

Training Analysis for the Engineer Design Release Process at IMMI

By



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Table of Contents

Case Study	[PAGE #S]
Introduction.....	3
Purpose of the study.....	3
Significance of the study.....	5
Significance to the reader.....	5
Significance to the department, division, company, alliances, ect.....	6
Broader implications.....	8
Organization Overview.....	8
Identification and Discussion o f Issues.....	9
Questions to Be Answered.....	10
Case Solution	
Information and Literature Review.....	13
Analysis of the Issue.....	18
Conclusion.....	23
References.....	26

The Engineer Design Release (EDR) process is not quickly or effectively supporting the business needs at IMMI. In 2007, many changes took place at IMMI due to the failing economy. The business objectives were more clearly outlined in order to survive the challenging economy. One change was the downsizing of employees. Since then, as business needs require, there have been many new positions filled. The EDR process, though significant to the company, is considered a minor part of an employee's duties. The process is routed through specific departments in order for the required work to be completed for manufacturing. The time it takes for this to be done is inefficient. The lack of training in this process has become more evident, and noticeably concludes, a training program needs to be implemented.

Training is a fundamental element in order for employees to understand the specifics in a process. Research for this case study will involve a study on the techniques of training and how to implement successful training. A questionnaire will be submitted to select employees pertaining to the issues they face when dealing with the process. Personal interviews with upper management will be conducted for their input on the issues that need to be addressed. This research will justify the importance of training and facilitate in building a training procedure for the EDR process.

Purpose of the Study

This study will take a comprehensive look at training procedures and use a needs assessment to choose the correct procedure to better develop employees in the EDR process at IMMI. The information gathered will allow for the appropriate training procedure to be designed and accurately implemented.

The central problem to be addressed is how to develop a training program for the EDR process to increase the speed of the process while meeting the needs of the company. With thorough research, a training program for the EDR process will enhance the knowledge of the employees and allow for better service to the customers. The quantity of EDRs being processed has increased by fifty percent in the last year, compared to 2007 and 2008. This is because IMMI has become a made-to-order manufacturing company for a large portion of their customers. Some products may only be made once or twice. New employees are not getting proper training in this process to perform their jobs effectively. The EDR process supports the business needs, and employees need to be trained in the process for continued growth and quality service. This was chosen because the EDR process has exposed a need for better training to increase the speed of the process and provide the desired results to meet the needs of the company.

The objective of this case study will be developing and implementing a training program in which to train the EDR process. One objective will be to better express the significance of the process within the business. It is a major process and needs the understanding of the employees in order to satisfy the intended function of the process. A training procedure will help address these issues as well as give clear directions of the employee's responsibility in the process.

The EDR process affects many aspects at IMMI that are out of the scope for this case study. Three aspects will be generalized for the purpose of this case study. The first is the specific work that is performed by each department. As stated above the workflow is routed through each department so they can complete the work that must be done to implement parts into the system. The specific work involved will not be discussed in great detail for this case study. The second aspect is the software used to run the EDR process through the system. Only facts that pertain to or affect the EDR process will be discussed. The third aspect that will not be

discussed in great detail is how the EDR process affects and supports other IMMI facilities in the United States as well as internationally. These facilities rely heavily on the EDR process in order to manufacture products. Proper training will alleviate many of the issues they face.

The Significance of This Study

The EDR process has become more significant to the company since 2007. Prior to that IMMI would manufacture products for long periods of time. Changes to products were minor and the EDR process was effective for that time. Since 2007, IMMI has expanded their business practices. Most of the core products have been sent overseas to be manufactured, and the plant in Westfield deals in producing made to-order products and intricate products. Many of the products manufactured will only be produced a couple of times before being upgraded and changed for new applications. Before 2007, there were approximately thirty to forty EDRs a month. The average for one year was estimated at four hundred and twenty. Since 2007, the average has soared to one hundred a month and the yearly average is one thousand two hundred. Time has become increasingly valuable and the time it takes for the EDR process to be completed has become an inconvenience to the business. IMMI's workforce continues to change and new employees need effective training in the EDR process.

