

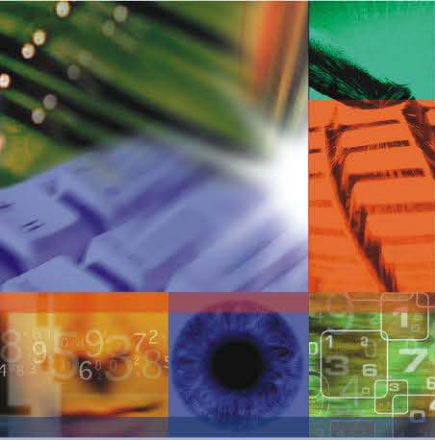
skillsmart retail™



Skillsmart Retail
Training and Development Research

September 2008

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Skillsmart Retail Training & Development Research

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1. Executive Summary

Background and methodology

Skillsmart Retail, the Sector Skills Council (SSC) responsible for the UK retail industry, has set out the strategy for improving the retail sector in Scotland in its Scotland SSA Stage 5 report. Skillsmart Retail is required to provide robust information about the training needs of, and appropriate training delivery methods for the sector, including the Skills Development Scotland (SDS), the newly set-up body responsible for funding government supported qualifications.

In 2008, Skillsmart Retail commissioned ORC International to conduct research involving a telephone survey of retailers across Scotland to provide evidence about employers' needs in relation to the training and development of their staff. The findings will be used to further inform Skillsmart Retail and the SDS about the training needs of the Scottish retail sector. In order to reach a broad range of employers, a computer assisted telephone interviewing (CATI) methodology was adopted. In total, 303 interviews were achieved during August 2008 amongst employers across Scotland.

The overall aim of the project was to 'identify the training interventions required to deliver a skilled and competent retail workforce in Scotland', and the overarching objective of the research was to understand what employers want in relation to training and developing their workforce.

Key findings

Recent training activity

- 84% of respondents overall have conducted training with at least some of their staff during the previous 12 months.
 - The majority of these employers delivered training to a high proportion of their employees, regardless of employee type.
 - All businesses with more than 50 employees had trained staff in the last 12 months, compared to only 70% of those with 5-9 employees.
 - Employers who are part of a chain are more likely to have conducted training within the last 12 months (93%) than independent, single operatives (57%)
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- The majority of recent training focussed on 'dealing with customers' (93%), team working (90%), 'communication skills' (88%) or 'stock handling' (88%)
- Almost all respondents who had conducted training felt the training had had a positive impact (97%)

Barriers to training

- Respondents who had not conducted any training during the past 12 months were most likely to:
 - Be smaller businesses of less than 50 employees (100% of those who had not delivered any training)
 - Have between 5 and 9 employees (84% of those who had not delivered any training)
 - Operating independent/single stores (43% of all independent/single stores had not delivered training)
 - Located in the Highlands (20% compared to 15% Mainland employers)
- The main reasons for not conducting any training were that it was not required (47%) or that the staff are 'already trained' (22%)
 - A small percentage mentioned that a reason for not conducting training is that their staff are older/in their fifties.

Perceived training needs

- There was little consensus amongst respondents regarding the main reason they conduct training.
 - 'To expand staff knowledge/development' was the most common reason (17%), especially amongst employers who are part of a chain (21%)
 - Larger businesses with more than 50 employees were most likely to have conducted training because 'it is the law/to comply with health and safety' (19%)
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- Independent/single outlets were most likely to conduct training 'for new staff/new recruits' (13%)
- Almost three-quarters of respondents felt 'customer service' was the main area that would benefit from further development.
 - Employers who are part of a chain or employ back office staff were more likely to feel that more strategic issues could benefit from further development, specifically financial management, business management and store management.
- Employers who had not conducted any training in the previous 12 months were much more likely to feel that there were no areas that would benefit from further development (39% compared to only 9% of those who had conducted training).

Methods of delivering training

- At present, employers appear to prefer in-house training methods, with 89% conducting Induction for new staff, 84% conducting 'other in-house training' and 71% conducting 'internal management development programmes' during the past year.
 - Employers who are part of a chain tend to conduct significantly more internally based training than other employers.
 - Independent/single store employers tend to provide more training off-site at a college/university (30%), especially compared to chains (9%)
 - Three-quarters of respondents perceive on-the-job training delivered by managers/supervisors/colleagues to be the most effective method of training.
 - Employers with more support/back office staff are more likely to see courses run by external trainers, both on and off site, as most effective.
 - Internal methods of training were also favoured to meet the future development needs for all areas tested, with the exception of 'overseas expansion'.
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Government role

- There were high levels of awareness of the widely used Scottish Vocational Qualifications (86%), Higher National Diplomas (88%) and Higher National Certificates (85%), although it is surprising these results weren't even higher. More interesting, however, was that the large majority had also heard of Skills seekers (82%). In addition, 40% of respondents were aware of Ufi learndirect, and an encouragingly high 26% were aware of Skills shops, which were set up recently by Skillsmart Retail in just a few Scottish cities.
 - Awareness was higher amongst those employers who had conducted training in the past 12 months.
 - Reactions to proposals around Modern Apprenticeships were fairly mixed; just over half of employers (51%) agreed that they would be valuable for someone working in their business.
 - The proposal for more shorter training courses was better received than that for Modern Apprenticeships with 64% agreeing that they would be valuable.
 - Overall, respondents were fairly negative towards the idea of mapping in-house training against retail industry standards, with 47% stating they would definitely not be interested in this. However, almost a quarter (23%) said they would be interested in finding out more about this, and 18% said they would definitely be interested.
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Introduction

2.1 Background

Skillsmart Retail, the Sector Skills Council (SSC), is an employer-led organisation tasked with understanding the skills needs of the retail sector and ensuring employees skills needs are identified and addressed, to maximise the productivity of individual companies and the competitiveness of the sector as a whole.

Skillsmart Retail's Sector Skills Agreement (SSA) between employers, partner organisations and the government is based on evidence collected from the sector in the early to mid part of this decade. The Agreement is designed to improve the delivery of services through developing the skills of the workforce, mapping out what current and future skills are needed by employers and how these skills and qualifications will be developed.¹

In 2008, there was a requirement to focus in on retailers in Scotland. The number of employers from Scotland could be increased to provide robust data and there was a need to bring data up-to-date in this fast moving sector. Also, the Skills Development Scotland (SDS), the newly set-up body responsible for funding government supported qualifications, had a need for accurate data for strategic planning purposes.

According to the Scottish Retail Consortium, the retail sector is the largest private sector employer accounting for 10.1% employees in Scotland or 241,275 individuals. Skillsmart Retail has already pinpointed this sector as having one of the youngest workforces of all sectors, with a third of employees aged under 25, and it has one of the highest proportion of part-time employees. It is also a fast growing sector with an estimated 16,000 jobs to be created in Scotland by 2014.

The current strategy for improving the retail sector in this nation can be found in the Scotland SSA Stage 5 report. The following four themes identified by the SSA:

- Improving store management skills in multiple retailers

¹ 'Sector Skills Agreement', www.skillsforbusiness.org.uk

- Enhancing the skills of those who are managers and proprietors of independent stores
- Upskilling those employed in sales occupations in both multiple and independent stores
- Ensuring a sufficient number of people of the right calibre are attracted to the sector

2.2 Research objectives

In 2008, Skillsmart commissioned independent research agency ORC International to conduct a research project involving a telephone survey of retailers across Scotland to provide reliable evidence about employers' needs in relation to the training, development of their staff.

This research is extremely important as findings will be used to inform the SDS about the training needs of the Scottish retail sector.

The overall aim of the project is to 'identify the training interventions required to deliver a skilled and competent retail workforce in Scotland'.

The key objectives of the research are to:

- establish whether employers see there being a training need for their workforce and which employees this is for (e.g. sales representatives, administrative staff, management)
 - find out the most suitable types of training for the sector, such as formal qualifications (MA, SVQ, SGA, HNC/D) or less formal (mentoring / coaching) and the preferred method of training delivery (classroom-based vs. on-the-job)
 - assess the skills requirements needed of college and university graduates
 - identify the areas in which training is needed (e.g. communications, problem-solving, team working skills, numeracy, literacy, IT skills)
 - assess whether employers are aware of the skills their workforce hold, and if so whether these skills are being used.
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- find out if there is a role for the government to inform employers about how to make the best use of skills already present in the workforce.

2.3 Methodology

In order to reach a broad range of employers, a computer assisted telephone interviewing (CATI) methodology was adopted. In conjunction with Skillsmart Retail a 10-minute questionnaire was designed, focusing on the following topics:

- Company profile
 - Recent training activity
 - Members of staff trained over the past 12 months
 - Types of training undertaken
 - Attitudes to training
 - Impact of recent training
 - Perceptions of effective training
 - Barriers to training
 - Reasons for conducting training
 - Possible development areas
 - Specific areas seen as needing further development
 - Methods of addressing further needs
 - Government initiatives
 - Awareness of initiatives
 - Attitudes to new initiatives
-

Sample – In total, 303 interviews were completed in August and September 2008. Interviews were carried out with employers of various size across Scotland. Figure 2.1 shows the number of interviews achieved in each region and company size.

Figure 2.1: Interviews achieved by region / company size (unweighted)

	5-9	10-14	15-19	20-49	50-99	100-199	200-499	500 plus	Total
North	26	12	2	3	1	1	-	-	45
South	25	7	5	6	4	-	1	1	49
East	32	15	6	11	5	2	-	2	73
West	25	9	7	11	1	-	-	2	55
Edinburgh	8	6	5	2	1	1	2	-	25
Glasgow	24	12	3	10	2	4	-	1	56
Highlands & Islands	42	17	8	17	4	1	-	2	91
Total	140	61	28	43	14	8	3	6	

Data weighting – It was particularly important that interviews were geographically spread throughout Scotland as far as possible and representative. Once the data collection phase was completed a thorough analysis of the achieved sample was undertaken to compare the profile of the achieved sample and the population in terms of the key variables employed for the quotas under the sampling frame. The final data has been weighted back to reflect the regional quotas. This report uses weighted data throughout.

Confidence levels – In total 303 interviews were achieved. At the national level, we can therefore be 95% confident that the findings are accurate to +/- 5%. This means that if 50% of employers who were interviewed expressed a particular view, we can be 95% confident that between 45% and 55% of all Scottish employers would feel the same way. In the Scottish Enterprise area 212 employers were interviewed and data are accurate to +/- 6.5%. In the Highlands and Islands area, 91 employers were interviewed and data are accurate to +/- 9.5%. The areas listed in Figure 2.1 above have confidence intervals substantially greater than the widely accepted limit of +/-5%, and all significant differences between these groups are indicative only.

2.4 About this report

The main body of this report follows the structure below:

- Recent training activity
- Attitudes to/perceptions of training
- Possible future development areas
- Government initiatives
- Company profile

In addition to any headline findings, data was cross-tabulated by a range of variables, helping to identify patterns or trends within the data. Sub-groups include business size (based on the number of employees), type, location, ownership, region etc. Any noteworthy variations between the results from the sub-groups have been presented throughout the report.

Where appropriate, comparisons to previous available research data are made throughout the following document.²

² ORC International conducted UK-wide research studies for Skillsmart in August 2006² and August 2007² amongst businesses of 10 or more employees. The main purpose of the 2006 survey was to establish perceptions of the quality and extent of training and skills provision across the retail sector. Following on from that research, Skillsmart arrived at a number of initiatives that could potentially help the whole sector get the right numbers of people with the right types of skills. The 2007 survey sought to understand employers' views on these initiatives, how they would affect their business and how they might help the sector overall.

2. Recent training activity

In order to understand whether employers felt a training need existed for their workforce, it was first necessary to understand their perceptions of the training that they provide at present. Respondents were therefore asked what training, if any, staff have undertaken recently, the extent to which staff are trained, which category of staff undertake training and which types of training are conducted. The results of these questions help us in answering the following research objectives:

- employers' perceptions of existing training needs
- which employees are seen to have existing training needs
- types of training undertaken at present
- preferred methods of training delivery

2.1. Training provided in the past 12 months

The large majority of respondents (84%) stated that at least one member of their staff had taken part in training, including on-the-job training, in the last 12 months.

Analysis by sub-group shows some interesting differences:

- Employers who are part of a chain were much more likely to have conducted some form of training (93%) than the independent, single operatives (57%)
- All businesses interviewed with more than 50 employees (100%) had trained staff in the last 12 months, compared to only 70% of those with 5-9 employees.
 - This follows the trend shown in the 2006 report where it was found to be more common for larger companies with 100+ employees to have a training plan (89%) than for those with 10-99 employees (79%)³.

³ Skillsmart Retail: Training and Development Research' August 2006, ORC International (JN 93202)

- Regionally, more employers in Edinburgh stated that staff had taken part in training (92%) compared to any other region. However there was no real difference between the Mainland (where 85% stated staff had undertaken training) and the Highlands & Islands (84%).

