

Final Report



January 2010
National Productivity Places Program Trial

Contents

About Service Skills Australia	3
Introduction.....	3
Background to Project.....	3
Purpose of this Report	6
Employer Report One – Westfield	7
Program and Participants	7
Completions.....	9
Removal of Barriers.....	11
Impact of training	12
Employer and Participant Feedback	12
Survey Results	15
Strategies for identifying and addressing future skill needs	18
Host Enterprise Evaluation	19
Methodology to complement completion	20
RPL Opportunities.....	20
Employer Report Two – Woolworths.....	21
Strategies for identifying and addressing future skill needs	21
Participants.....	22
Completion Rates	22
Employer and Participant Feedback	23
Survey Results	24
Evaluation of Program.....	26
Introduction.....	26
Analysis of Evaluation	27
Conclusions.....	28
Appendix One: Westfield Employee Questionnaire Tool	30
Appendix Two: Westfield Employer Questionnaire Tool	33
Appendix Three: Woolworths Questionnaire Tool	36

About Service Skills Australia

Service Skills Australia is the Industry Skills Council for the service industries. Skills councils are the recognised national bodies providing advice on industry training and skills development needs to government and industry.

Service Skills Australia represents the interests of businesses across sectors including tourism, hospitality and events, sport, fitness and recreation, and retail, wholesale and personal services.

Service Skills Australia is an independent, not-for-profit body, managed by industry members and funded by the Australian Government to:

- develop a culture within the service industries which promotes and enhances the skills development of its workforce,
- develop policies, programs and services, including industry training packages, that support industry needs in relation to skills and workforce development,
- achieve quality skills outcomes throughout the service industries, and
- produce quality workforce development information and use industry intelligence to inform decision making.

Introduction

Background to Project

On 29 November 2008, the Council of Australian Governments (COAG) agreed to a national program for the delivery of training under the Productivity Places Program with the aim of targeting areas of current skill shortage and emerging skill needs. Delivery of the training places was aimed at making training more flexible and responsive to the needs of industry, employers and individuals. The Commonwealth agreed to fund 100 per cent of job-seeker places and 50 per cent of existing workers places.. Further, COAG agreed that Industry Skills Councils would assume a role in the brokerage of training.

Two trial “national” programs under the Productivity Places Program were awarded to Service Skills Australia.

Service Skills Australia identified that to ensure the success of the trial the project must have the following outcomes:

- A high level customer service.
- Delivery of training and assessment that meets industry/client needs.
- The project must meet the DEEWR contractual arrangements (both through the ISC DEEWR Core funding agreement and the DEEWR Productivity Places Program Trial Contract).
- The project must demonstrate that Industry Skills Councils can implement a national Productivity Places Program successfully to assist in improving industry/enterprise productivity.

The projects were awarded and conducted at two sites:

1. Woolworths Australia Pty Ltd - Enterprise Registered Training Organisation (RTO)

It was critical that Productivity Places Program delivery for Woolworths be done in conjunction with a similar trial project being conducted in their bakery and butchery departments with the Agrifood Skills Council. Cross Industry Skills Council collaboration was a key factor in the Woolworths project with both project managers communicating on a regular basis, ensuring that there were economies of scale in terms of the workload and reporting processes required by Woolworths. This communication strategy has been regarded as highly successful by Woolworths and both Industry Skills Councils.

2. Westfield Australia – Australian Retailers Association Registered Training Organisation (RTO)

The end clients of this delivery were Westfield's tenants. To this extent, the evaluation of this project was unique as Westfield's success was contingent on the lessee's sense of success.

About Woolworths

Woolworths Limited is one of the largest employers in Australia with more than 190,000 team members working in stores, support offices and distribution centres across Australia and New Zealand. Retailing is a highly people-focused business which is why recruiting and developing and retaining great employees is critical to the success of the Woolworths business.

Woolworths is an enterprise RTO (NTIS identifier: 90688) and has an established system and national network for the delivery of SIR30207 Certificate III in Retail and the SIR40207 Certificate IV in Retail Management.

Woolworths have developed resource material in line with the SIR07 Retail Services Training Package. The material includes specific information, examples and assessments to assist in the application of the principles taught in the class room and in the work place. The training resources have been developed and tested through various means of consultation to ensure that they are not only Woolworths relevant but industry relevant and current.

About Westfield and the Australian Retailers Association

The Westfield Group is the world's largest listed retail property group by equity market capitalisation. The Group has interests in and operates a global portfolio of 119 high-quality regional shopping centres in Australia, New Zealand, the United Kingdom and the United States. Westfield has 44 shopping centres across Australia housing 11,743 individual retail outlets. Three-quarters of the Australian population lives within half an hour's drive of a Westfield shopping centre. Westfield's shopping centres attract more than 500 million visits each year across five states

Westfield is a vertically integrated shopping centre group. It manages all aspects of shopping centre development, from design and construction through to leasing, management and marketing.

