

# RETAIL WINNERS

celebrating your success

Summer 2011

 Retail Institute®



Retail Institute staff at the JRA Best Workplaces Awards

## RETAIL INSTITUTE WINS BEST WORKPLACE AWARD

The Retail Institute has been named as the winner of this year's JRA Best Workplaces Awards for a small to medium business.

**S**ponsored by the Department of Labour the category recognises businesses with between 50 and 149 employees who demonstrate outstanding communication, culture, values, learning and development and reward and recognition.

The winners and finalists are judged on results from an annual survey which involves confidential feedback from their employees.

This year 112 small to medium organisations took part in the survey, with 245 organisations taking part across all four categories.

The winners were announced at a ceremony in Auckland on November 11 2010, with Mars New Zealand taking out the overall award for 'Best Place to Work' in 2010.

"We were extremely impressed with Retail Institute's survey results which showed how highly they value their staff," says the Department's Acting Group Manager of Information and Promotion, Deborah Kempson.

"The Retail Institute took action on feedback from its employees to actively improve communication within the business, at a time when it was experiencing a 35% increase in staff in offices across the country."

"It's great to see a high quality of candidates and finalists in this category who are committed to involving their employees in their business - ultimately creating a better place to work."

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# FOCUS ON RETAIL MANAGEMENT TRAINING

Retail Managers and Supervisors make up 2.5% (over 40,000 people) of the New Zealand workforce. However, in general, this group have no formal management training or qualifications.



It should therefore be no surprise that educating this group is the core focus for Retail Institute.

In 2011 Retail Institute will be adding two more modules to its retail management qualification, the National Certificate in Retail (Level 4). This will allow retailers to pick and choose the modules they are interested in.

*Creating Your Competitive Edge* and *Informed Retail Sales* are due to be released in March 2011. *Creating Your Competitive Edge* is a marketing based module. It focuses on developing a point of difference, planning and implementing campaigns, developing a customer database and using it to develop customer relationships.

*Informed Retail Sales* covers reviewing store policies and procedures for float

preparation, reconciling and solving variances in sales and takings, using effective communication techniques to match the motivations of customers, and using data to inform decisions.

The National Certificate in Retail (Level 4) is the management qualification for the retail industry. It is ideal for retail managers or supervisors, or experienced retail staff aspiring to become managers or supervisors. It is also designed for anyone who has completed the National Certificate in Retail (Level 3) and wants to step up to the next skill level. In 2010 the Retail Institute revised its Level 4 qualification and re-released a module based self-directed training programme that is supported with an informative DVD.

Retailers completing the qualification must complete two compulsory modules and two elective modules.

#### The compulsory modules are:

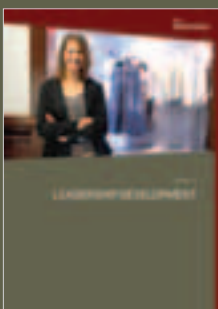
- **Leadership Development:** The role of a leader is to influence individuals and teams to work in a way that aligns with a workplace's vision and values, ensuring goals are achieved. The *Leadership Development* module covers leadership and management, problem-solving, self-development and managing in a retail environment.
- **Keeping Your Business Profitable:** Being profitable is the core of business survival. There are many different aspects of store operations that impact on profitability. The *Keeping Your Business Profitable* module covers performing

business calculations, running a profitable store, managing stock, keeping staff focused, safety and security and legislation and compliance.

They must then select two more modules which interest them from the following list:

- **Creating Your Competitive Edge** (as detailed above)
- **Informed Retail Sales** (as detailed above)
- **High Performing Teams:** For a store to function smoothly there must be effective teamwork. When teams work effectively together staff are satisfied, there is lower staff turnover, and productivity is increased. The *High Performing Teams* module covers working collaboratively, communication skills, filling skills gaps and managing conflict.
- **Training and Assessment in the Workplace:** *Training and Assessment in the Workplace* is designed to build in-store capability by providing managers and supervisors with the skills they need to become trainers and assessors in their workplace. It covers developing training plans, providing guidance and feedback to staff, understanding unit standards and understanding verification.