2.2. Staff who have received training

Respondents whose staff *had* done training in the previous 12 months were then asked a series of questions relating to this training.

Firstly, the numbers of staff who had training was established. Figure 3.1 shows the net figure of the number of staff who had received training cross referenced against the number of staff employed.

Figure 3.1: Percentage of staff who received training in the previous 12 months by company size

	NET: 5-49 employees	NET: 50+ employees	Total
NET: 1-19 members of staff received any training	83%	23%	75%
NET: 20-49 members of staff received any training	15%	4%	14%
NET: 50 or more members of staff received any training	1%	69%	10%

Base: All respondents who have staff who have had training in the past 12 months (254)

Further detailed analysis of these Figures suggests that the majority of these employers had given some form of training to a high proportion of their employees in the past 12 months, as demonstrated by Figure 3.2 below.

Figure 3.2: Percentage of staff who received training in the previous 12 months by company size⁴

Number of staff who have received training in the last 12 months	Number of people employed							
	5-9	10-14	15-19	20-49	50-99	100-199	200-499	500+
1	4%	-	-	-	-	-	-	-
2	12%	1%	3%	2%	9%	-	-	-
3	15%	13%	-	-	-	-	-	-
4	11%	8%	-	-	-	-	-	25%
5-9	56%	18%	28%	1%	5%	-	-	50%
10-14	1%	51%	15%	11%	9%	-	-	-
15-19	1%	4%	39%	10%	-	-	-	-
20-24	-	-	8%	29%	5%	7%	-	-
25-49	-	-	-	46%	-	-	-	-
50-99	-	-	-	-	65%	15%	-	15%
100-199	-	-	5%	-	5%	48%	-	-
200-499	-	-	-	-	-	15%	100%	-
500+	-	-	-	-	-	-	-	11%

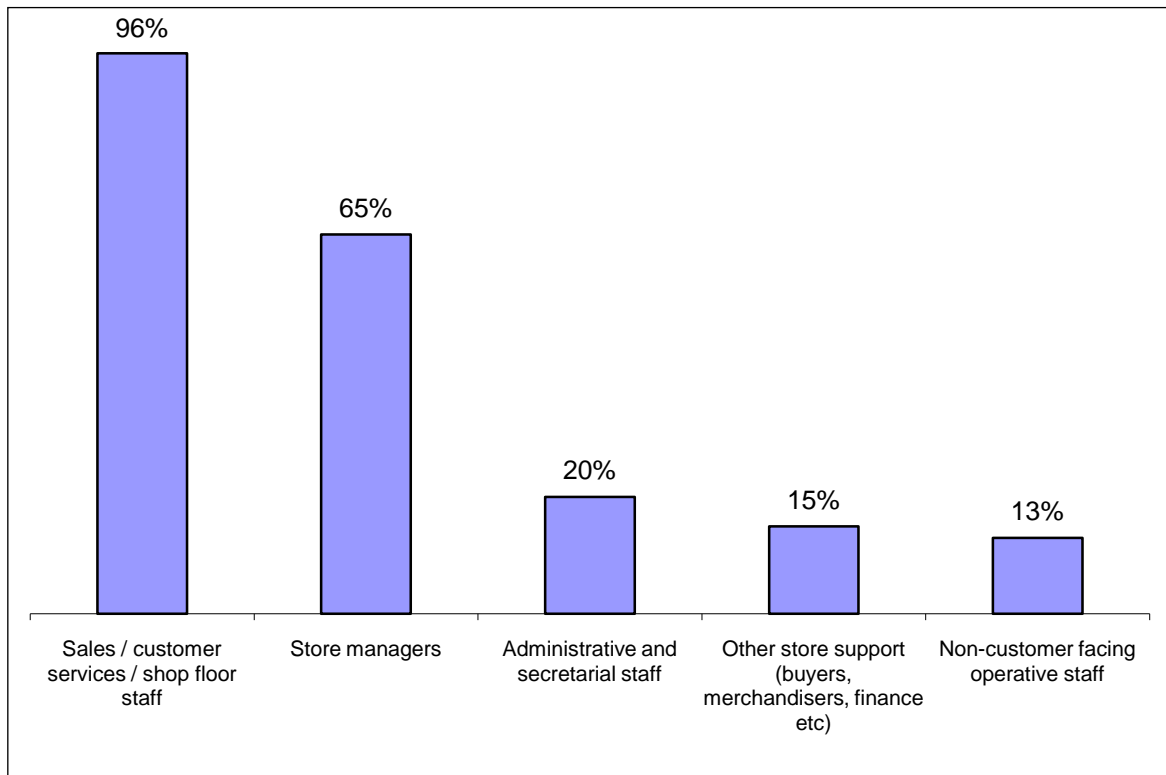
Base: All respondents who have staff who have had training in the past 12 months

(254)

Respondents were also asked the type of staff who had received training over the previous 12 months, results shown below in Figure 3.3 below.

Figure 3.3: Type of staff who received training in the previous 12 months

⁴ All employers with more than 100 employees have small base sizes, specifically that those with 100-499 are represented by only 9 respondents and that those with 500+ employees are represented by only 6 respondents.



Base: All respondents who have at least one member of staff who have had training in the past 12 months (249)

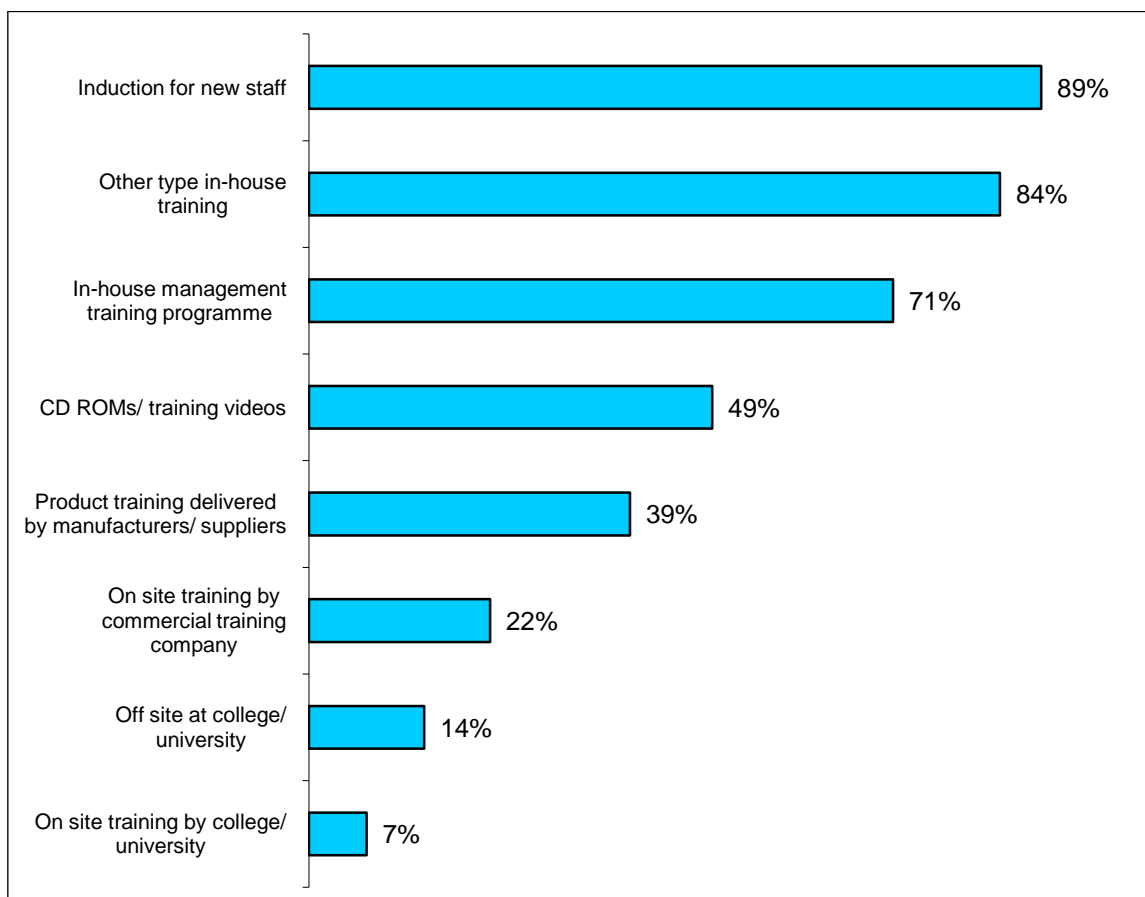
Although these results could suggest that employers put most emphasis on training customer facing staff rather than ‘back office’ support staff, on closer inspection of the data the differences are largely influenced by the types of staff each respondent employed:

- Almost all respondents (99%) had Sales/Customer service/Shop floor staff.
- Of the 19% of employers who do have ‘other store support, such as buyers, merchandisers, finance’ employees, 71% of these received training in the last 12 months.
- Similarly, 75% of the administrative and secretarial staff (who are employed by 24% of the businesses overall) received training
- 73% of the ‘non customer-facing operative staff’ (employed by 16% of the businesses) received training.

2.3. Types of training conducted

All employers were asked to identify the training methods they currently use to train their staff from a pre-determined list. As Figure 3.4 below shows, the majority of training took place in-house, with new staff induction (89%), 'other' in-house training (84%) and an internal management development programme (71%) the three methods most commonly used. It is also interesting to note that approximately one in five used commercial training companies (on-site) and about the same proportion used colleges or universities (on- or off-site).⁵

Figure 3.4: Types of training conducted in the previous 12 months



Base: All respondents who have at least one member of staff who have had training in the past 12 months (249)

⁵ A couple of respondents also mentioned training that had been carried out off site by a commercial training company, and one respondent spontaneously mentioned receiving government training, specifically 'Scotvec module'.

Although the Figure from this report and the previous reports conducted in 2006 and 2007 are not directly comparable due to differences in respondents, regions interviewed and precise question wording, it is possible to look at the data from these reports to see if there is any general trend worth noting.

With regards to the data on training methods used, the (UK-wide) 2006 survey showed that the majority of training methods were in-house programmes. In fact, in 2006 the top 6 most commonly used training methods were internal programmes.

Analysis of the data by **business ownership** revealed that:

- Employers who are part of a chain conduct significantly more training than other employers in the following areas:
 - New staff induction training (93%)
 - In-house management training programmes (77%)
 - Other training designed and delivered in-house (87%)
 - CD Rom/ training videos (36%)
- Independent/single shop employers provide significantly more training by a college or university both off-site (30%) and on-site (19%) compared to those who are part of a chain (off-site 9%, on-site 5%)

Analysis by **size of business** showed that larger employers (50+ employees) are significantly more likely to provide the following training compared to smaller businesses (5-49 employees):

- In-house management training programmes (87% compared to 69% of smaller businesses)
- Training provided on-site by a commercial training company (32% compared to 20%)
- Training provided off site at a college or university (30% compared to 12%)

There was very little variation by region.

These data suggests that the smaller and/or independent stores have delivered much less training to their staff overall during the previous 12 months. In addition, they are less likely to use in-house methods. However there is some evidence to suggest that these stores look more to external sources of training, particularly those provided by colleges/universities. An opportunity may therefore exist to further encourage and support these smaller stores to utilise existing in-house skills to train staff, for example some kind of 'train a trainer' programme. Sections 4.2 and 4.5 looks into this issue in more depth.

2.4. Topics covered by training

Employers who had provided training in the previous 12 months were asked to classify the topics covered in this training from a given list. Figure 3.5 shows the breakdown of results at the overall level.

