

## THE TRAINING PROGRAM (FABRICS, INC.)

about this to them. I simply took it for granted that they understood it.

Q: What type of management style do you want supervisors to have, and how do you promote that?

A: I assumed that they would supervise like me. I always listened to them when they were workers. I believe in treating everyone with dignity and respect and expect others to do the same. I do not have any method to transmit that except to follow my style.

### **HR Systems**

Q: What criteria are used to select, transfer, and promote individuals?

A: I hired a firm to do all the hiring for me when I was expanding. I told them I wanted qualified workers. As for the promotion to supervisor, I picked the best workers.

Q: Best how? What criteria were you using?

A: Well, I picked those who were the hardest workers, the ones who always turned out the best work the fastest, and were always willing to work late to get the job done.

Q: Are there formal appraisal systems? If yes, what is the information used for promotion, bonuses, and so forth?

A: I do not have time for that. I believe that people generally know when they are doing a good job. If they are not, I will not keep them.

### **Job Design**

Q: How are supervisors' jobs organized? Where do they get their information and where does it go?

A: Supervisors receive the orders for each day at the beginning of the day and then give it out to the relevant workers. They then keep track of it to see that it is done on time and out to the customer.

### **Reward Systems**

Q: What incentives are in place to encourage employees to work toward the success of the organization?

A: Well, I think I pay them well.

Q: Does everyone receive the same amount of pay?

A: At the present time, yes, because they are all relatively new supervisors. I do plan to give them raises based on how well they are performing.

Q: But you indicated that you do not really have a method of informing them what you are measuring them on. How are they to know what is important?

A: Well, I will tell them. I guess I need to be considering that issue down the road.

### **Performance**

Q: How do the supervisors know what their role is in the company?

A: I told them that they needed to supervise the employees and what that entailed.

Q: How do they find out how well they are doing in their job? Is there a formal feedback process?

A: I talk to them about how they are doing from time to time, but I get your point and will think about that.

Q: Are there opportunities for help if they are having problems?

A: Take this problem with the yelling and getting employees angry at them. I have talked to them about it and have offered to get them training.

Q: How do they feel about that?

A: Actually, they thought it was great. As I said, none of these supervisors have had anything in the way of supervisory training.

### **Methods and Practices**

Q: What are the policies, procedures, and rules in the organization? In your view, how do they facilitate or inhibit performance?

A: I really do not think there is anything hindering their performance. I am always willing to help, but I also have work to do. That is why I promoted employees to supervisors, so I would not have to deal with that part of the business.

After gathering information on the organization, the consultant gathered operational analysis data from the manager (owner). The consultant used the method provided in Figure 4-3. What follows is a portion of the completed form.

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This section is the beginning of a step-by-step process for developing a training program for a small fabrications company. Here, we examine the TNA for the program, and in subsequent chapters, we will continue the process through to the evaluation.

Fabrics, Inc., once a small organization, recently experienced an incredible growth. Only two years ago, the owner was also the supervisor of 40 employees. Now it is a firm that employs more than 200. The fast growth proved good for some, with the opportunity for advancement. The owner called a consultant to help him with a few problems that emerged with the fast growth. "I seem to have trouble keeping my mold-makers and some other key employees," he said. "They are in demand, and although I am competitive regarding money, I think the new supervisors are not treating them well. Also, I received some complaints from customers about the way supervisors talk to them. The supervisors were all promoted from within, without any formal training in supervising employees. They know their stuff regarding the work the employees are doing, so they are able to help employees who are having problems. However, they seem to get into arguments easily, and I hear a lot of yelling going on in the plant. When we were smaller, I looked after the supervisory responsibilities myself and never found a reason to yell at the employees, so I think the supervisors need some training in effective ways to deal with employees. I only have nine supervisors—could you give them some sort of training to be better?"

The consultant responded, "If you want to be sure that we deal with the problem, it would be useful to determine what issues are creating the problems and, from that, recommend a course of action."

"Actually, I talked to a few other vendors and they indicate they have some traditional basic supervisor training packages that would fit our needs and, therefore, they could start right away. I really want this fixed fast," the owner said.

"Well, I can understand that, but you do want to be sure that the training you get is relevant to the problems you experienced; otherwise,

it is a waste of money. How about I simply contract to do a training needs analysis and give you a report of the findings? Then, based on this information, you can decide whether any of the other vendors or the training I can provide best fits your needs in terms of relevancy and cost. That way, you are assured that any training you purchase will be relevant," said the consultant.

"How long would that take?" the owner asked.

"It requires that I talk to you in a bit more detail, as well as to those involved; some of the supervisors and subordinates. If they are readily available I would be done this week, with a report going to you early next week," the consultant replied. The owner asked how much it would cost, and after negotiating for 15 minutes, agreed to the project. They returned to the office to write up the contract for a needs analysis.

The interview with the owner (who was also the manager of all the first-line supervisors) was scheduled first and included an organizational and operational analysis. What follows is an edited version of the questions related to the organizational analysis.

### **The Interview**

#### ***Direction of the Organization***

Q: What is the mission of the company? What are the goals employees should be working for?

A: I do not really have time for that kind of stuff. I have to keep the organization running.

Q: If there is no mission, how do employees understand what the focus of their job should be?

A: They understand that they need to do their jobs.

Q: What about goals or objectives?

A: Again, I do not have the time for that, and I have never needed such stuff in the past.

Q: That may be true, but you are much larger now and do need to communicate these things in some fashion. How do employees know what to focus on: quality, quantity, customer service, keeping costs down?

A: All of those things are important, but I get your point. I never actually indicated anything

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