



THE TIMES 100

BUSINESS CASE STUDIES

Training and development teacher guide (NDA)

GCSE activity – induction manual

Independent enquirers	Team workers	Effective participants	Self managers	Reflective learners	Creative thinkers
✓			✓		

‘A’- Level activity – training resources

Independent enquirers	Team workers	Effective participants	Self managers	Reflective learners	Creative thinkers
	✓	✓			✓

E-D students are likely to include definitions of the different types and methods of training giving examples in the context of NDA. They are likely to identify some advantages AND/OR disadvantages of the methods, as well as the costs AND/OR benefits of training.

C-A students, in addition to the above, are likely to analyse the advantages AND disadvantages of each method, and analyse the costs AND/OR benefits of training and development.

Training and development worksheet

1. On-the-job training is that which is carried out in the workplace. Methods include mentoring, coaching and observing.
2. Advantages of off-the-job training include the use of specialist trainers and facilities, less distraction and networking opportunities. Disadvantages include the cost of training, the lack of productivity of workers while carrying out training and the possibility that the training may not be directly relevant to the trainee's actual job so there is little transfer of learning.
3. The costs of providing training include the fees, transportation and accommodation related to the training. In addition to that there is the loss of productivity or the cost of covering the absent staff member.
4. Induction training is given to new workers to help them settle in to their new role and to introduce the values and expectations of the organisation. It should include some form of health and safety training. In addition to this it may include a tour of



THE TIMES 100

BUSINESS CASE STUDIES

the site, introductions to key workers, job specific training and a review employment issues such as terms and conditions.

5. The rationale for NDA investing in and developing its own workers and those of the SLCs is to:
 - a. Deliver safe, effective and efficient performance
 - b. Establish clear understanding of skills and behavioural requirements
 - c. Focus on developing flexible skills
 - d. Ensure the correct level of suitably qualified personnel
 - e. Meet changing requirements
 - f. Provide a well-educated, informed and enthusiastic workforce
6. There is a low uptake by students of STEM subjects (Science, Technology, Engineering and Maths). By engaging with GCSE students NDA can demonstrate the opportunities that are available in its industry and encourage more students to carry on with these subjects after GCSE. This aims to ensure that there is an adequate supply of suitably qualified and skilled individuals who can work in the industry in the future.
7. Benefits of having a well trained workforce include:
 - a. Motivated and happy workers
 - b. Greater productivity and efficiency
 - c. Better quality and service
 - d. Lower absenteeism and labour turnover
 - e. Better reputation
 - f. The development of a more flexible workforce

For an organisation like NDA, it is even more important than many other types of organisations to ensure that its workers are well trained, so it can deliver its mission of ~~the~~ delivering safe, sustainable and publicly acceptable solutions to the challenge of nuclear clean-up and waste management+.

8. On one hand any training might be better than no training if it...
 - a. Serves to motivate workers
 - b. Has some positive impact on the performance of the organisation

However on the other hand...



THE TIMES 100

BUSINESS CASE STUDIES

- c. Poorly carried out training might have a negative effect on both motivation and performance of the organisation
- d. There is a cost involved in training, even at a low level, so if the results of the training are not discernable it might not be worth carrying out training at all
- e. For organisations like NDA it has to ensure that its workers are fully trained, so ~~any training~~ might just be as bad as ~~no training~~

It depends on...

- f. how easy it is for firms to attract workers who are already experienced and trained to carry out their job roles
- g. whether this is just in the short term while, for example, funds for better training are being raised

E-D students are likely to identify some arguments for and/or against the statement in the context of real organisations

C-A students are likely to analyse arguments both for and against the statement. For AO4 they should reach a justified conclusion.



THE TIMES 100

BUSINESS CASE STUDIES

Training and development dominoes

Health & safety training	Induction training should include some element of this e.g. emergency exits and assembly points
On-the-job	A type of training that takes place in the workplace
Training	Work related education which helps employees to acquire the knowledge and skills
Development	Helps workers develop and broaden their capabilities to assist their career progress
Off-the-job	A type of training takes place away from the workplace
Mentoring	A method on on-the-job training where an experienced member of staff is available to provide advice and support to the trainee
Observation	A method of on-the-job training where the employee watches someone else doing the job
Day release	A type of off-the-job training where an employee goes to college one day a week
Bad habits	These might be passed on during on-the-job training.
Expensive	One of the disadvantages of off-the-job training
Training needs analysis	The activities that are carried out to assess current and future training problems, and put in place activities to address them
Transfer of learning	This is usually good when on-the-job training is carried out
Coaching	This type of on-the-job training involves another member of staff guiding a trainee through the job role or teaching them how to improve
Specialist trainers	Training is provided by these when carried out off-the-job
Apprenticeship	A training model whereby workers receive both on-the-job and off-the-job training
Induction training	This is given to workers when they first start at a firm to help them settle in