

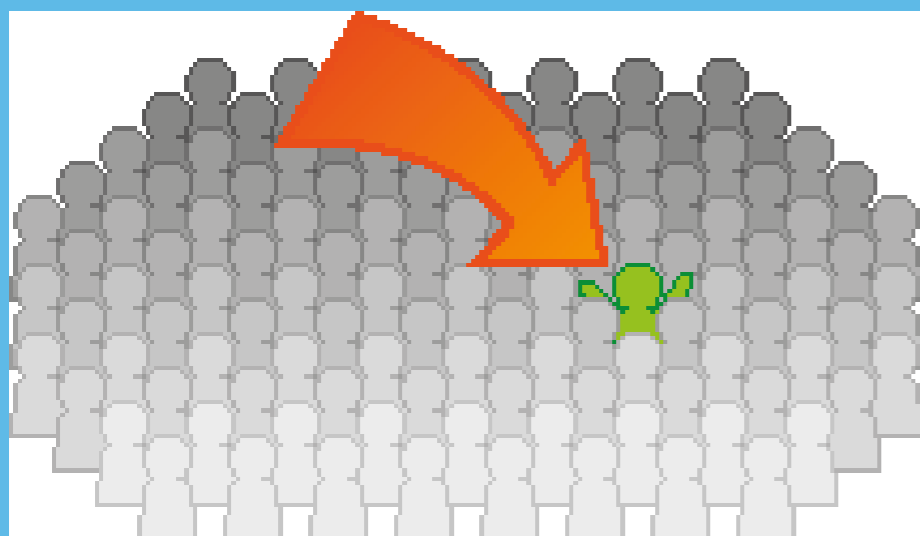


Selection

Definition: Choosing the right employees from among those who have applied for a job.

To help a business select the right person they may use the following:

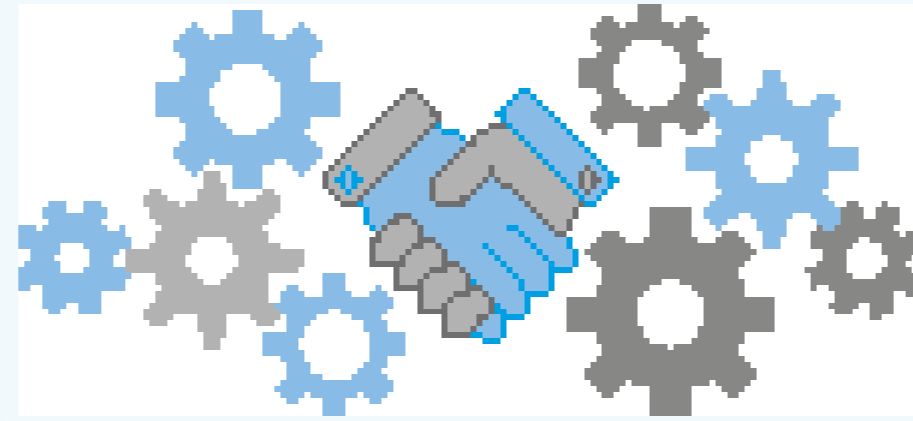
- **Interviews** → where a potential candidate is interviewed either face to face or via the telephone or internet and asked questions about their suitability for a job.
- **Aptitude Tests** → any assessment that judges the ability of a person to carry out specific duties.
- **Psychometric Tests** → multiple choice tests designed to show an applicant's personality.



Training

Training

Definition: A range of activities giving employees job-related skills and knowledge.



