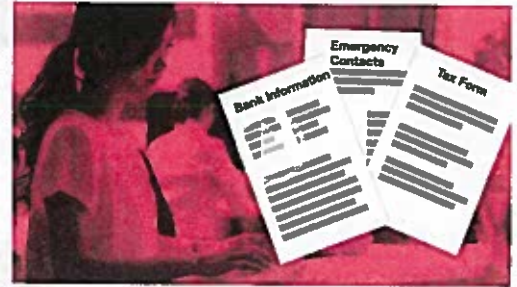


We don't want to make a common mistake, though. Remediation is not about assigning blame for a failure. The emphasis in this case should always be on correcting the actions of the employee to better serve both the employee's and the organization's interests. Organizational managers act just as a good physician or mechanic would act—by diagnosing the situation first and *then* taking appropriate corrective action to solve the problem.



HRM in Action Training

SHRM

L:11 The Role of Training in Succession Planning

EMPLOYEE DEVELOPMENT FOR ADVANCEMENT. The next point at which to evaluate the need for training is in situations where we are working to develop current employee skills and abilities so that employees can move into higher level jobs within the organization. Offering development opportunities generally decreases turnover.²³ As noted in Chapter 4, all organizations have a responsibility to plan for the succession of individuals in management and executive positions; and this planning is usually a function assigned to the HR department. Providing development opportunities and succession planning is the only way the organization can be sustainable over long periods of time. To successfully carry out a succession process, people at lower levels in the organization must be trained in the knowledge and skills necessary to be able to take on higher-level duties. One area getting particular attention today is training and development in ethics and social responsibility, in part because of the litany of ethical failures in scores of companies over the past couple of decades. While very few organizations will attempt to develop all of the employees within the firm, most organizations go through an informal or formal process of identifying high-potential individuals for development and, ultimately, advancement into managerial and executive slots.

Many 21st century organizations have rigorous development programs that include job rotation to various departments within the organization, classroom and on-the-job training, assigned mentors, and many other programs—all of which are designed to train employees and develop their capabilities for future use within the firm. Organizations that neglect succession processes and employee development can find themselves at a competitive disadvantage when senior personnel leave the firm through either retirement or resignation. It is critical that HR lead the process of planning for succession and employee development. Although in this chapter we will focus more on training than development (there are five major sections explaining training, followed by one section on employee development), both are important to the organization over the long term.

THE TRAINING PROCESS AND NEEDS ASSESSMENT

How are we going to go about training our employees? How do we know who needs what training, in what forms, and at what point? How do we determine whether or not the employee is ready and willing to participate in the training? Finally, how do we know that the training was effective? In order to answer these questions, we have to plan our training processes very carefully. We need to look at what's currently going on in the organization and how that differs from what needs to happen in the future to accomplish our strategic business goals. So training and development are another set of strategic HRM tasks. Once we do this, we can analyze the types of training that will be necessary to build new knowledge, skills, and abilities for our workforce.

Steps in the Training Process

This chapter is primarily organized to follow the steps in the training process. Let's take a look at how we go through the training process in Exhibit 7-1. We'll follow that up with a brief discussion of the steps and then provide more detail throughout the chapter.

Step 1: Assessing needs. We conduct a needs assessment to determine what training is necessary to improve performance. We will discuss this step in this section.

L07-2

Briefly discuss the steps in the training and development process and the common challenges to the process.

EXHIBIT 7-1 THE TRAINING PROCESS

Step 2: Selecting how to shape behavior. We select a method of shaping employee behavior based on learning theories so that we can change employee behavior to improve performance. We will discuss this step in this chapter's section "Learning and Shaping Behavior."

Step 3: Designing training. We design the training and development based on the needs assessment. We must determine which training methods we will use to shape employee behavior. We discuss this step in this chapter's section "Design and Delivery of Training."

Step 4: Delivering training. Before we actually conduct the training and development, we must select the delivery method. We also discuss the delivery options in the section "Design and Delivery of Training."

Step 5: Assessing training. After we complete the training, our last step is to assess how effective the training was at developing the needed skills. We do this by determining our success at shaping behavior. We discuss this step in this chapter's section "Assessing Training."

Interrelationship of the Training Process Steps. Note in Exhibit 7-1 that each of steps 2, 3, 4, and 5 has a double-headed arrow; this is because all the steps are so closely related and based on each other that they are commonly planned together before actually delivering the training. In other words, you are constantly thinking ahead and behind your current step in the training process. If the assessment of the training reveals that the behavior has not been shaped (changed) as needed, we may have to go back to step 1 and start the training process again.

Needs Assessment

The first major step in the training process, and probably one of the most important, is the needs assessment. A **needs assessment** is the process of analyzing the difference between what is currently occurring within a job or jobs and what is required—either now or in the future—based on the organization's operations and strategic goals. If a needs assessment is not done correctly, a training course may be poorly designed, or it may cover the wrong information. The wrong employees may be asked to participate in the training, or they may not yet be capable of absorbing the information in the training because of a lack of a knowledge base or skill set. We may end up creating a training program that's unnecessary, or we may fail to determine that an issue is based on poor performance rather than

SHRM**Q:4**

Equipping the Organization for Present and Future Talent Needs

SHRM**E:5, L:1**

Needs Assessment

Needs assessment

The process of analyzing the difference between what is currently occurring within a job or jobs and what is required—either now or in the future—based on the organization's operations and strategic goals