For more information, or to sign up to the National Certificate in Retail (Level 4), please contact Retail Institute on 0800 486 738 or [info@retailinstitute.org.nz](mailto:info@retailinstitute.org.nz)



# JOE MOORMAN – TRAINING AND INDUCTION CHAMPION

Joe Moorman, the first person to hold the position of Training and Induction Champion in a Mitre 10 Mega Store since 2006, is now a qualified Workplace Assessor for Retail Institute unit standards.

He describes it as ‘the icing on the cake’ for the comprehensive training programme the Petone and Upper Hutt stores have implemented. Together with Security Manager Richard Kerry, who has also achieved the module, their stores are now able to sustain a stand-alone process of developing their staff.

Originally from the US, Joe worked at the largest Sears department store as an Assistant Manager responsible for over six departments, one of which was hardware. He later worked as a training instructor for USAirways. With 11,000 trainees at its peak, Joe was familiar with detailed and highly organised training that was required to meet government regulations. His role at Mitre 10 Mega is a natural combination of the skills he gained in Sears and USAirways.

Joe has put his achievements down to the direct support he has received from CEO Stephen Nelson and Managing Director Martyn Lockyer. Their support and backing has allowed Joe to give staff plenty of opportunities for self-development. With 240 staff between the 2 Mega stores, 170 at Petone alone, it is a significant undertaking.

Joe was also asked to help with staff morale but like changing any company’s culture, it’s a process that takes time. ‘Training doesn’t happen overnight. It’s a plan you have to make and slowly implement.’

Joe has had to make many adjustments to keep up with the demands of delivering his training in a stretched industry in a time of adverse economic conditions.

‘With fewer staff it’s harder to pull them off the floor to attend training – you have to be creative and innovative and come up with different concepts and approaches.’ Joe believes it is important to be in contact with other retailers, to know what challenges they face and what they are doing to address them.

Joe feels very positive, however, that 2011 marks a new beginning for the stores, where the hard work in coordinating with the Operations team will pay off.

The flexibility of the National Certificate structure means staff have the option to



Joe Moorman – Training and Induction Champion, Mitre 10 Mega Petone and Upper Hutt

choose from two delivery models: self-directed within their departments, or attending the classes that Joe has mapped to match the Level 2 programme. Finding that neither format worked well on its own, Joe believes that having a balance between the two formats ensures success.

As a result, the stores have seen an increased interest in training. Joe is regularly receiving calls from interested staff asking to sign up to the Retail Institute’s National Certificates, as well as those offered by other relevant ITOs like BCITO and the Horticulture ITO.

Joe reports that staff turnover levels have dropped significantly, partly due to job scarcity but also because of the incentive of professional development and a better internal culture. Staff get a real sense of satisfaction from completing a qualification and feel secure in their employment. ‘Without a doubt that’s one benefit we really appreciate about Retail Institute,’ Joe says.

Joe recognises that there are currently a limited number of managerial and supervisory positions. There are ‘clustered’ roles used to save on costs, meaning there

are fewer immediate opportunities for staff to progress. Training offers staff a way to develop their skills before they move on to a higher position. It also acts as a ‘screening’ process, where HR recruiters are able to see for themselves those who have taken an interest. Joe encourages staff to think of it in terms of professional and personal development. Zone managers are seeing the benefits of what their staff are learning and are actively encouraging more of their staff to sign up.

Joe particularly values the structure of the Modern Apprentice programme, which is aligned with the internal Cadetship, saying it facilitates supporting the trainee in the workplace. ‘Everything that we could want a team member to know about in retail, Retail Institute already had it. Even other assessors from other ITOs have commented on how professional the resources are.’

Overall, Joe feels the team is much more supported and that they are ‘really on the cutting edge of what others might be able to achieve. I’ve seen a lot of growth and I’m really proud of it.’

# APPRENTICE GETS INTERNATIONAL OPPORTUNITY

Chris O'Connor is passionate about bikes. He is only 24 and is already on his way to a successful career in Bicycle Retailing.

He is the Workshop Manager at Cycle Surgery in Invercargill and has been asked to be the BikeNZ National Team Head Mechanic for all high performance athletes.