Figure 3.5: Topics covered by training conducted in the previous 12 months

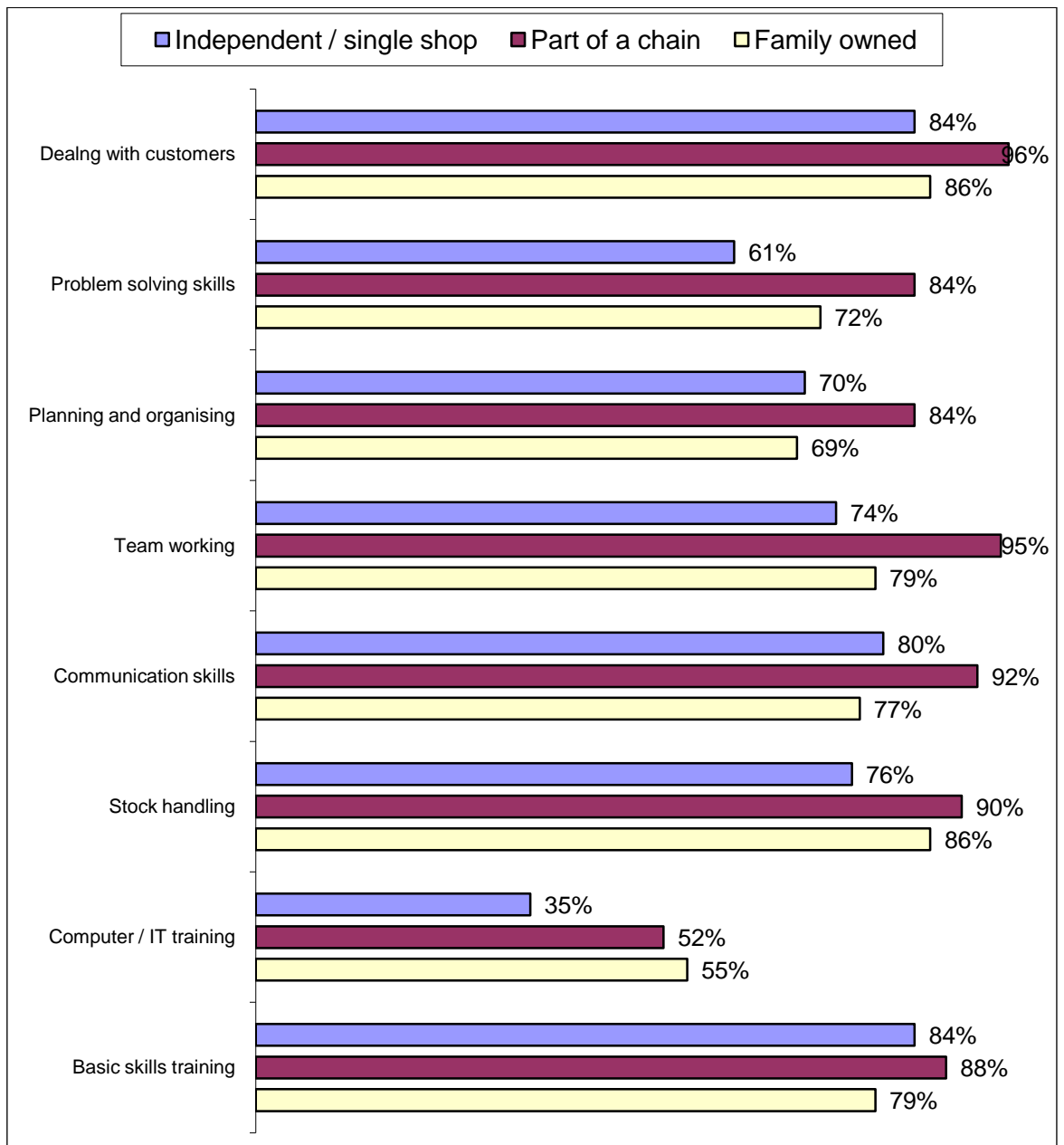
Topic covered	Total
Dealing with customers	93%
Team working	90%
Communication skills	88%
Stock handling	88%
Basic skills training	86%
Planning and organising	81%
Problem solving skills	79%
Computer/IT training	50%

Base: All respondents who have staff who have done a type of training in the past 12 months (249)

Several respondents mentioned covering general *'Health and safety'* topics in their training, and also *'food hygiene'* and *'fire drills'*. A couple of respondents also mentioned training topics that are specific to their area of business, such as *'pharmacy'*, *'sale of alcohol under new regulation'* and *'product training'* in general.

Although there was little variation in the topics covered according to the size of business, there were some significant differences according to business ownership. As shown by Figure 3.6 stores who are part of a chain appear to cover these topics more in their training than the independent or family owned stores.

Figure 3.6: Topics covered by training in the previous 12 months – by business ownership



Base: All respondents who have staff who have done a type of training in the past 12 months (249)

Analysing the data by the types of staff employed at the businesses, there is no significant variation on the topics covered, although the stores employing support staff and administrative staff were slightly more likely to have covered Computer/IT training. Stores employing non customer-facing staff were slightly less likely to have covered 'problem solving skills' and were slightly more likely to have covered 'stock handling'. Figure 3.7 details this breakdown:

Figure 3.7: Topics covered by training in the previous 12 months by types of staff employed

Topics covered	Types of staff employed					Total
	Sales/ customer service/ shop floor staff	Store managers	Other store support	Admin/ secretarial staff	Non- customer- facing operative	
Dealing with customers	93%	95%	91%	92%	92%	93%
Problem solving skills	80%	80%	80%	81%	74%	79%
Planning and organising	81%	82%	83%	80%	84%	81%
Team working	90%	92%	93%	92%	92%	90%
Communication skills	89%	89%	90%	89%	91%	88%
Stock handling	88%	90%	92%	89%	94%	88%
Computer/IT training	50%	54%	58%	60%	56%	50%
Basic skills training	86%	89%	94%	88%	91%	86%

Base: All respondents who have staff who have done a type of training in the past 12 months (249)

A similar pattern can be seen when looking at the data by the types of staff who have actually received training in the last 12 months – simply, the stores whose non customer-facing staff received training were slightly less likely to have covered 'dealing with customers' and were slightly more likely to have covered 'stock handling'. More interestingly, those stores with

sales/customer service/shop floor staff were slightly more likely to have covered 'team working' in their training, whereas businesses with store managers and administrative/secretarial staff were slightly more likely to have covered 'computer/IT training' topics.

Figure 3.8 details this breakdown. Please be aware when looking at the results shown in Figures 3.7 and 3.8 that it is impossible to know from the data which particular category of staff covered which topics within their training.

Figure 3.7: Topics covered by training in the previous 12 months by types of staff who received training in the previous 12 months

Topics covered	Types of staff who received training in past 12 months				Total
	Sales/customer service/shop floor staff	Store managers	Admin/secretarial staff	Non-customer-facing operative	
Dealing with customers	94%	95%	93%	90%	93%
Problem solving skills	81%	81%	83%	79%	79%
Planning and organising	81%	83%	79%	84%	81%
Team working	91%	94%	94%	94%	90%
Communication skills	89%	91%	88%	88%	88%
Stock handling	88%	92%	86%	96%	88%
Computer/IT training	50%	56%	61%	64%	50%
Basic skills training	87%	89%	86%	94%	86%

Base: All respondents who have staff who have done a type of training in the past 12 months (249)



3. Perceptions of training

Once the current provision of training had been established, respondents were then asked a series of questions regarding their perceptions of, and attitudes towards training. The results of these questions help us in answering the following research objectives:

- Perceived importance of training
- Most effective/suitable types of training delivery
- Barriers to training

3.1. Impact of recent training

All respondents whose staff had undertaken any type of training in the previous 12 months were asked to rate the impact of this training. Overall almost all of these respondents felt that the training had had a positive impact (97%), with **62%** stating they felt it had had a **great impact** and 35% felt the training had had some impact. Only 2% saw the training as having had little impact and no respondents felt it had had no impact at all.

Further analysis of this data at subgroup level reveals that there are some regional variations in the attitudes to the impact of training and also by business ownership. In particular, employers on mainland Scotland were more likely to perceive recent training to have had a greater impact than employers on the Highlands & Islands where employers were more likely to feel the training had only some impact. Within the business ownership subgroup, independent/single shop employers were also more likely to feel training had had some impact rather than a great impact compared to the other business ownerships. Figures 4.1 and 4.2 detail these breakdowns:

Figure 4.1: Impact of recent training by region

Impact of training	Region								Total
	North	South	East	West	Edinburgh	Glasgow	Highlands & Islands	Mainland	
Great	50%	67%	56%	55%	59%	72%	49%	66%	62%
Some	45%	31%	40%	39%	36%	28%	48%	32%	35%
A little	3%	3%	2%	5%	5%	-	3%	2%	2%
Very little	-	-	2%	-	-	-	-	-	-
None	-	-	-	-	-	-	-	-	-

Base: All respondents who have staff who have done a type of training in the past 12 months (249)

Figure 4.2: Impact of recent training by region

Impact of training	Business ownership				Total
	Independent/ single shop	Part of a chain	Family owned	Franchise	
Great	39%	67%	65%	69%	62%
Some	59%	30%	35%	27%	35%
A little	-	3%	3%	4%	2%
Very little	2%	-	-	-	-
None	-	-	-	-	-

Base: All respondents who have staff who have done a type of training in the past 12 months (249)

3.2. Perceptions of effective training

Respondents whose staff had recently received any type of training were also asked to choose which single type of training they feel is the most effective from a prescribed list. Three-quarters of these respondents felt that ‘training delivered on-the-job by managers/supervisors/colleagues’ to be the most effective method of training delivery.

The results for each of the delivery methods are:

- Training delivered on-the-job by managers/supervisors/colleagues (75%)
- Going off-site to attend a short training course (11%)
- Having an external trainer visit your site for short courses (8%)
- Going off-site to attend a longer course (1 day+) (3%)
- Having an external trainer visit your site for longer courses (1day+) (2%)

It appears that employers prefer training courses that minimise time spent away from the workplace.

The only significant difference in these perceptions can be seen in the 'types of staff employed' and the 'types of staff receiving training' subgroups where those businesses who have administrative/secretarial staff are more likely to feel that 'having an external trainer visit your site for short courses' is the most effective method of training (17%) compared to businesses with sales/customer service/shop floor staff (8%). Similarly, those employers whose administrative/secretarial staff had received training felt that short courses by external trainers is the most effective training method (19%) compared to employers whose sales/customer service/shop floor staff had received training(8%) and employers whose store managers/supervisors had received training (8%).

Interestingly, the independent/single store employers were slightly more likely to favour attending a short training course off-site (15%) or having an external trainer visiting their site for a short course (13%), which again may point to a lack of confidence in training staff themselves, or potentially a lack of internal knowledge in certain areas.

3.3. Barriers to training

16% of employers interviewed did not have any staff who had received training during the previous 12 months. The majority of these employers were operating independent/single outlets:

- 53% of all those who did not conduct any training were independent/single outlets
 - 43% of all independent/single outlets had not conducted any training in the last 12 months
-

One in five of employers who had not received any training were family-owned shops, whereas only 7% of chains and 18% of the franchises had no staff who had received any training.

All employers who had not given any training in the last 12 months had less than 50 employees, and 84% of these had between 5 and 9 employees (accounting for 30% of all employers with 5-9 employees. Non-trainers were also slightly more likely to be located in the Highlands & Islands (20%) compared to the Mainland (15%).

All these respondents were asked to give the main reason for this lack of training (this was an open-ended question, and responses have been grouped).

Almost half of these respondents (47%) stated that the main reason no training had been conducted was that 'it was not required/there was no need for it'. The reason behind this view is perhaps explained in some way by the next most common reason for no training: 'Staff are already trained' (22%). Following these two reasons, there was little commonality amongst respondents. Figure 4.3 shows the full results for this question at overall level:

Figure 4.3: Reasons why no training had been conducted within the previous 12 months

Reason	Total
No need for it/not required	47%
Staff are already trained	22%
Our staff are older/in their fifties	6%
Training is not offered at a time and place to suit my needs	6%
Not taking on new staff	4%
It's up to head office	3%
Lack of knowledge concerning course content/detail	3%
Too time-consuming	3%
Does not teach the skills required by job	2%
Does not result in qualification	2%

Base: All respondents who have not had any staff who have done any type of training in the past 12 months (49)

Although only a small percentage of these respondents (6%) gave the main reason for no training as the age of their staff, it is interesting that there appears to be some perception that staff over the age of 50 would no longer need/benefit from training.

For example, comments given by respondents include:

- *"All my staff are in their fifties."*
- *"Staff have been here for over 30 years and don't require training. The youngest person has been here for 22 years."*
- *"Two of our staff are over 50 and I have 1 staff who is only 18 and at college."*

Interestingly, this is a direct contrast to one of the findings of the 2006 report which revealed that *"a large proportion (83%) disagreed with the statement that suggested older staff would not need to be trained as they have the necessary skills already"*⁶.

⁶ 'SkillsSmart Retail: Training and Development Research' August 2006, ORC International (JN 93202)

The results of the 2008 open-ended question perhaps reveal that there is some opportunity for encouraging training amongst employees who are over 50.

From the overall results to this question, it appears that for some employers training is seen as a one-off event and not something that should be done on a continuous basis.

See Appendix C for a full list of verbatim comments in response to this and other 'open' questions.

3.4. Perceptions of existing training needs

All respondents were asked to identify the main reason why they decided to conduct training. There were many different reasons given with very little consensus of opinion.

The following shows all reasons stated by 5% or more of respondents⁷ with the corresponding percentages of respondents at an overall level, along with examples of the verbatim comments made by respondents:

- **Expand staff knowledge/development: 17%**
 - *"So that staff are suitable for the actual job and so that they can progress from retail assistant into management."*
- **Keep staff updated/ new rules and regulations/ keep up with changes: 12%**
 - *"To update on current issues. I have done a number of courses to keep updated on product legislation."*
- **To learn new skills/ improve staff skills/ update skills: 10%**
 - *"To improve staff and multi-skill them."*
- **It is the law/ to comply with health and safety: 8%**

⁷ All other reasons are listed in Appendix 2.