Why is the topic significant to the writer?

The writer of this case study has worked in the engineering services department with the EDR process for three years. Many changes have taken place in the business and staffing of the departments. The writer knows the difficulties that employees have in dealing with and understanding the EDR process. The EDR process is electronically routed through the system with a workflow that notifies employees when it is time for their portion of the process to be completed. In addition, a hard copy of the EDR is composed and physically submitted to be

processed through and aligned with the electronic version. This can be difficult to those who do not have a clear understanding of what is needed, and what must be prepared before submitting an EDR. Basic training on the function and how to initiate an EDR could prove to be beneficial in alleviating the stress that comes with having to compose an EDR. The writer spends approximately ten to fifteen hours a week helping employees write EDRs, and assists in finding information because of insufficient training. A training procedure needs to be readily available and easy to access so employees can be more confident with this process.

Insufficient training in the EDR process is an issue employees face on a daily basis. Frequently an EDR will get ignored because employees do not take the time to deal with all that is involved in completing their portion of the process. This case study could prove to be beneficial in creating a training procedure that is insightful and easily accessed. The writers hope is that a training procedure will liberate the employees from what is now a slow and difficult process.

Why is it significant to the department, division, company, sister companies, alliances, major stakeholders, ect.?

A training procedure would be significant to the department because less time could be devoted to training employees individually on the EDR process. Often, when an EDR comes through, required information is left out and engineering services have to go and retrieve it. This is a time restraint in which training of the process would inform initiators of the necessary information needed and better prepare the hard copy portion for the EDR. This would be a benefit to the engineering services department.

Training in the EDR process would be beneficial to all departments. The process touches all the departments as a large number of employees do not have a clear understanding of their

role in the process. Since the beginning of 2010, the EDR process has been under review by upper management on how to speed up the process to meet the business demands. Various changes have taken place due to the review and have caused a lot of confusion. There were no training or guidelines outlined for employees when these changes were implemented in the process. The employees are now struggling to work through these changes. This has compounded the problems and clearly demonstrates that a training procedure needs to be created for a better understanding of employee responsibility.

The technical sales department creates a small portion of the EDRs, even though most of them are created by the engineers at IMMI. The sales department has a better understanding at initiating EDRs because they work in the system. The engineering departments have the most difficulty because they are product driven and have less time and training in the system. Since the increase in the quantity of the EDRs, and changes that have been made, all the departments are in need of updated training. Training could open up the lines of communications and expose questions that people need to ask but are unsure of whom to address for the correct answers.

These issues also affect IMMI's global facilities as they retrieve their technical information from the Westfield facility. Any mistakes made in Westfield would cause the global facilities lost time in manufacturing products. It is a common problem and could be minimized with better training. IMMI has facilities in Mexico, China, and Europe. A new facility will be opening in 2010 in North Carolina. These facilities depend on the Westfield data base and incorrect information in the system would have devastating consequences that affects the business locally and globally.

Does the topic have broader implications?

IMMI is a privately owned and operated company originating in the United States. The products manufactured have become technical since they started serving customers in 1961. IMMI's technical ability is their primary asset, and largely contributes to their survival in a global market. It is important to the company's survival to manufacturer quality products in a timely manner that meets customer needs. Competition in this market is stiff in the United States as well as globally. The EDR process has a large effect on the business and needs a better understood by all who are involved. A negative impact can cause detrimental consequences to the business and all the facilities suffer.

Organization Overview

Dick Anthony and family founded and began manufacturing in Westfield, Indiana in 1961. What started out as small seat belt company has evolved into different markets with advanced products and made its presence known throughout the world. IMMI embraces high quality standards and their products have been implemented into markets that bring safety to people. These markets include products for school bus seats, child safety seats, semis, and off high way equipment. IMMI's goal is to bring safety to people and comfort as an added bonus. They are motivated and willing to evolve in the worlds changing market so this has increased sales and customer satisfaction. IMMI is a God centered company and works to make business practices reflect their values. IMMI has grown successfully over their years in business. The organization is larger, global facilities have been established, and they have products in a variety of different markets. In order to effectively manage all the aspects of the business, the products and all the processes that support the business need to be effective and efficient.

