The Optimization of HY Company's New Employee Training Program

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Abstract. As a real estate construction company, HY company keeps expanding its business scope and is gradually expanding its business scope to the whole country. In this context, HY company has a strong demand for human resources and constantly improves the requirements for new employees. The existing HY company's training system for new employees can no longer meet the requirements of the current company. In this case, this paper aims to collect questionnaires filled out by grassroots employees of HY company, interview managers' requirements for new employees and managers' opinions on the current training system for new employees, as well as analyze and discuss the current training programs of HY company. Discover the inadequacy among them and the outstanding problem that exist. On this basis, the training system for new employees of HY company was optimized and designed with grassroots new employees as the object, and the scheme was constantly improved and improved in the process of practice.

Analysis of the Current Situation of HY Company's New Employee Training

According to the current new employee training system of HY company, the new employee shall attend a one-week induction training, and the written examination shall be conducted on the last day before the end of the training. One week after the end of the training, you can directly apply for entry. During the interview with the department managers, the department managers generally believe that the current training system cannot stimulate the enthusiasm of employees in training. After receiving new employee training and participating in the final assessment, new employees can enter the company regardless of whether they pass the assessment or not. New employee training is just like a warm-up before entering the company. It can't really train new employees and improve their quality.

In the existing training system, training courses are divided into four categories: corporate culture, corporate rules and regulations, labor laws and regulations, OA office platform operation. It mainly trains new employees to operate the office system and learns relevant regulations of the company. It is a one-way indoctrination teaching of new employees by lecturers. After receiving the training, new employees only have a general understanding of the company, but their personal work skills have not been improved, and they have no deep experience and feeling of the company's culture, management philosophy and team spirit.

In the process of investigation and interview, we found that the current new employee training teachers are mainly senior staff of human resources department of the company as the lecturer. No external teachers, mainly because of the company's funding problems. Among them, the internal teachers of the company are mainly responsible for training the basic qualities of new employees before they enter the company. Through the explanation of enterprise culture, enterprise personnel system, labor laws and regulations, and operation of OA office platform, the purpose of training new employees is achieved. There is no clear division of responsibility among lecturers. Employees who are temporarily out of work are usually sent to train new employees.

As the training content mainly focuses on the company's culture, system, labor laws and regulations, and office system operation, the training mode is single, with PPT lecturing by lecturers as the main method, centralized teaching method and examination paper examination as the main method. The final exam results are used as a test of the training effect of new employees. The training
effect is not in line with the assessment, resulting in the result that the new employee training enthusiasm is not high, the new employee training effect is poor.

At present, the new employee training of HY company is organized by the human resources department of the company. Finally, test the training effect of new employees by examination paper. In the process of investigation, it was found that HY company put more funds into the training of senior employees of the enterprise, neglected the training of new employees and did not invest enough. For all employees in different positions, the training is centralized and the same course. At the end of the training, there is no corresponding training effect evaluation.

The Optimization of Training Programs

According to the analysis of training demand results, questionnaire survey, interview results of managers and other successful cases of enterprises. We have optimized the training system for HY company's new employees. The following part mainly divides the optimized new employee training program into two parts. The first part is pre-job training, the main content is to focus on learning the company's system, culture, office platform operation. The second part is on-the-job training. According to the positions of new employees, it can be divided into management new employees and technical new employees, and two on-the-job training programs are developed to train employees in terms of working skills.

1. Induction training program for new employees.

(1) training content

The optimized induction training for new employees can be divided into three stages: the first stage is the company's culture and system, and the operation and learning of the office platform; the second stage is professional literacy training; and the third stage is extracurricular development training. The courses in the first stage are mainly divided into two modules. The first module is to study corporate culture and system, including three courses: corporate culture, personnel system, policies and regulations. The second module is to learn OA office platform operation. The course of the second stage is professional literacy training, which includes three courses: team training, interpersonal adaptation and communication skills, role positioning and transformation of new employees. The third stage of the course is extracurricular development. The main content of this stage of the course is to organize new employees to visit the actual work of grassroots employees of HY company.

(2) training teachers

In the first and third stages, HY's human resources department is mainly responsible for the selection of lecturers in the department for teaching and training. In the second stage, the quality development and professional quality are mainly provided by external teachers, and the selection of external teachers is mainly provided by full-time lecturers and university teachers from human resources consulting companies.

(3) training and assessment methods

The optimized training assessment should break the previous mode of only one form of written examination and adopt a variety of assessment methods in parallel. Divided into written test, actual computer operation, training summary, on-site performance. The training and assessment results are based on a hundred-mark system, of which 50% are for the first stage, 20% are for the second stage and 30% are for the third stage. In the process of training, 10 points will be deducted directly from the total minutes of assessment for one time of absence without reason, so as to accumulate. (see appendix for the examination form)

(4) training implementation monitoring
The optimized new employee training program should fill in the blank of no monitoring in the process of the original new employee training. In the process of training, we should monitor and track the implementation process of training in three stages. The first stage is before the training, all the trainees are required to sign in, and each trainee must sit in a fixed seat. Do not sign or sign for the training to ensure the attendance rate. The second stage is to track whether anyone leaves the classroom in the middle of the training course to observe the trainees’ listening effect and classroom performance. The third stage is to ask each trainee to submit his/her own Suggestions and opinions on the course and his/her own gains in word document anonymously after the lecture.

