# *Training and Development (Canadian) 1st edition Anderson Test Bank*

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# INSTRUCTOR'S RESOURCE MANUAL

**Ian Anderson**
*Algonquin College*

# Training and Development
## First Edition

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# CHAPTER 1
# STRATEGIC CONSIDERATIONS

## Part 1: Chapter Overview

Chapter 1 introduces students to the history and foundation of training and development and its relation to human resources management. This chapter examines strategic training and development and looks at the impact of organizational characteristics and the external environment on training. It also introduces the key components in training design, a topic covered in full detail in Chapter 4.

**Learning Outcomes**

LO 1.1 Describe the role of training and development in human resources management.
LO 1.2 Define strategic training and development.
LO 1.3 Explain the organizational characteristics that influence training.
LO 1.4 Describe the external environment and its impact on training in Canada.
LO 1.5 Describe the key components in training design.

**Detailed Outline**

### I. Vignette: College H.U.N.K.S

College H.U.N.K.S. Hauling Junk & Moving® is a full-service residential and commercial service company that offers moving, junk removal, donation pickups, and labour services in Canada and the United States. One of their four core values relates directly to the topic of this text—"Building Leaders." At the heart of building leaders is a philosophy that thrives on training and development. A successful initiative for them has been lunch and learns. Anyone attending a conference or off-site training class must give a 30- to 60-minute presentation on the training when they return.

Students can discuss the merits of lunch and learns as a training method, as it relates to formal vs informal training, and its ability to provide learning for both the employee presenting as well as the employees participating.

### II. Role of Training and Development

Training and development supplies specific benefits to the employees themselves.

1. Extrinsic vs intrinsic benefits (see visual comparing them in textbook)

A. Human Resources Management

1. The training and development function provides the workforce with the tools to be successful, which is integral to other HR functions.
2. Businesses that continually improve the workforce positions the organization as an industry leader, providing the impetus to achieve its competitive goals.
3. An employee's first exposure to the company's training and development function is typically during orientation, also known as onboarding.

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4. Training and development is closely related to performance management. One way to look at the performance management process is in three main steps:
   a. Planning
   b. Review progress/Provide feedback
   c. Evaluation

B. History of Training and Development and Organization Development
1. **Organization development (OD)** features planned interventions in the organization's "processes," using behavioural science, to increase an organization's effectiveness and health. The fields of OD and training and development are considered separate fields of practice.
2. Training and development in North America really emerged during the period during and after the involvement in World War II.
3. The U.S. military spurred one of the first widely adopted models for designing training, the instructional systems development (ISD).
4. **Human capital** represents the knowledge, education, training, skills, and experience of a firm's workers.
5. More recently, much more attention is being paid to soft skills such as emotional intelligence and mindfulness.

**Teaching Tip**

There is a timeline widget in Revel where students can click on various time periods to see what relevant training events were occurring. For example:

| TIME PERIOD | DATE | EVENT |
|---|---|---|
| 1930–1949 | 1939-1945 World War II | Factors predicting training success in military settings |
| | | Post-war military-industry training partnerships begin |
| | 1946 Lewin | |
| 1950s | | Transfer of training evolves to a more applied concept |

C. Learning Components
1. Learning is "a process that leads to change, which occurs as a result of experience and increases the potential for improved performance and future learning".
2. As organizations compete for talent, learning becomes vital to an organization's ability to obtain needed skills.
3. Technologies such as robotics and AI could cause jobs to disappear, but many more will be transformed.

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| **Teaching Tip** |
| --- |
| *Technology and the Trainer's Job* looks at technology adoption and the need for new skills as a result. |

4. Figure 1.1 illustrates that many organizations are looking at training instead of hiring to obtain the talent they need in their organizations.

| **Teaching Tip** |
| --- |
| There is a drag and drop widget in Revel where students can match human capital terms (knowledge, skills, understanding, motivation) to a phrase. |

D. Agile Learning
1. Learning professionals can move away from sequential design models to agile ones that integrate training design, delivery, and evaluation into a connected process.
2. Individuals learn in different ways, so agile HR professionals can target the content and delivery in such a way that people can learn on their own time, or even within their work teams.
3. Figure 1.2 demonstrates the need to put incentives in place so that managers support learning and employees are motivated to pursue learning opportunities.

| **Teaching Tip** |
| --- |
| *Trainer's checklist* examines bottom-up and top-down learning. |

## III. Strategic Training and Development

Discussion of Michael Porter's three competitive strategies:
• Cost leadership: delivering comparable value for a lower price
• Differentiation: marketing the unique benefits that make a product or service more valuable
• Focus: identifying and understanding the needs of a niche market

A. Aligning Training Goals with the Big Picture
1. Training goals that align with the company's strategy make it easier to get buy-in from every level.
2. Business strategy also has a major impact on training and development as resource allocation is based on company strategy.
3. Strategic training and development initiatives help organizations access the abilities of their employees to adapt to a changing work environment.

| **Teaching Tip** |
| --- |
| *Diversity Matters* looks at strategy and the business case for diversity. |

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4. Table 1.1 shows some examples of strategic training and development initiatives and their impact on training.