A partnership between Westfield and the Australian Retailers Association (ARA Retail Institute – NTIS identifier: 4049) began in 2006 when they launched the RETAIL SEED project (providing individuals the skills to grow their retail business). On successfully applying to participate in the National Enterprise PPP trials, Westfield selected the ARA Retail Institute as their preferred RTO to deliver the Diploma of Retail Management. The delivery of the SIR50107 Diploma of Retail Management to retailers was in response to the needs of retailers and those connected to the industry to increase retail knowledge and skills, and promote competitiveness within the current retail climate. The Australian Retailers Association (ARA Retail Institute) has delivered the Diploma of Retail Management to Westfield personnel and Westfield tenants across Australia. Developing an online training platform has been a key factor to the success of this partnership.

Service Skills Australia's Role in the Broker Model Used

Service Skills Australia played a major role in the National Enterprise Productivity Places Program, ensuring the training needs of both organisations were met during the life of the program and evaluating the effectiveness of each approach through the training delivery over the twelve month period. The project became a joint venture between:

- Service Skills Australia
- Woolworths Limited (Enterprise RTO)
- Westfield Holdings
- Australian Retailers Association (Private RTO).

Woolworths placed 103 existing workers into the Certificate III in Retail and 42 into the Certificate IV in Retail Management, Westfield placed 82 existing workers into the Diploma of Retail Management.

In January 2009, the partnership met and discussed how the project would be structured in terms of monitoring, reporting, implementation of the training and communication. A work schedule was developed and implemented which included:

- regular communication with Woolworths, Westfield and the ARA through email, telephone and regular face to face meetings,
- providing assistance with the Training Needs Analysis,
- site visits, and
- employer interviews.

The brokerage model has proved to be most successful, with economies of scale being a major contributor. Woolworths and Westfield have on many occasions highlighted and praised the ease of delivery and reporting through a central contact, by contrast to having to report to multiple states and territories.

“...praised the ease of delivery and reporting through a central contact, by contrast of having to report to multiple states and territories...”

Purpose of this Report

The purpose of this report is to identify:

- The number of participants in training, their progress and qualification levels
- The number of completions, withdrawals and reasons for withdrawal from the project
- Barriers to uptake, success or anything that has impeded the project, and
- Evaluation of the trial, including the number of participants, completion and withdrawal rates, barriers to take up and completion and how these were addressed and mitigated for the future success of the project.

Employer Report One – Westfield

When Expressions of Interest were first tabled with employers, external environmental factors were playing heavily on industry, particularly in relation to the Global Financial Crisis and its impact on trading conditions. With this in mind, many national employers recognised the need for maximising every opportunity for improved service and the benefits that could be gained through a workforce with sharper retail skills and relevant industry training.

The Diploma of Retail Management provided this opportunity by challenging and growing employee's skills, as well as providing exposure to individuals from different, and occasionally competitive, employers. At a time when economic forecasts were pessimistic at best, this facility allowed employers to challenge and grow their senior retail ground force and maximise on opportunities presented by individuals due to the exposure provided by the workshops.

The Australian Retailers Association agreed to deliver SIR50107 Diploma of Retail Management training, assessment and evaluation services to 75 existing workers within Westfield Shopping Centres.

The major finding has been the benefit gained by national employers having the facility to access funded, accredited, consistent retail training at a national level. The consistency in materials and delivery complemented by the introduction of an online assessment facility resulted in a completion rate far above industry standards.

“...At a time when economic forecasts were pessimistic at best, this facility allowed employers to challenge and grow their senior retail ground force...”

It is clear that there is an industry demand for the supply of higher level training that can be provided at a national level overcoming the concerns from national employers about the inconsistencies that are introduced by dealing with separate state authorities and training providers

Program and Participants

The National Enterprise Productivity Places Program trial offered 75 Diploma of Retail Management places to approximately 100 national retailers that have stores within Westfield Shopping Centres in December 2008. The program offer was overwhelmingly supported by the industry with enquiries received well in excess of the 75 pilot program places.

Applicants selected for the program had a very diverse range of qualifications and experience. They range from Senior Store Managers of national chains to a variety of other operations roles supporting the retail store environment. The vast majority of the participants have in excess of five years management experience in the retail sector and have experience across at least two retail brands.

The ARA Retail Institute also enrolled a number of business owners from small chains to ensure a breadth of experience and responsibilities were covered in the groups. This approach supported the learning of both those from small and large retail environments with varied levels of control and encouraged the sharing of initiatives and skills from all levels.

Following is a sample of the positions held by participants within the program:

1. Store Manager
2. Assistant Manager
3. State/Regional/Area Manager
4. Business Development Manager
5. National Sales Manager
6. Independent Business Operators
7. Franchise Owners.

There was a ratio of 67% Female to 33% Male participants.