The EDR process is a supporting process that has undergone some changes over the years. The EDR process started out as a paper process that was physically passed through the

departments. In 2006, the electronic portion of the process was added. The intent of the electronic portion was for better identifying where an EDR is located throughout the process. It adds value by electronically notifying employees when it is time for them to do their part in the process, and for electronic storage of the EDR to maintain history. The electronic process is efficient for this purpose. However, this has added the need for a training procedure so employees know how to complete this part of the process efficiently. It is common for an EDR to be in process for two or three weeks before it is completed. Lead time on customer orders is usually quoted at two weeks. The time it takes for an EDR to be processed does not align with lead time being quoted to the customers. This is why the process has been brought to the attention to upper management. Planning, sales, manufacturing, and purchasing departments are all affected by this issue.

Research for this case study will involve examining the key issues that affect the timing of the process and what steps can be taken to better train the employees as part of the solution. The research will analyze training procedures and what will work best for the EDR process, as well as how to implement it so employees can easily access the information.

Identification and Discussion of Issues

A training procedure for the EDR process was chosen for this case study because it is a significant process widely used at IMMI. It is designed to get the necessary information on components and assemblies into the system, and get drawings made so products can be manufactured. Currently, there is no training program for the EDR process to provide instructions on how to create and initiate an EDR. Information that gets processed on an EDR will often get held up by the intended initiator because they have to wait for help to create the EDR. Consequently, this slows the process down from the start. Another key issue is making the

EDR process a higher priority in the departments. As stated previously, an EDR is sometimes ignored by employees for various reasons. However, it needs to be a priority in order to improve the speed of the process.

Another issue that affects the EDR process is the software used at IMMI. It is not user friendly and creates difficulties for employees who need to process information. Existing employees who do work directly in the system rarely log in because navigation is difficult. New employees find it frustrating and have expressed the system is the hardest part of learning their job in the organization. This affects the electronic portion of EDR process. As it is connected to the system, employees find the process difficult to navigate. This case study will address these issues and create an effective training program that will give employees direction on the EDR process. This will make it easier to navigate and should speed up the process. The EDR process is connected to every department at IMMI. Upper management agrees departmentally improvements should be made, but the basic problem is insufficient training.

Questions to be answered

This section will ask a few questions that must be addressed to arrive at a viable solution for a training procedure. Two key questions will be asked. After each question there will be an explanation as to why it was chosen, how it is linked to the study and other details that clarify what the question is meant to uncover.

What questions will a needs assessment answer?

The writer believes that a needs assessment should be done to identify and address the issues of developing a training program. This will give incite on what components are needed to successfully implement a procedure. It will also bring to light what issues are obstructing the

EDR process, or whether these issues are in the scope of this case study and can be addressed.

According to Werner and DeSimone (2009), needs assessment will identify:

- The Organization's goals
- Discrepancies in employee skills
- Discrepancies in current skill and skills needed to perform the job
- The condition under which activity training should occur.

(Werner & DeSimone, 2009, p 107)

This question was chosen because the information gathered from the needs assessment will help in building a training program for the EDR process.

Which levels of the need analysis will be conducted in this case study?

According to Werner and DeSimone, (2009), "three levels of needs analysis include organizational analysis, task analysis, and a person analysis" (p. 107). This case study will focus on all three of these levels. This will help in designing the correct format for the training procedure and who needs to be involved with it. It will also identify where training needs to be initiated and who will benefit from this training. An evaluation of the business needs will be examined in this analysis to help create the foundation for the training procedure and make it effective in meeting company needs.

