skill loss and decay

Transfer of training

- skill loss and decay
 - overlearning
 - opportunity to perform
 - task characteristics
 - retention measurement and assessment

Types of training validity

- training validity ➡ did they trainees master what they were supposed to learn? (Level II)
 - extent to which training program enhances trainees' knowledge and skills
- transfer validity ➡ were the trainees able to do better on the job as a result of training (Level III)
 - extent to which training leads to improvements in job performance (or in some other context or skill)
- intraorganizational validity ➡ does the training work across groups of people in the same organization?
 - extent to which training program works for other workers in the same company
- interorganizational validity ➡ does the training work for people in other organizations?
 - extent to which training program works in other organizations

Requirements for effective training

- top management committed
- training tied to business strategy and objectives
- training is comprehensive and systematic
- commitment to invest necessary resources

Training enhancements

- goal setting
 - moderate to difficult
 - commitment
 - complex tasks – participation
 - past experience influences goal level
 - specific and difficult
 - explain how and why
- behavior modeling