B. The Role of Training and Development in Gaining Competitive Advantage
   1. The resource-based view of organizations focuses on three types of firm resources that provide competitive advantage.
      a. Physical capital resources include such things as the firm's plant, equipment, and finances.
      b. Organizational capital resources consist of such things as the firm's structure, planning, controlling, coordinating, and HR systems.
      c. Human capital resources include such things as the skills, judgment, and intelligence of the firm's employees.
   2. To identify the value of a firm's human resources, as well as the proper role of training and development in managing the firm's human capital to achieve competitive advantage, it is possible to apply the VRIO framework and ask about four factors: value, rareness, imitability, and organization.
   3. Table 1.2 looks at the VRIO framework and the implications of each element for training. This provides a robust discussion of strategy and training and how they connect.
   4. Competitive intelligence and benchmarking are also important to understand which internal practices help to maintain competitive parity and which can be used to gain competitive advantage.

C. The Use of Metrics to Evaluate Training Success
   1. Determining how training and development activities contribute to organizational goals happens by identifying and collecting outcome measures or metrics.
   2. Figure 1.3 looks at the Kirkpatrick model and their metrics:
      a. Level 1—Reaction
      b. Level 2—Learning
      c. Level 3—Behaviour
      d. Level 4—Results
   3. Figure 1.4 looks at the Balanced Scorecard and their metrics:
      a. Financial
      b. Customer
      c. Internal Process
      d. Learning and Growth

| **Teaching Tip** |
| --- |
| *Bryant's Top 10 Training Metrics* looks at measurement of the effectiveness of training. |

## IV. Organizational Characteristics that Influence Training

A. Strategy

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1. The goals and objectives of the organization need to directly link with HR's goals and objectives to ensure that training and development activities deliver those results.
2. Another way for HR strategy to link with corporate strategy is through the lens of the customer and how they are impacted by the company's value proposition.

B. Company Size and Structure
1. Structural changes such as downsizing and re-engineering tend to alter the tasks and responsibilities of employees, which creates a training need.
2. Training differs between small and large organizations.

C. Culture
1. Training programs need to be consistent with organizational culture, which is the core values, beliefs, and assumptions that are widely shared by members of an organization.
2. Culture shapes and defines training activities, and those training activities will in turn influence and redefine organizational culture.

| **Teaching Tip** |
| --- |
| *And the Survey Says...* looks at business performance results in a study of high-impact learning cultures. |

D. HR Practices and Systems
1. Table in the textbook depicts the link between Training & Development (T&D) and other HRM functions.

E. Role of Management and Employees
1. The role of the employee has changed dramatically, with many former management skills such as decision making and problem-solving shifting downward in organizations.
2. A shift in the training mindset is happening as training moves away from "one size fits all" content to more learner-centric approaches.

## V. The External Environment and Its Impact on Training in Canada

A. Macro Trends
1. Macro trends include globalization, technology demographics, the labour market, and economic and legal trends.

B. Micro Trends
1. Micro trends include organizational change, employee engagement, training as part of brand, and the focus on knowledge workers.
2. Employee engagement is the emotional and intellectual involvement of employees in their work, such as intensity, focus, and involvement in their job and organization.
   - Boxed feature—Social Media Applications for Training and Development
   - Figure 5.1 Temporary vs Permanent Workers in Canada

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**Teaching Tip**

As part of the discussion of macro and micro trends, Revel features an interactive on the economic impact of training with four flashcards that reveal examples of the following costs: training location and expenses, training tools and supplies, cost of facilitator, and costs incurred for participants.

## VI. Training Design

The instructional systems design (ISD) model looks at training and development from a rational and scientific perspective, based on three key steps: needs analysis, design and delivery, and evaluation.

1. Levels of needs analysis:
   i. Organizational analysis
   ii. Task analysis
   iii. Person analysis
2. Table 1.4 presents four popular instructional models:
   a. Bloom's Taxonomy
   b. The ADDIE model
   c. The ARCS model
   d. The Agile model

A. The ADDIE Model

1. The ADDIE model is widely viewed as the most popular framework for creating training.

B. Overcoming ADDIE's Flaws

The linear approach may not match the realities of training design in industry. It can be heavy on data, which can lead to time-consuming documentation and reporting requirements for clients. Some criticize that the detailed processes may lead to training programs focused on measurable criteria (schedule, cost, flow) instead of needed behavioural changes.

**Teaching Tip**

Revel has a worked example illustrating typical questions asked at each phase of ADDIE. This could work well for class discussion so that students understand the linkages between each phase.

**Analysis**
What is the performance gap?
Who is the audience and their characteristics?
What new behaviour is desired?
What types of learning constraints are there?
What are the delivery options?
What is the timeline?

