

Teacher guide

Costs and benefits of T&D - ASDA

Where does the lesson fit?

This session would follow a general introduction to training and development in an HR or People in Business module.



Suggested resources & activities related to costs and benefits of training and development and ASDA

- Full ASDA case study
- Costs and benefits of T&D PowerPoint
- Training and development lesson resources (introductory session)
- ASDA crossword
- ASDA word search
- ASDA quiz

Suggested timings for the session

| | |
|---------|---|
| 10 mins | Starter e.g. ASDA crossword |
| 5 mins | Use the PowerPoint to discuss the topic area |
| 5 mins | Read the case study |
| 15 mins | Answer the questions |
| 15 mins | Task – research the costs of a GP's training course |
| 15 mins | What have you learned? |

Answers to questions

1. Using the last paragraph, identify what is expected from the investment in training and development at ASDA?
The investment in T&D should help the business achieve its objectives and contribute to improving ASDA's overall business performance.
2. Development of colleagues allows ASDA to fill 80% of appointments through internal promotion. Describe why it would prefer to do this than appoint workers from outside the organisation.
 - Internal promotion is more cost effective than external recruitment
 - Providing career progression is motivating for workers
 - Existing workers already know the culture and expectations of the business



THE TIMES 100

BUSINESS CASE STUDIES

- The business will already know the candidates when internal recruitment is carried out

- 3. Explain the costs that may be involved in the training and development of General Store Managers at ASDA
Costs may include:
 - The development of the dedicated Stores of Learning (SoLs)
 - Time out of store for training courses, and any necessary cover costs associated with this
 - Mentors' and coaches' time
 - Resources required e.g. training packs
 - Travelling expenses
 - Cost of training itself, especially off-the-job courses

- 4. Analyse the benefits to ASDA of having a motivated workforce
Benefits to ASDA include:
 - Increases retention of colleagues
 - More productive and higher performing teams
 - Better quality colleagues and hence service – leads to competitive advantage
 - Higher morale and motivation – good for corporate image
 - Filling appointment internally in 80% of cases

What have you learned?

Expected learning would include:

- Benefits of training and development:
 - Increased productivity – leading to increased revenues
 - Increased levels of service
 - Better reputation
 - Lower costs as the workforce is more efficient and there is less wastage – leading to higher profits
 - Reduced labour turnover and absenteeism
 - The workforce becomes more flexible and better able to deal with change
 - Workers feel more valued and motivated
 - Workers have better job prospects and job security

- Costs of training and development
 - Financial costs for training providers, expenses, administration and time out of work
 - Disruption to production when training takes place
 - The possibility that other firms will 'poach' staff when they are well trained