To close this segment, the writer will give a short explanation of the methodology used to gather and analyze the information. The key resources for this case study will include research on training, personal interviews, questionnaires, and a needs analysis will be conducted. Interviews will be conducted with managers who are closely affiliated with the EDR process to gain insight on their opinions. A questionnaire will be created for key employees to provide opinions on the issues they encounter when creating an EDR. The answers from the

questionnaire will be pertinent for this case study because it will provide specific information from the employees who are currently dealing with the EDR process. It will target issues, individually, that will help direct the training program. The needs analysis will be conducted to provide the answers needed to create a successful training program. The analysis will provide insight to upper management's thoughts of the issues affecting the EDR process, and information on business conditions. It will clarify where training is needed, who needs trained, what information the training needs to provide, so the best way to present the training can be designed. The information gathered will be analyzed, and combined with the research conducted, a viable solution will be recommended.

Literature Review

The United States industry has done an inadequate job where training is concerned, and of recognizing the benefits of well trained employees. Training is a function that cannot be ignored and management has the core responsibility in making sure employees are effectively trained (Frahm, Kathawala, & Motwani, 1994). The principle focus of training is to develop employees and give them a clear understanding of how to perform their daily activities (George, & Jones, 2008) Companies hesitate to provide funds for training because well trained employees can seek employment elsewhere, taking the knowledge they have acquired with them. However, they claim properly trained employees improve the atmosphere of the organization, promote higher productivity levels, and tend to change jobs less then untrained employees. Companies who provide training are more apt to retain employees and achieve a quality workforce (Hogg, Huberman, & Glance, 1997.)

Companies should not view training simply as an investment or as a way to teach a process within the business. It should be looked up on as a long term process with set purposes to provide intended results. Training is a function that should not be taking lightly but should involve a thorough investigation into the needs within the company for maximum results (Denby, 2010). Effective training can only be implemented successfully if the need for training has been clearly defined. According to Denby, (2010), "Many businesses face the prospect of wasting valuable training budget because they do not know how to accurately identify what their internal needs are" (p. 147). Therefore, the training programs created are less effective and often quickly forgotten. Organizations develop and orchestrate a broad range of training programs.

Effective, on-going training programs within a business are an asset that can only be resourceful if implemented correctly (Leslie, 1986).

It is common for companies to react with training programs only after a problem has been discovered. Training is a function that should be a deliberate and well planned task. The four standards that would help in successfully managing this would include, analyzing the company training requirements, preparation and implementation of the training, securing success, and controlling training and development (Clarke & Muhlemyer, 1997). A company who simply reacts to training as opposed to making a conscious effort to plan for training, often results in dollars lost and training efforts wasted.

A training program has no value if it does not contribute to achieving organizational goals or help individuals become more effective in their jobs (Drummond, 1993). A training needs analysis is, according to Drummond, (1991), "A thorough review of the training which can affect improvement in the knowledge, skills or attitude of individuals or teams in the workplace" (p. 4). A study done by Brown, (2002), suggests training needs analysis is a must for implementing successful training. Both agree implementing a training program without first conducting a needs analysis will often backfire and lead to overdoing a training program, or not doing enough. An analysis will provide the answers needed to effectively target the issue to be addressed.

According to Werner and DeSimone, (2009), a training needs analysis is effective in outlining what the needs are so training can be aimed at correcting those issues. A needs analysis identifies the following:

- Where training is needed
- What must be done to perform the job

- Who should be trained (p. 110)

An analysis of the organizational needs should be conducted which include, according to Werner and DeSimone, (2009).

- Organizational goals
- Organizational resources
- Organizational climate
- Organizational constraints (p. 110)

An analysis of information listed above is an effective foundation for creating a training procedure. The information collected on an analysis should be dependent upon who is being trained. An analysis for training new employees would include job specific details. An analysis for current employees is more difficult because the analysis is addressing performance issues. According to Dressler, job observation, peer reviews, tests, and employee diaries are suggested ways of obtaining information for the analysis (2004).

Company knowledge is the best asset to explore, according to Goodman and Schieman, (2010). Companies are spending millions of dollar to develop training programs to develop knowledge they already have. Companies need to look at the knowledge that has already been identified and find ways to create, identify, capture, and distribute the information throughout the organization. For example, companies will bring in external consultants to teach them what they need to know. This appears to be a wise investment, only to find the information they were seeking was already known by a different department. So therefore, time and money was wasted.