- *"To enable staff to do their job correctly; health and safety aspects as well as legal aspects."*
- **Better job performance/ to get the best out of staff: 6%**
 - *"Because we want to get the best out of the staff and help them progress through the business."*
- **To improve customer service: 6%**
 - *"To see our customers are happy and being served to a high standard."*
- **Increase productivity/sales/service delivery/efficiency: 5%**
 - *"To increase sales – giving employees knowledge to sell to customers."*

The majority of subgroups showed very little variation, however there were some significant differences in the main reason for training across the business ownership and business size subgroups:

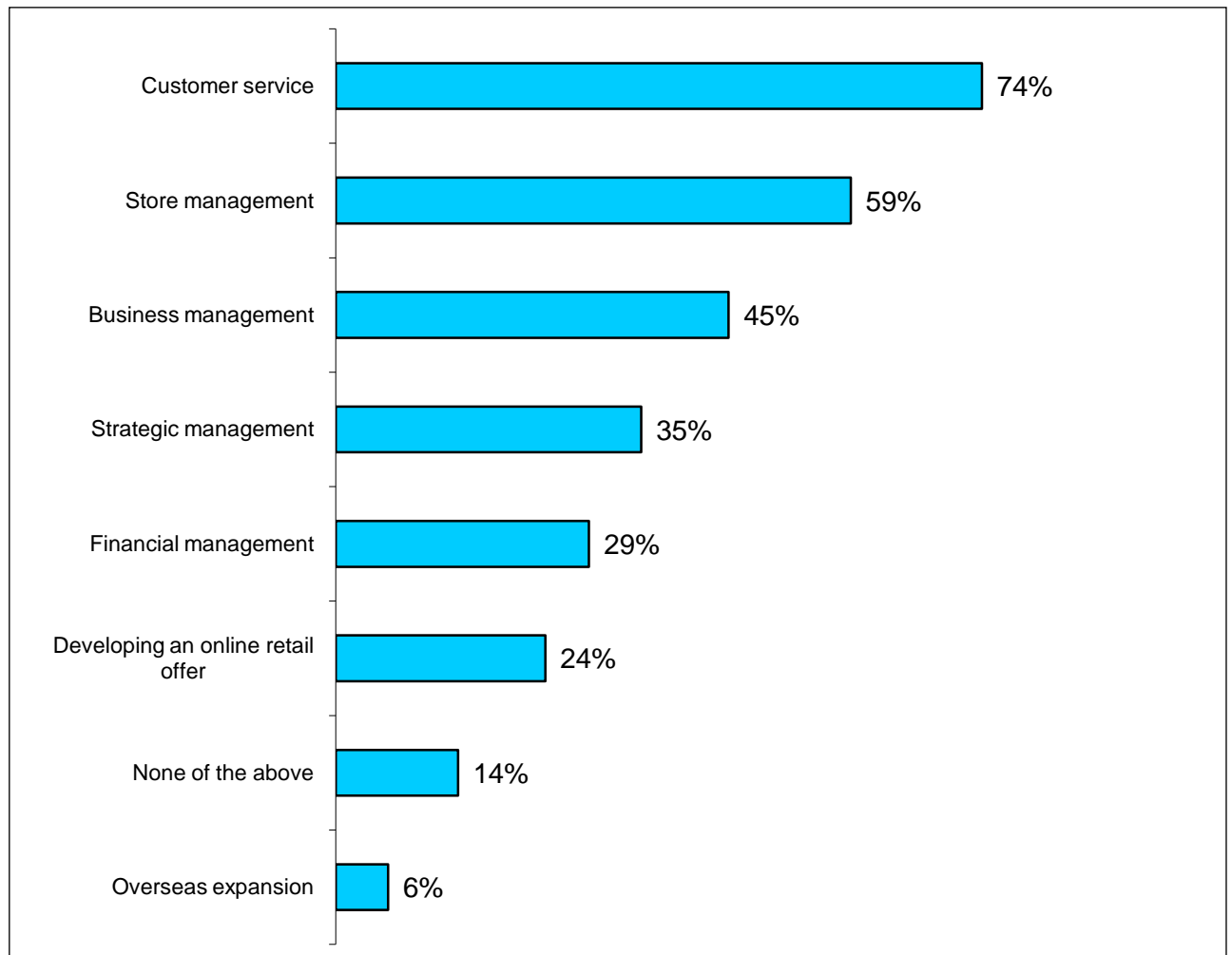
- Employers who are part of a chain were more likely to have carried out training to 'expand staff knowledge/development (21%) than independently run/single outlets (9%)
- The main reason for training by independent/single shops (13%) and family owned businesses (7%) was more likely to have been 'for new staff/new recruits' than those employers who were part of a chain (1%)
- Larger businesses with more than 50 employees were more likely to have conducted training because 'it is the law/ to comply with health and safety' (19%) than smaller businesses (6%).

3.5. Perceptions of future training needs

In order to assess perceptions of future training needs, respondents were given a predetermined list and asked to identify the areas which they felt would benefit from further development. It is clear from the results, as

shown in Figure 4.4 that the area the majority of respondents felt would benefit most from further development is 'customer service' (74%), followed quite strongly by 'store management' (59%):

Figure 4.4: Perceived areas that would benefit from further development



Base: All respondents (303)

Different sub-groups showed some significant variations in their opinions regarding future training needs:

Business Ownership:

Businesses that are part of a chain were more likely to feel that the following areas would benefit from future development than employers of independent/single stores:

- *Financial management:*
 - Almost a third (32%) of chains compared to 17% of independent/single stores
- *Business management:*
 - Half of chains compared to 30% of independent/single stores
- *Store management:*
 - 65% of chains compared to 47% of independent/single stores

Conversely, a quarter of employers of independent/single stores were more likely than those from the chain stores (12%) to feel that none of the areas referred to would benefit from further development.

Business Type:

There was one area of significant difference between the two main business types surveyed. Employers of Clothing/Footwear were more likely to feel that 'strategic management' would benefit from further development (58%) compared to those working in the Food/Groceries business (31%).

Business Location:

There was also one area of significant difference between the two main business locations surveyed. Employers working in stores in town were more likely to see 'store management' as needing further development (62%) compared to those working in out of town (48%).

Types of staff employed:

Employers with support staff were more likely to feel that the following areas would benefit from future development than employers with sales/customer service/shop floor staff:

- *Strategic management:*
 - Two-thirds with 'other support staff' and 52% with 'administrative/secretarial staff' compared to 35% with 'sales/customer service/shop floor staff' and 41% with 'store managers/supervisors'
- *Financial management:*
 - 47% with 'other support staff' compared to 29% with 'sales/customer service/shop floor staff'
- *Business management:*
 - 61% with 'other support staff' compared to 45% with 'sales/customer service/shop floor staff'
- *Store management:*
 - 76% with 'other support staff' compared to 59% with 'sales/customer service/shop floor staff'

Staff who had recently undertaken training:

Employers who had any staff who had undertaken any training in the previous 12 months were more likely to feel that almost all areas could benefit from further development when compared to those employers who had not conducted training:

- *Strategic management:*
 - 40% of employers whose staff had taken part in training compared to 13% of those who had not
 - *Financial management:*
 - 33% of employers whose staff had taken part in training compared to 12% of those who had not
 - *Business management:*
-

- 51% of employers whose staff had taken part in training compared to 17% of those who had not
- *Store management:*
 - 65% of employers whose staff had taken part in training compared to 24% of those who had not
- *Customer service:*
 - 80% of employers whose staff had taken part in training compared to 44% of those who had not

Conversely, 39% of employers who had not conducted training recently did not feel that any of the areas would benefit from further development compared to only 9% of those who had conducted training.

These results have revealed some interesting trends:

- Many employers perceive the more 'day-to-day' issues such as customer service and 'store management' to be the areas that would benefit most from further development, rather than looking at the over-reaching business areas, such as financial or strategic management
 - This is especially the case for independent stores and those with fewer administrative/support staff.
 - This could be due to a lack of understanding of these wider issues, and could present an opportunity to train employers on these issues in order to better manage their business and the future of their business.
 - Those employers who have carried out training recently are perhaps more likely to understand the benefits training can bring as they are more likely to feel almost all areas stated could benefit from future development compared to those who have not conducted any training.
-

3.6. Perceptions of appropriate methods of delivering training

All respondents were then asked to consider the same list of potential areas for further development, this time stating which method of delivering training they felt would be most appropriate to meet each need.

There is a clear preference overall for training to be conducted internally (i.e. in-house), with respondents favouring in-house training for all areas of potential further development with the exception of ‘overseas expansion’. In fact over a third of respondents (34%) did not envisage seeking external help for any of the development needs compared to only 7% who did not feel they would carry out any of this training in-house. Figure 4.5 details the full breakdown of these results:

Figure 4.5: Preferred training method to meet development needs

Development need	External help	Carry out in-house
Strategic management (i.e. growing the business)	29%	45%
Financial management	27%	45%
Business management	33%	55%
Developing an online retail offer	27%	30%
Store managers	32%	71%
Customer service	37%	83%
Overseas expansion	12%	10%
None of the above	34%	7%

Base: All respondents (303)

Different sub-groups showed some significant variations in their opinions regarding the appropriate method of delivering training to meet future needs:

Business Ownership:

Two significant differences can be seen when analysing the data by business ownership:

- Independent/single stores are less likely to seek external help with ‘Strategic management’ training (17%) than

family owned stores (40%) and those that are part of a chain (31%)

- However over a third of independent/single stores (36%) and family owned stores (39%) were more likely to see external help in 'Developing an online retail offer' than those who are part of a chain (36%)

When looking at in-house training however, employers of chain stores were more likely than employers of both independent/single stores and family stores to feel internal training is more appropriate for:

- *Store management:*
 - 76% of chains would carry out this training in-house compared to 59% of independent/single stores and 61% of family owned stores
- *Customer service:*
 - 89% of chains would carry out this training in-house compared to 68% of independent/single stores and 74% of family owned stores

On the other hand, both family owned and independent/single stores were less likely to conduct in-house training for any of the listed needs (10% and 19% respectively) compared to employers who are part of a chain (3%).

Types of staff employed:

Businesses that employ support staff or administrative/secretarial staff were more likely to feel that they would seek external help to meet training needs in the following areas compared to employers with shop floor staff and store managers⁸:

- *Strategic management*
- *Business management*
- *Developing an online retail offer*
- *Store managers*

⁸ Appendix B has the full details of this sub-group analysis

- *Overseas expansion*

This trend continues when looking at in-house training, with employers with support staff feeling more likely to conduct training internally to meet the following training needs compared to employers with shop floor staff and store managers⁹:

- *Strategic management*
- *Financial management*
- *Developing an online retail offer*

Staff who had recently undertaken training:

Following on from earlier results where employers who had not undertaken training in the previous 12 months were more likely to feel that almost all areas could benefit from further development compared to those employers had conducted training, there is a similar trend within this sub-group when looking at external/internal training. Those employers who had conducted training were more likely to seek external help and/or conduct training internally for the following development needs¹⁰:

- *Strategic management*
- *Financial management*
- *Business management*
- *Store management*
- *Customer service*

Given this trend, it is perhaps not surprising that significantly more employers who had not carried out training during the last 12 months (25%) would not consider conducting any in-house training for any of the development needs compared to only 4% of those who had conducted training.

⁹ Appendix B has the full details of this sub-group analysis

¹⁰ Appendix B has the full details of this sub-group analysis

4. Government role

The final section of the survey centred on the level of awareness amongst employers of existing qualifications and employers' perception of how valuable the role of the government could be in supporting retailers.

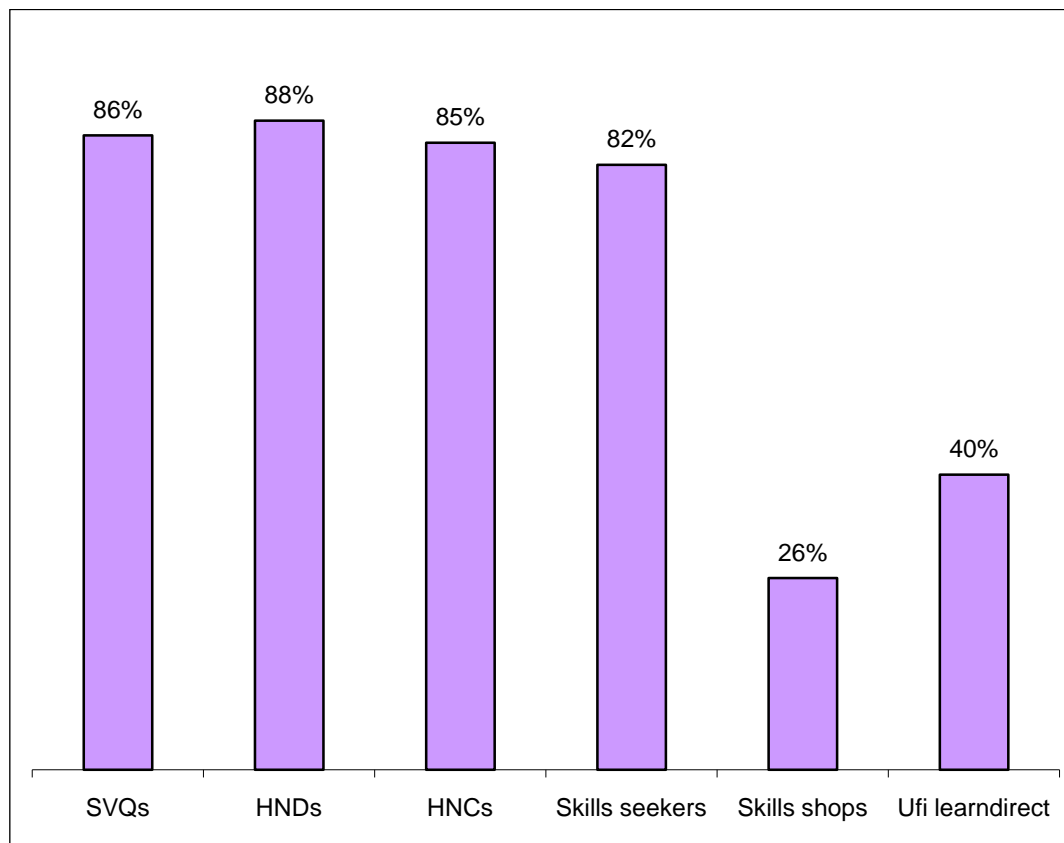
The results of this section help us in answering the following research objective:

- Role for the government to inform employers about how to make the best use of skills already present in the workforce.

