

Human Resource Management -

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In an EU country of your choice, identify current legislation related to employee training and development and critically evaluate to extent to which the legislation meets its aims.

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Abstract

The first part of this essay will describe the legislation related to employee training and development in the United Kingdom. Then, it will show the organisation of a training : how the subject is chose and how the train is develop. After, it will present different methods of learning and how they can be use by companies. Finally, the essay will take examples of training in logistics field.

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Introduction

Shannon Alter is a speaker and author on management and leadership strategies says « The most successful companies realize they have to invest in their future, and people are the future. ».

Alter makes conferences in United States and in different countries also, she consults companies to help them to develop their business. This quote shows the importance of the training and development of employees for companies to stay competitive and continue to increase their results.

According to the Cambridge dictionary « training and development » means « the activity of teaching employees new skills and knowledge through training, mentoring. » (Cambridge, 2020).

If the terms are divide, « training » means « the process of learning the skills you need to do a particular job or activity » (Cambridge, 2020). It will enable workers to be more efficient on the use of softwares, machine or on process tasks. And the « development » means « the process in which someone or something grows or changes and becomes more advanced » (Cambridge, 2020). The development gives new knowledges and skills at the learner with the aim of doing new tasks.

A survey of the World Economic Forum explain that « The global economy will need to reskill more than 1 billion people by 2030 » and « In the next two years alone, 42% of core skills required to perform existing jobs are expected to change. ». Therefore, it is important to invest in the training of employee skills for companies with the technology evolution (Journal of Property Management, 2020).

In the same article Alter says : « Training lets people know you're invested and willing to put the financial support behind them, which is crucial to retention. ». That means training and development are ways to recognise employees, which is important for company to show you trust in your workers to keep them in business and pull the best version from them (Journal of Property Management, 2020). It is the esteem level from the Maslow's hierarchy of needs. Moreover, the development of employees is less expensive and take less time than the hiring process.

1. Legislation related to employee training and development in UK

1.1. Context

Specialists and workers with right skills, knowledges and qualities are rare and difficult to find in some fields. Therefore many companies have lack of skills and to keep well economic growth the UK governments always tried to encourage skills development and training for employees. This policy aim to reduce the skill gap between the employers need and the employees offer. Requirements involve with the technology evolution so new skills are seeking by firm to meet the needs, training and development of employees are cheaper solutions than hiring (Torrington, 2020).

Moreover, surveys shown that the UK is one of the least in term of invests in European country with « 3.02% of payroll costs on training compared with an EU average of 3.72% ». Another survey shown that the training are not focus on development of skills for economic evolution and the increase of benefit but for the safety and the health of employees. Senior management does not find real interest to train their employees and the budget for development is smaller so employees can not have a lot of trainings (Torrington, 2020).

In UK, the government encourages the firms to invest on their employees. These invests have to improve employees skills and increase the productivity with better usage of tools and new knowledges (Torrington, 2020).

1.2. Legislation

According to the « Section 40 of the Apprenticeships, Skills, Children and Learning Act 2009 » employees who have worked for a company for at least 6 months can make one request for time-off work to train or study by year (Landau Law, n.d.). Workers can asked development on specific train to improve skills for their performances or learn new skills in harmony with their professions. The employee in training could not be pay unless the employer is agree (Gov uk, 2020).

1.3. Government tools for training and development

The United Kingdom government gives to companies different tools for employees development at companies like the : Investor in People (IiP), National Occupational Standards (NOS) and the Institute for Apprenticeships and Technical Education.

The IiP gives nine key points which make part of three field : « Leading, Supporting and Improving ». These key indicators will be assess the performance of companies and will enable to find in which fields the employees need to be train. After the assessor appraisal, some meetings with employees will help to find more exactly the training type needed for them to increase the results of business (Torrington, 2020).

Then, National Occupationnal Standard which provides « statements of the standards of performance individuals must achieve when carrying out functions in the workplace, together with underpinning knowledge and understanding ». It looks like a job description which enable to assess the employee performance and find fields, knowledges and skills which need to be improve (Torrington, 2020).

The Institute for Apprenticeships and Technical Education is another organization for training and aim to reduce the skill gap between UK and other countries. This organism run with government funding and levy from companies. There are wide range of training provide by this institute for manufacturing, retail, clerical and professional. Learning process splits two parts, the apprentice learns and practices with a skilled member of staff and other part of time he learns in specific class (Torrington, 2020).

2. The build of training and development

There was a change on employee training because a few years ago the managers choose every trainings for the workers to improve their skills but today the employees can ask for learning needs to develop qualities that they need. Employees must be involve and proactive in their evolution and learning process for help the business to increase the profits and it will bring benefit for him too, with pay rise or other advantages (Torrington, 2020).

Employees can require for training as well manager can suggest train for his team. Performance conversation is a right time to discuss about train and development. During this conversation

the manager and worker speak about results from last year and make feedbacks, target what can be get better and speak about skills or fields which needs to be improve. They can reach an agreement for a personnal development which will help the companie to meet her goals (Acas, 2020).

2.1. Training cycle

The training cycle presents the different stages. Firstly, the manager will appraise the performance, strengths, weakness of workers to recognise their training needs. At this stage results assessment and meeting with employees can help to know what kind of difficulties they have. After, he will prepare a train or call on teacher for the development. Then, he will manage all tools, finds well place and time for these trainings to get best results from learners. At the end an evaluation will close the train which enable to know if employees had improve their skills. After the assessment a follow-up can help to check if the knowledges are still use.