**Design**
What instructional strategy should we follow?
What delivery methods should we consider?
What should be the user interface and experience?

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**Implementation**
What training is needed for the facilitators?
How do we prepare the learners?
Are all the materials, tools, software, and equipment in place?
How is the training going?

**Evaluation**
Is the training achieving the results that we wanted?
What tests do we need to evaluate the training?
What can we do differently next time?

## End of the Chapter Content

### Key Terms

**Employee engagement:** The emotional and intellectual involvement of employees in their work, such as intensity, focus, and involvement in their job and organization

**Human capital:** The knowledge, education, training, skills, and experience of a firm's workers

**Human resources management:** The management of people in organizations to drive successful organizational performance and achievement of the organization's strategic goals

**Learning:** A process that leads to change, which occurs as a result of experience and increases the potential for improved performance and future learning

**Organizational culture:** The core values, beliefs, and assumptions that are widely shared by members of an organization

**Organization development (OD):** Planned interventions in the organization's "processes," using behavioural science, to increase an organization's effectiveness and health

### Discussion Questions and Suggested Answers

**1. What is the difference between intrinsic and extrinsic benefits?**

Intrinsic benefits include new knowledge and skills, greater confidence, an increased sense of belonging, and greater positivity. Extrinsic benefits include higher earnings, improved marketability, job security, and promotional opportunities.

*LO 1.1 Describe the role of training and development in human resources management.*

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**2. Why do some organizations view training and development as an investment instead of an expense?**

When organizations view training and development as an investment instead of an expense, many benefits can accrue. By providing employees with new ideas, skills, and better practices, their confidence increases. The employees make better decisions and typically have increased productivity. Research has shown that companies that invest more in training have higher revenues, profits, and productivity growth. When organizations invest in employees, they have higher satisfaction which leads to increased retention. The investment in employees leads to their feeling more connected, valued, accountable, focused, and part of the team. Another benefit is creating an organizational culture that is adaptive to its environment.

*LO 1.1 Describe the role of training and development in human resources management.*

**3. What are some differences between bottom-up and top-down learning?**

Bottom-up learning means providing the motivation to employees to take control of their learning. Teach the employees to observe experts at work and try to learn their tactics and techniques. Suggest to employees that they keep a "to-learn" list by writing down the concepts, thoughts, practices, and vocabulary they want to explore. Encourage them to plan dedicated learning time into their work schedule.

Top-down learning is more traditional training that is employer-driven. Companies can use portals as corporate knowledge systems to share content internally. It can contain channels where leaders provide meaningful information in a dedicated online space for learning. Organizations are still using email as well to support learning.

*LO 1.1 Describe the role of training and development in human resources management.*

**4. What training is required for a company following the cost leadership strategy? Differentiation strategy? Focus strategy?**

Answers will vary. The three strategies are:

- Cost leadership: delivering comparable value for a lower price (e.g., Costco)
- Differentiation: marketing the unique benefits that make a product or service more valuable (e.g., Nordstrom)
- Focus: identifying and understanding the needs of a niche market (e.g., credit unions)

Part of achieving competitive advantage comes through the knowledge, skills, and abilities (KSAs) of your employees.

For cost leadership, organizations will focus on employee effectiveness and efficiency, reducing costs, and simplifying processes and procedures. They may hire less expensive staff and spend more money and time on training. Or they may reduce training costs by outsourcing or doing more training via technology.

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For differentiation, customer service and sales training would be critical as it relies on sales and marketing. Product development training would also be important so that the companies can stay nimble and develop new products quickly. Training can help develop a culture of continuous improvement and innovation.

For focus, understanding customers is key. Employees need to be trained on building brand loyalty among their customers. They need knowledge and expertise to tailor products that add value for customers.

*LO 1.2 Define strategic training and development.*

**5. Discuss the effectiveness of using the balanced scorecard to evaluate HR training at your school.**

Answers will vary. Students could refer to the following academic journal for more information. The author has a visual of an educational balanced scorecard that could be used for class discussion.

Schwieger, D. (2015). Using a Balanced Scorecard Approach to Evaluate the Value of Service Learning Projects in Online Course. *Information Systems Education Journal* 13 (5). 1545-679X. September 2015. 4-11.

*LO 1.2 Define strategic training and development.*

**6. What are some key metrics for evaluating training effectiveness?**

Two common sources of metrics are the Kirkpatrick model and the balanced scorecard. Kirkpatrick measures reactions, learning, behaviour, and results. The scorecard includes metrics in each of the four perspectives, such as customers (time, quality, performance, cost, etc.), internal processes and procedures, learning and growth (effectiveness, efficiency), and financial (profitability, revenue growth, or stock market valuation).