4.1. Awareness of existing qualifications/support

All respondents were given a list of existing qualifications and other support and asked which they were aware of. The results show that there is a high level of awareness amongst employers of the SVQ (Scottish Vocational Qualifications), HND (Higher National Diplomas) and HNC (Higher National Certificate) qualifications and also a high awareness of Skill seekers (see Figure 5.1).

Figure 5.1: Awareness of qualifications and support



Base: All respondents (303)

Looking into these results in more detail, there are some interesting significant differences between one of the sub-groups. The awareness amongst employers who have conducted training amongst their staff during the past 12 months is significantly higher than those who have not conducted any training:

Figure 5.2: Awareness of qualifications and support

Qualification	Employers conducting training in last 12 months	Employers NOT conducting training in last 12 months
SVQs	89%	75%
HNDs	90%	77%
HNCs	88%	72%
Skills seekers	83%	74%
Skills shops	25%	28%
Ufi learndirect	43%	26%

Base: All respondents (303)

4.2. Attitudes to government initiatives

The survey also sought to understand the attitudes of employers towards potential changes the Scottish government is proposing to make to the type of support it offers to retailers. Specifically, this involved asking respondents how valuable they would consider Modern Apprenticeships and shorter training sessions, and how interested they would be in having their in-house training mapped against retail industry standards.

4.2.1. Attitudes to government initiatives: Modern Apprenticeships

Modern Apprenticeships were described to the respondents as: *“These would offer employees a combination of knowledge and practical learning in the work place and would usually take 6 to 12 months to complete.”*

Just over a half of respondents (51%) agreed that it would be valuable for someone working in their business to complete a Modern Apprenticeship. However employers did not seem to hold very strong opinions on this subject, with only 15% strongly agreeing that Apprenticeships would be valuable:

Figure 5.3: Opinion on whether a Modern Apprenticeship would be valuable for someone working in their business

	Total
Strongly agree	15%
Agree	37%
Neither agree nor disagree	18%
Disagree	20%
Strongly disagree	6%

Base: All respondents (303)

The following respondents were most likely to disagree strongly that Modern Apprenticeships would be valuable for someone working in their business:

- Employers of independent/single shops (17% disagreed strongly)
- Employers located out of town (13% disagreed strongly)
- Businesses who had not conducted training within the previous 12 months (16% disagreed strongly).

4.2.2. Attitudes to government initiatives: Shorter training courses

Shorter training sessions were described to respondents as covering *“very specific areas, such as visual merchandising.”*

Overall, shorter training sessions appear to be seen as more valuable than the Modern Apprenticeships, with almost two-thirds (64%) of respondents agreeing, however once again opinions were not especially strong:

Figure 5.4: Opinion on whether shorter training sessions would be valuable for someone working in their business

	Total
Strongly agree	17%
Agree	46%
Neither agree nor disagree	16%
Disagree	11%
Strongly disagree	5%

Base: All respondents (303)

Notable differences by subgroup are as follows:

- Employers located in town were more likely to agree (50%) than those located out of town (34%)
- Businesses who had conducted training within the previous 12 months were significantly more likely to agree/strongly agree (66%) than those who had not conducted training (49%).

4.2.3. Attitudes to government initiatives: Mapping in-house training against retail industry standards

Respondents were asked how interested they would be in having their in-house training mapped against retail industry standards.

This idea was met by a largely negative response, with almost half (47%) of respondents stating that this would not be something they would be interested in.

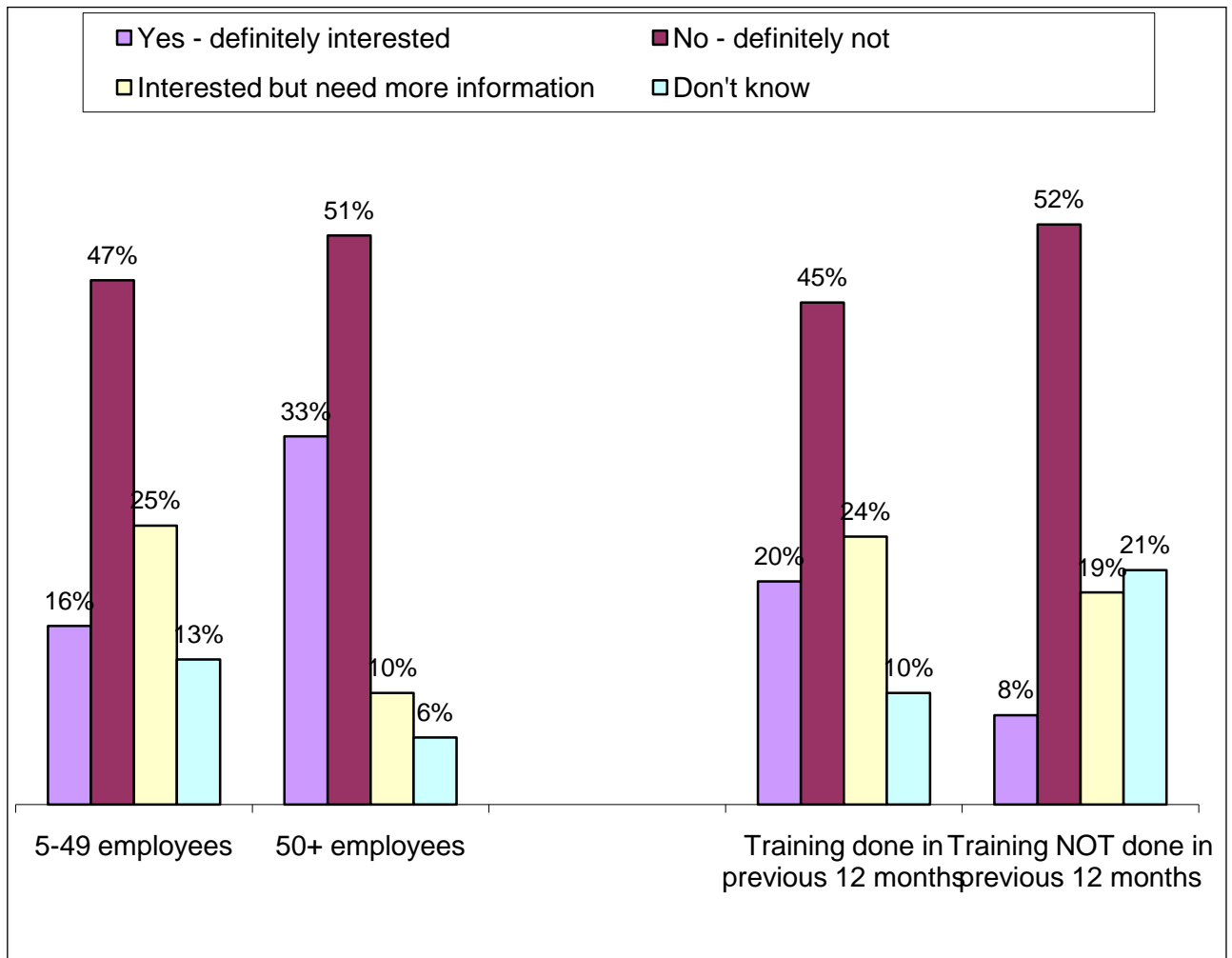
Figure 5.5: Interest in having in-house training mapped against retail industry standards

	Total
Yes – definitely	18%
No – definitely not	47%
Interested but need more information	23%
Don't know	12%

Base: All respondents (303)

There were several significant differences in opinion on this question between subgroups. For example, larger employers (50 plus employees) and those who have conducted training in the previous 12 months were more likely to be interested. Figure 5.6 shows these differences in opinion between these two subgroups:

Figure 5.6: Interest in having in-house training mapped against industry standards



Base: All respondents (303)

It is worth noting that although the overall response to this idea was quite negative, almost a quarter of respondents (23%) would be interested in receiving more information on this and almost a fifth (18%) would definitely be interested.

5. Employer profile

In order to ensure the views of a range of employers were captured, interviews were conducted across Scotland, with businesses of varying size and nature.

5.1. Location

As previously mentioned within the methodology section, the figures quoted in this report are based on **weighted** data unless stated otherwise. In order for the data to reflect the composition of retailers in Scotland, a weighting factor was applied to weight the data up or down, proportionate to the number of known retail outlets within each region.

However, data on location is more accurate if unweighted. Figure 6.1 shows the **unweighted** number of interviews carried out in each region. It also shows the number of interviews, once the weighting factors had been applied.

Figure 6.1: Number of interviews conducted per region

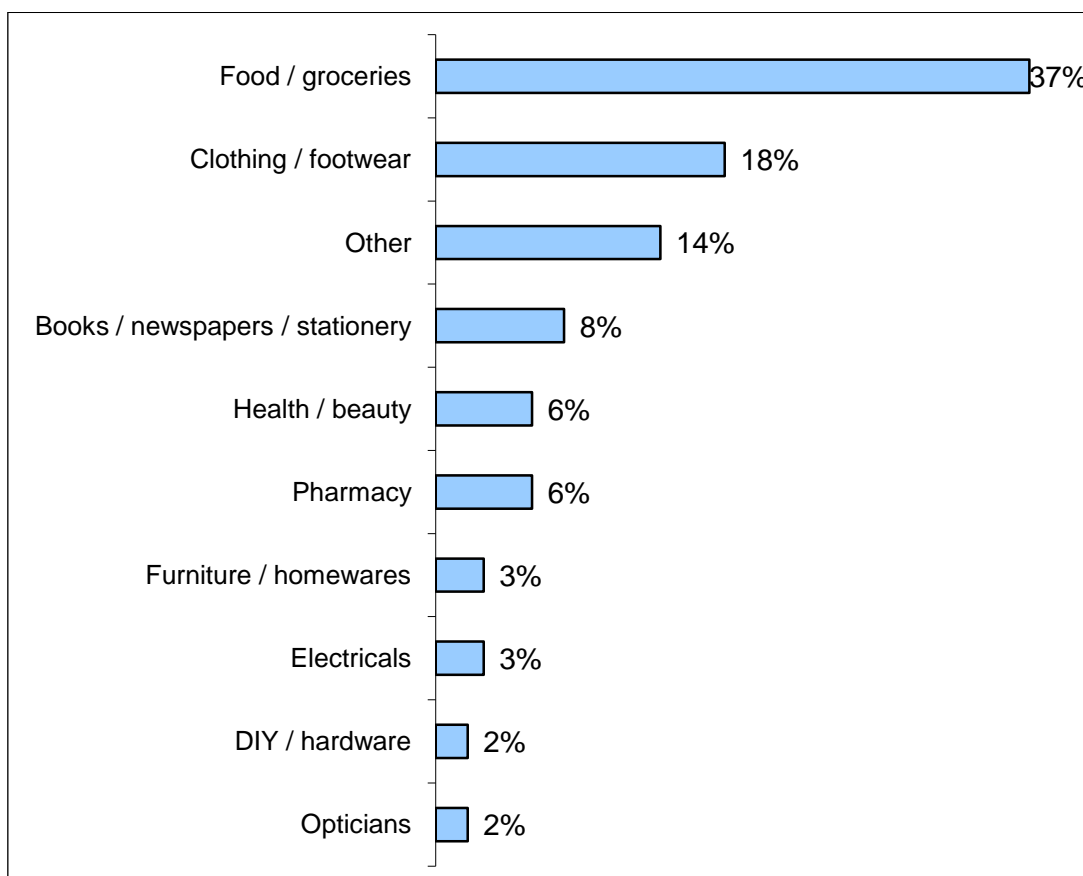
	Unweighted number of interviews	Weighted number of interviews
North	45	27
South	49	70
East	73	61
West	55	33
Edinburgh	25	33
Glasgow	56	79
<hr/>		
Highlands & Islands	91	60
Mainland	212	243

Base: All respondents (303)

5.2. Nature of business

The most common category of business amongst respondents was the food/grocery business, where over a third of interviews were conducted (37%). Following this, the next most popular category was the clothing/footwear industry (18%). Figure 6.2 shows the full breakdown.