The national retailers who have employees enrolled in the program include:

ABC Retail	Adairs	Gloria Jeans	Woolworths	Angus & Robertson
Aldi	Bras'n'Things	Dan Murphy	Payless Shoes	Ed Harry
AFL Stores	Cue Clothing	Louis Vuitton	Esprit	Harris Scarfe
Darrell Lea	Waves Surf	Sanity	Diva	Ripe Maternity Wear

Participants were selected from across the country. A breakdown by each state follows:

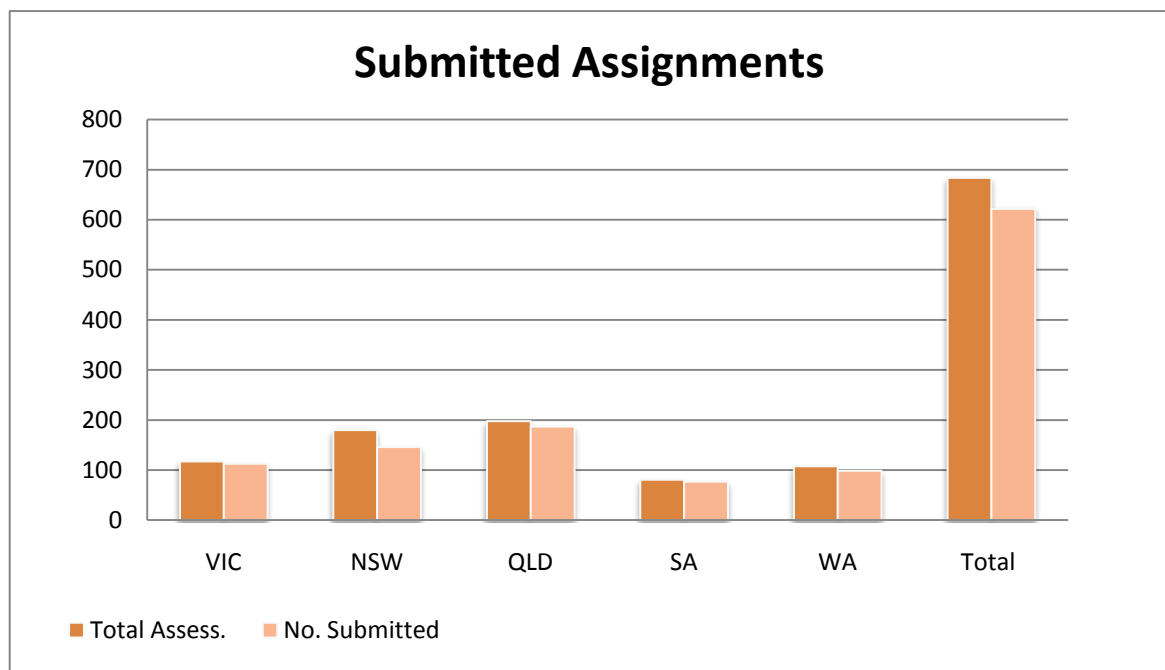
Westfield Group	Qualification	Number of training places utilised
Victoria	Diploma of Retail Management	14
New South Wales	Diploma of Retail Management	21
Queensland	Diploma of Retail Management	23
South Australia	Diploma of Retail Management	12
Western Australia	Diploma of Retail Management	12

Completions

Units were delivered in eight full day interactive workshops between March and November 2009, with the calendar developed in a format that allowed for a staggered delivery in multiple states. This provided flexibility for participants to attend alternative workshops where prior commitments may have interfered with attending enrolled workshops.

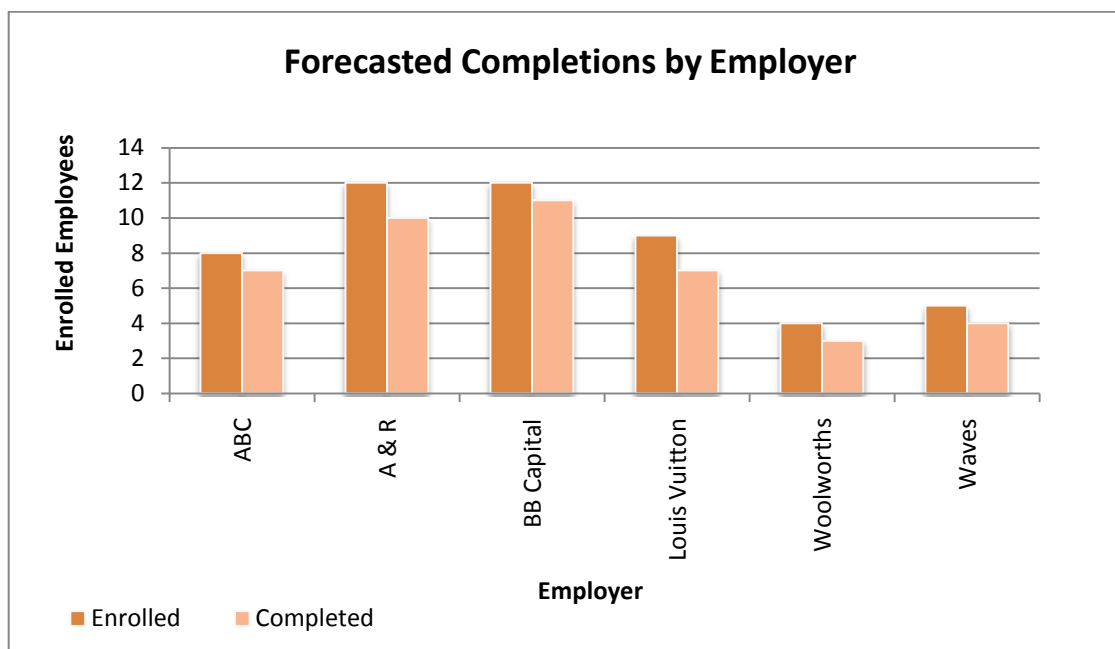
Participants were provided with a minimum timeframe of one calendar month to submit written assignments once the workshop had been attended. The final submission of materials is expected at the end of January 2010. This is to allow for the appropriate application of learning in the workplace as well as maintaining consistent time frames for the provision of material for assessment purposes. Leniency was considered because the pre and post Christmas trading period is regarded as the busiest time in the retail calendar. However, at this point in time, 91% of all assessments have been received.