The Top 10 feature also looked at training metrics:

1. Decreased turnover. When front line, high turnover jobs are hurting the business, then a successful training program should lead to higher employee retention.
2. Increased sales. Dollar figures and unit sales are a good start but watch out for other factors that can influence sales numbers. Try to focus on the product knowledge, sales, or customer service training as it should be increasing sales numbers.
3. Increased operational efficiency. Any efficiency can boost the bottom line. For skills training, look to increases in output or decreases in errors and wastage.
4. Improved customer service. Surveying internal and external customers can provide the customer service related issues to be addressed by training and development.
5. Internal scorecards. This could be social media mentions, health and safety incidents ... something that is unique to your company.

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6. Training cost. HR will be able to determine the pain factors in training costing, such as cost per participant or overall cost related to turnover.
7. Return on Investment. ROI could be viewed by some as an overused one, and in terms of training it is difficult to measure ROI.
8. Revenue generation. This might be especially important if rolling out a new product or service.
9. Instructor performance. This can consider the instructor's presentation skills, subject matter expertise, etc.
10. User satisfaction. This may be the most immediate measurement, with data easily obtained at the end of training or after a given time period, such as 30 or 60 days.

*LO 1.2 Define strategic training and development.*

**7. How is training and development changing?**

The role of the employee has changed dramatically, with many former management skills such as decision making and problem-solving shifting downward in organizations. That presents challenges and opportunities for training and development to equip employees with a new skillset in areas such as resolving conflict and giving feedback. As discussed earlier, soft skills training is increasingly important. Studies have shown that soft skills are a "critical priority". This training should lead to higher employee retention, improved leadership, and a positive cultural impact.

A shift in the training mindset is happening as training moves away from "one size fits all" content to more learner-centric approaches. Focusing on the role of each employee looks at their experience, work environment, individual performance to create an individualized training program.

*LO 1.3 Explain the organizational characteristics that influence training.*

**8. What impact does the Canadian legal environment have on training and development?**

Answers may vary, but some of the common impacts follow. Employees who are not properly trained in recruitment and selection can cause an organization to be in violation of various Acts and codes, including labour relations, human rights, employment standards, and contract law. Training can help prevent breaching proprietary information and violating corporate policies and procedures. One of the most common legal pitfalls for employers is not following environmental, health, and safety laws. Training can help companies avoid punitive damages and criminal charges for unsafe work environments.

*LO 1.4 Describe the external environment and its impact on training in Canada.*

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**9. What are the steps of the training design model? Which step is most important? Why?**

The instructional systems design (ISD) model looks at training and development from a rational and scientific perspective, based on three key steps: needs analysis, design and delivery, and evaluation.

Answers may vary but many consider needs analysis as the most important step as it is the only way to ascertain whether a performance gap exists and whether it can be solved through training and development.

*LO 1.5 Describe the key components in training design.*

**End of Chapter Features**

**Tips for Trainers: Onboarding Secrets**

❑ Make a connection before the start date to lessen the first day anxiety.

❑ Have their physical space personalized with business cards and some fun touches like a sign saying, "We've been expecting you" or "Where have you been all our lives?"

❑ Stagger the administrative orientation requirements and introductions over several days and use different media: social media, meetings and written materials.

❑ Introduce jargon—have a lunch with the new hire and the entire department to go over all the acronyms, abbreviations, and jargon unique to their environment.

❑ Debriefs weekly for the first 90 days.

❑ Provide cross-training opportunities—a half day per week in all the different departments to understand everyone's roles.

Students could discuss other tips for onboarding based on positive examples they have experienced.

**In Their Own Words: Lessons Learned from the Experts**

Cameron Bishop suggests thinking of your employees as customers.

Students could try to find a relevant MOOC (massive online open course) that would be relevant for their current or previous job. They could also do internet searches on platforms such as Facebook Workplace, Slack, or Microsoft Teams.

**Case: Recap and Instructor Notes**

**Recap**

Jobber is an Edmonton-based software company that focuses on small businesses such as landscapers, plumbers, painters, or perhaps even waste removal companies like H.U.N.K.S. from the opening vignette. Founders Forrest Zeisler and Sam Pillar saw a major gap in subscription-based business software available to small businesses versus

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mid-sized and larger businesses. They have more than 140 staff between two offices in Edmonton and Toronto.

Jobber focuses on mentorship as their major development initiative, which helps provide employees with clear career paths. Senior managers are evaluated in part on how well they mentor and teach junior employees. Jobber has also created a full-time position for a career coach who will work with any employee who wishes to grow in their role with the company.

**Instructor Notes**
The strategy of the company relies on innovative solutions for clients, which means that employees are constantly being upskilled internally through training and mentorship. They use training and development to attract employees with a different skill set. Certain functions will need high levels of creativity and innovation. Human resources management practices must shift to attract the right talent, and Jobber has succeeded through building an employer brand that focuses on training and development.

## Part 2: Questions and Exercises for Blended Learning Environments

1. Self-analysis. What do you hope to gain from the study of training and development? How well do you think you are currently being trained in organizations? What type of training have you received in past or current jobs? Was it effective? Why or why not?

