

## Questions for Review

- What is an orientation designed to do? What are the characteristics of an effective orientation?
- How are organizations dealing with diversity? Are the methods effective? Why or why not?
- What are the important components of an effective sexual harassment strategy?
- Why is team training necessary? What are the seven components of effective teams? What are some of the KSAs required of team members in effective teams?
- How can training affect the selection of competent candidates for vacant positions? What would you

recommend an organization do to ensure that everyone receives equitable opportunities for promotions?

6. In today's environment, why is it important for organizations to focus on training of basic literacy skills?
7. Why is safety training an important component of the training mix in so many companies? What is the biggest concern regarding safety training that was noted in the survey referenced in the chapter? Is it fixable, and if so how?

## Exercises

Over the next week, watch the instructors in the various classes you attend. Jot down notes about any differences you see in terms of how each instructor treats men, women, minorities, or people with disabilities. Share this information with a group, and generate a list of what differences exist and how you would deal with them. If you found no differences, indicate what specific things each instructor does to be sure that everyone in the class is treated equitably.

Break into small groups. Have each person think about a current job or one held in the past for which orientation training was provided.

- If you never held a job that provided orientation training, just think of a job you held. Describe four things that good orientation training would include to make breaking into the job easier. Post these activities on an easel under the heading "Wish they had done."
- If you went through an orientation training, think about the orientation and list two things that were good about the experience and two things you thought were a waste of time or boring.
- Post these activities on an easel, with the positive under the heading "Glad they did" and the negative under the heading "Wish they hadn't done."

- After everyone contributes, discuss how the "Glad they did" and the "Wish they had done" tie into the training model in terms of what you need to do right. Do the same for the "Wish they hadn't done" in terms of what to avoid.

3. Think about your role as a student in this class. Now think about students who are visually impaired, paraplegic, or hearing impaired. What kind(s) of accommodation(s) to the educational facilities (classroom) would need to be made for each to be successful? What changes (if any) should the teacher make to be sure that the person is getting full value of the training/education?
4. Break into small groups to discuss the following situation. The VP of human resources asked you, the director of training, to develop a sexual harassment training program for the company. During your needs analysis, you discover that most of the executives do not believe that they need this training and do not plan to attend. You identify a couple of instances in which an executive's behavior seems bordering on sexual harassment. You discuss your findings with the VP, who asks you to come back with a strategy for dealing with the resistance to training. Develop your response, and be prepared to present it to the rest of the class.

## CASE ANALYSIS

### ALL IT TAKES IS FOR GOOD MEN TO DO NOTHING

In 1987, Ms. Dillman was hired by IMP to work in Hangar 3 at North American International Airport as a seamstress in their fabric shop. After six months, the workload dropped, so Ms. Dillman approached her supervisor and asked for additional responsibilities.

He sent her to the sheet metal shop. A number of months passed, and she approached the supervisor and asked if her classification could be changed from fabric worker to sheet metal technician; he complied.

At 20 years of age, she was the only woman out of about 100 employees working in Hangar 3. She often received special attention in terms of help and guidance, which she indicated she appreciated. But