The following table identifies the number of assessments required to be submitted against the number submitted by participant by state as at the end of January 2010.



- 83% of required material has been submitted and either has been, or is waiting, assessment.
- 77% of participants have now completed and submitted all material
- A completion rate of 91% has been achieved as of the submission of this report.

A representative sample of expected completions by Westfield participants is forecasted in the following graph:



The provision of the on line assessment facility greatly benefited participants with the completion of assignments, particularly due to ease of access, the facility to save incomplete material and return to it later, the timely supply of assessment material and the personal tracking of outcomes. This facility contributed positively to completions as well as supplying the provider with a continuous link to participants.

Attendance Management

At the commencement of this program a decision was made by the ARA to offer an additional seven places, based on the expectation of a limited amount of withdrawals from the program as well as endeavouring to match the overwhelming amount of interest received by industry. These additional places were provided under the same funding guise with costs absorbed by the ARA and increased the initial national intake to 82 places.

Throughout the training period a total of eight withdrawals from the course occurred. The main reasons provided for withdrawal were:

- Resignation from current employer
- Change of role and/or company and course no longer considered a priority
- Difficulty managing existing workload with study/attendance.

This fallout rate represents less than 10% of total enrolment. In comparison to industry trends in diploma level training, where a 30% plus participant loss is not uncommon, this reflects an exceptionally high retention rate.

“...This fall out rate represents less than 10% of total enrolment. In comparison to industry trends both for retention in Diploma level training (of) 30%...”

Delivery of training at a diploma level with appropriately identified candidates provided for active participation, retaining the attention of the participants who typically have identified retail as their chosen career and are looking to establish their knowledge through recognised accredited training.

With any withdrawal, employers were offered the option of providing an appropriately selected alternative employee to join the program. This option was taken up by both Cue and Adairs who each had one withdrawal. The final number of training places being utilised once withdrawals and additional allocations are taken into account is 76 students.

Statistically withdrawal from the diploma program occurred in the following states:

State	Number of Withdrawals
South Australia	3
Victoria	1
New South Wales	3
Queensland	1

Removal of Barriers

The provision of funding for a diploma program delivered nationally contributed enormously to the interest and participation levels of employers. The typical barriers that employees face are inconsistency of funding and inconsistency of delivery. Being able to alleviate these concerns up front provided greater opportunities for employers to participate, matching educational improvements within their teams to a Diploma in Retail Management.

To reduce barriers for any future programs, there is a need to provide flexibility to participants by offering alternative sessions in each state, so that participants can easily access workshop facilities where commitments may preclude initial attendance. This option was available during the National Enterprise PPP trial and allowed participants to work with the ARA to manage the successful inclusion of workshop contact hours.

“...Being able to alleviate these concerns up front provided greater opportunities for employers to participate...”

Opportunities also exist to further develop the mentoring role provided to participants that has been successfully utilised this year. The opportunity exists to expand this role in each state to maintain regular and consistent contact with participants, complementing the established relationship between classroom trainers and the participants.

There was provision to support participants who change job roles and/or employers throughout the year to improve the awareness of opportunities to continue with the program. This was successfully achieved in Queensland with two participants changing employer half way through the program where the new employer was contacted and agreed to the on-going involvement in the program.

Other examples of successfully removing barriers to completion have come about by the advantage of delivering a consistent program on a national basis. Some participants

transferred interstate with existing employers and were able to integrate into their new state program without losing momentum with the program. The option of make-up classes that were provided through the later months of the year was a final opportunity provided to participants, in recognition of the need for flexibility to deliver a successful outcome.