Figure 6.2: Retail Business Type



Base: All respondents (303)

The top two categories were also the most common in the results from the 2007 and 2006.

5.3. Location and size of business

The majority of businesses were located within a town (71%), with a fifth classed as situated 'out of town' and 4% in a travel or tourism complex. Almost two-thirds of the employers spoken to were part of a chain (64%), and the majority of these chains had over 100 units (75%). 20% of businesses were operating independently from a single shop and 18% were family-owned businesses, of which just over half (52%) had less than 5

units.

Figure 6.3: Number of units in business

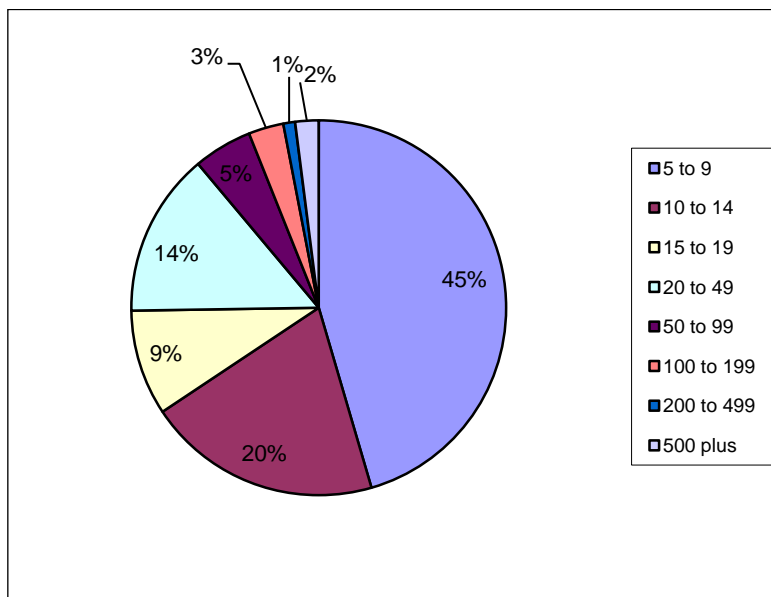
Number of units	Business Ownership		
	Part of chain	Family owned	Franchise
1-4	2%	52%	17%
5-9	3%	6%	-
10-14	3%	7%	-
15-19	1%	3%	-
20-49	2%	5%	-
50-100	7%	9%	14%
Over 100	75%	14%	54%

Base: All employers who are either part of a chain (194), family owned (54) or part of a franchise (22)

5.4. Employee numbers

Interviews were carried out amongst respondents with a minimum of 5 employees. The majority of respondents had between 5-49 employees (89%). Figure 6.4 shows the full range of employer sizes amongst the respondents

Figure 6.4: Employer size



Base: All respondents (303)

5.5. Employee types

Almost all businesses employed 'sales, customer services or shop floor staff' (99%), and almost three-quarters also employed store managers and supervisors (74%). Businesses with more than 50 employees were more likely to employ support/non-customer facing staff in their place of work. Figure 6.5 details the breakdown in types of staff employed.

Figure 6.5: Types of staff employed in place of work

	%
Sales, customer service, shop floor	99
Store managers and supervisors	74
Administrative and secretarial	24
Other store support, such as buyers, merchandisers, finance	19
Non-customer facing operative	16

Base: All respondents (303)

6. Conclusions & Recommendations

6.1. Recent training activity

Research objectives for this section were to identify

- employers' perceptions of existing training needs
- which employees are seen to have existing training needs
- types of training undertaken at present
- preferred methods of training delivery.

Conclusions

Training in general is popular amongst retail employers.

It was encouraging to see that the majority of respondents (84%) have conducted training with at least some their staff in the past 12 months. Whilst 'shop floor staff' are the most likely to have received training, it is also encouraging that other employees also received training from the majority of these employers.

The research confirmed that training is less popular amongst smaller employers and independent/single stores.

It is clear from the results that larger businesses and those that are part of a chain conduct significantly more training than the smaller and independent stores. Not only does the data suggest that the smaller and/or independent stores have delivered much less training to their staff overall during the previous 12 months, but they are also less likely to use in-house methods. There is some evidence to suggest that these stores are more likely to look to external sources of training, particularly those provided by colleges/universities, than the larger and/or chain stores.

The most likely topic/area for training appears to be customer service/'coal face' training rather than training on strategic issues. Training was most likely to focus on 'soft'/generic skills, such as customer and team working skills.

The majority of recent training focussed on 'dealing with customers' (93%), team working (90%), 'communication skills' (88%) or 'stock handling'

(88%) which suggests that employers put most emphasis on customer handling skills rather than more strategic issues.

There was little consensus of opinion amongst respondents regarding the main reason they conduct training in general. The most common reason (17% of respondents) was 'to expand staff knowledge/development' (17%), especially amongst employers who are part of a chain. The independent/single outlets were less likely to conduct training for reasons of developing staff but were most likely to conduct training 'for new staff/new recruits' (13%).

Almost three-quarters of respondents felt 'customer service' is the main area that would benefit from further development, although employers who are part of a chain or who employ back office staff were more likely to feel that more strategic issues could benefit from further development.

'Training breeds training'

One theme throughout the whole survey centred around the feeling that 'training breeds training'. Employers who had conducted training over the previous year were more positive to training in general and the potential benefits of training and were more likely to see that further development needs existed within their workplace. For example, employers who had not conducted any training in the previous 12 months were much more likely to feel that there are no areas that would benefit from further development (39% compared to only 9% of those who had conducted training).

In-house training is preferred overall

At present, employers appear to prefer in-house training methods, with 89% conducting 'Induction for new staff', 84% conducting 'other in-house training' and 71% conducting 'internal management development programmes' during the past year. Three-quarters of respondents perceive on-the-job training delivered by managers/supervisors/colleagues to be the most effective method of training. Internal methods of training were also favoured to meet the future development needs for all areas tested, with the exception of 'overseas expansion'.

Although there was some evidence that employers with more support/back office staff are more likely to see courses run by external trainers, both on and off site, as most effective, it seems clear that overall employers prefer to keep training in-house.

Recommendations

→ Encourage smaller/independent stores to increase training levels

- It would be worth further exploration as to the reasons why the smaller and independent/single stores are not fully utilising training.
- An opportunity may exist to further encourage and support these smaller stores to utilise existing in-house skills to train staff (of which they may not be fully aware, or fully appreciate), for example some kind of 'train a trainer' programme.

→ Encourage and promote strategic training to help businesses to be more efficient

- As many employers appear to favour 'coal face training' (i.e. customer service), and focus less on management areas, such as strategy and finance, these areas need to be developed.
- This could be due to a lack of understanding of these wider issues, and could present an opportunity to train employers/managers on these issues in order to develop their business.
 - These findings corroborate the second of Skillsmart Retail's substantive SSA themes:¹¹ *'Enhancing the skills of those who are managers and proprietors of independent stores'* in which it is recognised that these employers are least likely 'to engage in business/skills development activities'
- It would perhaps be worth further exploration as to the reasons why employers do not see external training as effective. This could potentially be due to cost or issues surround employee time spent away from the workplace.

¹¹ 'SSA Stage 5 for Scotland', Skillsmart Retail

- It would be useful to verify that internal training is being done by the most qualified people in order to be most effective.

6.2. Perceived training needs

Research objectives for this section covered:

- Barriers to training
- Perceived importance of training
- Most effective/suitable types of training delivery for future needs

Conclusions

Training is seen as effective by those who conduct it.

Almost all respondents who had conducted training felt the training had had a positive impact (97%)

Training is considered a 'one-off' event and is not always done on a continuous basis

The idea of training being a 'one off event' appears to be most prevalent amongst the smaller and/or independent/single outlets. Amongst respondents who had not conducted any training in the past 12 months, the main reasons given were that it was not required (47%) or that the staff are 'already trained' (22%)

Some employers do not feel older employees would benefit from further training

Although only a small percentage of these respondents (6%) gave the main reason for no training as the age of their staff, it is interesting that there appears to be some perception that staff over the age of 50 would no longer need/benefit from training.

Recommendations

- ➔ **Encourage/Promote the use of continuous training as an effective business development tool**
-

- Particularly amongst smaller/independent stores and those do not conduct training on a regular basis. For example, it could be possible to promote some kind of training 'checklist' to enable employers to identify gaps in training programmes.

→ **Encourage employers to see the benefits of training 'older' employees**

6.3. Government role:

Research objectives for this section covered:

- Role for the government to inform employers about how to make the best use of skills already present in the workforce.

Conclusions

Most employers are aware of SVQs, HNDs, HNCs and Skills seekers

There were high levels of awareness of the Scottish Vocational Qualifications (86%), Higher National Diplomas (88%), Higher National Certificates (85%) and Skills seekers amongst respondents overall. Awareness was higher across most qualifications amongst those employers who had conducted training in the past 12 months.

While many employers are less aware of some other types of support, there is still a significant minority who are aware.

40% of respondents were aware of Ufi learndirect and 26% were aware of Skills shops.

Overall, Modern Apprenticeships received mixed views

Reactions to Modern Apprenticeships were fairly mixed, with just over half of employers (51%) agreeing that they would be valuable for someone working in their business. Employers of independent/single outlets, employers located out of town and those who had not conducted any training in the last year were most likely to strongly disagree that Modern Apprenticeships would be useful.

Employers gave a positive reaction to shorter training courses

Shorter training courses were better received than Modern Apprenticeships with 64% agreeing they would be valuable.

In general, reaction to mapping of in-house training against retail industry standards was fairly negative.

Overall, respondents were fairly negative towards the idea of mapping in-house training against retail industry standards, with 47% stating they would definitely not be interested in this. However, almost a quarter (23%) said they would be interested in finding out more about this, and 18% said they would definitely be interested.

Recommendations

→ Promote on-site short courses, whether delivered by experienced colleagues and external training providers

- To include exploration of the possibility of more colleges and universities providing training on employers' sites – and the extent to which employers are aware of what is on offer from colleges and universities.

→ Give appropriate recognition to product-specific training

- To reflect the prevalence of this type of training in needs analyses and, possibly, offer more bespoke training packages (e.g. for short courses) and relevant accreditation.

→ Increase awareness of Skills shops as a way of signposting short courses for employers

- Particularly amongst nearby smaller/independent stores and those do not conduct training on a regular basis.
 - The ideas of short training courses appear to be the most well received, and may be an effective method of increasing training levels.
-

Appendix A – Questionnaire

95219: **Skillsmart Retail**

Developing a skilled and competent workforce in Scotland

Good Morning/afternoon/evening, please can I speak to the person responsible for staff training and development?

WHEN THROUGH TO RIGHT PERSON:

My name is _____ and I am calling from ORC International, an independent research company. We are conducting a survey of retail businesses across Scotland on behalf of **Skillsmart Retail**, an organisation that helps to improve the skills of retail managers and staff. The results of the survey will be used to inform how the Scottish Government supports skills and learning development in the retail sector.

I would like to ask you some questions to find out your thoughts and any experience you have had of training and developing your staff. The main results of the survey will be freely available for you to review on Skillsmart Retail's website from about October.

If required: Skillsmart Retail is a not-for-profit organisation that aims to raise the profile of UK retail to secure influence and funding and engage with retailers to attract people into a career in the sector.

This call should not take any longer than 10 minutes and may be monitored and recorded as part of our quality control procedures. Any comments that you make will be treated confidentially and your views will not be attributed to you as an individual. Are you willing to take part?

IF NOT WILLING: That's no problem. Thank you for your time.

IF WILLING ASK Q1. Interview/ take appointment/ call back as necessary

Q1 Which type of retail business are you?

 Prompt ONLY if necessary: What are the main products you sell?

SINGLE CODE ONLY. DO NOT READ OUT

	Code	Routing
Food/groceries	1	Q2
Clothing/footwear	2	Q2
DIY/hardware	3	Q2
Health/beauty	4	Q2
Furniture/homewares	5	Q2
Books/newspapers/stationery	6	Q2
Electricals	7	Q2
Records/video	8	Q2
Opticians	9	Q2
Pharmacy	10	Q2
Florists	11	Q2
Other (please specify)	12	Q2
Restaurant	13	CLOSE
Pub	14	CLOSE
Take-away	15	CLOSE
Café	16	CLOSE
Travel agents	17	CLOSE
Hairdressers	18	CLOSE

Q2 In terms of ownership, is your business:

MULTIPLE CODE. READ OUT

		Routing
Independent – a single shop	1	Q4
Part of a chain	2	Q3
Family-owned	3	Q3
Franchise	4	Q3
Other (please specify)	99	Q3

If answered Code 2, 3 or 4 to Q2
Q3 How many stores are in your business?

