



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Training and development Network Rail

Where does the lesson fit?

This session would fit in a People or Human Resources module to introduce training and development, and explore the differences between on-the-job and off-the-job training. It could follow sessions on recruitment and selection and workforce planning, and be followed by learning about motivation.



Suggested resources & activities related to Network Rail and Training and Development.

- Full Network Rail case study
- Training and Development PowerPoint
- Network Rail crossword
- Network Rail word search

Suggested timings for the session

5 mins	Starter e.g. Network Rail word search
5 mins	Use the Training and Development PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
25 mins	Task – Costs and Benefits activity
10 mins	What have you learned?

Answers to questions

1. What is off-the-job training? Give examples relating to Network Rail.
Off-the-job training is that which takes place away from the workplace. Network Rail uses off-the-job training at its 26 training centres across the country. Another example is when apprentices spend a year at the engineering training facility in HMS Sultan.



THE TIMES 100

BUSINESS CASE STUDIES

2. Describe the difference between training and development.
Training involves acquiring new skills and knowledge in relation to a current role. It is concerned with the present and the needs of the job role.
Development, on the other hand, relates to a person's potential to acquire wider capabilities. It is more concerned with the future and the needs of the employee.
3. Explain firms may prefer on-the-job training methods instead of off-the-job training.
On-the-job training may be preferable because:
 - It is usually cheaper than off-the-job training
 - Training is directly relevant to the trainee's work
 - Employees are working, and hence productive, while they are learning
4. Analyse the reasons why Network Rail operates a 'learning for life' policy.
Reasons why Network Rail operate a learning for life policy may include:
 - To keep workers up to date with changes in procedures, equipment, legislation etc
 - For succession planning, to ensure there is a supply of workers able to move into challenging, higher level roles
 - To motivate workers
 - To continue to provide high levels of service
 - To help attract new employees

What have you learned?

Expected learning is likely to include:

- Definitions of training and development
- Definitions, examples, advantages and disadvantages of both on-the-job training and off-the-job training
- Benefits of training and development for both worker and employer
- Costs of training and development