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Introduction

In this module and through this report, we can develop the lessons learned to solve problems; with each of these lessons, we have been trained with the necessary tools to detect a problem in the workplace, be able to find practical solutions, choose and implement our decisions. which in turn must be shared with the parties involved to show them how our choices can affect their environment, in addition, we must monitor the implemented solution to verify its effectiveness.

Definition of the problem, scope, and impact.

According to a study by JAM (2012), surveys show increased disconnection between employers and employees.

An incredible 79% affirm that the only opportunity for job growth would be changing jobs, in addition to dissatisfaction with their salaries and lack of training in their current positions. In this same study, we can find a significant disagreement between employers' need for qualified personnel and the ability to pay for it.

One of the reasons contributing to this disagreement could be the recession, which sometimes makes it challenging to hire new qualified personnel.

That is why, due to the lack of new hires, employers should focus on qualified training and keeping key personnel and offer the possibility of adapting work schedules to personnel who decide to self-train since this results in employee productivity growth.

On the other hand, this survey shows impressive numbers of employee disagreement and the significant consideration of changing jobs due to lack of training on the opposite side; employers demand their employees' qualifications without offering the tools to achieve this goal.

For this reason, we could say that those companies that train their employees and allow them to grow professionally, leading to economic growth, are more likely to retain them.

In short, investing in training and development does not guarantee a solution to the shortage of qualified personnel. Still, it solves the need to maintain long-term staff who are reliable and happy with their work.

(JAM,2012)

Problem analysis

SWOT ANALYSIS

STRENGTHS ➤ Hiring decreases. ➤ Save efforts for the company	WEAKNESS ➤ Lower productivity, profitability ➤ Increased job dissatisfaction
OPPORTUNITIES ➤ Time-saving ➤ Saving money	THREATS ➤ Increased staff turnover ➤ Increase in customer complaints

STRENGTHS

Reduction in hiring.

The lack of training could be considered a strength since it decreases hiring; thanks to this, it allows the company to have a permanent work team, which in turn means having trustworthy personnel.

Save efforts for the company.

Through the lack of training on the part of the company, it reduces efforts since the majority of new incorporations are trained by members of the trusted team; that is, why is a training plan going to be created if I have my team that You can teach the tasks to the new hires, which in turn are not constant because I have a permanent team to reduce the incorporation of new hires.

WEAKNESS

Low productivity, profitability

With a lack of training, it can contribute to a drop in employee productivity since an employee who is not adequately trained by a team designed for this function becomes less productive and less effective. a decline in profitability in the workplace because a team member who is not trained and therefore has low productivity is less profitable than a trained team member because a person who does not know how to perform their work spends more time than one who has been adequately trained.

It increased job dissatisfaction.

Due to the lack of training in the workplace, job dissatisfaction increases since an untrained team can feel frustrated because they find themselves unable to control some tasks and even not being able to achieve a promotion in their positions. worked.

OPPORTUNITIES

Time-saving

Through the lack of training, the company saves time, allowing employers to have more hours with their team, and reducing the need for employers to hire more staff.

For example, if an employee follows a training plan, it is time that he will not be available to perform the tasks for which he was hired; in addition, nothing guarantees the employer that once the training is finished, the employee will continue in the company, for example, Once a boss of mine told me "when you have learned everything you will leave because of your need for continuous learning," and he was not very wrong.

Save money

The lack of training also allows employers to save money that should be used to form and train the work team; many times to save money, the proper training is not provided, but this, in turn, results in a loss of money on the other hand already that an untrained team can create more significant expense due to ignorance of the procedures, including damage to work machinery.

THREATS

Increased staff turnover.

An absence of training favors the turnover of personnel who, not feeling productive and training, find themselves in the position of not being able to grow within the company.

This can even create a bad environment or even encourage staff among them to leave their jobs.

Increase in customer complaints

Finally, the lack of training triggers a less qualified team incapable of providing an excellent service to our clients, which increases their complaints, which their absence could even achieve.