Reasons Why Training is Important

- **New workers need to become familiar with their environment** → specific work methods / factory layout
- **Upgrading skills** → new technologies need to be taught → improves productivity and efficiency
- **Retraining** → old skills disappear / workers taught new jobs, allows workers to do more than one job → can be moved between tasks / greater output
- **Improves motivation** → people feel valued → attracts new workers → improved reputation
- **Health and safety reasons** → prevents accidents and injury
- **Improved customer satisfaction** → training should improve employee performance → should improve the way in which customers are dealt with
- **Reduced wastage** → improved quality and efficiency → reduction in faulty products and poor stock management processes
- **Reduced costs** → reduced wastage → increased productivity → reduced labour turnover / absenteeism → increased efficiency
- **Being competitive** → all the bullet points explained above will help to make the business more competitive and stay ahead of the competition

Induction Training

Definition: Used when new workers are employed so that they become familiar with their new surroundings and the specific methods and policies of the particular business.

- **Applies to newly appointed / recruited workers** → need to familiarise with the workplace → tasks / duties
- **Structure of work** → e.g. hours of work / holidays / hierarchy / health and safety → e.g. alarms / drills / fire escapes / clothing
- **Work environment** → e.g. locations / canteens / toilets

Retraining

Where the workforce needs to be retrained to cope with changing working conditions.

Workers may also need to be retrained if their level of performance has fallen below what is expected by the business.

Retraining can also be used when new technology, new working practices or new health and safety requirements are introduced.

Health and Safety Training

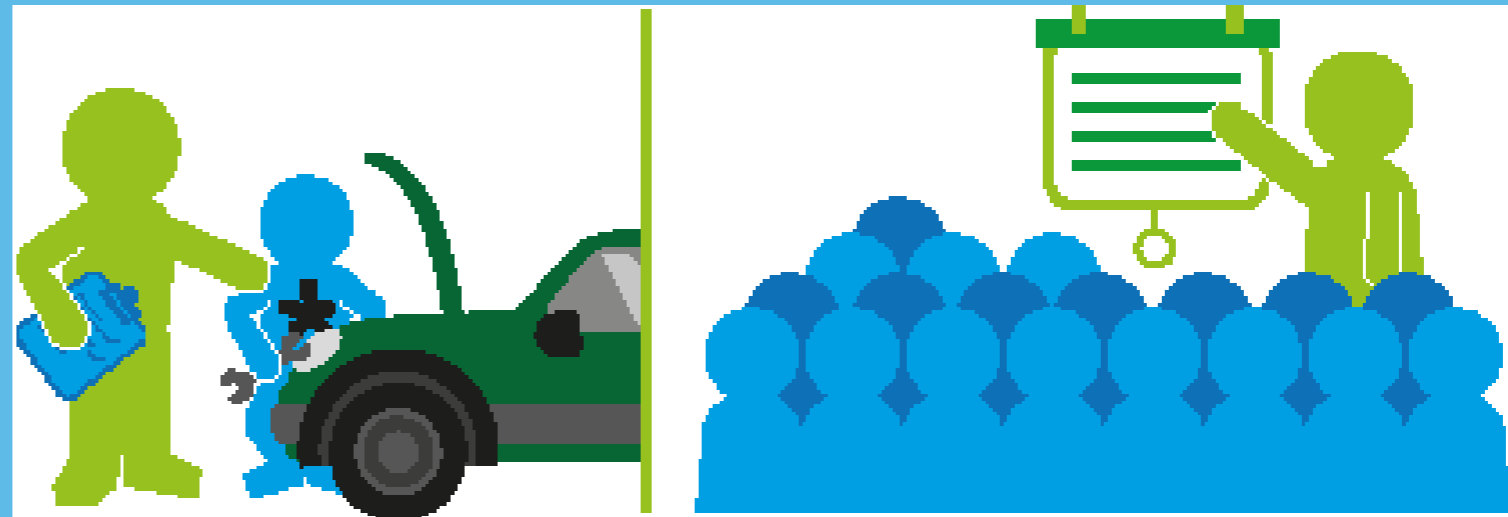
Every so often the Government may introduce new health and safety laws that have to be obeyed in the workplace.

Businesses will have to make sure that they are aware of any changes and then implement a training programme to make workers aware of the latest regulations.

New Technology Training

The equipment used in many businesses, especially in manufacturing, can be complicated and dangerous to use. It is therefore essential (and a requirement of the law) that workers receive training before they use such equipment.

