Developing Store Employees for Success

Mark Bryan, Vice President Human Resource, E.J. Pope & Son, Inc.
Jenna Collard, Director, Education Engagement, NACS

NACS  HR Forum
Average spend on Training & Development per employee only rose at the rate of Inflation from 2016 to 2017.
Across all industries, the average American employee received 34.1 hours of formal learning in 2018.
BUT...
Retail organizations have the highest percentage of employees receiving no formal training across all industries

Of all retail employees receive no formal training

1/3

2018 State of Workplace Learning, Axonify (Survey of 1000 employees across all industries)
“The only thing worse than training your employees and having them leave is not training them and having them stay”

Henry Ford
Train people well enough so they can leave, treat them well enough so they don't want to.

— Richard Branson —
Polling Question – With employee turnover, when do most of your employees quit?
90 days or less
90 days to 6 months
6 months to a year
More than a year
Polling Question – Who do you think Store Managers (and HR) spend the most time on?
A Employees: The outstanding ones
B Employees: Your very good ones
C Employees: The marginal ones
D Employees: The poor performers
Retail Frustrations

• Most turnover occurs in first 90 days
• Turnover is on the rise due to a stronger economy
• Sometimes turnover is a good thing, sometimes it’s a bad thing!
• How many potential “rock stars” are walking out the door?
• We had to do something…
One Solution – Change Our Focus!

• Focus on the A and B employees
• Are we letting them know?
• Recognize & **communicate** leadership qualities
• Maybe this is new to the employee
One Solution – Change Our Focus!

• Leadership assessment at 60-days
• Threshold for assessment
• The assessment is simple – as it should be
1. Does the employee have a positive impact on the workplace?
2. Does the employee demonstrate the ability to earn the trust and respect of other coworkers?
3. Does the employee lead by example with their effort?
4. Does the employee demonstrate enthusiasm and passion in the workplace?
5. Is the employee interested in growing with the Company?
The Manager Role / The Training Role

• We have trained our Managers to use this tool
• We developed a leadership training class for employees who score well on the assessment
• We challenge the Manager to follow up with them
The Training – Does it Work?

• We know a one day leadership class by itself does not move the needle
• The Front Line Manager is the key
• Results are measured by retention numbers, career path progression, etc.
Polling: Do you list Training or Development as Benefits at your organization?
   Yes
   No