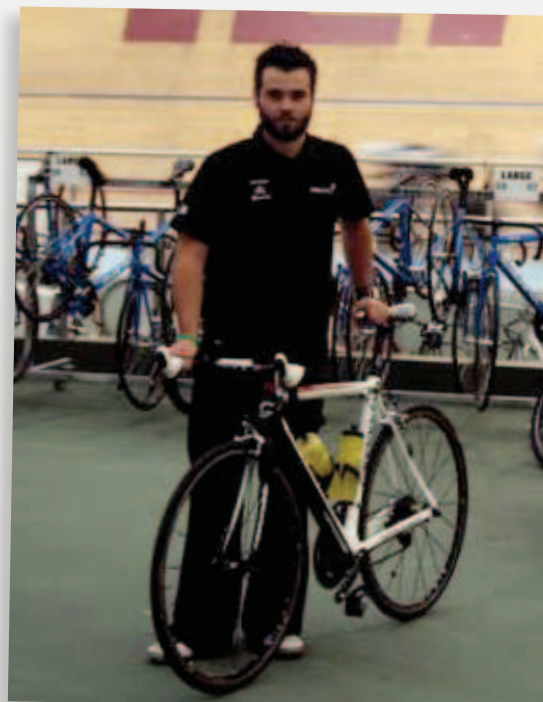
After completing the Retail Modern Apprenticeship programme, Chris was asked to be the BikeNZ National Team Head Mechanic. He is based in Invercargill, but spends much of the year in Belgium. He also travels the world with the team and recently went to the Commonwealth Games in Delhi. Chris's goal is to be a mechanic for a European professional team.

Chris has worked in retail for over four years, he enjoys the challenge of repairing bikes and dealing with people. 'If you offer a great service, you end up getting return customers'.

When Chris joined the team at Cycle Surgery, part of his contract was to complete the Retail Modern Apprenticeship programme. He soon discovered that it was

valuable qualification for his career. Chris learnt about having patience with customers and 'being adaptable to many different kinds of personalities you encounter in retail' – 'if you can give someone a great experience on a day that may be not so good for them, it can change someone's world'. His Retail Institute Coordinator, Clare Madden has seen Chris progress throughout the programme. 'It was obvious from the beginning that Chris had a real passion for bikes and this helped him throughout his programme – he has grown in confidence through having the knowledge and believing in what he is selling,' she says. 'The RMA programme was tough at times but Chris always gave it his best and persevered. He was committed to achieving it in order to help him with his career path.'

Chris recommends that other young retailers do the Retail Modern Apprenticeship. 'You are 'getting a qualification for something you do every day, why not get a qualification for it.'



# THE VALUE IN RETAIL MANAGEMENT QUALIFICATIONS

Victoria Sillick is the Retail Manager at Leading Edge, Ponsonby, Auckland. She has completed the National Certificate in Retail (Level 2), the qualification for those retailers working on the shop floor, all the way through to the National Certificate in Retail (Level 4), the qualification for those aspiring to or working in a management position.

Victoria believes that retail training is 'really valuable' to new retailers. 'It teaches skills, procedures and systems that are essential in a retail environment'. She added that vocational training is beneficial to people who have worked in retail for some time, 'it builds existing knowledge and also teaches you skills that you may not already have'.

One year in to her retail career at Leading Edge Victoria was offered the chance to complete the National Certificate in Retail (Level 2). She was initially motivated to accept the offer because she wanted to improve her knowledge and skills in retail. After completing the National Certificate in Retail (Level 3), Victoria progressed to Level 4 so she could be confident that the information, guidance and training she was providing her team was correct and valuable to them.

'The National Certificate in Retail (Level 4) builds on knowledge gained through Levels 2 and 3, but goes into more detail. It taught me key competencies and skills that I didn't know before and has also provided me with ways to motivate my team and introduce new systems and procedures.'

For Victoria, the most valuable aspect of the Level 4 qualification was the module on effective communication. 'I believe that as a manager it is imperative that we have excellent communication skills. If you cannot communicate effectively, often the wrong message is construed.' Victoria would recommend that other retailers complete the National Certificate in Retail (Level 4). 'It teaches you skills that you don't already know, helps you develop as a manager and you gain a qualification!'



# TRAINING GIVES BRISCOES STAFF CAREERS IN RETAIL

Judy Webb has worked in retail for 32 years, 19 of which has been with the Briscoe Group. She is now 2IC at Living and Giving, Briscoes, and Rebel Sport in Tauranga.

