



**Ohio and Indiana
Risk Management Initiative**

**Orientation and Training
of Employees**

Dr. Bernie Erven
Erven HR Services and
Professor Emeritus
Ohio State University
erven.1@osu.edu 614-888-9953





Introduction

- No new employee comes completely oriented or trained
- Most challenging cases
 - Family member joining a family business
 - New employee with many years experience in similar business
 - Older employee with young supervisor
 - Teenager



Orientation

- One opportunity for good first impression
- Help every person get off to a good start
- Opportunity to convince each person that he or she is important
- Every new employee gets oriented – the question is, “By whom?”



Orientation as socialization

- Orientation is introduction to the:
 - Industry
 - Business
 - Requirements of the job
 - Social situation
 - Business' culture
- Orientation should create an initial favorable impression
- Orientation should encourage acceptance by other employees



Planning the orientation

- Who will be in charge of orienting the new person?
- What will be the content of the orientation?
- How will the orientation mesh with job training?



Content of orientation

- Business characteristics: history, mission & goals, facilities, overview of products and services, organizational culture
- Personnel policies
- Compensation and benefits
- Introductions
- Job duties



Orientation tips

- Have a detailed plan & stick to it
- First put new employee at ease
- Include the owner or one of the top managers
- Encourage questions
- Keep first-day paperwork to a minimum
- Provide a glossary of business terms
- Save a few minutes at the end of the first day to encourage the new employee, ask for questions and again emphasize his or her importance to the business
- Save at least 15 minutes at the end of the first week for the last phase of the orientation program



Training

- Most training in small businesses is on-the-job training
- More training is done by co-workers than by supervisors
- In the absence of formal training, employees either quit or eventually figure out what works and doesn't work



Justification for a training program

- Some training is essential for every new employee
- What do you like to do that you do not do well?
- Is it fair to hire a person to do something he does not know how to do, not train him to do it and then criticize him for not doing in right?



What is training?

- Training is making the complex and difficult seem simple.
- Where do you find pneumonia in the dictionary?
- How do you tie a shoe?
- Dieter's friend?



Training helps:

- Workers → Attain their career and personal goals
- Employers – Attain their business goals



Training requires:

- A competent trainer
- Equipment, tools, supplies, appropriate place and training aids
- A willing learner
- A training plan
- Two-way communication and practice
- Much patience by both teacher and learner



Five-Step Training Method

1. Prepare
2. Tell
3. Show
4. Do
5. Review



The Trainer

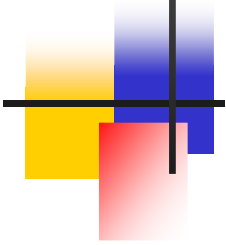
- Who?
- Training the trainer
- Involvement in planning
- Freedom to be creative
- Reward for job well done



Take home points

1. Every new employee needs some orientation and training
2. Planning is the basis of success with orientation and training
3. Success in orientation and training requires training in how to do both well

Contacting Bernie Erven



erven.1@osu.edu

614-888-9953

5987 Rocky Rill Road
Columbus, Ohio 43235