Impact of training

Feedback received from both participants and their employers to date has been strongly supportive of content, delivery and learning. Areas where training has been identified as having had a positive impact include:

- Confidence in dealing with colleagues from industry and articulating business position
- skills in evaluating industry from an external perspective
- internal communication with head office divisions to express areas of development
- deeper understanding of their business strategy and respect for business direction
- store based plans and business improvement
- motivation to consider progress in their retail career
- commitment to retail as a profession
- a perspective of the future
- an acute awareness of opportunities within the business.

Employer and Participant Feedback

10% of employers and employees were interviewed to ascertain their views of the program and the training delivery. Following are examples of feedback received:

Employer Feedback

Esprit – National Human Resources Manager

New South Wales

What value to the business has the Diploma of Retail Management been?

The social networking is an aspect that is not able to be replicated in the workplace, some of our people have grown up in Esprit, they don't know any other workplace and they can often become very insular, so to be able to mix with other like retailers is an education in its self. This is not to mention the fact they are put under pressure to submit assessments, present in front of their peers and complete business writing assignments which has stretched them in a very positive way. Another aspect is that through their assignment work they have been forced to interact and make contact with internal people within the company to ascertain information for their assignment, this has been great it has encouraged them to move beyond their department and have an understanding of the company as a whole. It has made them where Esprit sits in terms of the wider business; it has made them think about the bigger picture in terms of retailing and they way they are now viewing our Policies and Procedures and their responsibilities to the team in general.

How did you find the delivery of the program and the timetable?

Delivery was great, liked the trainers because they have industry experience, they could demonstrate hands on experience which our people could relate to. Eight sessions were enough, when you consider the workload in between classes sometimes they found it a little difficult.

Louis Vuitton – National Human Resources Manager**Victoria**

What value to the business has the Diploma of Retail Management been?

The consistency of information and access to other industry personnel is very important to our business. Louis Vuitton is very focused on policies and procedures and in some ways can be very inward looking but they also like to expose their staff to other industry practices. Louis Vuitton is very keen to expose their staff to Best Practice models in the retail industry. They also want them to share and participate and become a well rounded person. We are always looking for the balance between our internal training and external exposure.

How did you find the delivery of the program and the timetable?

It was great, the fact that the days were advertised at the beginning meant that the Store Managers could timetable people to attend well in advance, also because the classes were scheduled at the beginning of the week meant that we have the full staff complement to roster for the rest of the week.

ABC Retail – National Human Resources Manager**New South Wales**

What value to the business has the Diploma of Retail Management been?

The main value to our business has been the building of skills and knowledge and the exposure to other retailers that our employees have received. In the majority of cases participating in this program has been a major confidence boost to the participant, they have realised that they do know more than they have given themselves credit for and that they are actually part of an exciting career, not just a retailer.

The exposure to the calibre of the facilitators and their peers in the class has been immeasurable, it has opened their eyes to the way other retailers do things and their networking with other businesses has taken them beyond a learning experience it has been a business experience and opportunity. Feeling that they are part of an industry has been invaluable and it has shown in the way they have operated in their stores after the training program.

The business has noticed an improvement in the way the participants have operated since completing the Diploma, they have displayed initiative implemented management tools and customer service processes utilising the ideas and content from their training program. They have focused their energies on empowerment and have become self sufficient. The investment has been definitely worth it.

How did you find the delivery of the program and the timetable?

It suited the business. Definitely no longer, short and sharp is ideal. Whilst some participants might complain about the workload in-between classes I know that they would not sustain a course that went any longer than 1 year.

Participant Feedback

Ripe Maternity - Business Owner

Victoria

I am very grateful to have done the Diploma of Retail Management. I undertook the course at a very good time for me in my retail journey. It offered me a great opportunity to draw and reflect on my past experiences whilst identifying where the weaknesses lie in my management and the retail operations of the business...there are plenty but that's OK. I look forward to putting my learning into practice as I move forward.

I really enjoyed it, both the humorous debating that went on in the sessions and knuckling down to do the assessments. I enjoyed the discipline.

Diva – State Manager

Queensland

Thanks so much for the year, I have thoroughly enjoyed participating this year and will miss the study/interaction that the course has provided me, it has definitely provided me with an external form of motivation as I have loved extending my knowledge.

