**Training – Handout**

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**

**On the job**

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.

**Benefits**

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

**Costs**

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.

**Off the job**

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**

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

**Costs**

• 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.

**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 or 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.