Over the years, Judy has seen the perception of retail careers improve dramatically. 'When I first began in retail, no qualifications existed. The perception was that you were in retail because you were lazy or incapable of doing anything else. It was certainly not considered a career.' Judy believes that this is definitely not the case now. 'People genuinely belong in retail. There are certainly great career opportunities, and now you are able to prove yourself and your capabilities by achieving recognised qualifications.'

When Judy was advised that Briscoes was offering the opportunity to complete retail qualifications, she jumped at the chance. 'The qualifications were realistic and practical. I felt comfortable and knew that help was always just a phone call away.' Judy saw the qualifications as a gesture of appreciation. 'It was a great feeling to feel valued and have a company that is interested in developing staff. It feels great to be recognised for all the years of service and dedication.'

Judy is now offering Retail Institute qualifications to her team of 57 employees at Briscoes and Rebel Sport. To be able to help employees develop their potential also benefits the company. 'You can start with a young, inexperienced staff member and within a few years they have learned some very valuable skills that can set them up for life.'



Members of the Briscoes and Rebel Sport teams, Tauranga

Judy has developed a clearer understanding of how she can ensure her teams have opportunities to grow, progress, and succeed within the companies. 'I believe it is extremely valuable to have employees who are qualified. It sets a standard and an expectation. I believe that if you invest time in your staff you will see the positive effect and the business will be rewarded in some way.'

In 2010, 24 trainees completed retail qualifications at Judy's stores. 'I have noticed more confidence among staff. It is so rewarding seeing the expression on an employee's face when they receive their first certificate in recognition for achieving a qualification. The culture has changed too –

staff are now 'wanting' to train and I have a waiting list.'

Within Living and Giving, Briscoes, and Rebel Sport in Tauranga, Duty Managers/ Key Holders must have the National Certificate in Level 3. In 2011 all full-time and part-time staff must have the National Certificate in Retail (Level 2).

Judy's advice to any retailers who are interested in offering their employees the opportunity to complete retail qualifications is: 'Ensure you always have someone to support your trainees through the programme. Support, encouragement and commitment from management is essential for the programme to work.'

## NOEL LEEMING PROMOTES STAFF TRAINING

Noel Leeming is encouraging all their staff to 'get amongst it!' and achieve the National Certificate in Retail (Level 2). Their internal promotion of the certificate states:

*Noel Leeming is exclusively extending YOU an opportunity to get a nationally recognised qualification, through doing your daily work as a sales person. No exams, no cost, demonstrate what you already know by answering the questions contained within a workbook, and an Assessor will sign it off when s/he sees you are at the expected Noel Leeming Group and retail standard.*

Tabrez Ali and Shaheed Khan from Noel Leeming Hunters Plaza, were the first trainees to complete the programme.

Store manager, Shaheed, decided to take part in the National Certificate in Retail (Level 2) to help coach his employees through the certificate.

The certificates presented to Tabrez and Shaheed by a very proud Regional Manager, Rob Thomas; HR Manager, Matt Williams and Learning & Development Manager, Anna Kingston.



Rob Thomas and Tabrez Ali

# DISTRIBUTION SUPERVISORS SUPPORTED WITH NEW TRAINING MATERIAL

The most recent addition to the Distribution suite of materials is the National Certificate in Distribution (Level 3). This certificate is the supervisory qualification for the distribution industry.

It covers managing health and safety; working with hazardous substances and dangerous goods; communicating effectively; handling complaints; leading a team; receiving inwards goods; controlling inventory; preventing loss; picking, packing and dispatching; carrying out administration work; managing your workload.

In general, staff in supervisory roles are responsible for managing daily operations in the distribution centre and typically oversee a team. This includes coordinating activities, from receiving inbound goods to managing stock to dispatching orders. It also includes signing off any relevant paperwork, capacity planning, liaising with other supervisors and

managers, hosting meetings and ensuring the workplace is safe at all times. In many centres, supervisors play a hands-on role and help out on the floor on a regular basis. Additional duties include fostering an environment that promotes team work and accountability, and motivating employees. Because the workforce can be a linguistically and culturally diverse environment, this can often be a challenging task.

In order to develop the materials, Retail Institute conducted several industry visits to identify the common characteristics of learners, gain an insight into how their workplaces are set up, and determine the workplace competencies expected of them.

This research highlighted the need for support and training material for distribution supervisors.

