

RETAILER: Developing your retail business

MANAGEMENT

Training

Globalise Section 7 Topic 5

The RETAILER programme aims to provide practical resources for independent retailers in the Eastern region, backed by the support of intermediate mentors and the RETAILER website www.independent-retailer.com

The RETAILER programme is supported financially by the European Social fund (ESF). Elements of the RETAILER programme build upon the APU SESAME programme. If you are interested in joining the RETAILER programme, please complete and return the form at the back of this document.

This RETAILER topic is based on Topic 5, *Training*, from Section 7, *Resources*, of the SESAME Globalise materials.

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Topic 5 Training

It will be to the advantage of your business to:

- carry out a training needs analysis (or TNA) within the business
- organise appropriate training to meet the requirements identified by the training needs analysis.

What is a training needs analysis?

Quite simply, a training needs analysis is the straightforward process of finding out from your staff:

- what tasks they currently perform as part of their day-to-day job
- what skills are needed in order to carry out those tasks successfully
- how well, in their opinion, they currently perform those tasks
- what training would help them to perform even more efficiently and effectively within your business.

How is a training needs analysis carried out?

In a large organisation, a training needs analysis may be carried out by one-to-one interviews (which can be time consuming); or by staff completing hand-written or electronic questionnaires. For you, as the owner/manager of a small business, the best approach will be to talk privately, on a one-to-one basis, with each employee.

A training needs analysis IS an excellent opportunity for employees to discuss with the boss (you), openly and honestly, what training will help them to work faster, more effectively and more efficiently, i.e. to become more skilled.

A training needs analysis IS NOT an opportunity for the boss (you again) to:

- point out an individual's deficiencies
- use an individual's lack of skill or knowledge against them
- make staff feel that, by identifying those areas where they need help and knowledge, they have somehow compromised themselves, or put their jobs at risk.

Sample training needs analysis chart

Job: Secretary/Personal Assistant – Sheila Westwood

Tasks involved in the job: Dealing with customers and suppliers; correspondence, book keeping, VAT; handling export documentation; organising travel; maintaining diary; supervising one clerical assistant.

SKILLS needed to perform the tasks: Communication, word processing, managing data base, using spreadsheets, calculating and book keeping; organisation; decision making; problem solving; supervision.

SKILLS ASSESSMENT – How would you assess your skills in each of the following skill areas?

For each skill tick one box only.

Communication skills	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor
Word processing skills	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor
Database management skills	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor
Spreadsheet skills	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor
Calculating and book keeping	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor
Organisational skills	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor
Decision making skills	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor
Problem solving skills	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor
Supervisory skills	<input type="radio"/> excellent	<input type="radio"/> good	<input type="radio"/> fair	<input type="radio"/> poor

This TNA shows that this person would certainly benefit from training in decision-making, problem-solving and supervisory skills and, possibly, database management.

Check Point

Photocopy the training needs analysis chart below – you’ll need one chart for each member of staff. Sit down, privately, with each employee and explain what you are doing, and why.

Complete each chart by asking first what tasks are involved in their job, and what skills are needed for each task. Then ask the individual to assess their level of competence for each skill they have identified – e.g. excellent, good, fair or poor. Where the employee identifies that training would be useful and helpful, take the time to discuss what kind of training would suit them best (see Management, Section 7, Topic 6); and how they can best undertake the training.

Name: _____ Job: _____

Tasks	Skills	Skills assessment:			
		Excellent	Good	Fair	Poor
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Types of training opportunities

There are many different kinds of training opportunities which you, together with the employee concerned, can choose from. The choices you make will, to some extent, depend on some or all of the following factors:

- the type of training needed – e.g. a basic course, a refresher course, an advanced course
- the amount of money you are prepared to spend
- the amount of time the employee is prepared to spend studying outside working hours
- the resources you have available in-house – for example, more experienced staff who can act as mentor or who can provide work-shadowing opportunities
- the commitment, enthusiasm and previous educational attainments of the individual concerned.

CHECKLIST OF TRAINING OPPORTUNITIES

- Traditional courses – attendance at an educational institution, e.g. college, usually with examination
- Short Courses – usually one or two days without examination or accreditation of learning
- NVQ (National Vocational Qualification) courses – usually some attendance on a course but generally gathering evidence of competence in portfolio to be assessed by Awarding Body
- CBT (Computer Based Training) courses – working alone at a computer, absorbing information, answering on-screen test questions
- Open Learning or Distance Learning courses – working alone at own pace, using workbooks and other resources, completing activities and exercises posted to tutor to be marked
- Work Shadowing – accompanying a more experienced member of staff on their job-related tasks, listening, watching and learning
- Mentoring – a more experienced member of staff assists, advises and mentors less experienced members of staff, allowing opportunities for learning, asking questions, discussing concerns and so on.

Now that you've seen some of the RETAILER materials, would you like to benefit from the RETAILER programme?

Through the RETAILER programme, Anglia Polytechnic University offers Till Side Training for independent retailers in Cambridgeshire, Suffolk, Norfolk and Essex employing less than 250 people.

The training is backed by practical materials, relevant resources, the support of experienced mentors and the RETAILER website.

Retailing is a 'people' business. Supermarkets, department stores and chains spend a significant amount of time and resources training their staff. Product knowledge, customer service, merchandising and selling are prerequisites for working in these companies, but training also:

- demonstrates commitment to their employees and their professional development (for many employees, the offer of training is the reason for deciding which company to work for)
- forms the principal rationale that supports all quality initiatives from simple Quality Control right up to Total Quality Management.

The RETAILER programme is supported financially by the European Social Fund, and is free to beneficiaries. The RETAILER programme is intended to train you, train your employees, and help you train future employees.

To find out more about the RETAILER programme please fill in your details below and send a copy of this page to:

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