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Training and development as a strategy for growth

Case Study Solution

Prepared By: Milan Padariya

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1. How does workforce planning enable Siemens to identify its training needs?

Answer:

Siemens is one of the largest electrical and electronics engineering companies in the world. Every year it employs 20000 people in UK. In addition, Siemens UK invested a huge amount of money only on research and development, because their business is focused on 'innovation'.

Therefore, for growth of their business, Siemens needs people with first class level of skill, knowledge and capability in engineering, IT, business and other relevant fields.

Siemens Company's strategic planning includes workforce planning, and it is a systematic process for identifying the human capital required to meet company's goals and developing the strategies to meet these requirements. Workforce planning helps an organization to estimate its future workforce requirements and calculate the numbers, nature and sources of potential employees who might meet that demand. In other words, it is about getting the right number of people, with the right skills, in the right place and at the right time. Such as workforce planning enables Siemens to inspect its present staff numbers and the skill it has in place as well as identify where it has skill gaps needed to meet its business objective.

Therefore, workforce planning actually enables Siemens to identify the future and present gap of skill, talent and opportunity, so that Siemens can go through training programs. Every workforce planning has a similar kind of model like-

- **Environment Scan:** Siemens can analyze the new environment where they are going to shift their production plant to another city or place. Such as, they are relocating its main plant in Lincoln to a bigger site outside the main city. Therefore, they have to analyze the environment of new place to identify what kind of skill is in need. Because, every new place contains new opportunity and at the same time it needs new skill, extra staff and technology.

SIEMENS: Training and development as a strategy for growth

- Current Workforce Profile: Siemens have to analyze what kind of resource they have and they are creating their current workforce profile, for example what kind of technologies do they have and what sort of skill their staffs have.
- Future Workforce View: Then they are identifying their future workforce planning, such as what kind of technologies they should introduce or what type of training their employee should need.
- Analysis and Targeted Future: When they are, analyze their requirements of training, and then they can set an expected future or business objective for them.
- Closing the gaps: After analyzing their training needs and, they can minimize and close their gaps by implementing effective training programs.

Analyzing training needs can be two types: these are Task analysis and Performance analysis. Siemens can assess their new employee's training need in and asses their current employees training needs.

Because of their business is focuses on innovation, so it needs to predict and gradually respond to continuous change in new business environment. For example, Siemens attention is now focus on wind turbines and renewable energy source because of climate change and growing importance on carbon footprint. Therefore, Siemens needs to hire more employees with eligible skill or give training to existing employees to develop with new skills that can match with wind turbine operating.

Workforce planning is also important for future opportunities. Siemens is now bidding for Olympic Games 2012 in London. If they win the bid, then they have to provide security, healthcare provision, media and communication technology for the games. Therefore, if they want to come up with positive result, they should employ new people or train existing employees with right skills.

By workforce, planning Siemens can maintain Competitive advantage and establish a channel of talent and minimization of knowledge gap by giving retirement of old employees and fill this gap by promotion of existing employees. In this way, workforce planning enables Siemens to identify its training needs.

SIEMENS: Training and development as a strategy for growth

2. Evaluate Siemens entry-level development program.

Answer: Siemens has three main development programs, which is designing for 'Entry level talent'. This entry-level talent means fresh graduates who are going to begin their career with Siemens after education. For these new talents they are developing three programs.

- Apprenticeships
- Siemens Commercial Academy
- Siemens Graduate Programs

Evaluation of development programs:

Apprenticeships: People become skilled worker through a combination of classroom instruction and on-the-job training by a structured process called apprenticeships.

Siemens offer different types of technical apprenticeships like traffic signal or design engineer and this apprenticeship aimed to school leavers. This apprenticeship program is very effective for Siemens as this is a off-the job college training and on-the job work experience.

1. Majority of workers are starting their working life from their hometown, so they can work comfortably in known workplace.
2. Apprentice training can give them HND (HIGHER NATIONAL DIPLOMA) qualification in related field. After training awarded by HND. New concept in India.
3. Communication skill and ability to work in team needed, so Siemens can ensure better workforce.
4. Employees can get experience and attachment to the company, a feeling of trust and responsibility is established. Commitment, build relationship, job satisfaction, loyalty.

That is why Siemens believes apprenticeships provide a clear route in developing staff for the future growth of the organization.

Siemens Commercial Academy:

It launched in 2005 to ensure the entrance of financial and commercial talents within Siemens Company. It aimed to the students of Business and finance.

1. Its time duration of four years established an alternative to going directly to university. Therefore, those, students can graduate with a real life experience with Siemens.

SIEMENS: Training and development as a strategy for growth

2. It includes various finance and commercial placements like Accounting, Human Resource, and Procurement and Corporate areas. Therefore, they can specialize to them in various ways.
3. This program supports European College of Business Management Degree with personnel development training such as communication and presentation skills.
4. Specialized program like Information technology and verbal communication like Language training in German is also available.
5. This program helps them to enable multitasking as they are learning and doing jobs in Siemens.
6. It is very effective program for them, because at the same time, they can earn valuable experience and formal or job related learning. They are becoming an asset of Siemens, because of their chance of innovation, and solving ability of financial problem in future for Siemens.

Siemens Graduation Programmes: Siemens graduation programs is a training program in different but relevant field for the graduates. Siemens recruits graduate into three core areas of the business. These are engineering, information technology, and business.