**Optimized on-the-job Training Programs for New Employees**

After the intensive pre-employment training, the new employees have a basic understanding of the corporate system culture and relevant regulations. Gained a new understanding of my future career planning and teamwork. But this knowledge is only the most basic requirement for new employees to master. The vast majority of new employees are college students without any work experience. There is still a big gap between the knowledge learned in college and the knowledge to be applied in work. Therefore, on-the-job training for new employees must also be included in the training system for new employees, so as to enable new employees to adapt to the job position as soon as possible and master the basic skills required by the job.

1. **New staff training for management positions**

<table>
<thead>
<tr>
<th>Curriculum module</th>
<th>Course title</th>
<th>Lecturer</th>
<th>Teaching method</th>
<th>Test method</th>
<th>Proportion of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office software operation</td>
<td>Word</td>
<td>Internal lecturer</td>
<td>Intensive teaching mode</td>
<td>Online examination</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Excel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PowerPoint</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional knowledge</td>
<td>Basic financial knowledge</td>
<td>Senior staff of finance</td>
<td>one-to-one tutorial</td>
<td>All departments</td>
<td>50%</td>
</tr>
<tr>
<td>(Elective courses)</td>
<td></td>
<td>department</td>
<td></td>
<td>organize assessment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Basic HRM knowledge</td>
<td>Senior staff of HR department</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Basic administration knowledge</td>
<td>Senior staff of administration</td>
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<tr>
<td></td>
<td></td>
<td>department</td>
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</tbody>
</table>

The optimized on-the-job training program should help them adapt to the job position as soon as possible, accelerate theoretical learning and improve practical operation ability. Therefore, in the optimization of on-the-job training for new management employees, we divided the course module into two parts. One is the operation of office software, which aims at improving the ability of management personnel to operate all kinds of office software skillfully. The other is the study of business knowledge. The main content of this part is the courses designed by each department according to its characteristics. The teaching method is mainly teacher leading apprentice, and senior staff in the department serve as lecturers to guide new employees in professional knowledge.

2. **New staff training for skilled positions**
Table 2. HY company new staff training course schedule for skilled positions.

<table>
<thead>
<tr>
<th>Curriculum module</th>
<th>Course title</th>
<th>Lecturer</th>
<th>Teaching method</th>
<th>Test method</th>
<th>Proportion of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office software operation</td>
<td>Auto CAD</td>
<td>Internal lecturer</td>
<td>Intensive Teaching mode</td>
<td>Online examination</td>
<td>50%</td>
</tr>
<tr>
<td>Professional knowledge (Elective courses)</td>
<td>Architectural drawing</td>
<td>Senior staff</td>
<td>one-to-one tutorial</td>
<td>All department organize assessment</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Contract management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Building surveying and mapping</td>
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</tbody>
</table>

HY is a construction company. After certain induction training for new employees in the company, what needs to be strengthened is the training of skills. Skilled new employees of the company are all graduates with engineering background. The purpose of on-the-job training for skilled new employees is to train their practical skills and apply theories to practical work. This part is also divided into three parts. Different from the training courses for management employees, skilled employees need to have the skills and qualifications certified by professional institutions in their future work. Therefore, in the process of optimizing the training scheme for skilled employees, we added the training for obtaining skills certificates, which is not included in the assessment scope. But it is directly linked to pay and promotion.

The Conclusion

As HY continues to explore the domestic market, the demand for employees in various positions within the company continues to expand. In this context, the company now needs to optimize the new employee training system to adapt to the enterprise development strategy of HY company. Let employee training keep up with the pace of enterprise development. Through the analysis of the existing new employee training system of HY company, this paper finds out various problems existing in the training system and their causes. In the field survey and survey results of statistics and analysis. After referring to a large number of practical cases and the experience of enterprises with relatively mature new employee training system, this paper puts forward a specific scheme for the optimization of HY company's new employee training system. The specific research results mainly include:

1. For an enterprise that is expanding its business territory, talent reserve is particularly important, which is related to the development and future of the enterprise. To do a good job in the company's talent reserve, we must first do a good job in new employee training, a practical and feasible new employee training system, to promote the benefits of the enterprise and the efficiency of enterprise operation is particularly important. Therefore, enterprises must do a good job in training new employees.

2. Subdivision and separate training of employees are conducive to promoting the training effect. Combined with the actual situation of HY company, we found that in the past new employee training, all new employees are not trained according to the different positions, but centralized training. This cannot reflect the different nature of the work, new employees into the post, often seem at a loss what to do. Therefore, the training of new employees after segmentation can help new employees adapt to work faster and increase work efficiency.

3. In the process of training, we should pay attention to which courses are suitable for external lecturers and which courses are suitable for internal lecturers. When the development enters a certain stage, the enterprise must pay attention to the training of internal lecturers, build an excellent internal lecturers team, and improve the training quality.

4. The company can increase the investment in new employee training by increasing year by year and provide financial support, so that the new employee training system can operate effectively.
5. Listen to the Suggestions and opinions of employees and the management of the company in the training content, assessment form and teaching location. Only in this way can we design a training system that is popular with employees and beneficial to the enterprise. To stimulate employees' enthusiasm and enthusiasm for training to a greater extent.

6. Pay attention to the evaluation and feedback of training effect. The evaluation of training effect is the easiest to show the problems in the training process. It also tells the company directly where it needs to improve. Therefore, we should not only focus on the training process, but also ignore the evaluation and feedback of the training effect.

To sum up, this paper optimizes the training system of HY company to make it more suitable for the current development status and needs of the company. The optimized training system for new employees is not static. Based on the evaluation of each training effect, problems will be identified and solved in time. Make it a long-term effective and dynamic new employee training system.

References