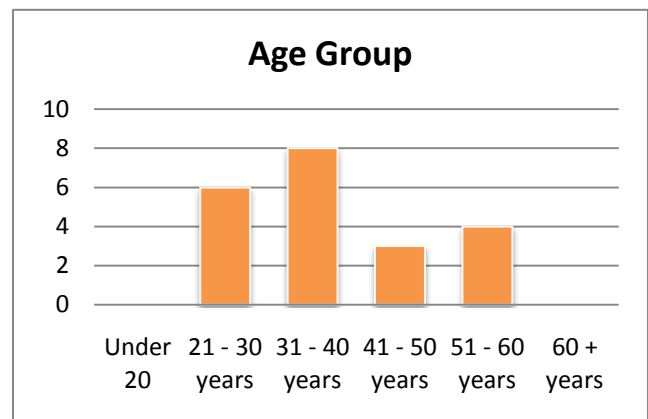
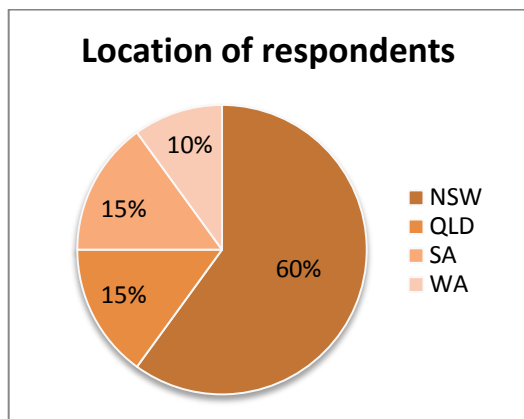
As for yourself you have been a great facilitator whom quickly encouraged our participation and feedback, and you were engaging from the beginning, you immediately had credibility- I always think that is the most important attribute of a trainer.

Survey Results

Service Skills Australia conducted an online survey with participating enterprises (employers) and participants (employees) of the National Enterprise PPP trials. The survey was developed to elicit further and more in-depth knowledge of employer and employee views on the course delivery, expectations and perceived outcomes. The survey was sent to 23 employers and 106 employee/participant email addresses. During the four weeks the survey was available online; two reminders were sent via email.

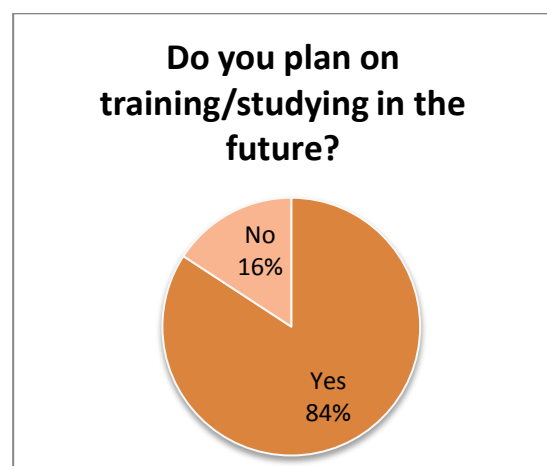
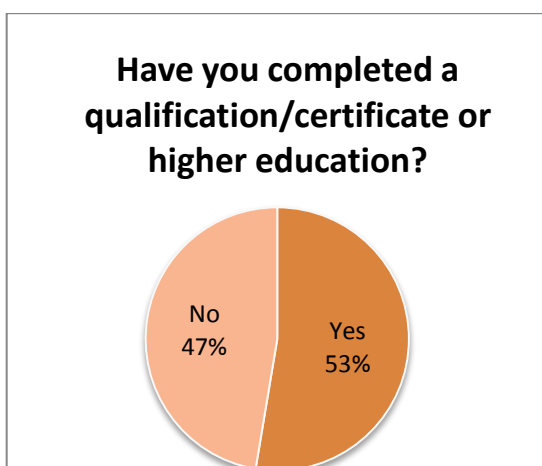
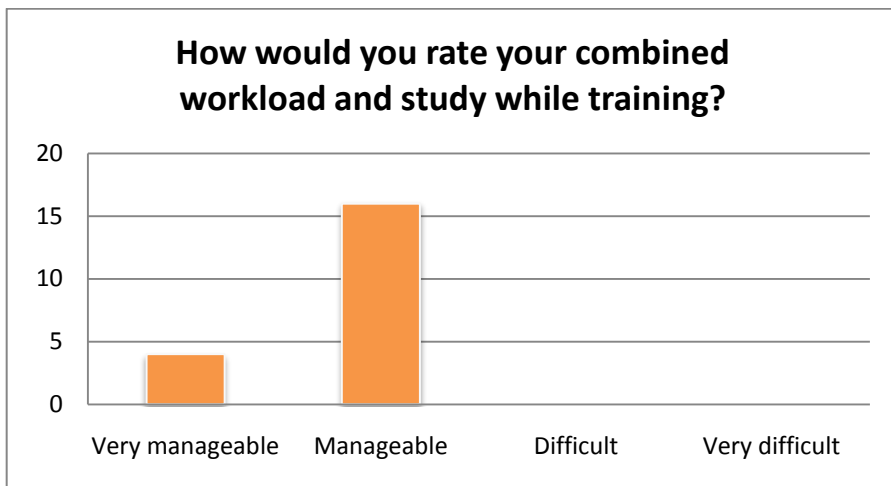
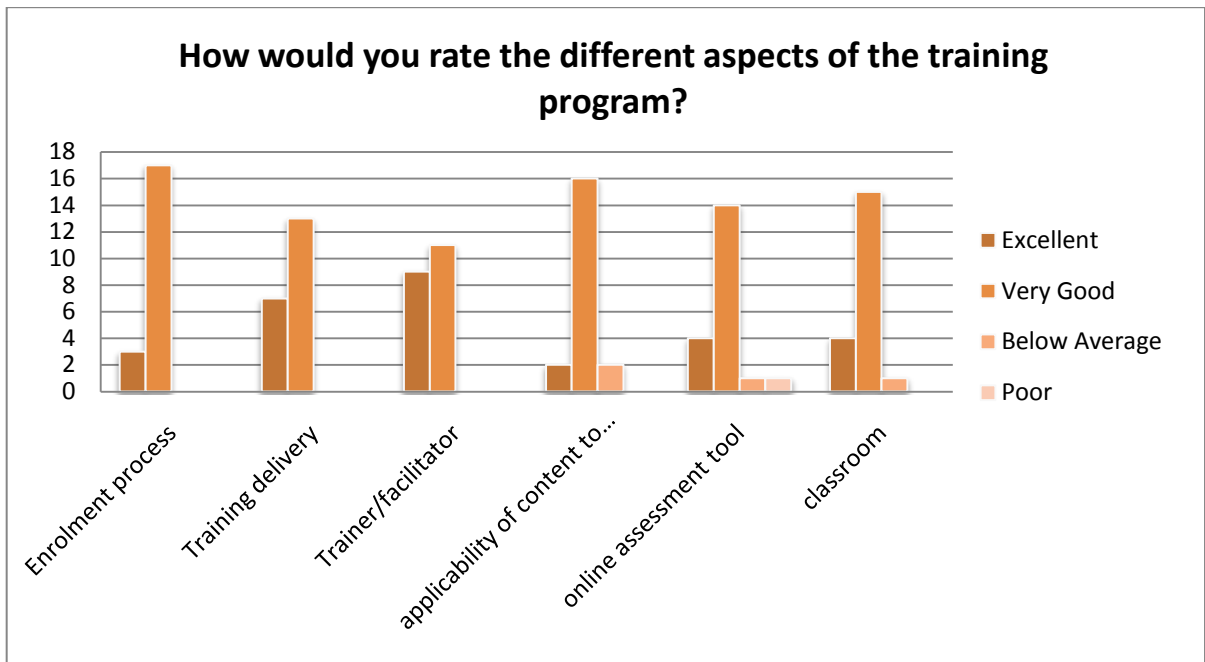
Westfield employee/participant online survey