Training transfer is a term used in identifying whether trainees can take the training they have learned and transfer into their daily activities. A study done by Cheng and Hampson, (2008) suggests, "Successful training programs cannot guarantee that newly learned knowledge

and skills will be transferred to the workplace” (p. 327). They found training transfer is a serious issue that, although it has been studied for many years, is far from being resolved. Researchers Berreri, Brinia, and Nikandrou, (2009) say, “4 percent of the skills acquired during the training process are immediately transferred at work, 25 percent remain for a time period of six months, and only 15 percent for a year” (p. 255). Both of the studies agree that an individual’s motivation to learn strongly impacts the training process; however, it does not always mean the knowledge will be applied once the training is completed. There may be a motivation to learn, but a lack of motivation to transfer.

In a study done by Nanda, (2009), a key factor for training is customer satisfaction. Customers expect a higher level of reliability and quality, and demands are constantly changing. Training is an influential factor for improving quality. Quality training teaches organizations to think differently. In order to produce a quality product there must be a quality workforce. Organizations must have a strong training foundation and understanding of skills to help them reach their business goals. This is achieved through quality training. According to Nanda, (2009), “Thinking about what to do, why it’s being done, and what the outcome will be,” (p.36) is an outcome of good training. The key element of a quality- training program include assessing training needs, organizing required training material, conducting training, evaluating the training, and maintaining the training plan.

A study done by Cheng, Dainty, and Moore, (2007), shows there are many problems caused by change initiatives in organizations, particular in human resources. The main barriers stem from lack of support from management, established working practice, and lack of training interventions. These problems can be overcome with communication between employees and management. A company must first gain the acceptance from employees by showing the change

will benefit them as well as the organization. A company must provide positive feedback to the employees as a stimulant to meet the new expectations. It is vital for the company that employees are committed to the intended change for the new program to be a success.

Researchers Hilgert and Leonard, (2007), report management plays a key role in implementing training procedures. The support and leadership they provide is crucial to the success of the program. Their role is to provide support, tools needed, gain employee acceptance, and time for the employees to learn the program. It is their responsibility to monitor the training procedure to assure that the program is obtaining the company's intended results. The ultimate goal is for management and employees to work together, adopt the new knowledge, and utilize it in their performance.

Dutton and Moore, (1977), found training is a function that should be evaluated regularly so companies know how effectively their programs are and the costs that are being allocated for training. However, most companies ignore this idea. Griffin, (2010) says, "This matters because there is evidence that much training, for various reasons, may be wasted" (p. 221). This study found many businesses have experienced losses through training, and consequently, they tend to continue in the same direction. Most organizations have no idea what impact their training procedures are making or how much it is being wasted. Evaluations are a needed component in effective training procedures.

Cervone's, (2005), research shows organizations who commits to on-going training practices tend to have less employee turnover and recruit better resources. This study suggests knowledge-based training and skilled based training is the two types of training in which companies tend to focus. Usability of the training should be evaluated to ensure the success of the program. Developing usability training follows the guidelines put forth from a needs

analysis. Like most training plans, evaluations of the plan must be on-going for continued success.

Research by Frahm, Kathawala, and Motwani, (1994), found ongoing training improves quality and service due to a qualified staff. Quality training helps individuals on a personal level which could advance them to a higher level within a company. Well -trained individuals have more self confidence in their activities and understand the importance of meeting organizational needs, as well as those of the customer. In a study done by LaBonte, (2003), it is important for companies to train employees on ways to improve their knowledge and skills. The application of the training is critical to the success of the training, to receive change in behaviors and obtain quality results. This involves arranging the elements identified for training in a sequence that will provoke the interest and motivation of those being trained (Lyons, 2009). Traditional approaches to training need to be modified to implement improvements on performance. LaBontey, (2003) states, "Learning does not equal performance" (p. 34).

