

Training and mentoring hrm 531



Training and Orientation HRM/531 April 26, 2010 Training and Orientation *

This training program focuses on the need to deliver the knowledge and content of the SGGFEFS Standard Operating Procedures and Employee Manual to the new employee.

** The training program will: 1. Deliver the content in a manner that is both stimulating and memorable for the new employee in the classroom setting through the use of audio and visual aids. 2. Employees will complete a through a mentoring internship where the behavior is modeled. 3.

The employee will demonstrate the practices and behaviors for the mentor prior to written evaluation. 4. Ensure that the employee has access to the material and mentor for reference whenever possible. 5. Verify that the employee has retained the knowledge through a written assessment to be conducted after program completion. ** Performance standards are met when the employee demonstrates knowledge of and abides by the procedures and policies contained in the two manuals for one year or at their annual evaluation.

If a deficiency occurs remediation and/or coaching and counseling should ensue. Disciplinary action should only be used for negligent acts or demonstrated indifference to policy. Performance indicators are specific and enumerated in the annual evaluation. ** Mentoring Content – The program will be delivered in multiple phases with a goal of completion within four months.

* Phase I ??“ Didactic & Discussion * The didactic phase will give an overview of the material and why it is crucial to the operation of the organization.

Classroom lecture and interactive modules will teach the meaningfulness of the material to the students. The presenter must involve every attendee by calling on the class for prompted discussion. Each policy and procedure item will be addressed and discussed with the class allowing time for clarification if requested. Examples will be used with the designated policy items according to the instructor cues in the manual. (Cascio, 2005) * Phase II – Behavior Modeling and Mentorship * Each employee will be assigned to a mentor for the purpose of behavior modeling.

This will reinforce the didactic information with more visual reinforcement allowing the employee to see the information applied in terms and situations that are familiar to them (Cascio, 2005). Daily, each student must complete a summary of what policy concepts they observed that day. These will be kept for discussion with their supervisor at the completion of their mentoring program. A minimum of forty hours must be completed in eight hours shifts to be considered adequate. The mentor will select two policy items not modeled that day for discussion at the end of the shift. * Phase III ??“ Active Practice and Mentorship * The employee will complete this phase as opportunity to display transfer of training and the behaviors learned and in preparation to perform the job duties solo. Mentors will observe for adherence to policy items and offer prompting only when necessary. Deficiencies should be documented for review at the end of the shift so remediation can be completed immediately.

This will require minimum forty hours of active practice. Upon successful completion the mentor will recommend the new employee for release to probationary status. The employee will remain in contact with their mentor

for the duration of their employment. ** Mentor selection is an important part of the process. Mentoring will be voluntary on the part of the mentor. Once mentors are identified they will be matched with the employees based on similarities that can be drawn between the mentor and employee such as race, sex, age and any other pertinent factors (Cascio, 2005). **** Time frame

Training and Orientation	Time Frame	?	?	Lecture	Practical
Examples & Discussion	Field	Review	Remediation	Phase I	10 6 0 0
PRN	Phase II	0 0 35 5	PRN	Phase III	0 0 35 5
PRN	Phase IV	?	?	?	35 5 4 ?

Phase IV only needed as indicated by mentor or supervisor | ? | ** The timeframe for completion of the course is dependent upon successful evaluation by the mentor and feedback to the supervisor.

When there is a deficiency noted the employee may be required to remediate the process by completing Phase IV. This is designed to further assist the employee with behavior modeling and opportunity to demonstrate adequate knowledge. ** Evaluation methods ??“ Employees will be evaluated to determine if the objectives have been met through knowledge assessment. Evidence should be presented through the use of a written evaluation that the employee possesses the policy knowledge that they did not have before training. An employee compliant with the policy information for one year will be considered successful. Each day of their mentorship the mentor will complete an employee evaluation form to make comments about progress. ** Feedback – The feedback method utilized for this training process is immediate and direct feedback. This will require two-way communication between the employee and their mentor.

The feedback to the employee must consist of coaching, counseling and positive reinforcement of the concepts taught in class. It will include adaptation for specific problems. This means that only the elements where a deficiency is identified require remediation. Employees are expected to ask for clarification if there is difficulty translating the information learned to the actions on the job.

* * Alternate avenues exist for those who need further development.

Problems may develop that are not related to the training program itself.

Examples of these are: * difficulty in socialization * Naive expectations * First job environments (Cascio, 2005) * When problems arise the supervisor must evaluate if any of these elements have contributed to the problems.

If so, then the employee needs to be referred to human resources for a specialized orientation. For continued problems that are attributed to lack of understanding regarding the policies and procedures training then the employee will complete Phase IV training. References Cascio, W. (2005). Managing Human Resources. Retrieved from? <https://ecampus.phoenix.edu/content/eBookLibrary2/content/TOC.aspx?assetdataid=217f026e-06ed-45b1-9f20-f281c7a2852e&assetmetaid=6dd1de0b-dd7d-4182-b336-8cfad1141f8e>