

## SWOT Analysis of Retailsport.com



## Training Needs Analysis (TNA)

### WHY TNA?

Today's work environment is such that the employees are required to be skilled in performing tasks in an efficient, cost effective, and successful but safe manner. Therefore, Training Needs

Analysis (TNA) can be defined as “a function recognized as an integral part of any well–designed training program by training theorists and academicians” (Moore & Dutton, 1978). It forms an integral part of an organization to *improve employee-job performance*.

“All organizations need to ensure that the resources invested in training are targeted at areas where training and development is needed and a positive return on the investment is guaranteed. Effective TNA is particularly vital in today's changing workplace as new technologies and flexible working practices are becoming widespread, leading to corresponding changes in the skills and abilities needed” (Bee & Bee, 2003).

## **OPERATION**

The difference in the expected job performance and the actual job performance suggests a need for personnel training. At Retail Sport Ltd., training would be required to be provided at all levels: top–level management, mid–level management, and operational-level employee. A good and effective TNA will easily help to identify who needs training and what type of training.

Certain questions need to be addressed when conducting Training needs analysis:

### 1. What training would be needed? Why?

At Retail Sports, both on-the-job and off-the-job training would be necessary. The former shall include shadowing and mentoring. Store managers would be available to carry out the necessary mentoring to the trainees. It is a cost-effective method, as no personnel from the outside needs to be hired, and everything is in–house. Off-the-job training would comprise of online courses, workshops, seminars, and mentoring from a hired specialized trainer. These will be required as the exposure which would not be available in the same environment. It would be provided with these activities.

### 2. Who requires that training?

Training will not just be confined to a particular person or department. At all levels, training would be necessary–be it top-level, mid-level management, or operational-level employees. At Retail Sports, the Store Managers at the new branches have no previous experience in a sport store, except for the one who will be at the Sligo Town store. So, they would require training in regards to a sports retail store, in such areas as products, type of customers, and technical knowledge.

### 3. How do you plan to implement the training?

In-house training would be implemented in the stores like mentoring and coaching. So, the store managers will be informed about it well in advance so that all preparations are made in time. Off-the-job training such as seminars and workshops will be organized such that employees are not taken away from work too much, hampering the workflow of the store. A proper schedule shall be made so as to make sure that if one employee leaves for a training, there is another to fill in for that particular position for the time being.

### 4. Costs?

Training, which would be in-house like on-the-job training, would not require much economic costs. But in terms of time, store managers will have to make time in order to mentor or coach. Off-the-job training will require expenses to be bore by Retail Sports Ltd. (especially if it is to be carried out abroad), both in terms of money and time. Hiring an external mentor will also bear expenses depending on the amount of fees the mentor charges. Retail Sport shall not spend more than €670 on one employee.

### 5. Results & Evaluation

Results and evaluations shall be an important aspect of the whole analysis, as well as the effectiveness of the training provided to each employee. This shall be an employee-driven approach. Without analysing the employee performance prior to and after the training, there would be no concrete observation to tell whether the training was effective. Evaluation techniques like the Kirkpatrick model, focus groups, surveys, and questionnaires shall be implemented.

#### **Policy Document**

**Scope.** The document outlines all aspects of training and development employed for the employees at new Retail Sport stores. It aims to give a sound understanding of all procedures applied for the development of employees at all levels of hierarchy. It states the purpose, training methods, potential issues, and the methods to measure the effectiveness of all the measures taken for the growth and advancement of the work force.

**Purpose.** The goal is to ensure personal development of each entity working for the company. Every employee is considered an asset at Retail Sport Ltd., and necessary measures need to be taken in order to increase company growth and reach by providing the right and effective training

to its employees. Each employee is also a resource to the company. Resources need to be harnessed and developed in order to maintain standards at small or large scale. Training is considered a safe investment if carried out efficiently.

**Section 1: Immediate training - On-the-job**

1.1 All new employees will undergo shadowing and mentoring led by Store Managers. Employees can refer to their mentors at any time following this on-the-job training method for any day-to-day questions and concerns.

1.2 Store Managers will be required to mentor new employees. Teachings must align with company philosophy, practice, and vision. This doubles as a time where mentors can reflect upon their own habits and be a good example of an outstanding Retail Sport employee.

1.3 “Train the trainer” will be implemented here at Retail Sport Ltd. as a primary on-the-job training method. Although Store Managers within this company have years of experience, they will need to enhance their teaching and mentoring abilities to better train new employees. The trainers will be taught by the company training manual as a point of reference.

**Section 2: Further training - Off-the-job**

2.1 Each employee is required to undertake the online training program aimed at delivering the best tuition for all levels in correct aspects of customer care. Sufficient scoring must be obtained in the assessment to confirm employee certification.

2.2 Each employee must attend a minimum of one role playing exercise, in which they will be required to visit a high performing retail store and partake in their customer care program from the buyer’s perspective. A reflection should be written and provided to the employee’s store manager indicating the learning and suggested improvements to their own store’s policy.

2.3 Each store manager must attend a minimum of one conference or undertake an external lecture series on customer care, delivered by an external professional. Attendance will be recorded and required to proceed. This is aimed at improving the store managers awareness of customer care initiatives, with which they can pass on to store employees.

2.4 Senior staff are required to obtain a certification in customer care by attending advanced customer care training programs. This will allow senior management to make future recommendations on the best customer care practice and make continuous improvements to their store’s policy.

2.5 It is the responsibility of the employee to partake in these training activities and to give maximum participation throughout the training activities. This is essential for effective training to enable retail sport to present the highest performance in customer care.

### **Section 3: Evaluation methods - Kirkpatrick**

The Kirkpatrick model will be the main method of training evaluation used in Retail Sport. All management will consult this model when using training analysis. From using the four steps (Reaction, Learning, Behaviour, and Results), the model will be applied during and after each training session to evaluate its effectiveness and to see if there is a positive result within Retail Sport.

#### 3.1 Surveys & Questionnaires

Surveys & questionnaires will be carried out routinely by management at Retail Sport which will demonstrate how effective the training programmes have been for store employees at both managerial and lower level staff. It is a policy for Retail Sport employees to carry out these tasks upon completion of a training program.

#### 3.2 Focus Groups

Focus groups at Retail Sport will also be carried at the manager's demands, whether it be during or after training. They will be focused on a particular area with groups of up to six employees. Each group will consist of a project manager to chair the meeting, however, all participants will be asked to contribute.