An 18% response rate was received by employees/participants, however some responses were either incomplete or too small to ascertain a meaningful outcome and therefore we not graphed. The full survey instrument can be viewed in Appendix One.



- All respondents indicated they work more than 38 hours per week





Westfield Employer Online Survey

The 23 employers who participated in the National Enterprise PPP trials were invited to participate in an online survey to provide information about their views on the training program delivered. The full survey instrument can be viewed in Appendix Two. The response rate to the survey fell below 15% and was therefore too small to ascertain a meaningful outcome. Unable to draw reasonable conclusions from the survey, individual responses provided valuable insight into the program.

In summary, the employers who responded to the survey:

- Did not experience any barriers in participating and were satisfied with the program overall
- Identified themselves as a large organisation (>100) with employees participating in the program in the following states NSW, VIC, SA and QLD
- Employees were selected to participate either through: volunteering themselves or the employer identified the need/opportunity to up-skill an existing worker
- There were mixed responses on the productivity gain for their business. One retailer was “unsure...all members found the course interesting but some of the information they already knew, depending on their position”. It wasn’t considered to improve productivity from another retailer because it was a “different level of application to my role”. The respondents to the survey could not identify the gain in productivity for their business as a result of participating in the PPP trial. It should be considered that participants need time to apply/implement the skills and knowledge learned into their workplace, therefore the productivity gain may not be apparent till later in the year.
- Retailers said they would participate in the PPP again and would be prepared to fund it at the same cost (that is, they found value for money in participating in the program, but would not fund the full cost of training)
- The program delivered an increase in the knowledge of other areas of the business the participant would not normally have knowledge of including a better understanding of retailer operations
- Found the 9 units of competence undertaken by participants either very applicable (50% of responses) or applicable (50% of responses) to the workplace.

Strategies for identifying and addressing future skill needs

ARA and the Westfield Group conducted Training Needs Analysis (TNA) and skills analysis prior to enrolment of participants into the Diploma of Retail Management program. They provided national retail employers clear eligibility guidelines in terms of potential applicants that would be recommended for the program via an Expression of Interest (EOI) process.

The training needs analysis identified deficiencies in the following areas:

- Retail financial and operational skills
- Leadership and human resource management
- Visual merchandising strategies .