Study Analysis

The literary study proves that a needs analysis should be the first step when considering training. An analysis will provide the information needed for creating a training plan. Most training programs that do not start with a needs analysis will often fail within the first year. The information an analysis provides will guide the training program and give accurate direction so it can be designed for those specifically needing trained. Thoroughly examined information from a needs analysis will provide training programs with a stronger foundation and a better chance of being successful in achieving company goals and knowledge transfer.

An analysis will show where the training is needed. This is an important factor in this case study because the EDR process touches almost every department in the organization. Every

department has their own responsibilities towards the EDR process, so those problems would need to be addressed departmentally. Trying to develop a training procedure that would cover every aspect would be overwhelming. However, narrowing it down to the basic training of the process will make creating a training program attainable.

The needs analysis will answer the question of who needs to be trained. The largest portion of the EDRs is initiated by the engineers at IMMI. They have the most difficulty because they do not regularly work in the system. The rest of the EDRs are initiated by the sales department. They are currently undergoing training on the EDR process departmentally. New employees who will be associated with the EDR process will also benefit from this training. It will expose the mechanics of the process which will be beneficial knowledge, regardless of what their association with the process will be. For this case study, the target group will be the engineering group and new employees.

Next, the needs analysis will provide what information is to be trained. The electronic part of the EDR process is the need for training. Understanding the electrons process is vital in creating an EDR. Due to lack of time in the system, the engineers have a difficult time getting through this part of the EDR process. They tend to forget where to go in the system to access an EDR, the steps involved in creating an EDR, and where to put the information they want to add. This would be the focus for what needs to be trained in this case study.

On an organizational level, the needs analysis will provide data on organizational goals, climate, resources, and constraints. The organizations goal for the EDR process is to provide training for the employees so they will have the necessary skills to initiate an EDR. This will improve the employee's productivity and increase their knowledge on the process. In interviews with K. Schoffner, T. Schelonka, E. Balensiefer, the managers affiliated with the EDR process at

IMMI, concluded that a training procedure that would address the knowledge needed for creating an EDR would be beneficial in proving the skills needed for the employees (personal communications, June 8, 2010).

IMMI has the potential resources that would be needed for a training program, according to interviews held with management. However, once the program is ready an approval would be necessary. In an interview with the manager of engineers, E. Balensiefer confirmed that he would be supportive of a training program that would provide the knowledge needed to better equip the engineers on the EDR process. He confirmed this is a frequent issue for the engineers and would like to see training material that would address this problem (personal communications, June 8, 2010).

As to the identified constraints, a lack of time seems to be an issue. The reason for this is because of time needed for the training would take the employees away from their work. Another constraint is stress. As new programs are implemented, stress levels rise. Employees want to know and understand what is being trained and apply it to their jobs. No other constraints were identified for this case study.

In the literary study Goodman and Schieman, (2010), revealed many companies do not properly document known knowledge and therefore fund programs to get the knowledge they already obtain. An important factor for companies to consider when employees leave or change jobs is the knowledge that only they know goes with them. It is important to document all the information gathered in a needs analysis so it can be accessed for future training programs. This will provide the history for this training program, why it was implemented, and answer future questions. Documentation of the analysis will save the company money by making it accessible for future needs.

It is important to build quality into training programs (Frahm, Kathawala, & Motwani, 1994). The purpose of the EDR process is to implement components and assemblies into manufacturing. Any mistakes made during the process will affect the manufacturing and lead to quality issues. It is important to make sure the EDR is routed to the necessary departments to ensure the work is completed. It is vital that all departments correctly insert their information into system and that no steps are missed. This is an issue which would be addressed in the training procedure.

The information provided for training programs should be designed and organized to fit the needs of the intended target audience (Denby, 2010). The training program for this case study will be designed and organized on a power point. The method selected for this training program is job instruction training. The training will detail step by step how to initiate an EDR, and expound on key points. The training will be documented and easily accessed in the system so trainees can refer back to the training as needed. This will help reinforcing the training and with easy access to training material, engineers can have it with them at their desktop as they create an EDR. The information provided on the training program will take the guess work out of creating the EDR. Engineers can refer to the training program to help them be more productive in the initiation of the EDR and provide them more confidence in the process.

