

Chapter 16

Training

Training provides workers with knowledge and skills which enable them to perform their jobs more effectively. Modern theories of motivation argue that training is one of the keys to successful motivation of workers. Without training, workers are unlikely to reach their potential and feel let down by their employers.

Most large organisations now have structured training programmes, designed to satisfy both the organisation's needs for skilled workers and employees' needs for advancement and achievement in work.

Types of training

Training can be on-the-job, learning by doing – with on-the-job training an employee is shown or taught how to complete tasks by a more experienced worker. This takes place in the workplace.

Mentoring, job rotation, apprenticeships and graduate training schemes can all be regarded as forms of on-the-job training.

Training can be off-the-job – where the employee attends college to study for qualifications such as NVQs or MBAs, or through the use of internal (in-house) courses structured directly for the needs of the business.

Benefits of on-the-job training

- no disruption to the workplace through worker absence;
- low cost;
- training is directly relevant to the job.

Costs of on-the-job training

- management time is spent planning the training;
- management or supervisor time is spent doing the training;
- potential reduction in the quality of output as trainees complete work.

Benefits of off-the-job training

- a wider range of skills are gathered;
- input of new ideas into the workplace;
- employees gain worthwhile qualifications.

Costs of off-the-job training

- lost production and disruption to workplace when employees are absent;
- actual costs of courses;
- workers may seek to use their qualifications to seek better employment elsewhere.



On-the-job, off-the-job training
<http://bit.ly/1JfKGtf>

Why businesses train

- all businesses need to have workers with skills to ensure that production or provision of service is of the best **quality** possible;
- training workers creates **flexibility** – workers are now able to adapt to change more easily and contribute more to the business;
- training **motivates**, thereby allowing workers to reach their potential and contribute fully to the business;
- **job enrichment** and **job enlargement** can be implemented if workers are given the right training;
- training can assist in **retaining high-quality staff** who might otherwise leave;
- training can also be helpful when **recruiting** as potential employees might be attracted by the opportunities offered.

Retraining

Training is an ongoing process. Employees often need to be retrained to cope with the changing working environment. Changes in the working environment can be due to:

- new health and safety requirements;
- new working practices;
- new technology;
- new government training schemes.

Apprenticeships

Apprenticeships are formal agreements between an employer and a young employee that commits the employer to facilitate training and workplace experience for the employee. This will lead to a recognised qualification that is accepted throughout the relevant industry. All apprentices are paid a wage which is dependent on age.

Below is a link to government information about the benefits of apprenticeships and the opportunities they provide:

<https://www.gov.uk/government/publications/a-parents-guide-to-apprenticeships>



In-service training
<http://bit.ly/1JfKKZX>

Discussion themes

How can employees be trained?

Why is training an expense businesses are prepared to pay?

What are apprenticeships? What are the benefits to the employee and the business of participating in an apprenticeship scheme?

Use the website to summarise the benefits to businesses, the employee and the economy of effective training.

What services do they offer?

<http://www.skillstraininguk.com/overview-1>