(Thomas, D et al. 2003, p 628-34)

Alternative solutions to the problem

- Hire qualified personnel
- Train current staff
- Create a space for staff training
- Track the training process

Decision-making and evaluation of possible solutions

- The creation of a training program focused on increasing productivity and training employees that results in greater satisfaction for them, which automatically generates an increase in customer loyalty. "A customer always returns to a place where he is served by staff with a good attitude and efficiency" reduces customer complaints.
- The increase in staff turnover could be avoided through a growth program in the company that generates employee stability thanks to the possibility of promotions and improvements in their income.

That is why promotions without prior training should be avoided so as not to contribute to the ineffectiveness of promoted employees, which can lead to mismanagement of their new tasks, such as when assigning tasks to their team (abuse of power or omission of functions)—sometimes causing frustration in promoted people or relaxation in their work by delegating all their duties to their team.

- A training manual could be created through which it is possible to develop or explain the functions required for each job, focusing on each of them and the employees assigned to it. Through this manual, we can carry out a more effective follow-up due to the fact that each task that is taught during the training program will be signed as learned by the employee, avoiding when asking the employee for responsibilities, he can be excused for not having received the relevant training.

Implementation of the chosen solution

Creation of a training and development program using which the new incorporations, before starting their first day of work, can receive training on the operation of the company; in this same plan, another section will be included where the people who already belong to the company can obtain a re-training and an update of the new technologies and regulations that have been carried out at the labor level.

In this program, the possibility of promotion of those candidates who have been chosen for their excellent work performance will also be taken into account, guiding them on each function of the new role to which they could be suitable, which guarantees us the possibility of training new leaders and qualified people to lead a work team, thus avoiding errors that can sometimes be made due to ignorance of their unique functions or ignorance of new technologies, for example, a good supervisor can perform a magnificent job for which he is considered for promotion to a position superior but without the necessary training on their new functions to perform could lead to poor management of their recent work with consequences for the company due to the lack of control in which they would be involved as

well as the frustration of the worker that will lead them to lose enthusiasm for their work and with it the demotivation of it.

This program will be carried out during the first week of incorporation; for employees with more than six months in the company, it will have the same duration and will be carried out in a location other than the work area and duly conditioned for this function, for new promotions it will take carried out a 1-month program in the workplace under the supervision of a superior and taking written control of all the parts of the position held by the applicant, this being the case of superiors or assistant managers. Still, at the time of being, the application to the manager position cannot be less than three months after their respective graduation once all the new functions have been explained.

People will carry out this project specialized in the development of work within the company as well as managers together with the human resources staff to guarantee a good level of teaching, that is, the better training and knowledge of the people who are going to have developed better training employees will receive that is why this project must have a manual to follow to ensure that as time progresses the line that is observed from the beginning at the level of procedures to follow will not be lost in the company.

Communication of the plan to the interested parties

Meeting between company directors and human resources staff

The idea proposed at the level of training to the team should be communicated to the human resources team in case there is any point that the human resources staff can offer or negotiate.

The pros and cons of this new project should be exposed, such as how it will improve the work environment for the work team and the benefits they will receive.

Implement this new project from a test model with some team members and observe their participation in the program.

Evaluation of the monitoring system and revision of the implementation of the solution.

Feedback from customers, through this we can perceive the satisfaction of customers generated thanks to the training of staff that provides an increase in productivity.

Through the personnel growth monitoring model, we can check if each employee fulfills and knows their work's functions.

Another way to evaluate the work team is through practical exercises carried out by the managers in the case of being workers under their supervision and to managers this evaluation must be made by the area managers who are supposed to be people with the sufficient qualification to be able to carry them out, these evaluations must be carried out periodically to maintain a high level of qualification in workers and managers.

Thanks to these evaluations, you will also be able to achieve greater satisfaction in the workers since they may have more possibilities to grow thanks to their work performance, hindering situations of favouritisms that can contribute to a bad work environment.

Another benefit of this training and evaluation program is that through it we can provide qualified attention to our clients who retain us and attract potential new clients because there is no better publicity than a satisfied client.

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