The majority of people in supervisory roles are promoted from within the organisation due to a number of factors, including experience, confidence and their attitude. However a number of challenges occur as a result of these internal promotions. Many individuals find it difficult to assert themselves and to assume the supervisor's role. They find it difficult to step up to the supervisory role when they previously had a 'best mate' relationship with their peers. This can be a real challenge when handling difficult issues and disciplining staff.

## 90% OF WORKPLACES SATISFIED

The results from Retail Institute's 2010 Customer Satisfaction Survey are in.

According to Retail Institute's annual Customer Satisfaction Survey for 2010, 90% of workplaces are satisfied that Retail Institute is meeting their skill development needs by working in partnership.

The survey seeks feedback from both workplaces and trainees. The information provides us with benchmarks for our service delivery, critical information for evaluating the effectiveness and performance in everything we do and deliver.

Overall, the feedback from workplaces and trainees was very positive and suggests Retail Institute provides exceptional levels of service and support with satisfaction levels of 90% for both workplaces and trainees (up 1% on 2009).

Other key results from workplaces are:

- 89% of workplaces believe their trainees are becoming more confident and productive.

- 91% of workplaces are satisfied Retail Institute knows and understands their business.
- 88% of workplaces are satisfied with how well they are kept informed about their programmes and qualifications.
- 92% of workplaces believe Retail Institute provides relevant qualifications for their business.
- 93% of workplaces are satisfied with the resources that are provided

Key results from the trainees are:

- 92% of trainees are satisfied their ongoing industry training with Retail Institute is helping with their skill development, which in turn is benefiting their employer.
- 95% of Trainees believe their training will be helpful for future roles.

- 91% of Trainees find the training process easy to follow with good support material provided.
- 93% of Trainees are satisfied that the assessments are at their level and the standard expected from them is clear.
- 88% of Trainees believe Retail Institute provides an appropriate level of contact for their training.

Overall, the response rates were 22% for the workplace questionnaire and 20% for the trainee questionnaire.

As a result of this survey, Retail Institute will be focusing on improving our levels of communication with both workplaces and trainees, improving our resources so they provide clear instructions, developing an online support system and working more closely with workplaces to ensure trainees are getting the support they need to complete their assessments.



For some supervisors, learning how to deal with people can sometimes be difficult. They don't necessarily have the right people skills to instantly build rapport with the team members and establish trust. Another challenge is managing team confidence and motivation. Because the job can be quite repetitive, motivation and confidence often suffer, making this an ongoing challenge.

This shift in thinking often requires a certain degree of nurturing from managers. In the majority of centres, supervisors pass these issues onto their manager for resolution. Although managers are happy to intervene, they would like to see their supervisors taking more accountability in this area.

The National Certificate in Distribution (Level 3) is suitable for distribution

employees working in a team leader, supervisory or management position, and those who have completed the National Certificate in Distribution (Level 2) and want to move on to the next level. It is reasonable to expect people to complete the programme within 1 year. To find out more about this programme visit: <http://www.retailinstitute.org.nz/qualifications/distribution-qualifications/>

## NEW LOCATIONS FOR WELLINGTON & CHRISTCHURCH OFFICES

At the end of 2010 two of our offices moved premises. The Wellington Office was relocated to accommodate the growing number of staff, while the Christchurch office was relocated due to the September earthquake.

### **WELLINGTON OFFICE – Level 2, CMC Building, 89 Courtenay Place, Wellington.**

After several years in Willbank House, the Wellington office has moved to Courtenay Place. The number of people in the Wellington office was growing and the office space appeared to be shrinking. So, with our neighbours, the The New Zealand Retailers Association, we moved to the CMC Building.

The CMC Building is an historic building with an interesting tale to tell. It was originally designed by architect J M Dawson to Ford (the motor company) plans. In 1922 the building was opened as the tallest Wellington construction. It was also the first motor vehicle assembly plant in New

Zealand and was designed so that cars could be built following Henry Ford's assembly line system. Cars started in boxes at the top of the building and drove out of the first floor completed and ready for sale.

Today, the Taranaki Street side of the building proudly shows its Ford history, having recently had the Ford logo and buildings motifs restored. However, the interior of the building is in contrast with the art deco style outside. Our office, located on the second floor, is primarily an open plan design, but also has four meeting rooms, three breakout areas, a boardroom and a shared kitchen.

