

Training Programmes for Workers

The roles and responsibilities of workers' and managements representatives:



What are training programmes?

Training programmes for workers, or human capital development, refers to training provided by organizations to increase the knowledge, skills, and abilities of workers. Training topics can address a range of content such as work processes and methods, company culture, and acceptable workplace behaviour. Training can also take a variety of forms. Some of the different approaches, methods and forms of training and human capital development include on-the-job training, job shadowing, workshops, role play based exercises and textbook, distance or online education.

Human resources departments will usually be responsible for developing a **learning and development strategy** that aligns business objectives with workforce skills. Joint committees should consider any existing learning and development strategy, or propose that such a strategy be developed.

Training and development should begin upon the hiring of a new employee and **continue throughout that employee's employment with the organization**. This is why any strategy should be a 'living' document and should be constantly updated and revised by the joint committee.



Why address training programmes?

Joint committees may seek to achieve all or some of the following objectives with respect to worker training:

- ➡ Set up initiatives aimed at promoting a continuous lifelong learning culture within the organization.
- ➡ Identify which groups and individuals would benefit most from access to learning and skills development.
- ➡ Identify and rank training needs to enable prioritisation between different opportunities.
- ➡ Oversee, develop and update any existing training curricula.
- ➡ Establish quality standards for trainings and monitor progress against them.
- ➡ Promote certification of skills obtained via trainings.
- ➡ Anticipate future human capital needs so that training or re-training of workers can be implemented accordingly.

By investing in trainings, a company can positively influence its business outcomes in a number of ways:

- ➡ Increased productivity and efficiency, meaning tasks have a higher chance of being completed on time.
- ➡ Quality (and consistency in quality) across the workforce.
- ➡ Improved job performance, including reduced incidences of injuries, mistakes or waste (of material time).
- ➡ Less need for supervision since workers can work more independently.
- ➡ Improved morale, which can enhance cooperation between workers and management, and reduce absenteeism.
- ➡ Greater flexibility in the work employees are able to undertake, which can increase the capacity of workers to adapt to change.
- ➡ Increased staff retention, as workers are more likely to stay with an employer that offer training and skills development opportunities, than those that do not.



Qatari Law No. (14) of 2004: Joint committees shall study and discuss all work-related matters in the company, in particular training programmes for workers (Article 126).

Roles and responsibilities



Management representatives

- Provide and share information on training-related issues such as training participation rates, KPIs, new developments and priorities.
- Confer with management about budgets and research potential training initiatives.
- Provide information on previous and planned training interventions and outcomes.
- Record and collect information from committee meetings related to training programmes for workers and what needs and interests are presented by worker representatives, and relay this back to management for their consideration.
- Ensure that appropriate facilities, (e.g. meeting room, note-taking material, flipcharts) are available for the meeting, and that facilities are easily accessible to worker representatives.
- Keep an open-minded approach to suggestions and ideas from worker representatives and ensure that discussions run smoothly with a view towards continuous improvement.



Workers' representatives

- Build rapport with workers to gain their trust.
- Enter into dialogue with workers to find out what training they want and need, what experiences they may already have, and what training would be relevant for them.
- Record and collect information from workers and develop a convincing case to management representatives on training needs and approaches.
- Provide and share information on training-related issues, such as relaying observations, concerns, and experiences expressed by workers.
- Motivate, encourage and empower workers to undertake workplace learning activities once the programme is in place.
- Stay informed about company learning strategy and be prepared to provide input on suggestions for amendments / additions.

Preparing for a joint committee meeting on workplace training programmes

Areas for consideration

Management representatives

Workers' representatives

Training needs and objectives



- What previous training has been put in place?
- Does it align with company learning strategy?
- How effective was the training?
- What are current training needs of the business?
- What are the anticipated future training needs in the sector?
- Can these current and future objectives be clearly captured?
- Which training providers are available that comply with national, sectoral, and company level standards?

- What experience do workers have of previous training?
- What works best from their perspective in terms of methods and approaches?
- What areas do they think they need more training on?

Access



- How are workers selected for participation?
- Are opportunities genuinely spread to those who need them?
- How is the training budget allocated between various types of workers?

- What are the barriers to participation in training for workers?
- Do all people who need / want training get it?
- Does the information about the training get distributed appropriately?

Reviewing and monitoring



- What does feedback from participants tell you?
- What additional information can the committee get on outcomes? (This could for example include tracer studies to measure impact, such as productivity improvements over time).
- How do you best share the outcomes of the training with the committee?

- Have you talked to workers who participated in training to get their views?
- Are workers expressing that certain training providers are better than others in terms of quality, content, learning outcomes?
- How can training be improved?
- What questions do you need to ask of management about how the training was evaluated?