***Chapter 5 Activity and case study solutions***

**Activity 5.1**

1. ‘On-the-job’ training is training that is delivered at the workplace, during the course of a normal work day, as part of daily work activities. For example, mentoring provided by a supervisor, role modelling by a work colleague, or job rotation. Whereas, ‘off-the job training’ is training that delivered outside of daily work tasks and the normal work environment, often by an outside organisation or consultant. For example, attending a conference, or participating in a role play or case study.
2. Businesses determine whether or not an employee needs training and what kind of training they might require by conducting a ‘person analysis.’ A business will consider the employee’s current skills, knowledge and experience by reviewing their resume and consulting with the employee and their manager (if they are a current employee). The business will also consider the tasks required for the job the employee has been assigned. The business is looking for any skills or knowledge required for the job, that the employee does not already possess. The business will then provide the employee with the training that he or she needs in order to do their job efficiently and effectively.
3. Businesses should consider training as an investment. Training is designed to provide staff with the skills and knowledge that they require do their job in an effective and efficient manner. An employee that is not properly trained will work at a slower pace, miss tasks, and make more mistakes. They will not properly understand what they have to do, how they have to do it, when they have to do it or why. As a result of these factors, they will be low on confidence and will underperform. On the other hand, workers who are properly trained understand what they have to do. They are more likely complete their tasks properly, with fewer errors. This will help them to build confidence, which leads to further increased productivity. Therefore, whilst training can be expensive and time-consuming, businesses that wish to be productive, and produce quality goods and services should see training as an investment, a cost that will generate greater rewards down the track.

**Case study 5.1 Training at ALDI**

<https://www.aldicareers.com.au/Training/In-Store-Training>

1. ‘Assistant Store Manager’ training program.
2. Outline of training program

The program goes for 12 months and is very structured. It starts on Day 1 with learning the basics of a retail assistant. This involves running stock, serving customers, operating cleaning machines. In addition you are expected to educate yourself on the policies and procedures within the store. At the end of the month – a review meeting is held with the Store Manager.

The second month involves undertaking a range of in-store shifts (early starts to late nights) to gain an understanding of these roles. Monthly reviews and goal setting will occur periodically throughout the year.

In the third month, the assistant manager starts learning about the back end systems – such as how to place orders and performing other key admin tasks associated with being a store manager. At this time, the employee commences their ALDI Management System training and begins to develop and understand leadership responsibilities and theory.

During the following four months, the management training is put into practice by running various shifts during the week. This includes – running a shift for the store, updating rosters, leading and motiving the team and ordering stock.

The focus in the 9th and 10th month to long-term planning in areas such as understanding KPIs and how to undertake stock take procedures. At this time, the assistant manager is gaining more exposure to the daily running of a store.

In the final two months of training – you are given more control over the store whilst the Store Manager is on annual leave. At the end of the 12 month training period, you will meet with the Area Manager to discuss progress and aspirations and your future career path with ALDI.

1. Personal qualities associated with the job holder

* Hardworking, goal focused with a desire to achieve results
* Proactive and able to lead by example
* Flexible and able to cope with stress
* Strong leadership skills, positive attitude and high work standards

1. Rewards for job holder

* Market leading remuneration
* No day the same
* Comprehensive training program
* Opportunities for career progression
* Employee referral program

1. Associated challenges

* Undertaking a hands-on, high pressure role
* Early morning starts and working under rosters that involve weekend work
* Managing people
* Restrictive process relating to completing tasks

1. Students are to undertake their own individual analysis of whether they believe the in-store training would equip the job holder for career advancement.
2. Students are to complete their own answers to this question.

**Activity 5.2**

1. Is it fair and equitable?

Students might like to form groups and develop arguments for each side. For example:

YES – It is fair.

* It serves to equalise the benefits accruing to two employees that have served 9 years and 11 months and 10 years respectively. These two employees have provided almost the same level of service so will depart with similar packages, once long-service leave is factored into the package of the employee who served 10 years.

NO – It is not fair.

* Almost 10 years is not to the same as over 10 years. It is right for an employee that has served over 10 years to be given a substantially larger package than someone who has not served as long.

1. The NES outlines the basic requirements that businesses are legally obligated to provide to their employees. Businesses are permitted to provide more generous benefits. A business could voluntarily provide additional benefits to long-serving retrenched employees as a sign of good will towards them. This would help to acknowledge the employees’ contribution towards the company and preserve a positive relationship during a time of stress and uncertainty for the employee. A small business could also develop and implement a termination management policy that includes redundancy pay, even though they are not obligated to.

**Case Study 5.2: Sacking over two cartons of beer ruled fair**

[Farrelly v Seasonair Pty Ltd [2015] FWC 2334 (8 April 2015)](https://www.fwc.gov.au/documents/decisionssigned/html/2015FWC2334.htm):

1. Points of discussion for whether decision was fair and just

* Employee had participated in induction training related to correct use of company credit card
* A business should be able to rely on employees’ following the stated policies and procedures of that business
* Farrelly had sought advice from the Managing Director who stated clearly that there would only be one Christmas Party for the employees.
* Unauthorised use of credit card for an inappropriate purchase. Tried to cover up the purchase with a lie.

Points for discussion for decision being unfair and unjust

* The size of the purchase made on the credit card was small and repayment was offered.
* A trivial offence – didn’t it only warrant a disciplinary warning
* Procedural fairness procedures not followed as inadequate notice of meeting was given nor the right to have a support person present at the meeting.

1. Students to provide their own evaluation relating to the decision handed down by Senior Deput President O’Callaghan.

**Activity 5.3**

1. Alexandra had been working at The Law Firm for 3 years since graduating from University. She had got to a stage where she wanted to try something new. So, she applied for an Associate position at a rival Law firm and was offered a job. Alexandra accepted the position and **resigned** from her current job at The Law Firm.
2. Mining Works does random mandatory drug and alcohol tests on its employees. This is necessary because many of the employees drive heavy and dangerous mining machinery. On Monday, Blake was called in for testing. Blake tested positive to an illegal drug and was **dismissed** immediately on the grounds of serious misconduct.
3. The Fair Work Commission is designed to assist employers and employees to maintain fair workplaces. It does this by providing the NES (minimum workplace conditions for employees), and providing processes to facilitate the negotiation of workplace agreements and help resolve workplace disputes and unfair dismissal claims.
4. A company could provide the following services to retiring employees, to help them transition to retirement:

* Financial guidance
* Provide connections to other retired employees.
* Provide connections to relevant volunteering organisations.
* Slowly transition to retirement through reduced hours and working days.