



How To Develop Your Workforce.

It is as important to focus on your employees as the rest of your business as employees get the work done which generates the income.

Having a comprehensive development plan for your employees means that you will develop and upskill employees to improve your business outputs. However, the added benefit of a development plan is that it will help you attract new employees and retain existing ones.

It does not always have to cost money to train people. As well as a variety of grants and Government support schemes it may be something as simple as letting employees learn and undertake new tasks. You might delegate some of your own tasks to employees and help them by coaching rather than issuing step by step instructions. Even the old school training method known as “sitting with Nellie” may be useful as it allows employees to sit in and observe how a task is done. It might be as simple as asking them to take the notes in a meeting and then asking for their view afterwards on what went well or could have gone better.

Key points:

- Possible indicators of a training need.
- Individual training needs.
- Organisational training needs.

Possible indicators of a Training Need:

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|------------------------------------|--------------------------------|
| • Change within the organization | • Staff leaving (turnover) |
| • Recruitment difficulties | • absenteeism |
| • changes in equipment/IT | • customer feedback/complaints |
| • changes in products | • increase in accidents |
| • changes in procedure/legislation | • increase in errors |

Individual Training Needs

Individual employees have a variety of training needs these include:

Training Need	Ways to identify and meet it
Induction to the organization or a new role	<ul style="list-style-type: none"> ✓ Identify standard information all new employees need to know e.g. lunch arrangements, toilets, health & safety, fire and security etc. ✓ Explain who is who in the organization, customers, stakeholders.



	<ul style="list-style-type: none"> ✓ Explain the values, culture and purpose of the organization and key policies.
Job skills training	<ul style="list-style-type: none"> ✓ Job description & person specification identify specific job requirements. ✓ Current job holders can show how the job is done ✓ Observation of job tasks by manager or new employee ✓ Basic training e.g. lifting hygiene etc.
Training to help improve performance	<ul style="list-style-type: none"> ✓ Use appraisals, error logs, customer complaints and observations to identify performance problems and discuss them openly with the employee ✓ Agree the required standard with the employee and help them work out a plan to reach the standard and agreed timescales for delivery ✓ Continue to monitor and give praise or assist with corrective action as required.
Training to improve effectiveness of change or to refocus on a new direction.	<ul style="list-style-type: none"> ✓ Training in this area probably starts with an organizational training plan (see below) which in turn feeds through to departmental and individual training. A simple example might be a change in legislation such as data protection where there may be one standard training session for everyone and more targeted and specific training for specific roles.
Training and development to help with their career progression and retention.	<ul style="list-style-type: none"> ✓ Identify with employees what their career aspirations are and discuss how realistic these are and agree what development is required to strive for these aspirations. ✓ Conduct exit interviews to find out why employees are leaving and attempt to rectify this for remaining employees
Training to assist continuous development so skills are updated and current	<ul style="list-style-type: none"> ✓ Keep an eye out for changes and trends in your business market place and consider what skills your employees will need in a year or longer term.

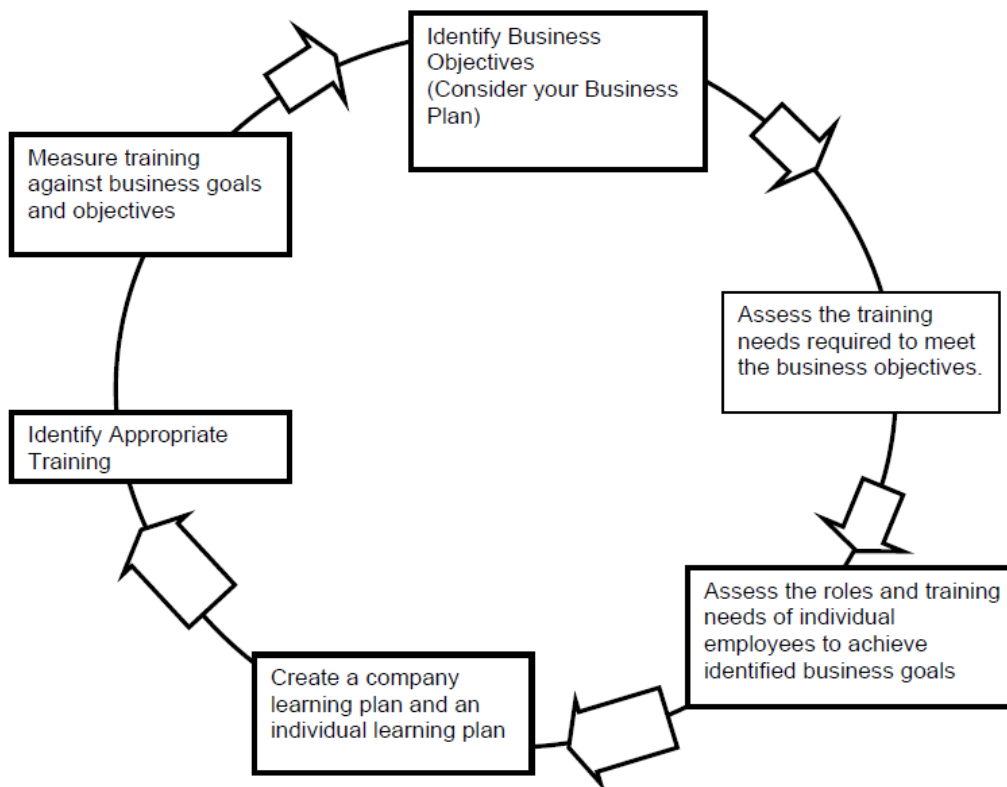
Organizational Training Needs

Organizational training needs are best met by systematically following the 'Training Cycle'. The cycle is a relatively simple model but requires time and effort from you to make it work



effectively and continuously revisiting to check it is working. It might form part of your business planning given employees are probably key to your strategy. It is also useful to ensure training effectiveness is measured and evaluated. It costs money to train and give time off for training, so it is important you do not waste hard earned financial resources on poor quality ineffective training. You should ensure you agree with external trainers you will measure the outputs of training and can cancel contracts with them if you identify it is ineffective.

THE TRAINING CYCLE



Activity



What does your organisation and employees need to benefit them and your enterprise?

Need help?

You can contact us and arrange a call at: sedg@tsdg.co.uk