2. Web Crawling. Using an Internet search engine of your choice, find an article in either the popular press or an academic journal that relates to training and development. Describe the key points of the article and detail how training and development was used or should have been used in the situation.

3. Thirty Second Elevator Pitch. Have students introduce themselves by giving their name and any other information you deem appropriate, and by offering one short thirty second introduction. Give students several minutes to think about their story. Keep time and stop students who go too long. Tell them to imagine that they are new employees introducing themselves to co-workers they meet such as in an elevator. What three things would they want their co-worker to remember about them?

4. Essential questions are geared toward prompting deeper thought about the readings, consolidating information, and providing a basis for essay or research topics.
   - In what ways can/does training benefit society?
   - How has training changed over the past century?
   - How does strategy influence training and development?

5. Additional resources. Search out relevant educational films, TED talks, or professional presenters whenever possible to prompt discussion and critique. Be sure to ask students if they agree, disagree, or are unsure about a presenter's statements, if

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there is information they felt was missing, or how the information shared could be used to benefit HR professionals.

## Part 3: Simulation

This text includes an artificial intelligence (AI) simulation through the Revel platform. Students will examine a fictitious Canadian software company called Intuition Wells Incorporated (IWI). This simulation includes all the IWI organizational information required for students to interact with AI either individually or in teams to conduct needs analysis at the organizational, task, and person levels, create a training objective, and develop a training plan as assignments in the simulation.

Faculty can elect to allow students to explore the simulation as an applied sandbox, assign the simulation activities as exercises or one or more of the assignments, or require students to complete all simulation assignments as a comprehensive suite of assignments assessing course learning goals.

The simulation is ready to play out of the box, requiring no faculty setup or configuration. Students simply login into the simulation, read instruction files, and begin to interact with the avatars. Throughout the instructors' manual the simulation will be discussed.

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# TEST ITEM FILE

**Holly Catalfamo**
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*For*

# Training and Development

## First Edition

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PEARSON
Toronto

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**Anderson: Training and Development, First Edition**

**Chapter 1: Strategic Considerations**

**True/False**

1. Employers who provide employees with new ideas, skills, and better practices will increase the confidence of their workers.
    a. True
    b. False

Answer: True
Difficulty: 1
Skill: Recall
Learning Objective: 1.1

2. Research has demonstrated that companies that invest more in training have more impact, accountable employees, and employees with better positive intrinsic motivation.
    a. True
    b. False

Answer: False
Difficulty: 2
Skill: Recall
Learning Objective: 1.1

3. Training and development helps build competitive advantage for a company by ensuring its workers are on the leading edge of industry advantage and building a brand for its products.
    a. True
    b. False

Answer: False
Difficulty: 3
Skill: Recall
Learning Objective: 1.2

4. Training initiatives help organizations with the development of performance programs that are a part of the overall organizational strategy including goals and objectives.
    a. True
    b. False

Answer: True
Difficulty: 1
Skill: Recall
Learning Objective: 1.2

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5. When an organization goes through a downsizing initiative, training is not necessary as there are fewer employees left to train.

a. True
b. False

Answer: False
Difficulty: 2
Skill: Applied
Learning Objective: 1.3

6. Top management's dedication to organizational learning is important to help build a learning culture that will flourish and be maintained over time.

a. True
b. False

Answer: True
Difficulty: 1
Skill: Applied
Learning Objective: 1.3

7. Training organizational team members to appreciate differences and to be open-minded is an essential skill in the twenty-first century given the diversity of global workforces.

a. True
b. False

Answer: True
Difficulty: 1
Skill: Recall
Learning Objective: 1.4

8. Older workers have a major impact on organizations, however, given that the number of workers over the age of 55 is expected to decline, employers should focus on training younger workers and those who are new to the workforce.

a. True
b. False

Answer: False
Difficulty: 3
Skill: Applied
Learning Objective: 1.4

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9. A restaurant manager who receives repeated complaints from customers that a particular server has made mistakes on their orders may be dealing with a performance gap that needs to be addressed through a possible training intervention.

a. True
b. False

Answer: True
Difficulty: 2
Skill: Applied
Learning Objective: 1.5

10. The ADDIE model of instructional designs is criticized because it does not provide a linear approach to identifying performance gaps and solutions.

a. True
b. False

Answer: False
Difficulty: 2
Skill: Recall
Learning Objective: 1.5

**Multiple Choice**

11. There are many benefits to making training and development a priority. Which of the following is considered a benefit related to increased retention?

a. Employees who make better decisions will lead to increased productivity.
b. The company can expect higher revenues and profits.
c. There will be increased productivity and growth within the company.
d. Employees experience higher levels of satisfaction.

