Employee Training and Development

Fifth Edition

Raymond A. Noe
The Ohio State University
PART ONE
THE CONTEXT FOR TRAINING AND DEVELOPMENT 1

Chapter One
Introduction to Employee Training and Development 2
Forces Affecting the Workplace Make Training a Key Ingredient for Company Success 2
Introduction 4
What Is Training? 5
Designing Effective Training 7
The Forces Influencing Working and Learning 10
  Economic Cycles 10
  Globalization 11
  Increased Value Placed on Intangible Assets and Human Capital 13
  Focus on Link to Business Strategy 17
Changing Demographics and Diversity of the Work Force 17
Talent Management 21
Customer Service and Quality Emphasis 25
New Technology 29
  High-Performance Models of Work Systems 31
Snapshot of Training Practices 34
  Training Facts and Figures 34
  Training Investment Leaders 36
  Roles, Competencies, and Positions of Training Professionals 38
  Who Provides Training? 40
  Who Is in Charge of Training? 41
  Preparing to Work in Training 42
Organization of This Book 43
Key Terms 44
Discussion Questions 44
Application Assignments 45
Case: Zappos: Facing Competitive Challenges 46
Endnotes 47

Chapter Two
Strategic Training 52
McCormick & Company Uses Strategic Training to Spice Up Business Results 52
Introduction 54
The Evolution of Training’s Role 55
  Movement from Training as an Event to Learning 57
The Strategic Training and Development Process 58
  Identify the Company’s Business Strategy 59
  Identify Strategic Training and Development Initiatives That Support the Strategy 62
  Provide Training and Development Activities Linked to Strategic Training and Development Initiatives 65
  Identify and Collect Metrics to Show Training Success 67
Organizational Characteristics That Influence Training 68
  Roles of Employees and Managers 68
  Top Management Support 70
  Integration of Business Units 71
  Global Presence 71
  Business Conditions 72
  Other Human Resource Management Practices 73
  Extent of Unionization 74
  Staff Involvement in Training and Development 75
Training Needs in Different Strategies 76
Models of Organizing the Training Department 79
  Faculty Model 80
  Customer Model 81
  Matrix Model 82
  Corporate University Model (Corporate Training Universities) 82
  Business-Embedded Model 86
Marketing the Training Function 89
Outsourcing Training 91
Summary 92
Key Terms 93
Discussion Questions 93
PART TWO
DESIGNING TRAINING 101

Chapter Three
Needs Assessment 102

Needs Assessment at NetApp 102
Introduction 103
Why Is Needs Assessment Necessary? 103
Who Should Participate in Needs Assessment? 105
Methods Used in Needs Assessment 107
The Needs Assessment Process 109
Organizational Analysis 110
Person Analysis 113
Task Analysis 123
Competency Models 127
Scope of Needs Assessment 131
Needs Assessment in Practice 131
Summary 132
Key Terms 133
Discussion Questions 133
Application Assignments 134
Case: Determining Training Needs at Union Pacific Railroad 135
Endnotes 135

Chapter Four
Learning: Theories and Program Design 138

A Positive Learning Environment Energizes Training! 138
Introduction 139
Learning Theories 141
Reinforcement Theory 141

Social Learning Theory 143
Goal Theories 145
Need Theories 146
Expectancy Theory 147
Adult Learning Theory 148
Information Processing Theory 149
The Learning Process 150
Mental and Physical Processes 150
The Learning Cycle 151
Age Influences on Learning 153
Implications of the Learning Process for Instruction 154
Instructional Emphasis for Learning Outcomes 164
Considerations in Designing Effective Training Programs 165
Selecting and Preparing the Training Site 165
Choosing Trainers 167
How Trainers Can Make the Training Site and Instruction Conducive to Learning 169
Program Design 172
Summary 177
Key Terms 178
Discussion Questions 179
Application Assignments 179
Case: Plastics Make Perfect 181
Endnotes 182

Chapter Five
Transfer of Training 185

Transfer of Training and Knowledge Sharing Are Important for Nonprofits 185
Introduction 186
Training Design 188
Applications of Transfer of Training Theory 188
Encourage Trainee Responsibility and Self-Management 192
Work Environment Characteristics That Influence Transfer 195
Climate for Transfer 195
Manager Support 196
Peer Support 200
Opportunity to Use Learned Capabilities 200
Technological Support 201
Chapter Six
Training Evaluation 215

Training and Leadership Development: A Healthy Investment at Sisters of Charity Providence Hospital 215
Introduction 216
Reasons for Evaluating Training 217
Overview of the Evaluation Process 219
Outcomes Used in the Evaluation of Training Programs 220
  Reaction Outcomes 221
  Learning or Cognitive Outcomes 223
  Behavior and Skill-Based Outcomes 224
  Affective Outcomes 224
  Results 225
  Return on Investment 226
Determining Whether Outcomes Are Appropriate 227
  Relevance 227
  Reliability 228
  Discrimination 228
  Practicality 229
Evaluation Practices 229
  Which Training Outcomes Should Be Collected? 229
Evaluation Designs 231
  Threats to Validity: Alternative Explanations for Evaluation Results 231
  Types of Evaluation Designs 234
  Considerations in Choosing an Evaluation Design 238
Determining Return on Investment 240
  Determining Benefits 242
  Example of a Cost-Benefit Analysis 243
  Other Methods for Cost-Benefit Analysis 244
  Practical Considerations in Determining Return on Investment 245

