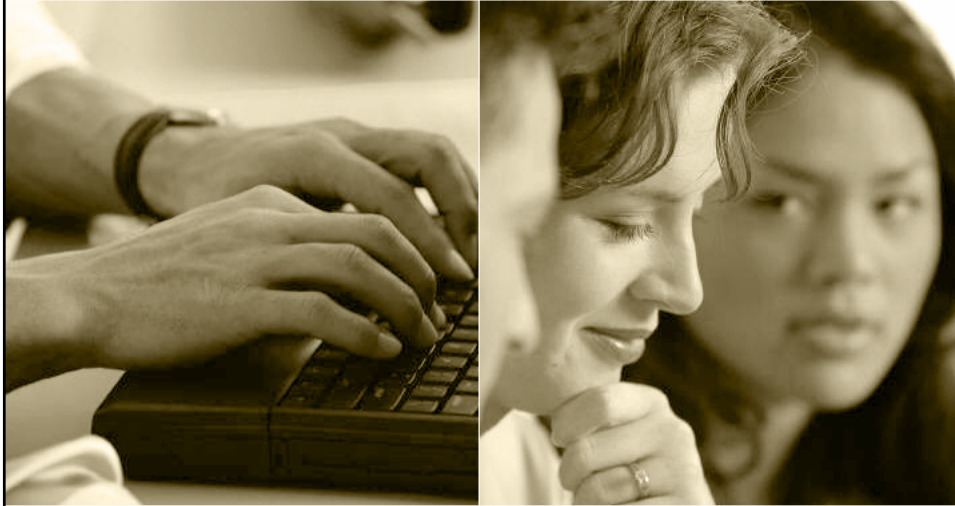


# ***Managing for Maximum Performance***

**UCSD Extension Business & Technology**

## **Chapter 13 – Developing Employees & Managers – Winter 07**

### Developing Employees and Managers



### Overview of “Best Practices”

**FACT:** People are attracted not only to salary figures, but to excellent training programs as well.

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### Overview of “Best Practices”

- Each company should oversee:
  - New Hire Orientation / Introduction
  - Training for the job
  - Updating current employee skill set
  - Needs Assessment and Training structures

“Developing Employee skills is a key managerial responsibility”

### APPLICATION

Compare the Same job in

- Two different companies
- Two different sizes
- Two different HR departments

= Who has better training?



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#### Company Profile

##### **BIOSITE INCORPORATED**

- 15 yrs old
- Rapid Growth (from 500 to over 1000 in two years)
- Laid back company culture
- Two groups of employees –
  - Original
  - New
- Changing HR department



#### Company Profile

##### **DYNAMIC SPACE SOLUTIONS**

- 5 years old
- Slow steady growth
- Intense & busy
- Fun culture
- 10 employees (mostly family members)
- No HR department



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## New Employee Orientation

### **BIOSITE INCORPORATED**

- 3 hour orientation
  - Includes presentations by
    - HR
    - EH&S
    - Stock department
- Brief campus overview
- Welcome lunch
  - With manager and key people from department



## New Employee Orientation

### **DYNAMIC SPACE SOLUTIONS**

- 2 hour company orientation
  - Review policies
  - 401K plan
- 6 hours site orientation
  - Meet key people
  - Review safety guidelines
  - Familiarize site layout
  - Review site culture and specifics



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### New Employee Training

#### **BIOSITE INCORPORATED**

- Little or no formal training
- Q&A available upon request
- Prior software knowledge expected



### New Employee Training

#### **DYNAMIC SPACE SOLUTIONS**

- 3 month apprenticeship
- In-field software training
- On-the-Job training with other employees and principals
- Q&A weekly
- Monthly employee meetings



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### **CASE STUDY**

#### **Modular Furniture Installation**

- Design and layout
- Electrical needs
- Facilities assistance
  - IT
  - Maintenance
- Outcome

### **Developmental Training**

#### **BIOSITE INCORPORATED**

- Little or none offered onsite
- Reimburse classes taken
  - Only job related
  - Must be signed off by manager and HR
- Employee interaction accepted but not encouraged



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## Developmental Training

### DYNAMIC SPACE SOLUTIONS

- Classes offered per quarter (class paid for, and 4 hours reg. pay)
- Reimburse classes taken
  - Expanding current skill base encouraged
  - Limited \$1500/yr unless authorized
- Interaction between company members encouraged
- Principals engage yearly with business and HR advisors



## Dynamic Quotes

- "Orientation is more than 1 day, it's at least a few weeks – it's more of an immersion."
- "Apprenticeship allows for more creativity and ownership"
- "We strive to help people be successful – once you get a taste of success when your in a tight spot you feel empowered."



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