SINGLE CODE DO NOT READ OUT

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1-4	1	Q4
5- 9	2	Q4
10-14	3	Q4
15-19	4	Q4
20-49	5	Q4
50-100	6	Q4
Over 100	7	Q4
Don't know	50	Q4

Ask all

Q4 Approximately how many people do you employ in your store?

SINGLE CODE DO NOT READ OUT

1-4	1	Thank and close
5- 9	2	Q5
10-14	3	Q5
15-19	4	Q5
20-49	5	Q5
50-99	6	Q5
100-199	7	Q5
200- 499	8	Q5
500 plus	9	Q5
Don't know	50	Q5

Q5 What sort of place is/are your shop/s in?

SINGLE CODE. READ OUT

In town	1	Q6
Out of town	2	Q6
In a leisure or tourism complex	4	Q6
At a travel interchange	5	Q6
Other (please specify)	99	Q6

Q6 Which types of staff are employed by the shop where you work?

SINGLE CODE. READ OUT

Sales, customer service, shop floor	1	Q7
Store managers and supervisors	2	Q7
Other store support, such as buyers, merchandisers finance	3	Q7
Administrative and secretarial	4	Q7

Non-customer facing operative	5	Q7
-------------------------------	---	----

Q7. In the last 12 months have any staff on your site taken part in training – this includes any informal on-the-job training?

SINGLE CODE. DO NOT READ OUT

Yes	1	Q8
No	2	Q13
Don't know	50	Q13

If answered Code 1 'yes' to Q7 go to Q10. If answered codes 2 'no' or 50 'don't know' go to Q13.

Q8. How many staff have had training in the last 12 months?

SINGLE CODE. DO NOT READ OUT

None	1	Q13
1	2	Q9
2	3	Q9
3	4	Q9
4	5	Q9
5- 9	6	Q9
10-14	7	Q9
15-19	8	Q9
25-49	9	Q9
50-99	10	Q9
100-199	11	Q9
200- 499	12	Q9
500 plus	13	Q9
Don't know	50	Q13

Q9. Over the last 12 months who has had training?

MULTICODE. READ OUT

Sales/ customer service/ shop floor staff	1	Q10
Store managers	2	Q10
Administrative and secretarial staff	3	Q10
Non-customer facing operative staff	4	Q10
Don't know	50	Q10
Other, please specify	99	Q10

None	5	Q13
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Q10. What types of training has your store done in the past 12 months?

MULTICODE. READ OUT

Induction for new staff	1	Q11
In-house management training programme	2	Q11
Other type of training designed and delivered in-house		Q11
Training provided on your site by a commercial training company	3	Q11
Training provided on your site by a college or university	4	Q11
Training provided off site at a college or university	5	Q11
Product training delivered by manufacturers or suppliers	6	Q11
CD ROMs / Training videos	7	Q11
None of the above	8	Q11
Don't know	49	Q12
Other, please specify	99	Q11

Q11. What topics were covered?

MULTICODE. READ OUT

Dealing with customers	1	Q12
Problem solving skills	2	Q12
Planning and organising	3	Q12
Team working	4	Q12
Communication skills	5	Q12
Stock handling	6	Q12
Computer / IT training	7	Q12
Basic skills training	8	Q12
Don't know	50	Q12
Other, please specify	99	Q12

Q12. In general, how much impact do you think this training has had?

SINGLE CODE. READ OUT

Great	1	Q13
Some	2	Q13
A little	3	Q13
Very little	4	Q13
None	5	Q13
Don't know	49	Q13

Q13. In your experience, what type of training is most effective?

SINGLE CODE. READ OUT

Going off-site to attend a short training course	1	Q14/Q15
Going off-site to attend a longer course (1 day+)	2	Q14/Q15
Having an external trainer visit your site for short courses	3	Q14/Q15
Having an external trainer visit your site for longer courses (1 day+)	4	Q14/Q15
Training delivered on-the-job by managers/supervisors/colleagues	5	Q14/Q15
Don't know	50	Q14/Q15

ONLY ASK Q14 IF ANSWERED 'NO' TO Q7

Q14 Why is that?

PROMPT IF NECESSARY. MULTICODE.

Too time-consuming	1	Q15
Too expensive / poor value for money	2	Q15
Does not teach the skills required by job	3	Q15

Not externally accredited	4	Q15
Does not result in qualification	5	Q15
Distance learning not available / too far for employees to travel	6	Q15
Lack of knowledge concerning course content / details	7	Q15
Poor IT skills	8	Q15
Feedback from other retailers has not been positive	9	Q15
Training is not offered at a time and place to suit my needs	10	Q15
Other (please specify)	49	Q15

ASK ALL

Q15 Thinking generally, what was the main reason why you decided to do some training?

SINGLE CODE. DO NOT READ OUT. Prompt if necessary

Poor/unsatisfactory performance by staff	1	Q16
Annual appraisal	2	Q16
Approached by line manager	3	Q16
Approached by the member of staff wanting training	4	Q16
The company expects people to receive regular training so I look for courses to book people on to	5	Q16
Introduction of new business practices	6	Q16
Refocusing of the activities of the business	7	Q16
It is required to get an Investors in People certificate	8	Q16
Don't know	50	Q16
Other, please specify	99	Q16

Q16. Which if any of the following would benefit from further development:

MULTICODE. READ OUT

Strategic management	1	Q17
Financial management	2	Q17

Business management	3	Q17
Store management	4	Q17
Customer service	5	Q17
Developing an online retail offer	6	Q17
Overseas expansion	7	Q17
None of the above	8	Q17
Don't know	49	Q17
Other – please specify	99	Q17

Q17. Which of the following development needs would you seek external help to deliver and which would you carry out in-house?

MULTICODE – mark one answer for each row. READ OUT

	Externally	Internally (i.e. in-house)	Don't know	
Strategic management (i.e. growing the business)	1	1	1	Q18
Financial management	2	2	2	Q18
Business management	3	3	3	Q18
Developing an online retail offer	4	4	4	Q18
Store managers	5	5	5	Q18
Customer service	6	6	6	Q18
Overseas expansion	7	7	7	Q18
None of the above	8	8	8	Q18
Other – please specify	99	99		Q18

Q18. You may know that the Scottish Government provides financial support to employers like yours to develop their staff in various ways – which of these are you aware of?

MULTICODE. READ OUT

SVOs – Scottish Vocational Qualifications	1	Q19a
HND – Higher National Diplomas	2	Q19a
HNC – Higher National Certificate	3	Q19a
Skills seekers	4	Q19a
Skills Shops	5	Q19a
Ufi learndirect	6	Q19a
Don't know	49	Q19a
Other, please specify	99	Q19a

READ OUT: The Scottish Government is seeking to make changes to the type of support it offers to retailers.

Q19a. Modern Apprenticeships for sales staff could be introduced. These would offer employees a combination knowledge and practical learning in the work place and would usually take 6 to 12 months to complete.

How far do you agree that this would be valuable for someone working in your business?

Strongly agree	1	Q19b
Agree	2	Q19b
Neither agree nor disagree	3	Q19b
Disagree	4	Q19b
Strongly disagree	5	Q19b
Don't know	49	Q19b

Q19b. Shorter training sessions could be made available. These would cover very specific areas, such as visual merchandising. Do you think this would be valuable for someone working in your business?

Strongly agree	1	Q20
Agree	2	Q20
Neither agree nor disagree	3	Q20
Disagree	4	Q20
Strongly disagree	5	Q20
Don't know	49	Q20

Q20. Would you be interested in having your in-house training mapped against retail industry standards?

Yes – definitely	1	
No – definitely not	2	
Interested but need more information	3	
Don't know	49	

READ: Thank you for taking part in this survey. You have been talking to from ORC International, working on behalf of **Skillsmart Retail**.

CLOSING SPEECH:

READ: I'd like to thank you for your time and co-operation, and to confirm that this interview was conducted within the Market Research Society's Code of Conduct. As I said, I am calling from ORC International. If you wish to check the legitimacy of this company, please call the Market Research Society on Freephone 0500 39 69 99 and give our company name. I can also give you the name and telephone number of the person in charge of this project at ORC International and at **Skillsmart Retail** if you wish.

Would it be possible to ask if they wouldn't mind their details to be passed on to Skillsmart Retail for further questioning?

IF REQUIRED:

The ORC International Executive responsible for this project is Sarah Brown can be contacted during office hours on 0161 888 8026. The contact for the project at Skillsmart Retail is **Ian Wheeler** who may be contacted on 020 7462 5070

IF RESPONDENT WOULD LIKE TO VISIT THE SKILLSMART RETAIL WEBSITE:

You can access the Skillsmart Retail website by logging on to www.skillsmartretail.com

Quotas: Employee size

Geography

Appendix B – Further information

4.4 Perceptions of training needs

The following details all the reasons given by 4% or less of the respondents to the question “Thinking generally, what is the main reason you decide to do some training?” followed by any relevant verbatim comments:

- **For new staff/new recruits: 4%**
 - *“The only reason...would be if it was new staff with no experience.”*
 - **To motivate staff/ to boost staff/ improve job performance: 4%**
 - *“Well trained colleagues are happy colleagues and they tend to stay longer.”*
 - **To benefit ourselves/ move the business forward: 4%**
 - *“Improve our team and what they can deliver to the business.”*
 - **The company expects people to receive regular training: 3%**
 - *“Boots requirement, personal developing people”*
 - **Introduction of new business practices: 3%**
 - **Poor/unsatisfactory performance by staff: 2%**
 - **Refocusing of the activities of the business: 2%**
 - **To improve staff knowledge of products: 2%**
 - **To improve the team/rapport: 1%**
 - **To cope with new products, machinery, changes in equipment: 1%**
 - **Help staff understand the business better: 1%**
-

- **Necessary for the efficiency of the business: 1%**

4.6 Perceptions of appropriate methods of delivering training

Types of staff employed:

Businesses that employ support staff or administrative/secretarial staff were more likely to feel that they would seek external help to meet training needs in the following areas compared to employers with shop floor staff and store managers:

- *Strategic management:*
 - 46% with 'other support staff' and 47% with 'administrative/secretarial staff' would seek external help compared to 32% with store managers and 29% with shop floor staff
- *Business management:*
 - 47% with 'administrative/secretarial staff' would seek external help compared to 33% with shop floor staff
- *Developing an online retail offer:*
 - 49% with 'other support staff' would seek external help compared to 28% with store managers and 28% with shop floor staff
- *Store managers:*
 - 46% with 'other support staff' would seek external help compared to 32% with shop floor staff
- *Overseas expansion:*
 - 24% with 'other support staff' would seek external help compared to 12% with shop floor staff

This trend continues when looking at in-house training, with employers with support staff feeling more likely to conduct training

internally to meet the following training needs compared to employers with shop floor staff and store managers¹²:

- *Strategic management:*
 - 61% with 'other support staff' would conduct training in-house compared to 45% with store managers and 45% with shop floor staff
- *Financial management:*
 - 63% with 'other support staff' would conduct training in-house compared to 45% with shop floor staff
- *Developing an online retail offer:*
 - 58% with 'other support staff' would conduct training in-house compared to 32% with store managers and 30% with shop floor staff

Staff who had recently undertaken training:

Full details:

- *Strategic management:*
 - 33% of employers whose staff had taken part in training would seek external help compared to 9% of those who had not
 - 48% of employers whose staff conduct this training internally compared to 28% of those who had not
- *Financial management:*
 - 31% of employers whose staff had taken part in training would seek external help compared to 9% of those who had not

¹² Appendix B has the full details of this sub-group analysis

- 47% of employers whose staff conduct this training internally compared to 32% of those who had not
 - *Business management:*
 - 36% of employers whose staff had taken part in training would seek external help compared to 21% of those who had not
 - 59% of employers whose staff conduct this training internally compared to 35% of those who had not
 - *Store management:*
 - 78% of employers whose staff conduct this training internally compared to 36% of those who had not
 - *Customer service:*
 - 39% of employers whose staff had taken part in training would seek external help compared to 24% of those who had not
 - 89% of employers whose staff conduct this training internally compared to 55% of those who had not
-

Appendix C – Verbatim comments

Q2: In terms of ownership, is your business... Responses to 'other'

A private company

Family owned but they own 9 different stores.

Independent family company

Independent but have two shops.

Q5: What sort of place is/are your shop/s in? Responses to 'other'

A town tourist resort.

All locations i.e. In town, out of town etc.

City centre

In a hospital

In an industrial estate.

Industrial estate

Isolated local island store.

It is in the harbour in the town.

On the edge of a small town.

Residential area.

Village

Village

Village

Village

Village

Village

Q6: Which types of staff are employed by the shop where you work? Responses to 'other'

All assistants

Pharmacist.

Retail assistants

Q9 Over the last 12 months who has had training? Responses to 'other'

All the staff

Back office like paper admin.