### **CHRISTCHURCH OFFICE – Level 1, Poynton House, 68 Oxford Terrace, Christchurch.**

The Christchurch office is located opposite the Avon River. Our Christchurch team share the space with Tracy and Emma from Retailworld Resourcing. Julie, from our Christchurch office said, 'The best feature of our new office is the Retailworld Resourcing

team. They were great to us when our old Manchester Courts building was condemned. It is nice to be able to return the favour. '

*This issue went to print one day after the February 22nd Earthquake. Thankfully, our team are all okay. Our thoughts are with the people of Christchurch.*



# CONGRATULATIONS TO THE FOLLOWING BUSINESSES, WHICH HAVE HAD TRAINEES COMPLETE QUALIFICATIONS IN QUARTER 3, 2010:

## Customer Service Award

100% Guinness Appliances  
Alfriston College  
Aorere College  
Briscoes  
Burnside High School  
Cambridge High School  
Capital Development Agency  
Channel X  
Coastal Taranaki School  
Coromandel Area School  
Dargaville High School  
Dulux  
Fresh Choice  
Green Bay High School  
Green Island Night 'n Day  
Hillcrest High School  
James Cook High School  
John Franich Jewellers  
Living & Giving  
Lynfield College  
Mangere College  
Manurewa High School  
Mitre 10  
Mitre 10 Mega  
Mount Albert Grammar School  
Office Max  
Papatoetoe High School  
Paper Plus  
Placemakers  
Rebel Sport  
Resene Paints  
Sir Edmund Hillary Collegiate Senior School  
Southern Cross Senior School  
St Mary's College  
St Mary's Diocesan School  
St Paul's College  
Super Liquor  
Tangaroa College  
The Correspondence School  
Trade Aid  
Villa Maria College  
Waitaki Girls' High School  
Wellington East Girls' College  
Western Springs College

## National Certificate in Retail

(Level 2)

Abel Tasman Outdoors Ltd  
Armed Forces Canteen Council  
Briscoes  
Canterbury of New Zealand  
Carvin Streetwear Ltd  
CC Ward  
DFS Galleria New Zealand Ltd  
Global Baby  
Hallensteins

Health 2000  
Herkt Home Appliances  
I-Site Visitor Centre  
James Pascoes Group Ltd  
Janbells Uniforms Ltd  
King Dicks  
Liquor King  
Liquorland  
Local Liquor  
Mitre 10  
Mitre 10 Mega  
Music Works  
Noel Leeming  
Office Max  
Palmers Garden World  
Pandoro  
Paper Plus  
Pumpkin Patch  
Rebel Sport  
Repco  
Resene Paints  
Retail Institute  
Rexel  
Richmond Mall Opex  
Rosedale Pharmacy LTD  
Shanton  
Shell  
Smith & Caughey Ltd  
Supervalu  
Telecom  
Untouched World  
Vetro Mediterranean Foods  
Wanaka Mini Mart  
Whitcoulls  
Windmill Orchards  
Wynn Fraser Paints

## National Certificate in Retail

(Level 3)

Barkers  
Briscoes  
Foxy Lady Ltd  
Kmart  
Liquorland  
Mitre 10  
Mitre 10 Mega  
New World  
Number One Shoe Warehouse  
Office Max  
Paper Plus  
Rapunzel Clothing Co Ltd  
Rebel Sport  
Repco  
Resene Paints  
Retail Institute  
Rockshop  
Shanton  
Smith & Caughey Ltd

## National Certificate in Retail

(Level 4)

Office Max  
Repco  
Resene Paints

## Training and Assessment in the Workplace

Domino  
Mitre 10 Mega  
Resene Paints  
Trade Aid  
Whitcoulls

## Retail Modern Apprenticeship

Cycle Surgery  
Mitre 10 Mega  
Placemakers  
Smiths City  
Spex Eyewear

## National Certificate in Distribution

(Level 2)

Bidvest Foodservice  
Macsim Fastening NZ Ltd  
Tradestaff Training

## National Certificate in Distribution

(Level 3)

Bidvest Foodservice  
Wel Networks LTD



Rob Thomas, Shaheed Khan and Tabrez Ali of Noel Leeming