

Course Learning Outcomes for Unit VIII

Upon completion of this unit, students should be able to:

10. Examine the importance of executive/management training programs.
 - 10.1 Identify management responsibilities for key organizational training areas.

Reading Assignment

Chapter 10: Key Areas of Organizational Training

Chapter 11: Employee and Management Development

Unit Lesson

When new employees enter an organization, an orientation training should occur in order to introduce the employee to the new workplace environment. In the past, many jobs were simply on-the-job, learn as you go training after signing all necessary paperwork. In today's ever changing world, orientations should be planned with informational trainings that answer all the questions new employees may pose. Handouts are great tools to new employees, as well as contact information, as they are being bombarded with much new information at once.

All employees deserve training equity. No matter the area of work performed, all employees need training in order to stay current with skills, technology, and safety. Safety training should be designed for all employees and it does not matter if the work is in an office environment or in the field. Along with safety issues, internet safety issues should be covered in training as well.

Along with the discussion of equity in training and promotions, comes the issue of race, gender, and disability. As discussed by Blanchard and Thacker (2013), by law all persons must be provided equal access to training and development opportunities. If employees possess disabilities, organizations must make reasonable accommodations for their work space and training opportunities. Disability, race, or gender cannot be a reason that someone is not allowed an opportunity for advancement or professional development. All must be allowed to pursue these opportunities.

Other areas of training include sexual harassment, diversity, and sensitivity issues. With various customs, religions, orientations, and ethnicities in today's workplace, this training is essential in order to treat all customers/clients in a positive manner. Due to the nature of many occupations that fall under social sciences, other trainings should involve issues related to ethical decisions, drug and alcohol issues, and perhaps anger management issues.

The field of social science, as well as many others that deal with the commodity of people, requires being in direct contact with people on a daily basis. Many issues can evolve when dealing with others, especially when the employees have much discretion in how he or she deals with the rights of others in society.

For example, as a police sergeant, one of the duties involved is to supervise the officers under his or her command. This means that occasionally, he or she should review the ticket book of his/her officers. If he/she notices that one officer appears to be issuing many tickets to young, female drivers more so than "normal," there may be training or counseling needed to determine if the officer indeed has some issues. Another

example would be to find that one officer appears to be only issuing tickets to non-white drivers. Perhaps that is a clue that diversity training is necessary.

Managers or supervisors also need training in order to be effective leaders. Today, one does not become an effective supervisor with seniority. Many times a person becomes a supervisor through seniority measures; however, this does not equate effective management skills. Once promoted to a supervisory level, training is vital in order to adequately deal with issues that will arise for these new leaders.

Managers or supervisors are responsible for managing interpersonal relationships and information flow, and they are often key decision makers too. Management development focuses on creating an understanding of the organizational situation, the structure and design of a manager's specific unit and staff, and identifying the skills, styles, and traits necessary to interact with other members of the organization.

Management development resources include executive or management education programs and corporate universities. Executives are generally very busy, and it is difficult for them to attend training. Also, since executives are at the top level of the organization, it is often hard for them to look to someone else for assistance.

No matter how busy the manager or supervisor becomes, in order to treat all equally and fairly, a manager must receive training in order to perform his or her job effectively with the least amount of grievances or lawsuits filed against him or her and the organization. When promoting employees, the manager must ensure that all have equal access to professional development and training opportunities.

Reference

Blanchard, P. N., & Thacker, J. W. (2013). *Effective training: Systems, strategies, and practices* (5th ed.). Upper Saddle River, NJ: Prentice Hall.

Learning Activities (Nongraded)

Nongraded Learning Activities are provided to aid students in their course of study. You do not have to submit them. If you have questions, contact your instructor for further guidance and information.

Review the case analysis on pages 433-434 in the textbook. Answer case questions #1 and #2 on page 434.