

Topic 2.5.3 Effective training and development

Key Vocabulary

Formal training – the official training program, e.g. a 2 year graduate training program

Informal training – the unexpected, unplanned extra advice or demonstrations that come from colleagues or occasionally from customers

On-the-job training – training that occurs in the workplace whilst doing the job, e.g. on an apprenticeship

Off-the-job training – training away from the workplace, e.g. in a college

Induction training – training that occurs when you first start a job or join a new business

Self-learning – teaching yourself, perhaps by thinking why a problem occurred and making sure you learn from your mistakes

Ongoing training – regular, perhaps weekly training sessions for all staff

Target setting – when you are set goals by a manager and your job is to achieve them

Performance review – discussion between you and your line manager about how well you are working towards the targets set for you

Retention – calculation of how many staff stay loyal rather than leaving

Core Knowledge

| Benefits of providing training | Costs of providing training |
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| Improvements to efficiency and quality | Paying to send staff on courses or bringing in external providers can be expensive |
| Wider range of staff skills allows a business to respond to market changes quickly | Staff who are training can not do normal work |
| Boosts motivation of staff | Staff may leave for better jobs |

Training can be:

- Formal and informal
- Self-learning
- On-going throughout your career

A formal method to ensure staff develop throughout their career, and to ensure staff contribute to the business aims is to set targets for staff each year. These are reviewed in performance reviews or appraisal meetings.

Why train?

- Motivate staff therefore improving retention
- Introduction of new technology or working practices

Don't be a "man on the street"

- Remember training does need to have a formal qualification linked to it
- Remember to analyse training benefits from the employer's point of view, not the employees



Wider Business World

Teachers – must have a minimum of 5 training days per year (INSET)

Doctors – an example of on-the-job training as part of their medical degree and after

Aldi – offer a training program for all new branch managers



Synoptic Links

Motivation – providing training can motivate staff by making them feel valued

Aims – performance targets usually relate to the overall aims of the business

Technology – an investment in new technology will be wasted if staff are not trained to use it

Sales process – effective training leads to better customer service, part of the sales process