Measuring Human Capital and Training Activity 247
Summary 248
Key Terms 249
Discussion Questions 249
Application Assignments 250
Case: Evaluating the Returns on Leadership Development at BP 251
Endnotes 252
Case 2 From the Pages of BusinessWeek: On-the-Job Video Gaming 255

PART THREE: TRAINING AND DEVELOPMENT METHODS 257

Chapter Seven
Traditional Training Methods 258

Training at LaQuinta Hotels Helps Delight Guests 258
Introduction 259
Presentation Methods 260
  Lecture 261
  Audiovisual Techniques 262
Hands-on Methods 263
  On-the-Job Training (OJT) 263
  Simulations 270
  Case Studies 271
  Business Games 272
  Role Plays 274
  Behavior Modeling 274
Group Building Methods 277
  Adventure Learning 278
  Team Training 279
  Action Learning 282
Choosing a Training Method 284
Summary 286
Key Terms 287
Chapter Eight
E-Learning and Use of Technology in Training 294

Blended Learning Is the Key to Tasty Donuts and Hot Coffee 294
Introduction 295
Technology's Influence on Training and Learning 297
Technology and Collaboration 298
Technology and Learning Environment 299
Technology and Multimedia 301
Computer-Based Training 303
CD-ROM, DVD, Laser Disk 303
Interactive Video 304
Online Learning: The Internet, Web-Based Training, E-Learning, and Learning Portals 305
Developing Effective Online Learning 310
Needs Assessment 312
Design 312
Technology for Collaboration and Linking 314
Blended Learning 317
Simulations 318
Virtual Reality 320
Virtual Worlds 321
Mobile Technology and Training Methods: iPods, PDAs 322
Intelligent Tutoring Systems 324
Distance Learning 325
Technologies for Training Support 327
Expert Systems 328
Groupware 328
Electronic Performance Support Systems 329
Technologies for Training Administration 330
Interactive Voice Technology 330
Imaging 330
Training Software Applications 330
Learning Management Systems: Systems for Training Delivery, Support, and Administration 331

Why Develop an LMS? 332
Developing an LMS 333
Choosing New Technology Training Methods 334
Summary 337
Key Terms 337
Discussion Questions 338
Application Assignments 338
Case: Cisco Systems Account Managers Are Too Busy for Training 339
Endnotes 340

Chapter Nine
Employee Development 345

Randstad's Partnering Program Develops Employees 345
Introduction 346
Approaches to Employee Development 349
Formal Education 350
Assessment 355
Job Experiences 364
Interpersonal Relationships 371
The Development Planning Process 377
Company Strategies for Providing Development 378
E-Learning and Employee Development 380
Summary 381
Key Terms 381
Discussion Questions 382
Application Assignments 382
Case: Mentoring Is Not Always a Positive Experience 383
Endnotes 383

Chapter Ten
Special Issues in Training and Employee Development 389

Successful Management Requires International Experience 389
Introduction 390
Training Issues Resulting from the External Environment 390
Legal Issues 390
Cross-Cultural Preparation 396
PART FOUR
CAREERS AND CAREER MANAGEMENT 443

Chapter Eleven
Careers and Career Management 444

Managing Careers Helps Accenture Reach Out to Its Virtual Work Force 444
Introduction 445
Why Is Career Management Important? 447
Career Management’s Influence on Career Motivation 447
What Is a Career? 449
The Protean Career 450
Traditional Career versus Protean Career 450
Career Needs and Interests of Different Generations 452
A Model of Career Development 455
Career Stages 456
Career Management Systems 460
Self-Assessment 460
Reality Check 461

Go to page 462
Action Planning 463
Career Management Systems on the Web 465
Roles of Employees, Managers, Human Resource Managers, and the Company in Career Management 466
Employee’s Role 466
Manager’s Role 467
Human Resource Manager’s Role 469
Company’s Role 469
Evaluating Career Management Systems 470
Summary 471
Key Terms 471
Discussion Questions 471
Application Assignments 472
Case: Generation X Values Have Implications for Career Management 473
Endnotes 473

Chapter Twelve
Special Challenges in Career Management 477

Nonwork Lives Are Important Food for Thought 477
Introduction 478
Socialization and Orientation 479
Anticipatory Socialization 479
Encounter 480
Settling In 480
Socialization and Orientation Programs 480
Career Paths, Developing Dual-Career Paths, and Career Portfolios 483
Dual-Career Path 484
Career Portfolio 487
Plateauing 488
Skills Obsolescence 489
Coping with Career Breaks 491
Balancing Work and Life 492
Types of Work-Life Conflict 493
Company Policies to Accommodate Work and Nonwork 493
Identifying Work and Life Needs and Communicating Information about Work and Nonwork Policies and Job Demands 494
Flexibility in Work Arrangements and Work Schedules 495