Case Study 2

On arrival at his new firm, Bootus, manufacturers and distributors of fur lined boots, George initially underwent some induction training. He went on a tour of the factory and was introduced to his line manager, Rachel. He received some basic health and safety training and was shown the company manual to read up on the firm’s procedures, such as how to handle disciplinary matters.

In the early months George received some “on the job” training. George shadowed Rachel as she showed him how to process customers’ orders via the computer system. She listened in to telephone calls as George negotiated deliveries with customers and coached him on how to be firm with an outstanding query without losing favour with the customer.

As George became more experienced he started to take on more “off the job” training such as an ICT logistics course at the local college to coincide with the introduction of a new ICT system at Bootus. It was expensive and some deliveries suffered in George’s absence but his expertise improved and so too his commitment when he volunteered to come in over weekends just to catch up. He was allowed to visit a sister firm with a similar logistics system and attended a conference where he networked with other logistics managers.

His department expanded and he introduced appraisals of staff to ensure standards improved. He set individualised targets for each worker and identified their training needs to help achievement of these goals. Morale was raised when workers received good feedback and George had better control of output levels. Changes became easier to introduce as staff had been consulted beforehand and George felt quietly proud at the end of a staff “paintballing” activity, when they gave him a card that read, “you’re a bad hit with the paint but a big hit with us!”
1. Describe an induction programme a firm, such as *Bootus*, could give to a new member of staff. (2)

2. (a) Describe the terms "on the job" and "off the job" training? (2)

   (b) Describe 3 methods of "on the job training" a firm, such as *Bootus*, could give to an employee such as George. (3)

   (c) Describe 3 methods of "off the job training" a firm, such as *Bootus*, could give to an employee. (3)

3. Explain the potential costs and benefits to a firm, such as *Bootus*, from training your staff. (6)

4. (a) Define the term appraisal system. (1)

   (b) Explain the benefits of an appraisal system to a firm, such as *Bootus*. (3) (20)