



## Topic 11.3

# Customer Service – Staff Training and Development

- **training** N-UNCOUNT
- **staff training** N-UNCOUNT
- **staff development** N-UNCOUNT
- **retraining** N-UNCOUNT

**Training** is the process of learning the skills that you need for a particular job or activity. **Staff training** is the process of teaching the employees of a company the skills they need for their job. **Staff development** is the process of teaching the employees of a company new skills that will help them to advance in their job. **Retraining** is the process of learning new skills, especially in order to get a new job.

*He called for much higher spending on education and training.*  
*The industry is anxious to improve staff training.*  
*...a programme of systematic staff development.*  
*...measures such as the retraining of the workforce at their place of work.*

### Common Collocations

vocational training	management training
youth training	a training session
a training course	a training programme

- **incentive** (incentives) N-VAR

If someone is provided with an **incentive** to do something, they are offered something that encourages them to do it.

*The latest staff incentive comes on top of a £1,000 bonus that Murray has already promised staff if its takeover is successful.*  
*...incentives for good staff to stay, such as share options, more free time or extra training.*

- **commit** (commits, committing, committed) VERB
- **committed** ADJ

If you **commit** to something such as a purchase or an agreement, or if you **commit** yourself to it, you say that you will definitely buy it or agree to it. Someone who is **committed** to something has definitely agreed to do it or definitely wants to do it.

*You don't have to commit to anything over the phone.*  
*Banks and retailers are expected today to commit themselves to launching so-called smartcards by the end of 2004.*  
*All the staff are actively committed to the process of continual improvement of the organisation.*

- **induction** N-UNCOUNT

**Induction** is a procedure for introducing someone to a new job or organization.

*In our induction programme, we mix graduates who will work in different disciplines to encourage them to work as a team.*  
*...an induction course for new members.*

- **apprentice** (apprentices) N-COUNT
- **apprenticeship** (apprenticeships) N-VAR

An **apprentice** is a young person who works for someone in order to learn their skill. Someone who has an **apprenticeship**

works for a fixed period of time for a person who has a particular skill in order to learn the skill. **Apprenticeship** is the system of learning a skill like this.

*I started off as an apprentice and worked my way up.*  
*He left school at 15 and trained as an apprentice carpenter.*  
*After serving his apprenticeship as a toolmaker, he became a manager.*

- **supervisor** (supervisors) N-COUNT

A **supervisor** is a person who is in charge of activities or people, especially workers.

*...a full-time job as a supervisor at a factory.*  
*This information is usually provided by the employee's supervisor.*

- **head of department** (heads of department) N-COUNT

In a company, the **head of department** is the most senior person in a particular department.

*My head of department told me that doing good work was the only proper way of attracting business.*

- **on-the-job training** N-UNCOUNT
- **off-the-job training** N-UNCOUNT

**On-the-job training** is training that is given to employees while they are at work. **Off-the-job training** is training that takes place outside the workplace.

*Japanese companies provide on-the-job training as well as access to technical education.*  
*A quarter had received off-the-job training in their jobs.*

- **mentor** (mentors, mentoring, mentored)

① N-COUNT

A person's **mentor** is someone who gives them help and advice over a period of time, especially help and advice related to their job.

*To get your career back on track, seek help from a mentor or a career coach.*

② VERB

To **mentor** someone means to give them help and advice over a period of time, especially help and advice related to their job.

*He had mentored scores of younger doctors.*

- **mentoring** N-UNCOUNT

**Mentoring** is the practice of assigning a junior member of staff to the care of a more experienced member of staff in order to provide the more junior employee with help and assistance.

*There will be a system of mentoring where successful business people will become the applicants' mentors to help and advise them.*  
*The company's mentoring programme focuses specifically on women and minorities.*

- **co-worker**: Topic 14.3; **multi-skilled**: Topic 13.5



PRACTISE YOUR VOCABULARY

1 Match each job title on the left with the corresponding extract from a job advertisement on the right.

- |   |   |
|---|---|
| <p>a <b>Head of Staff Training</b></p>  | <p>i ...assess the effectiveness of technical training programmes and co-ordinate the activities of our young trainees to improve the effectiveness of on-the-job training in the company...</p>                  |
| <p>b <b>Human Resource Manager (with special responsibility for mentoring scheme)</b></p> | <p>ii ...helping the company to refocus its business without losing committed staff by offering them new roles in the company at this exciting time...</p>  |
| <p>c <b>Apprenticeship Scheme Supervisor</b></p>  | <p>iii ...you will have overall responsibility for a wide variety of programmes, both in-house and external, and for developing new systems to assess staff needs and the training programmes to meet them...</p> |
| <p>d <b>Head of Retraining</b></p>  | <p>iv ...you will co-ordinate all aspects of the firm's relationship with its customers...</p>  |
| <p>e <b>Head of Customer Services Department</b></p>                                      | <p>v ...you will design and implement this new support initiative to help with induction of staff into the company, support staff in the medium term and give them an incentive to stay with us long-term...</p>  |

2 Choose the correct answer.

- a Who is more likely to be your mentor at work?  
 i the Managing Director    ii an apprentice    iii a co-worker
- b Which is likely to take the longest time to complete?  
 i an apprenticeship    ii an induction programme    iii a staff training workshop
- c Which of the following is not likely to be involved in developing other members of staff?  
 i a mentor    ii an apprentice    iii a supervisor
- d Which of the following is more likely to be conducted outside your place of work?  
 i an apprenticeship scheme    ii an induction programme    iii off-the-job training

3 Match what these people say about their own staff training and development to the descriptions on the right.

<p><b>Alan</b> – "No one makes any career progress in this department. There's no incentive to work harder."</p>	<p>a He's receiving off-the-job training.</p>
<p><b>Bill</b> – "I used to be a fitter in the factory but now I'm learning how to work with computers in the design department."</p>	<p>b They have poor staff development.</p>
<p><b>Colin</b> – "My firm sends me to the local technical college one day a week."</p>	<p>c The firm has an induction programme.</p>
<p><b>Doreen</b> – "At work we all take turns at doing a variety of jobs, which means we have to be trained to do more. It's much more interesting."</p>	<p>d He's retraining.</p>
<p><b>Edwina</b> – "Before we could work with customers we had to learn about how the firm wants us to treat the public."</p>	<p>e The firm has a multi-skilled workforce.</p>