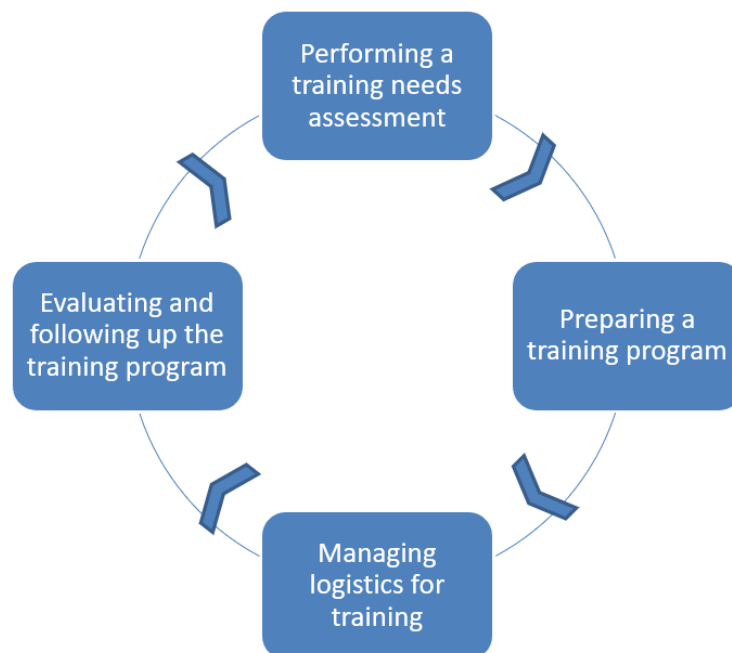


Figure 1 - The training cycle

2.2. Types of training and development

2.2.1. Education and training courses

These type of courses can be make in house by external speaker who will deal with notion in depth or teach new skills and knowledges to workers. Also, the training can be make by internal colleague who has enough skills to explain and learn on subject. This kind of training could be make if there is organisational change or specific procedure to know. Moreover, these trainings can improve relation between colleagues and the team work (Torrington, 2020).

Another way of learning is outdoor where the length of time can vary between half-day to weeks, with workers from several companies. This type of learning can be interesting to exchange experiences, way of management or learn about new legislation (Torrington, 2020).

2.2.2. Mentoring

The mentoring is made for a mentee who will take place of the mentor, it takes long time as months because the learner is new at his place or in the company. The mentor will have time to show a lots of things and explain issues, difficulties that he met in the past. At the end the mentee will know particularities of the work and know how to manage many situations. The mentoring facilitates the induction of the new member at the workplace (Torrington, 2020).

3. Different methods of training and development for knowledges

3.1. The codification strategy

In 1999 Hansen et al describe two types of knowledge management. The first is « the codification strategy » which is personnal learning makes by employee with the database owned by his company. Learner has access to specific books, paper documents, reports of interns on particular subjects, electronic documentations like videos, power point presentations... (Armstrong, Michael, 2008).

This kind of approach is less costly than with a person to teach and explain topic but it can be more difficult for understanding and more longer to learn.

3.2. The personalization strategy

The second approach is « the personalization strategy », it is personal so here there is teacher who will explain and help for the understanding with face to face or conference for several learner (Armstrong, 2008).

This strategy is more expensive because the company must pay speaker but I think there is a better learning process and it will take less time than personal learning alone.

3.3. Combined use

« The research conducted by Hansen et al established that companies that use knowledge effectively pursue one strategy predominantly and use the second strategy to support the first. » (Armstrong, 2008).

Use these two approaches is good way to complete the other, it helps for learning with other points of view, explanations and knowledges therefore the employees should understand more with the use of these two strategies.

All these types of trainings and developments make benefits for companies because that enable to make things faster than before with new skills. Also, it will give more time at managers who supervise team to make other missions, work on new projects and developments (Journal of Property Management, 2020).

4. Examples from logistics field

4.1. Examples of training

Each transportation companies use specific software and other common like office pack. It can be difficult to know all possibilities for their usage. Training to know more functions from usual company software can improve the performance and efficiency from employees. This

training can be made by off course learning or in house with colleagues or IT service which will be less expensive than with external speaker.

4.2. Examples of development

In warehouse, the security is very important so licence is needed to use tools as forklift truck and pallet truck. If there is just two workers who have this licence and who are absent because of sick or make other tasks for moment. A blockage come up and it creates a reduction of speed. Therefore the manager can ask materials development for a worker to learn the usage of forklift to help in this type of circumstances. It will be important to substitute someone during contingency.

Today, the technology evolution with the appear of robots upgrade the process supply chain like in Amazon warehouses. The induction for the usage of these robots were needed for workers warehouse to ensure security and efficiency.

Another way to develop employee is the mentoring. If an senior manager will retire in one year it is important to prepare future and start to find substitute. The development can be in house with skilled employee or it can be an extern with hiring. In both cases the mentee will follow and apply the activities of the mentor during few months to have necessary skills and be able to replace him when he will retire.

Conclusion

In conclusion, the aim UK government is to reduce the skill gap between the employers need and the employees offer and it tries to train and develop skills worker with organizations like the IIP, the NOS and the Institute for Apprenticeships and Technical Education. Different ways and strategies can be use to improve or learn new skills more or less expensive and take more or less time. Therefore companies have got few choice to improve their employees skills through governmental organizations or with their tools. The UK have good legislation which help the employees to develop and train their skills and career development, also companies can improve their performances by different ways.

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