Answer: d
Difficulty: 2
Skill: Recall
Learning Objective: 1.1

12. Training and development is closely tied to performance management. What are the three main steps of the performance management process?

a. Planning, review progress and provide feedback, evaluation
b. Planning, implementation, review
c. Gather feedback, meet with the employee, discuss next promotional opportunities
d. Evaluate performance, provide feedback, plan for changes

Answer: a
Difficulty: 1
Skill: Recall
Learning Objective: 1.1

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13. Which of the following statements best describes the difference between organizational development and training?

a. Training is about developing employees for future job success whereas organizational development relates to ensuring employees are well-prepared to do their jobs.
b. Training prepares an employee to master their current role and responsibilities through learning and organizational development focuses on organization-wide initiatives to improve an organization's overall effectiveness.
c. Training occurs first within the organization and, only after all employees are trained, should a company focus on organizational development initiatives.
d. Organizational development is a different way of referring to training and development.

Answer: b
Difficulty: 3
Skill: Recall
Learning Objective: 1.1

14. Which of the following statements best characterizes the state of learning and development in Canadian workforces?

a. Low unemployment rates mean that individuals are not looking for work and will therefore not require learning and development.
b. Organizations are looking to recruit talent instead of investing in learning and development.
c. Employees are interested in opportunities to learn which puts pressure on organizations to provide ongoing learning and development to their team members.
d. Technology will make learning and development redundant.

Answer: c
Difficulty: 2
Skill: Recall
Learning Objective: 1.1

15. Agile learning is being integrated more into learning processes so that individuals can combine learning and work in a more seamless manner. Which of the following is an example of agile learning?

a. Providing mobile phones that provide real-time learning in small doses.
b. Giving individuals online learning workshops daily at the beginning of each shift.
c. Ensuring that individuals are cross-trained, so they are more adaptable and agile.
d. Encouraging informal learning whereby individuals self-direct their learnings experiences.

Answer: a
Difficulty: 2
Skill: Recall
Learning Objective: 1.1

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16. There are several training initiatives that may be viewed as strategic within an organization. If a company were to use training as a mechanism to reduce sexual harassment, what must the organization do that is related to training and development?

a. Ensure that employees have the skills necessary to interact effectively with customers.
b. Facilitate opportunities for informal learning.
c. Reduce the time to develop training programs.
d. Be certain that the work environment supports learning and transfer training.

Answer: d
Difficulty: 2
Skill: Recall
Learning Objective: 1.2

17. Training and development helps create competitive advantage for firms through human capital resources that include:

a. the work-related competencies that employees possess.
b. skills, intelligence, and judgment of the employees.
c. the combination of external and internal talent that the company seeks.
d. the education and work experiences of employees.

Answer: B
Difficulty: 2
Skill: Recall
Learning Objective: 1.2

18. The importance of a firm's human resources includes the element of imitability which refers to the valuable and rare characteristics of a firm's human resources. What should a firm do to ensure that this strategy is sustainable over time?

a. Provide technical excellence in jobs.
b. Provide ongoing manager training in feedback and communication.
c. Ensure that other firms are not able to replicate these unique characteristics over time.
d. Integrate training systems across the organization.

Answer: c
Difficulty: 3
Skill: Applied
Learning Objective: 1.2

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19. Kirkpatrick's model of training evaluation includes four levels of evaluation. Identify the four levels of evaluation.

a. Responsiveness, learning, transfer, and return on investment
b. Reaction, responsiveness, transfer, and results
c. Reaction, learning, behaviour, and results
d. Reaction, growth, results, and return on investment

Answer: c
Difficulty: 1
Skill: Recall
Learning Objective: 1.2

20. As an HR professional, you have been asked to propose a metric to demonstrate the effectiveness of your equity, diversity, and inclusion training program. Which of the following metrics will you recommend as being most effective?

a. Instructor performance focusing on instructor's presentation skills.
b. Financial return on the investment you have made in the training program.
c. Improved customers service measured by a reduction in customer service complaints.
d. Decreased turnover with individuals who are members of designated employment equity groups.

Answer: d
Difficulty: 2
Skill: Applied
Learning Objective: 1.2

21. What are the most common obstacles faced by human resources professionals for training and development?

a. No time for training and development, unmotivated employees, and poor trainers
b. Lack of support from management, difficulty measuring return on investment, and a lack of training resources
c. Too many training delivery choices, poor orientation, and an overly rigid organizational structure
d. Poor learning space, outdated technologies, and poor supervisory training

Answer: b
Difficulty: 2
Skill: Recall
Learning Objective: 1.3

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22. How does training and development effectively link to corporate strategy in a service organization?
    a. It builds the competencies and confidence of employees who are able to create unique and favourable experiences for customers?
    b. It provides structure that alters the tasks and responsibilities of employees and are aligned with the business.
    c. It ensures managers are focused on the bottom line.
    d. It focuses on long term growth strategies such as international human resources management.

Answer: a
Difficulty: 2
Skill: Recall
Learning Objective: 1.3

23. Supremo International is a large, multi-national organization with manufacturing facilities around the world. It recently purchased a small factory with less than 50 employees. How is training and development different at Supremo as compared to the newest small site it has acquired?
    a. Supremo's training programs are more formalized and highly structured.
    b. Supremo's training programs uses more on-the-job training because they have more employees.
    c. Supremo has less money to invest in training because of the acquisition.
    d. Supremo focuses less on future development because there is a steady supply of employees in a large organization.

