



# TRAINING AND DEVELOPING YOUR STAFF

The training and development of employees is an integral part of business and a commitment to training is a key measure that can define a quality organisation.

A strong training culture within a business requires knowledge of the options available and an appreciation of the benefits of training.

Training and development provides workers with the knowledge and skills they require to perform effectively in the workplace and an efficiency and productivity return for the business.

## Identifying training needs

Training at the individual business level should be targeted, aligned to operational requirements and provide outcomes that improve individual worker skills and build overall workforce competence.

The first step in the training and development process is developing an understanding of the needs of a business. What knowledge, skills and abilities are required to deliver the services or products of the business to the required level and quality?

One process for determining the training and development requirements is a training needs analysis (TNA). For small businesses the TNA process does not need to be complex, but if it is beyond the capacity of the business there are many training and development organisations that can assist.

Although the TNA process analyses individual worker skills, it is important that any training program established to address skill gaps is focused on the training needed for a defined job, and is beneficial for the overall business objectives.

## Training needs analysis process

- 1 Consider the strategic objectives of the business and determine the workforce skills required to achieve the objectives.
- 2 Prepare a 'skills map' or 'competency profile' to show the skills required for current operations.
- 3 Extend the map or profile to show the skills required to achieve future goals and targets.
- 4 Align skills to specific jobs and positions in the business. Consult with the workforce about the skills required and identify additional skills and training needs.
- 5 Assess the skills of individual workers.
- 6 Identify any skills gaps and define the training required to fill the gaps.



For more information, resources and practical tools to help you plan, attract, recruit, manage and retain a skilled workforce visit

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## Advantages and benefits of training

Training is good for business when the skills required to run the operation are clearly understood and the training implemented strongly supports business requirements.

A focus on structured training and development processes provides advantages for business and benefits for the workforce.

### The advantages for business include:

- better workforce flexibility;
- lower staff turnover rates;
- increased productivity;
- improved safety performance;
- less exposure to risk; and
- enhanced external profile.

### The benefits for the workforce include:

- increased job satisfaction;
- better workplace morale;
- increased motivation and engagement;
- improved skills base; and
- potential for career advancement.

## Training options available to employers

There is a variety of training services and programs available that provide easily accessible and flexible approaches to the training and development of workers.

When a business has identified its skill requirements and is considering the establishment of training programs, there are options available from a network of registered training providers throughout the state.

## Training options

- Apprenticeships with an employment based contract combining structured on the job and off the job training.
- Traineeship programs providing up to 12 months workplace skills development.
- Up-skilling, cross-skilling and re-skilling programs supporting businesses with the adoption of new technology and processes.
- Customised training programs addressing the specific skill requirements of a business.
- Recognition of prior learning processes assessing the skills and knowledge developed by workers through work and life experience.

## Coaching and mentoring

The analysis of skills and training needs may identify the requirement for less formal one on one workplace support. The most common workplace support arrangements are coaching and mentoring.

Coaching usually involves an experienced employee, often a manager or supervisor, providing structured guidance, support and advice to a less experienced employee. The role of the coach is to demonstrate skills and to give the worker being coached feedback and support while the new skill is being practiced.

Mentoring is similar to coaching but also has benefits for the mentor. The relationship between the mentor and the person being mentored is mutually beneficial and based on shared interest and values. Mentoring is often described as a learning and development partnership.



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