



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:

- acquiring job specific skills and abilities, learned at work or somewhere else
- eg how to use a spreadsheet package

- **Development** refers to:

- any activities to increase knowledge, skills or experience
- eg learning a foreign language



Why Bother Training?

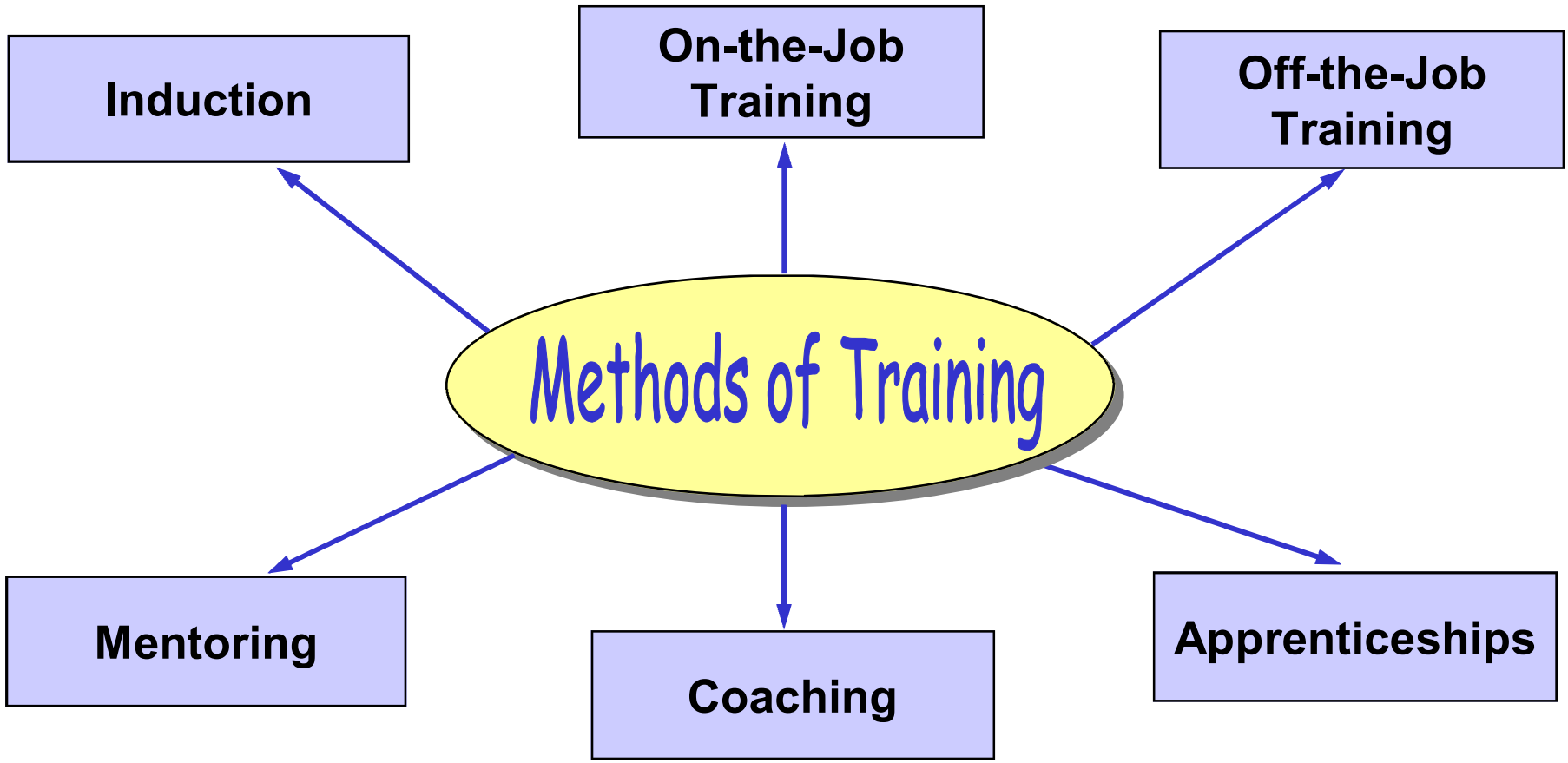
- There are usually 4 reasons why training will take place:





Methods of Training

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





Induction

- This is a programme designed to introduce a new employee to their job
- It is used to:
 - Explain the roles of staff
 - Familiarise the worker with their job
 - Explain the procedures used in the business
 - Make the employee as efficient as possible
 - Encourage new workers to be committed to the organisation
- During their induction new workers will have the opportunity to:
 - Ask questions
 - Find out what goes on and where to go
 - Meet the people they will be working with
 - Familiarise themselves with the workplace





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:



Advantages

- Easy to organise
- Specific to the job and the business
- Relatively cheap

Disadvantages

- Disrupts the normal working of the business
- Depends on the trainer having the correct skills



Off-The-Job Training

- This is where a worker is trained away from their usual workplace
 - This may be at:



Advantages

- Run by a specialist trainer
- Intensive and focused
- No workplace distractions
- New ideas can be exchanged

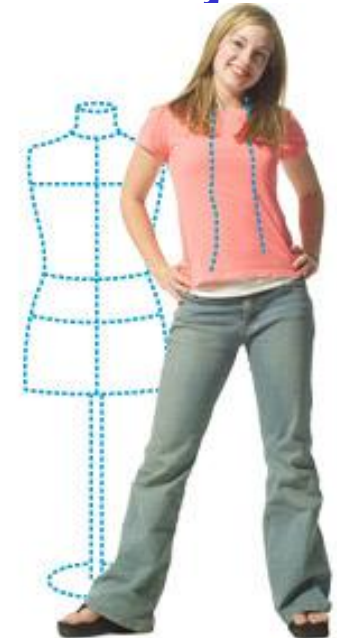
Disadvantages

- May be unable to apply training
- Expensive
- Disruptive – employee is not in the usual workplace



Apprenticeships

- This is a long-term training programme
- It may last between 1-5 years - most are 1-3 years
- They are designed for 16-24 year olds
- Apprentices gain real experience by having a paid job – but they also spend time at college
- As such they are a mixture of **on-the-job** and **off-the-job** training:
 - The **On-the-job** part provides experience and the opportunity to gain NVQs whilst being paid
 - The **off-the-job** part allows skills such as teamwork and ICT to be developed
- They are sometimes called “Modern Apprenticeships”





Coaching

- This is an **on-the-job** method of training
- It involves regular informal meetings between an employee and their coach
- The coach is usually the line-manager
- There are 4 types of coaching meaning it can be adapted to the situation:
 - **hands-on**
 - acts as an instructor for inexperienced staff
 - **hands-off**
 - developing performance in experienced staff
 - **Supporter**
 - helping learners overcome difficulties
 - **qualifier**
 - helping staff develop a specific skills





Mentoring

- This is an **on-the-job** method of training
- It involves allocating attaching an experienced member of staff (the mentor) to an inexperienced member of staff
- They may work together – or meet informally
- The mentor will offer advice and their expertise to support the inexperienced member of staff
- This is a very cost-effective method of training
- However mentors must be chosen carefully





National Training Initiatives

- The government believes that training is vital
- To encourage firms to train staff they have developed a number of national schemes
- These include:
 - **Investors in People**
 - Firms have to show that all staff are given the opportunity to participate in training, are well motivated and involved in decision-making
 - **Apprenticeships**
 - Learning on-the-job whilst being paid
 - **Learndirect Learning Through Work**
 - Designed to allow workers to study without taking time of work
 - Employers may meet some or all of the cost