Manager

Pharmacist.

Two management

Q10: What types of training has your store done in the past 12 months? Responses to 'other'

Company training

Distance learning.

External course by an independent provider.

Government training, scotvec module.

Health and safety training with me and by themselves and id training

One to one on the job.

Own development plan for staff.

Sales

Sales training

Training centre in Birmingham.

Training on security and CCTV operations. Health and customer services.

Training provided off site by a training company

Q11: What topics were covered? Responses to 'Other'

Age related.

Age related sales and Scottish license

Customer service dealing with customers.

First aid

Food hygiene

Health and safety and fire drills

Health and safety.

Health and safety.

Health care

Health and safety, food safety and hygiene

Hygiene courses

Manuel handling

Pharmacy/medicine

Product knowledge

Product training.

Sale of alcohol under new regulation.

Security.

Warehouse training.

Q14: Reasons why not training has been undertaken during the last 12 months**Responses to 'Other'**

All my staff are in their fifties

Because I have 20 years experience

Because staff are up to date with training.

Because they are all trained.

Because we not recruited any new staff.

Didn't need it.

Do the same as what we've always done

Don't need it

Don't need to

Don't need to

Don't really need it

I didn't become manager until February and just getting my feet in the door .starting training next year.

I don't need to. I know how to treat the customers and my staff do as well.

It's from head office it's not up to me.

It's not required.

Its up to head office

I've not got a stable workforce

Just sales assistants

No need for training.

No new staff at present all quite capable

Not needed

Not needed.

Not relevant for the job

Not required.

One of them has already done the NVQ and the other 2 have been asked but they don't want and the other one is still at school.

Only to new staff

Small business

Staff are all experienced.

Staff have been here for over 30years and don't require training the youngest person has been here for 22 years

The staff we have are experienced. They have been here for a few years. There is not much change in the job.

There has been training in store for new staff

Two of our staff are over 50 and I have 1 staff who is only 18 and at college. The supervisor and me have enough on our plate I also do not employ loads of Saturday people I just have 1 Saturday person. I do not employ staff on Sundays.

We are already trained.

We do feel the need for it.

We don't have any apprentices.

We don't need it as all the staff are trained up.

We don't need any we have not taken any employees on.

We don't need to.

We have not felt the need to.

We know everything.

Q15: Thinking generally, what was the main reason why you decided to do some training? Responses to 'Other'

A lacking in any particular area.

All round improvement of the business and to boost individuals' ability in general.

All the time, daily, weekly and monthly reviews. When new products come in we do new products training.

As part of the job we have to do it.

Aware of all products and how things sell, keeping staff up to date, to ensure smooth running of the business

Basically to improve the quality of work and get good staff performance and improve the level of job satisfaction.

Because we had train them

Because you have to, if somebody come to the shop we have to train them.

Because I have to.

Because I feel there is a need for it.

Because it is specialist to the kind of work we do and to improve quality and skills.

Because its changing all the time new rules and regulations

Because its computerised

Because it's needed. To also enhance and update skills.

Because of new staff and if I have been trained on a new course I have to relay things to staff.

Because they need to know how the business operates

Because we want to get the best out of the staff and to help them progress through the business

Because our younger partners need to learn it for the new regulations.

Benefit the staff benefit the customers, keep us up to date with new products

and new legal regulations.

Benefit the business, allowing us to move forward.

Benefits from skills

Benefits the store and the staff

Better results from the staff.

Better customer service .improve sales and turnaround.

Better interaction with the staff with my self, so it makes them feel as though I am giving them my time so they see these as an important thing that I am doing for them

Better service

Better the skills of the staff. To improve customer service. Make everyone's job a lot easier.

Boots requirement, personal developing people.

Bring staff up to date

Build staff rapport

Changes in company and products. Updates because company is so big. Health and safety

Changes in the business.

Company policy

Company wants to increase sales

Competent team who knows what their doing

Constantly keep staff updated

Customer service

Develop new skills

Develop staff and motivate them, improve sales

Develop staff skills

Development of staff

Development standards

Development, forward planning and succession plans.

Development

Essential when selling medicines. Health and safety of the public. Approach to the job is uniform.

Every patient here is different ,so we tailor to patient don't do training

For a new member of staff, for new law on license and health and safety requirements.

For computer skills

For continued on the job performance.

For customer service to know how the shop can run.

For customer service. We are a business

For development and to help with business results

For knowledge for the staff

For knowledge, expertise and keeping the staff moral and confidence up.

For legal reasons and for better job performance

For legal reasons and for health and safety and personal development.

For legal reasons to improve customer service

For legal requirements

For legislation

For new and based on laws

For new staff.

For own independent awareness, trading

For productivity and staff development

For smoother running of the shop itself.

For staff development.

For staff development

For the licence

For the needs of the business especially new employees to show them co policy, training methods.

For the staff

For the staff to be informed properly. Product knowledge so they are all doing the same job correctly.

For training of new staff.

Get better productivity from their results and improve customer service

Give staff more knowledge and qualifications and its a legal requirement in pharmacy for some people to get training

Good to help people as much as you can get them involved and also a bit of ownership

Government regulation

Have had no need to do any training.

Have to train anyway and to improve customer service skills.

Health and safety and refresher training. New products being brought in new machinery.

Help person who joins the company

Help the staff understand the job better and basic support to the manager.

Help the staff with customers and running of the store and in the office as well.

Helps improve staff satisfaction and confidence in the job

Identified the need myself

If needs some work.

If a new start came in.

If I did not know anything.

If something goes wrong, if something happens, alcohol training underage training is done all the time.

If something new arose

If staff didn't have training they wouldn't be able to do the job.

If staff require further progress

If the business wasn't running to my standards.

If there is anything new to learn you have to do some training.

If we employed an apprentice.

If you don't train how would you know what you are doing

Improve customer service skills

Improve company profits and customer base

Improve customer service appeal of the shop ...more incentive to work

Improve efficiency, new developments

Improve on knowledge or processes, keep people up to date.

Improve our team and what they can deliver to the business

Improve performance and safety on the job

Improve service

Improve staff and multi -skill them.

Improve staff performance

Improve staff quality. Due to new alcohol laws.

Improve standards. Health and safety.

Improve their own personal development .confidence to sell on the shop floor.

Improvement and motivation.

Improvement of existing skills .learning new skills.

Increase productivity

Induction for new staff in the workplace, training for new products and services and also for refresher courses.

It is compulsory all staff have to have the same standard to deal with customers.

It is good for the staff and customer, it good to have well trained people.

It is to deliver the best possible customer service.

It something to be done all the time. It is an ever changing environment and training needs to be done on a continuous basis.

Items we sell are specialised individualistic

Its my job

It's needed because of rules and regulations.

Its when something new is introduced to the business

Just a get point that there is a consistent approach within the operation, enhances customer service.

Just for customer it is import. So staff can further their skills.

Just for the general keeping up. To keep up the good name and reputation of the shop and to keep up sales. To keep the health and safety regulator happy.

Just see is anything new comes in like a new policy

Keep the employees on their toes

Keeping everybody up-dated. Just depends on new products , new machinery coming in.

Keeping your hand in. A refresher course for what they already know.

Lack of knowledge.

Learn more about the business

Make people aware of what job is, customer care, do it properly, 24 branches all doing the same thing

Mandatory

Meet our needs

More out of our customers

Motivate

Motivation for staff.

Moving forward

Necessary for the efficiency of the business. Legal requirements .team building.

Needed new staff. New staff have ongoing 4 week training.

New law which we need to retrain and it is part of the induction.

New procedures

New staff training or refresher training.

New workers need training

Normally changes in legislation. Machinery or things that have been upgraded need training on.

On occasions out of the blue when governments decide to do certain things we have to act on.

Ongoing procedures

Organised for their benefit so they don't make a fool of themselves

Part of the course

People cant do the job unless they know how to do it

Product knowledge

Product knowledge

Product knowledge know how to speak to the customers know how to approach the customers

Professional development

Recruitment of new staff, as a lot of members are now retired

Refresh my staff

Related to whatever service we are looking to provide the time.

Sales

So I don't have to do it all.

So staff work more productively in the store

So that as a team we are operating at full potential and as best we possibly can.

So that staff are aware of what we do

So that staff are experienced enough to carry out their job.

So that staff are suitable for the actual job and so that they can progress from a retail assistant into management.

So that the staff know what they have got to do correctly and what not to do

Staff development.

Staff development. Health and safety.

Staff know what their doing and to improve their knowledge of products.

Staff knowledge. Also because of policies and procedures.

Staff motivation. To motivate the girls.

Staff need development in certain areas. Improve their skill and customer service.

Standard procedure

Teach everyone what is expected to be learnt

The need for the individual

The only reason we would do that would be if it was new staff with no experience.

The royal society governs that all member of staff be trained for their particular role. They have to be trained.

There's no choice

To keep the staff up to date and learn all new products that come in.

To learn new skills .courses for wine.

To achieve the best potential from colleagues.

To advance the staff's knowledge. To be confident selling. To be confident managing. To be able to deal with different situations that arise. People management.

To any changes we make

To benefit ourselves

To bring in new skills in patchworking.

To comply with the law.

To develop business and people

To develop skills.

To develop the staff so they can provide a better experience to the customer.

To develop your staff. To benefit the staff

To ease labour retention and to minimise labour turnover.

To enable staff to do their job correctly. Health and safety aspects as well as legal aspects.

To expand staff knowledge.

To find out better where staff are now and in the future.

To further my skills and knowledge.

To gain knowledge and self development.

To get staff up to expected standard.

To get the business going forward

To give more training and experience and give them the day to day tools to do the job they are in.

To have better staff so they know what their doing

To help the business

To help the business run better

To improve customer service

To improve customer service and product knowledge in store.

To improve customer service.

To improve our knowledge and skills for the customers we're serving.

To improve product knowledge

To improve sales productivity of staff better employee of the company

To improve service delivery

To improve skills. To get knowledge.

To improve staff confidence and to improve customer service experience.

To improve staff skills

To improve staff skills.

To improve the business and make sure everything is operating at the highest level .helping an individual for a future career.

To improve the knowledge of the staff.

To improve the skills of staff and knowledge. To provide them with the

information to move on in their career and to provide better service to customers.

To improve the system and the service to make more money

To increase sales. Giving employees knowledge to sell to customers.

To increase staff productivity and job satisfaction.

To inform the staff on how to do their jobs.

To instruct staff .give more confidence to the job and to the customer.

To keep everybody up to date on their skills.

To keep everybody up to date with the products and prices, so everybody knows the products and prices as they change on a regular basis.

To keep everything fresh. Making the staff aware. Giving good customer service.

To keep staff up to date with any changes

To keep the sales assistants skills up and for displays and presentations and customer care.

To keep up to date with everything

To keep up with stuff that's going on.

To learn more.

To make me more money .to find out what the customers want.

To make my job easier.

To make my staff more capable of doing the job.

To make sure that everything is being done to the company standards. And structure in every store

To make sure the staff are working properly. Customer service and product knowledge.

To make sure the staff do their job properly.

To maximise out put with regards to anyone who is employed, the more knowledge they can get it will provide confidence in their role and develop in succession planning, it gives people inspiration and ensure people voicing their opinion.

To motivate staff.

To motivate the staff and improve the team.

To motivate the staff.

To multi-skill the team, to promote staff engagement and to suit the needs of the business.

To promote the business and customer service and product knowledge.

To provide staff with more knowledge

To refresh or to introduce new initiative.

To see our customers are happy and being served to a high standard .to make sure the store is profitable itself.

To take the company forward

To teach them how to do the job properly

To train new recruits.

To up skill people and increase their knowledge.

To update on current issues I have done a number of courses to keep updated on product legislation.

To upgrade on things.

To upskill people

Too improve services.

Train new staff and keep people up to date with new legislation refresher course

Training has to be done

Training needs analysis in-store. Changes of specific policies, changes in

equipment e.g. credit card.

Update skills, machine training techniques

Update. Get staff up to scratch

Up to date and multi skills

Up to speed

Usually for staff retention and also for the benefit of customers

We don't do any training

We have to as part of company policy

We have to keep up to date with customer service and standards.

We need it for age related. And to do the orders.

We only do that if we start somebody new.

Well trained colleagues are happy colleagues and they tend to stay longer

What it is required of the staff

When something new comes out -new products. Legislation.

When I see a need.

You have to do training

You have to have certificates

You have to keep up with changes because the market is moving all the time

Q16 Which, if any, of the following would benefit from further development? Responses to 'other'

Customer awareness.

Giving the staff the opportunity to learn new things and self development.

More product training.

Q17 Which of the following development needs would you seek external help to deliver and which would you carry out in-house? Responses to 'other'

Depending on the needs

General staff development.

Store operations.

Q18 You may know that the Scottish Government provides financial support to employers like yours to develop their staff in various ways – which of these are you aware of? Responses to 'other'

I have heard of learn direct but not sure if it is UFI.

None

NVQ
