

Hrm 531 – training plan



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Training Development Training Development Plan University of Phoenix As we move forward with incorporating the sales team members from InterClean and EnviroTech, there will be a necessity to incorporate a detailed training program. Cascio (2006, p. 286) defines training as ??? planned programs designed to improve performance at the individual, group, and/or organizational levels???. Since we will now be offering a solution based service system to our customers, we will be introducing a new training and mentoring program that will meet the individual needs of our sales team as well as meeting the needs of the company. In an article published in Law Practice: The Business of Practicing Law by Clay, T.

(2009), a law firm introduced a new training and mentoring program to improve the revenues produced by individual lawyers. The results of the program ??? yielded a \$7.5 million increase in fee receipts over a two-year period, based on a \$150,000 program investment???. The company has dedicated the needed resources for the accomplishment of the new training and mentoring programs and is committed to continued support. This report will document the objectives of the training and mentoring program, the performance standards, the methods the training will be delivered, the content of the material, the time frame for completion, the methods used to evaluate the training and employees, and feedback. Objectives The objectives of the training program are to align the sales staff with the vision of the company.

That vision is to provide the customers with a solution based service program not just only selling cleaning supplies. Cascio (2006, p. 292) indicates that ??? The means that firms use to compete for business in the

marketplace and to gain competitive advantage are known as competitive strategies. A key objective of any training program, therefore, is to tie workplace training to business targets???. Therefore, the new training and mentoring program will reflect business strategies established with the merger. Performance StandardsThe performance standards for the training and mentoring program will also align with the new strategic plans of the company.

Cascio (2006, p. 296) indicates ??? Performancestandards, identified in the operations analysis phase, constitute desired performance???. Each sales team member will be able to demonstrate that they can understand, implement, present, perform, and maintain a solution based service program within our existing customer base as well as new customers. Delivery MethodThe delivery methods used in the training will be simulation and on-the-job training.

Cascio (2006 p. 305) defines the simulation method as ??? Simulation methods include the case method, role playing, behavior modeling, interactive simulations for virtual teams, virtual reality, the in-basket technique, and business simulations???. This method will be used in conjunction with on-the-job training in coordination with the assigned mentor and management . Cascio (2006, p. 305) defines on-the-job training as ??? On-the-job training methods include orientation training, apprenticeships, on-the-job training, near-the-job training (using identical equipment but away from the job itself), job rotation, committee assignments (or junior executive boards), understudy assignments, on-the-job coaching, and performance management???. ContentThe content of the training program will consist of <https://assignbuster.com/hrm-531-training-plan/>

material that is relevant and meaningful to the change in approach, presentation, and service to our customers.

Cascio (2006 p. 300) indicates ??? Meaningfulness refers to material that is rich in associations for the trainees and is therefore easily understood by them???. The following material will be presented during the training: product information, selling ??? service???, developing a service plan, building long-term relationships, and servicing long-term relationships. Additionally, the training program will incorporate twelve tips for developing effective mentors published in the Medical Teacher by Ramini, S., Gruppen, L., & Kachur, E. (2006). The tips are:??? Tip 1: Mentors need clear expectations of their roles and enhanced listening and feedback skills Mentors are not born but developed.

Tip 2: Mentors need awareness of culture and gender issues Mentor and mentee matching by gender and culture should not be mandatory, but available for those who desire it. Tip 3: Mentors need to support their mentees, but challenge them too. Balance support and challenge. Tip 4: Mentors need a forum to express their uncertainties and problems. Mentors have problems too. Tip 5: Mentors need to be aware of professional boundaries.

Mentors should stick to mentoring. Tip 6: Mentors also need mentoring. Mentors for mentors. Tip 7: Mentors need recognition.

Raise the value of mentoring. Tip 8: Mentors need to be rewarded. Mentors can be rewarded in different ways.

Tip 9: Mentoring needs protected time. Mentoring cannot be done ??? on the fly??™. Tip 10: Mentors need support.

Mentors should not be expected to tackle personal or psychological problems. Tip 11: Encourage peer mentoring, A pyramidal model of mentoring. Tip 12: Continuously evaluate the effectiveness of the mentoring programs. Mentoring is a work in progress???. Time FrameThe time frame established to complete the simulation methods of the training will be conducted in a team training sessions for one week. An additional two weeks of on-the-job training will be conducted by managers and mentors. The effectiveness of the training will be evaluated at three months and six months to ensure transfer of training, retention of the material, the information is being utilized correctly, and to provide feedback on the positive and negative aspects of the performance. Evaluation MethodCascio (2006 p.

306) points out ??? To evaluate training, you must systematically document the outcomes of the training in terms of how trainees actually behave back on their jobs and the relevance of that behavior to the objectives of the organization???. The evaluation methods that will be used will be organizational payoff (customer retention, customer utilization, revenue increases) and changes in learners (surveys, interviews, on-the-job observation). FeedbackFeedback will be given consistently throughout the six month evaluation period. ??? Feedback is essential both for learning and for trainee motivation (Cascio, 2006, p. 301)???. The feedback will be given on the evaluation methods noted above.

Written feedback will be given at the three and six month evaluations.

Further Development Those individuals identified or who request additional training will be provided additional training on an individual basis or with the assigned mentor. The determination of the specific areas found deficient will be identified by management and the individual. The focus of the additional training will focus on those areas. Once the individualized training is completed, an evaluation period will be implemented depending on the area of deficiency. References Cascio, W (2006).

Managing human resources: productivity, quality of life, profits (7th ed.). New York, New York: McGraw Hill. Clay, T. (2009). SIGNS OF INNOVATIVE LIFE IN THE PRACTICE OF LAW – BUSINESS DEVELOPMENT ROI FASTFORWARD. Law Practice: The Business of Practicing Law, 35(3), 16. Retrieved from Academic Search Complete database.

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