Answer: a
Difficulty: 3
Skill: Applied
Learning Objective: 1.3

24. Which sentence most accurately describes the relationship between training and culture?
    a. A strong training program always results in a positive organizational culture.
    b. Culture and training have a circular relationship—culture influences training and training impacts culture.
    c. Training programs, like onboarding, typically weaken culture because supervisors do not live up to the expectations that have been established during the onboarding process.
    d. Values, beliefs, and assumptions of an organization are created by the training programs that are implemented.

Answer: b
Difficulty: 2
Skill: Recall
Learning Objective: 1.3

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25. The following factors are considered significant macro trends influencing training and development.
    a. Economic and legal impact, employee engagement, and labour market factors
    b. Technology, organizational change, and labour market factors
    c. Globalization, demographics, and labour market factors
    d. Globalization, economic and legal, and a focus on knowledge workers

Answer: c
Difficulty: 1
Skill: Recall
Learning Objective: 1.4

26. Gamification is a recent technology trend in training and development. This trend may be found to be a very positive training approach because
    a. employees are now able to work and learn remotely.
    b. digital and mobile content is more critical when employees have time to attend training.
    c. learners can assimilate larger chunks of information while they are at work.
    d. learners report being more engaged which may increase their motivation for learning.

Answer: d
Difficulty: 2
Skill: Recall
Learning Objective: 1.4

27. Social media is increasingly being used for training and development purposes. Which of the following applications would provide employees with an opportunity to get to know one another prior to the actual learning experience?
    a. Mentoring and coaching
    b. Virtual onboarding
    c. Employee engagement
    d. Virtual icebreakers

Answer: d
Difficulty: 1
Skill: Recall
Learning Objective: 1.4

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28. Finley's Brewery has recently been dealing with a number of employee issues and low morale. What recommendation related to training and development should the HR team follow to improve overall employee engagement?

a. Conduct a thorough evaluation of all training programs to diagnose the problems faced with Finley's training and development programs.
b. Be certain that all employees are thoroughly trained on company brands.
c. Avoid all changes within the organization until the problem has been identified.
d. Invest in an onboarding program which emphasizes the company's vision, mission, and values.

Answer: d
Difficulty: 3
Skill: Applied
Learning Objective: 1.4

29. What process helps to identify whether an organization is facing a gap in performance?

a. Formative evaluation
b. Needs analysis
c. Training design
d. Needs review

Answer: b
Difficulty: 1
Skill: Recall
Learning Objective: 1.5

30. Needs analysis helps to provide information about problems with organizations that may require training solutions. If training is not the solution, what could the challenge be?

a. Poor mechanisms for feedback within the organization
b. Lack of resources invested in training
c. Too much time spent on training and development
d. Highly motivated employees

Answer: a
Difficulty: 2
Skill: Recall
Learning Objective: 1.5

**Essay Questions**

31. How would you go about making certain that training and development (T&D) within your company is aligned with the strategic direction of your organization?

Answer:

Align training goals with the big picture

- Training goals aligned with company strategy makes it easier to gain buy-in throughout the organization.

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- Training goals should follow the SMART framework (specific, measurable, achievable, relevant, and time-bound) to have connections between goals and business strategy.
- Business strategy impacts T&D given that resource allocation and program development decisions are based on company strategy impacting the amount of training devoted toward current or future job skills.
- Strategic T&D helps organizations access the abilities of their employees to adapt to a changing work environment promoting innovation and stimulating greater productivity.
- Analysis of business strategies will help capabilities required to be more apparent and will be critical to develop and maintain through T&D.
- Training initiatives also support the development of performance programs and achievement of quality or continuous improvement.

Use training and development to gain competitive advantage

- Utilize the VRIO (value, rareness, imitability, and organization) framework; use training to support development of competitive advantage.
    - Value: Provide cross training, integration of training systems, increase retention, and increase productivity.
    - Rareness: Leverage training to develop technical excellence in job and to develop a culture that values creative thinking and analysis.
    - Imitability: Through training, develop a shared culture, engage in team building, celebrate a diverse workforce, and focus on motivation and goal setting.
    - Organization: Provide specialized programs, implement manager training in feedback and communication, and develop methods and procedures

Use metrics to evaluate organizational success

- By using metrics to demonstrate organizational success, it is possible to demonstrate the value-add of T&D for organizational outcomes.
- Use of the Kirkpatrick model where four levels of learning will detail the reaction of employees to the training, whether learning took place, whether participants applied the new knowledge, skills, and abilities (KSAs) to their job, and the overall impact of the training by assessing whether outcomes were met (results can be best connected with organizational strategy).
- Use of a balanced scorecard approach will help organizations focus on the vision and strategy of the organizations and evaluate how training has helped to yield results that focus on the customer (attracting new clients, increasing customer service, improve brand and culture); learning and growth (look at how training of employees and growth structures are supported by T&D); internal processes (optimization of training, design, and delivery, improving trainee performance); and financial indicators (profitability and financial goals).
- Additional metrics to demonstrate training effectiveness may include: decreased turnover, increased sales, increased operational efficiency, improved customer service, internal scorecards, training costs, return on investment, revenue generation, instructor performance, and user satisfaction.