Most training programs fail within a year. The reason for this is because training programs are implemented and never revisited or updated to ensure they are meeting the needs of the company. Once the new training program is developed, an evaluation should be frequently performed to assure it is generating the desired results. The training program for the EDR process will be evaluated to ensure the material is effective in its purpose and the knowledge is being transferred. This can be measured with an evaluation provided by the engineers. The

training program should be reviewed by-annually so any changes or updates can be made for continued efficiency of the training program.

Themes Developed

A key development in this research was the necessity for a needs analysis. The analysis is the basic foundation for beginning new training programs. It has been proven beneficial in the long run because programs implemented without the analysis have a higher failure rate. An ongoing evaluation of training programs was also significant in this study. Programs should be evaluated and updated to meet the needs of trainees, as well as the overall organization. Programs that are regularly evaluated have a higher success rate which means the company's investment is delivering the desired results.

Knowledge transfer was also a key development in this research. Knowledge transfer is the most important factor in determining training success. If the trainee does not embrace and implement the new knowledge that is being trained, the training is a waste of time and money invested.

Questions Answered

The questions to be answered for this case study are:

- **What questions will a needs analysis answer**
- **On what level should the need analysis be conducted for this case study**

The needs analysis answered key questions for this case study. It determined where training for the EDR process was needed, who needed to be trained in the EDR processes, and identified the information that needs to be trained. The needs analysis provided input from the managers involved in the process, and defined their concerns of what they believed would be beneficial for training in the process. Organizational needs were also examined in the analysis.

The organizational goal for this training was to better equip the targeted employees with the knowledge of how to initiate an EDR. This would improve the productivity and help to meet quality standards. The training would increase the speed of the EDR process and help with the initial problem in this case study, which is meeting the needs of the customer.

As to the level of the analysis, level three was used for gathering the information. This involved interviews, questionnaires, research to identify where training was needed, what must be done to perform the job, and who needed to be trained. The needs analysis for this case study thoroughly analyzed the gathered information from all three levels. The information determined the direction of the training program and targeted what information the training needed to provide. Once all this information was analyzed, a training program was designed and the appropriate method of how to present the training was chosen.

Conclusions

Training is a vital tool in maintaining a successful organization. Training is associated with customer and employee satisfaction, and quality performance. Companies recognize that quality is customer satisfaction and cannot be ignored. As the consumers raise their expectations, companies continuously must change to meet their needs. A key to a successful business is the communication between employee and management, regarding expectations, goals, and benefits. Management's responsibility is to gain the trust of the employees and prove why change is needed.

The central problem for this case study is how to develop a training procedure for the EDR process to increase the speed and meet the needs of the company. The lack of employee and management understanding in the process has generated a need for training. The needs of the customers as well as those within the company were not being met. A needs analysis provided

the necessary information to develop and orchestrate a training program that would address the problem to provide a solution.

Recommendations

The writer of this case study believes, after an in-depth study of the research, a needs analysis should first be conducted to provide necessary information needed to develop a training program. The needs analysis is used as a tool to help ensure the planned training is designed and implemented with specific purposes. The analysis will identify where training is needed, who needs trained, and what information needs to be provided in the training. The analysis will guide the training program so the development of the program is aligned with organizational needs. The analysis will help in deciding what method is used to present the training so the training program fits the needs of the organization and those being trained.

An evaluation of the training program should be built into the process to maintain the affectivity of the program. It should be monitored so updates can be made to ensure the program is effectively providing the intended knowledge. An evaluation would also monitor knowledge transfer, usability of the program, and whether it is meeting the needs of the employees and the company. It is imperative that evaluations of training programs are conducted so they do not lose their intended purpose and become meaningless. The evaluation will add significant quality to the program through monitoring and updates to ensure the intended target is provided with accurate information.

Companies should implement training with an intended purpose to meet the needs of the organization and customers they serve. Training is vitally important to better equip employees with the knowledge needed to perform productively. Well-trained employees work with purpose

and add value to the organization. This meets the needs of the company as well as those of the customer.

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