

THE IN-STORE TRAINING CONCEPT

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Looks at three approaches to in-store training of personnel.

In larger companies, the training director, the personnel director, or the director of retail operations is responsible for the training function. In smaller companies (and sometimes in large ones too), the supervisor and/or the store manager is the trainer.

Training then, becomes a form of coaching or example setting. It's the "how to" of the company operations manual. And here's where the training function breaks down. Some store managers and supervisors are good at it and patiently cover every detail of the how-to-do-its, but most managers and supervisors leave out some of the important little specifics of the task. The result is poor training and high employee turnover rates.

Three approaches we are using to assist firms with training:

1. The Training Director Workshop.¹ A seminar designed to provide methods and materials for the specific in-company person responsible for generating company training programs. A complete collection of movies, slides, closed circuit TV, outlines and sample training programs are provided for seminar participants to use in developing their own in-company training programs.

2. The Supervisory Development Workshop.² A series of seven, two-hour sessions designed to assist supervisors in the application of coaching and training at store or operations level. The role of the

supervisor, understanding and motivating employees, communications, dealing with change, and employee discipline, all in the context of how the supervisor can follow through on company policy and operations.

3. Self-Teaching at Store Level.³ Combining the principles of coaching and personalized training through the use of a portable movie projector and back-up, self-teach booklets, the supervisor provides a coffee break or back-room learning center in each of his stores. He trains or coaches his key personnel, who in turn train their new employees. There are eight different movies, each designed to blend with key specific company operating policies. Topics include: "What This Business Is All About", "Customer Courtesy", "Inventory Control", "Check Cashing", "Scheduling", and "Robbery". The movies are 10-minute, 8mm cartridge-type, designed for a portable projector. Each movie is accompanied with a pocket-size text.

¹ Gary Entwistle, California Polytechnic University, and S. E. Trieb.

² Julian Raburn, Business Management Specialist, Extension Marketing Department, University of Georgia.

³ S. E. Trieb, Extension Marketing Department, University of Georgia, and Jack Burke, Extension Radio-TV-Film Department, Kansas State University. This series was developed for the convenience store industry, sponsored by the National Association of Convenience Stores.