Difficulty: 3
Skill: Recall
Learning Objective: 1.2

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32. Describe how organizational characteristics influence training and development within an organization.

Answer:

Strategy:

- The goals and objectives of the company need to directly link with HR's goals and objectives to ensure training and development (T&D) activities deliver results.
- T&D can improve employees' skillsets and training programs will relate to specific employee needs and overall company goals.
- Training objectives specify behaviours or skills to be enhanced and how they relate to the company's mission and vision.
- A service organization needs T&D to build the KSAs and confidence of sales and service staff to help create unique and positive customer experiences.

Company size and structure:

- When structural changes occur within a company, this will alter the tasks and responsibilities of employees, creating a training need.
- With new structures and increasing numbers of employees working from home, this has created new training needs which organizations must respond to in order to remain competitive.
- Training differs between small and large organizations: smaller businesses use informal and on-the-job training, training is conducted by company owners or subject matter experts, and training focuses on KSAs required in current job and less on development, less money for training may be available; whereas larger companies have more formalized training, training is conducted by HR with support from managers and supervisors, and training is more structured with larger groups of employees.

Organizational culture:

- Training programs need to be consistent with an organization's culture.
- Culture helps to define how employees learn, how trainers do their job, what expectations are, and how communication happens during T&D.
- The relationship between culture and training is viewed as circular; culture shapes and defines training activities and training activities, in turn, influence and redefine culture.
- Onboarding can build the required social networks to help reinforce culture.

HR practices and systems:

- T&D is related to all other HR systems and functions including: recruitment, selection, performance management, compensation, employee relations, labour relations, HR planning, and technology.

Role of management and employees:

- Top management's commitment and support is essential for organizational learning.
- Leaders define values and set practices and policies that help build competencies.
- Creating a learning culture starts at the top where KSAs acquired and applied are shared broadly throughout the organization that builds a sustainable and flexible organization.
- Employees must be equipped with soft skills, such as resolving conflict and providing feedback, which leads to higher employee retention, improved leadership, and a positive cultural impact.

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Difficulty: 2
Skill: Recall
Learning Objective: 1.3

33. As an HR professional, you have been asked to prepare a document for the senior leadership team describing how factors in the external environment are influencing training and development. Discuss the factors that you will include in this report.

Answer:

**Macro Trends:**

Globalization

- Access to cheap labour has magnified the war for talent and brings access to knowledge workers all around the world; this requires companies to increase their diversity and cross-cultural training.
- Workers from different backgrounds may have trouble connecting and collaborating with one another; therefore, training employees to be open-minded and welcoming of diversity and diverse views fosters an organizational culture that celebrates cross-cultural diversity and inclusion.

Technology

- Technology impacts organizations at all levels and can lead to productivity gains when employees are trained to exploit technology.
- Technology plays a big role in harnessing new digital trends; digital and mobile content is more critical when employees lack time to attend training on multiple platforms, such as mobile and on-demand, which can help deal with time pressures.
- Social media applications, such as virtual onboarding and real-time feedback, offer creative ways to use technology to support learning and development.

Demographics

- The aging workforce with increased retirements means that employers will have to work harder on retaining employees and may rely partly on training and development to do so.
- There will be a higher proportion of new Canadians and training will be important to ensure that diverse populations are welcomed, and stereotypes are broken down.
- Employees need training in communication skills to work effectively with individuals of different ages and cultural backgrounds.

Labour market

- The existing skills shortage will require organizations to hire individuals without necessary skills required for the job—requiring training.
- There is an increasing trend towards use of “non-standard work” including self-employment, temporary employment, short-term, or “gig” work.

Economic and Legal Impact

- Employees who are not trained in recruitment and selection may cause harm to a company because they are in violation of various Acts and codes.
- Training helps to prevent the breach of proprietary information and violation of corporate policies and procedures.
- Training can help companies avoid punitive damages and criminal charges for violation of health and safety laws.

**Micro Trends:**

Organizational change

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- Organizational change is constant; training helps organizations deal with organizational change successfully.
- Managers benefit from training on the change process itself; employees can benefit from training about change-ready behaviours.

Employee engagement

- Employee engagement contributes to organizational effectiveness; Onboarding welcomes new team members to the organization.

Training as part of brand

- T&D can strengthen a company's brand as it is a part of each company's value proposition and shows employees that the company cares about investing in their skills.

Difficulty: 2
Skill: Applied
Learning Objective: 1.4

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