



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Training and development

Sheffield Forgemasters International Ltd

Where does the lesson fit?

This lesson would fit in a Human Resources or People module and serve as an introduction to training and development. It could follow learning about workforce planning.



Suggested resources & activities related to training and development and SFIL.

- Full SFIL case study
- Training and Development PowerPoint
- Workforce Planning lesson resources
- SFIL crossword
- SFIL word search

Suggested timings for the session

5 mins	Starter e.g. SFIL 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 . comparison of training needs for two different organisations
10 mins	What have you learned?

Answers to questions

1. What is on-the-job training?
On-the-job training takes place in an employee's usual place of work. It may take the form of observation, coaching or mentoring.
2. Give examples of on-the-job training and off-the-job training used by SFIL.
Dan carries out off-the-job training about metallurgy at college one day a week. For the remaining four days a week he puts what he has learned into practice while on-the-job.



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3. Explain why effective training programmes can lead to a more satisfied and motivated workforce

Training can lead to more satisfied and motivated workers because:

- workers may feel more valued if the organisation is investing time and money into their training
- workers gain the satisfaction from doing the job well
- training and development can support promotion and long term career progression.

4. Analyse why training is so important for organisations like SFIL

Training is important for SFIL because:

- productivity increases
- staff turnover reduces
- loyal employees are created
- efficiency gains are made
- it helps with succession planning
- skilled workers are needed for high value and high risk work such as that carried out for the nuclear industry.

What have you learned?

Expected learning is likely to include:

- Definition and examples of on-the-job training
- Definition and examples of off-the-job training
- Benefits of training for workers and organisations
- Costs of training