

**BUSINESS:** *Creating informed, discerning employees, consumers and future leaders*

## 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
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

### Misconceptions

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



### Application

**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



### Topic 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