1. Each graduate, who joined in Siemens, treated as an individual. So, they can discuss with their line manager, when they start, to decide on graduate's individual training and development plan. Therefore, they can develop themselves by their own choice in relevant field. For example, graduates of IT can do some training program on Simulation computer programming or Design software.
2. Siemens supports graduate to gain further qualifications. So their graduate profile can be verifying by taking training through popular institution such as IET or IMech.
3. Graduates can obtain different type of training. Therefore, they can earn extra qualification in different sectors. Like Graduates of engineering can take a course on HR or supply chain management to work on different project with their varieties of knowledge in Siemens Company
4. Siemens supports their graduate employee in studies to gain such qualification like CIPD in distance learning to establish a talent pipeline and best employee image.

That is how Siemens entry-level development program can thrive to their business growth.

SIEMENS: Training and development as a strategy for growth

3. Explain five benefits, which Siemens can attain through training and development?

Answer:

Training and development programs of Siemens give them varieties of benefit and advantage. Such as improvement of services and customer feedback, responding to competition with other multinational companies and creating greater job satisfaction.

Five benefits that Siemens can attain through training and development:

Flexible adaptable employees take on new roles and technology: Siemens is a place of learning and development. It is a place for innovation. Because most of Siemens sector is automation, drive technology, energy, financial solution, healthcare, mobility, lighting, IT solutions, consumer products and building technologies. Therefore, new invention and innovation is an important matter for Siemens. Siemens is now working on a broad global arena. Therefore, their training and development can enable flexible and adaptable employees to respond with new environment and situation. They can take new role by completing training program and making new invention in technology.

Improving productivity and earning more revenue: Training and development program increases the productivity of existing employees because of new skill with new demographics and situations. Training and development is less costly than recruiting of new staff. Therefore, they are earning more revenue. In addition, trained employees are more confident, enthusiastic and skilled. Therefore, they can manage their jobs easily.

Long-term employee commitment: Siemens ensures long-term employee commitment by possessing development programs such as apprenticeships. These programs are attaching employees with Siemens from their study level and they are going to stay here for long time for their own development and future qualification. Therefore, it creates a long-term employee commitment by establishing trust, company society and responsibility for Siemens.

Attractive to future employees: Siemens training program is attractive to future employees. Because, Siemens give's them chance of earning with education facilities. Through Siemens, a graduate can gain chartered engineer status through institution such as IET. They can take a part on different training programs by their choice or in relevant field. Every graduate gets a chance to take a two-year program, consists of nine modules including team working, customer focus, project management, communication skill and business writing. Therefore, Siemens attract fresh talent graduates and ambitious or skillful employees towards their organization.

SIEMENS: Training and development as a strategy for growth

Employee confidence, motivation and job satisfaction: Employee confidence and motivation increased when they are going through by different development process. By improving development opportunities, employees feel the company values them. The staff works better when valued that create long-term commitment and benefits to the company.

4. Explain how Siemens measures the effectiveness of its Training and development.

Answer: Siemens measures its effectiveness of the training and development by an appraisal system called performance management process. Performance management means taking an integrated, goal-oriented approach to assigning, training, assessing and rewarding employee's performance. Taking a performance management approach to training means that the training effort must make sense in terms of what the company wants each employee to contribute to achieving the company's goal. This process begins with some steps in Siemens:

1. At first, the employees and their line manager agree the objectives at the beginning of the project.
2. After that, objectives monitored throughout the whole project formally or informally, it ensures that all training is successful and for the best interests of the company.
3. Annually the line manager discusses the result about progress toward the objective that has been set. Feedbacks are also discussed with the employees whether any implementation is needed or not. It helps Siemens to get feedback from staff on changes.
4. Another thing is new objectives are also set. In some cases, appraisals linked to pay reviews.
5. In some cases, appraisals linked to pay reviews. This helps the employee to feel valued and that motivate them to perform better or to put their best effort.
6. When they have seen that staffs are up-to-date in a fast changing business and they are involved in rapid change with the situations, then they can measure that training and development program was successful.

SIEMENS: Training and development as a strategy for growth

5. Explain how providing Training and development helps Siemens ensure that it is able to achieve its business objectives.

Answer: Training and development helps the growth of a business. Business objective means the long term targets set by a business to ensure success. As Siemens provide training to their employees to improve their performance as well as have up-to-date knowledge and skills remain competent in the highly competitive market. This makes the employee motivated and confident. In addition, they have updated knowledge so they are the asset for the organization. The employees feel valued and stay longer in organization. Thus, training and development ensures that it is able to achieve its business objectives. Moreover, as the employees stay longer in the organization, that reduces the recruitment cost and which increases the profit margin.

To keep its world-leading position and grow in a competitive market, Siemens aims to deliver quality products and services. To do this, it needs people with high skills, knowledge and capability in engineering, Information technology and business. So achieve their business objectives they need skilled factory workers, trade apprenticeships, designers and managers. Training and development is important because, well-trained staff who remain with the business mean that customer enjoy continuity, this leads to customer loyalty and establish a great brand value. Repeat business is also established. That means consumers who make further, subsequent purchase the service or product.

An organizations primary business objective is to make profit. So trained employee can make more profit by their skills and cost of new employees can reduce by effective training program. In addition, valued, satisfied and skilled employee can empower the organization and gain a competitive advantage. By training and development program, Siemens can ensure its long-term business objectives.

SIEMENS: Training and development as a strategy for growth

For More Teaching Documents:

miilanpadariya@slideshare.com

milanpadariya@scribd

milanpadariya@academia.edu

milanpadariya@docstoc

milanpadariya@blogspot

milanpadariya@slideworld

EMAIL ID:

1. Milan.padariya@gmail.com
2. info@stark-softs.com

Contact:

+91-7405166768

+91-9173732120

+91-9662842082