

Chapter 6 Outline

Training Expenditures Today
The Training Cycle
Developing Needs Assessments
 Organizational Analysis
 Task and Behavior Analysis
 Individual Analysis
Conducting Needs Assessments
 Advisory Committee
 Job Descriptions and Job Specifications
 Work Sampling
 Job Performance Measurements
 Attitude Surveys
 Performance Appraisals
 Skills Tests
 Performance Documents
 Guest Feedback
 Questionnaires
 Exit Interviews
 Critical Incidents
Designing the Training Program
 Establishing Training Objectives
 Establishing Training Criteria
 Selecting Trainees
 Pretesting Trainees
Choosing Training Methods
 Training for Managers
 Training for Nonmanagers
 Training for All Employee Levels
Implementing the Training Program
 Anticipate Resistance to Change
Evaluating Training
 Measuring Change
 Identifying the Cause
 Troubleshooting Program Failures
 The Training Payoff
Using Technology for Training
Career Development

Competencies

1. Identify and explain the stages of the training cycle. (pp. 188–190)
2. Explain how a training needs assessment is developed and conducted. (pp. 190–196)
3. Describe various training methods and how to select one. (pp. 196–208)
4. Explain how to implement and evaluate training programs and activities. (pp. 208–212)