Training and Development

- Once workers have been found they must be introduced to their new working environment
- This is done through training and development
- Training refers to:
  - relates to job specific skills and abilities, learned at work or somewhere else
  - eg how to use a spreadsheet package
- Development refers to:
  - relates to any activities to increase knowledge, skills or experience
  - eg learning a foreign language

Why Bother Training?

- There are usually 4 reasons why training will take place:

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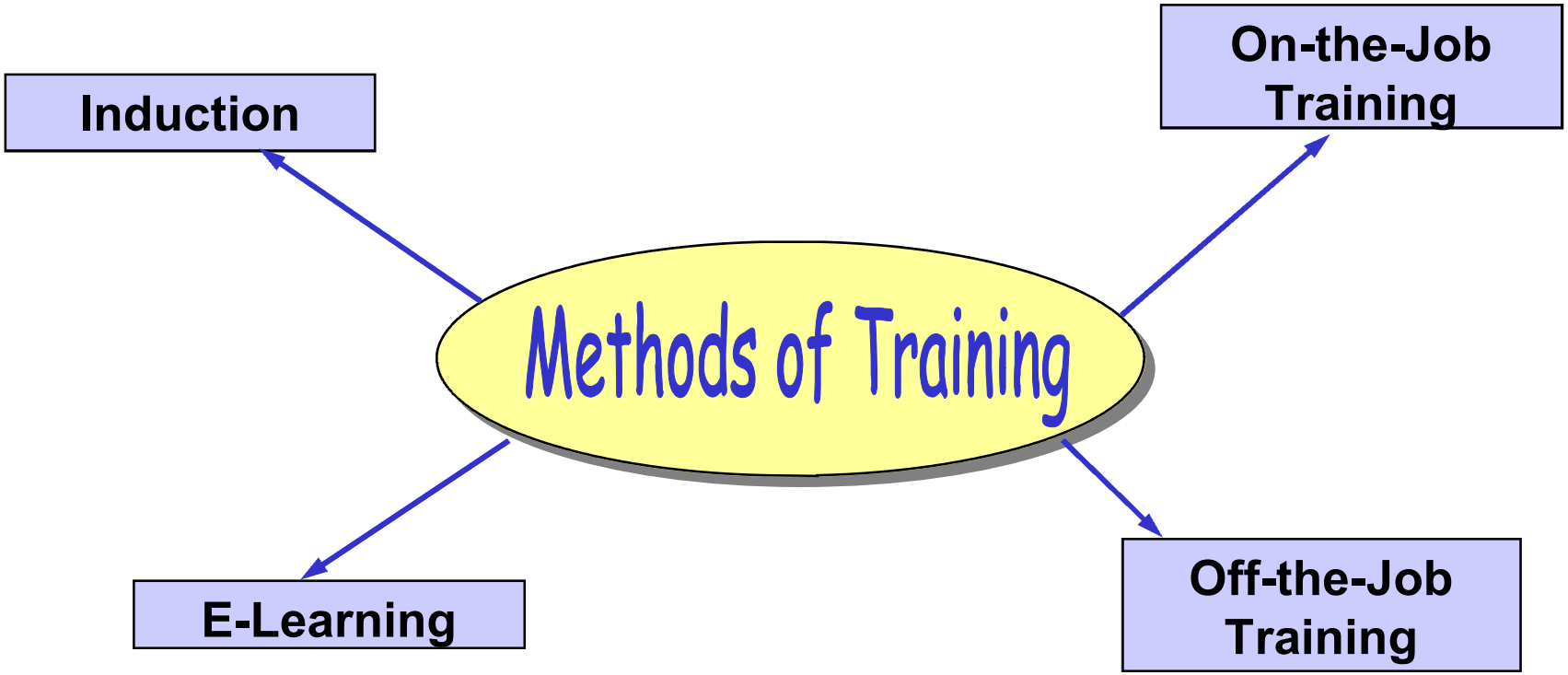
Methods of Training

- There are a number of ways training can take place:



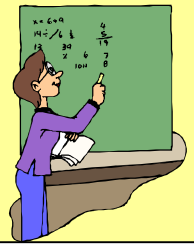
Induction

- This is a programme aimed to introduce a new employee to a job
- It is used to:
  - Familiarise the worker with their job
  - Make the employee as efficient as possible
  - Encourage new workers to be committed to the organisation

- Think back to your induction day at school:
  - What was good about it
  - What was bad about it
  - How would you improve it?

Other Training Methods

- There are 2 ways in which workers can be trained:
  - **On-the-Job Training**
    - This is where a worker remains at their usual place of work and learns how to do their job
    - Examples include:



Teachers

Doctors

  - **Off-the-Job Training**
    - This is where a worker is trained away from their usual workplace
    - This may be at:

College

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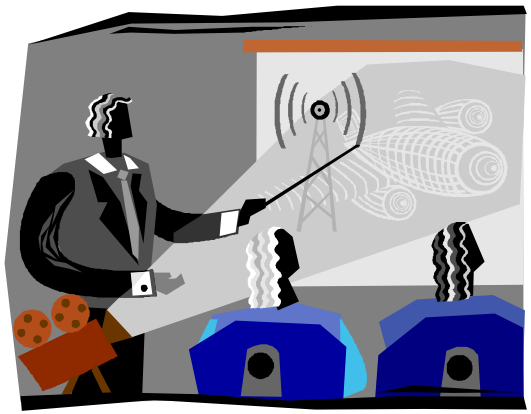
Identifying Training Needs

- How does a business know when workers need training?
  - **New employees**
    - may be identified at interview
  - **Existing employees**
    - usually identified during appraisal or performance review
- Employees are expected to identify their own needs and make suggestions
- Training is normally expected to link to company needs.



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What is an Appraisal?

- It is a meeting between a worker and their line manager
- It usually takes place once a year
- They will discuss:
  - Things that have been done well over the year
  - Problems that have occurred over the year
  - Areas that the worker would like to develop over the next 12 months

The Importance of Training

- The government believes that training is vital
- To encourage firms to train staff they have developed national awards
- These include
  - **Investors in People**
    - Firms have to show that all staff are given the opportunity to participate in training
  - **National Training Awards**
    - Annual competition that recognises and rewards excellence in training

Problems of Training

- It is expensive!
  - Off-the Job training is more expensive because
    - Courses must be paid for
    - The worker is not producing anything
    - The worker will still have to be paid

- Small firms are often unable to afford training

- This is why the government set up Training and Enterprise Councils (TECs)
  - These provide help and advice to small businesses in a local area