Workers need to have a full understanding of new technology to make sure that they are working efficiently and using the equipment in the way the business expects.



Creating Opportunities for Employees

Businesses can initiate training programmes aimed at employees who are seeking new job opportunities (promotion) in the workplace.

In addition to improving employee skills, these programmes also motivate employees to work harder and may include employees being given greater responsibility in order to show that they have the skills and attitudes to be considered for promotion within the business.



TRAINING	ON-THE-JOB	OFF-THE-JOB
Definition	Training that happens within the workplace of the employee → the worker works alongside operative → using established worker experience	Training happens outside the workplace of the employee often in colleges
Advantages	<ul style="list-style-type: none"> ✓ Cheaper than off-the-job → worker works alongside experienced operative → no need to pay external agency ✓ Quick to organise → given as needed ✓ Effective → trainee supervised → trained in the ways of specific business ✓ Workers still contribute to production → improves efficiency / operations of the business 	<ul style="list-style-type: none"> ✓ Wide range of skills gained → from experienced trainers → who are up-to-date with modern ideas and practices → high quality ✓ Workers can gain qualifications → improved morale → quality of work ✓ Motivates workers → money is being spent on the training → workers feel valued
Disadvantages	<ul style="list-style-type: none"> ✗ May not provide in depth training → depends on skills of other workers → may not be effective trainer → poor communication skills → may pass on bad habits to trainee ✗ May be limited to individual training → rather than to group ✗ Takes up time of trainer → skilled workers taken off production → mistakes can be made → holding up production ✗ Not motivational → staff having to provide the training may see it as a burden 	<ul style="list-style-type: none"> ✗ May be expensive → trainers may be paid to come on-site or workers attend off course sites at colleges etc. ✗ No production takes place whilst workers away ✗ May not be aimed at specific needs of firm → as variety of skills taught ✗ Qualifications may lead to workers leaving → higher value on job market

Job Shadowing

Definition: A form of training whereby experienced employees are followed throughout the working day by trainees.

The new or inexperienced employee will observe the experienced employee and be able to ask for guidance and advice in completing the job.

Job shadowing helps the employee gain a more in-depth understanding of the specific aspects of a job.



Sandwich Courses

Definition: Where an employee is allowed to carry out their job but also attend college for part of their working week.

There are many different types of sandwich courses, the actual proportion of time in work and time in college will depend on the type of job.

The employer will normally pay the cost of the course, which can be expensive.

Demonstration

Definition: An experienced employee will show another employee (possibly a new employee) how to do the job.

This is very useful when the job is physical or practical, though it can also be used in office environments.

Mentoring

Definition: A training system whereby a senior and experienced employee provides training to a more junior worker.

Usually a long-term technique, for example it could last for 12 months, with regular meetings between the mentor and the employee.

The focus is on developing the skills of the employee and a relationship of trust between the mentor and the employee.



Coaching

Definition: Involves an experienced employee providing guidance and support to a less experienced worker.

The experienced employee will spend time with the other employee to build and develop their skills in order to reach the efficiency and productivity expected to complete a specific job.

Once the employee has shown they can complete the task at the expected level the coaching for that task will stop.

Job Rotation

Definition: The regular switching of staff between jobs of a similar degree of complexity.

The purpose is to give employees experience of a different range of jobs to develop their skills and knowledge and to give them a better understanding of the business as a whole.

Job rotation will allow employees to multi-skill as they will need to develop a range of skills in order to complete all the jobs to the expected level.

Outside Trainers

Definition: Used by businesses that do not have the expertise within their workforce to deliver training. Outside or external trainers will allow specialist trainers to be used to improve the quality of the training given to the employees.

Although these trainers can be expensive, they will be experts and can be the best way to train employees and have up-to-date information which is important (for example, in health and safety training).

However there is a danger that the training is not carried out in the context and philosophy of the business and could be a risk.