The units of competency selected in the delivery of the Diploma of Retail Management addressed the areas of deficiency identified above:

- SIRXFIN005A – Manage operations to budget
- SIRXMGT005A – Set strategic plans
- SIRXHRM001A – Administer human resources policy
- SIRXINV004A – Buy Merchandise
- BSBFLM503B – Manage effective workplace relationships
- BSBMGT052A – Manage people performance
- BSBMKG503A – Develop a marketing communication plan
- SIRXMER004A – Manage merchandise and store presentation
- SIRXSLS005A – Manage sales and service delivery.

“...allowed for both national and smaller retailers to access a consistent quality program across all states, which promoted retail as a career...”

It was also an opportunity for participants to apply for Recognition of Prior Learning (RPL). Only one participant applied as a result of completing the TNA.

On receipt of EOIs from the national employers, ARA provided each potential applicant with a combination TNA and eligibility tool for completion and return to ARA. This allowed the ARA Head of Programs to evaluate and assess the skill sets, relevant experience and job roles to prioritise enrolment offers and review training needs.

The ARA conducted both formal and informal employer surveys during the program to better understand these issues. This feedback will be used to ensure that the programme the needs of the students and their employers and provides a basis for future programs.

Feedback was also requested from all participants at the conclusion of every workshop for the purposes of identifying opportunities for improvement as well as confirmation of the strengths of the program. Final session feedback forms also allowed the opportunity for participants to comment on the overall program, all developed with the aim of continuous improvement.

The following improvements have been made to upcoming programs as a result of the feedback:

1. Adapting the unit selection to include a specialisation in the following areas:
 - Managing industrial relations policy and processes (A deeper level of knowledge and skill around industrial relations and implications for retail businesses has been requested). Materials for this unit have been developed by a leading industrial relations specialist with strong and current knowledge of changes that impact on the Australian retail industry
 - Developing sales strategy – taking the sales process from a management level with the unit *Manage sales & service delivery* to a more strategic level
 - A higher level visual merchandising unit introduced (*Develop and apply strategies for merchandising and corporate presentation*) to engage participants on a more strategic level
 - Added the unit *Initiate and implement change* at conclusion of the program to support participants in pulling together all business improvement strategies identified in each unit into a well balanced change management plan.
2. Expanded workshop delivery from eight to nine full days with an appropriate industry specialist aligned to each unit of delivery
3. Increased the workshop activities to include a current industry case study analysis for each topic area and updated all activities to ensure improvements further stimulate workshop discussion and sharing of initiatives
4. Engaged external support in reviewing quality of program materials and editing to improve standards
5. Additional emphasis on business improvement with improvements to the tools used to apply learning to their business.

Host Enterprise Evaluation

Westfield, as the host enterprise, worked closely with ARA with ongoing industry support, monitoring and evaluating of the National Enterprise PPP Trial delivered by ARA Retail Institute. This process was in place from March 2009 onwards with regular feedback and meetings between Westfield, ARA and Service Skills Australia. A post-program review has been held with Westfield covering the detail contained within this report.

“...Westfield will continue to support any similar programs into the future...”

The key feedback from Westfield was that the National Enterprise PPP Trial allowed for both national and smaller retailers to access a consistent quality program across all states, which promoted retail as a career and the professional development of retail executives within the industry. 47% of participants did not have any formal qualifications and the National Program provided the participants the opportunity to achieve a recognised national qualification. This will in turn continue to promote the value of nationally accredited training and qualifications with major retail chains.

Westfield supports providing retail education opportunities which will lift management standards and showcase retail as a career of choice. Consequently, Westfield will continue to support any similar programs in the future.

Methodology to complement completion

The ARA Retail Institute introduced an online assessment facility during the trials for the Diploma of Retail Management. This allowed students the flexibility to access content including all assignment material for each of the nine units wherever they had internet access.

To assist with the student's time management for the timely completion of assignments, students would receive a notification of due dates for material each month – one notification a fortnight before material was due and another two days before the deadline. Where work remained outstanding beyond the due date, further follow up occurred automatically, supported by direct follow up from the assessor when required and was also highlighted on internal reports. Students were also able to track the progress of all major assignments submitted and receive detailed outcomes immediately.

This online facility also allowed the provider to review progress and track expected completion dates for individuals. It also allowed for progress reports to be developed for interested employers and thus ensured the consistency of communication between all participants.

A mentor was also available to each participant during the trial. Enquiries relating to content, case studies or assignments could be directed to the mentor either electronically or over the phone. The mentor offered participants another resource to support the training and assessment process.

A completion rate of 91% indicates that the delivery and assessment methodology undertaken was extremely successful, highlighting that participants valued the ability to access content and assessment material at any time.

RPL Opportunities

The option of Recognition of Prior Learning was discussed and offered to all participants and further discussions were held with individuals who made direct enquiries. While one participant in Queensland did secure a Direct Credit Transfer for two units due to previous studies, all other participants opted towards the conventional completion of the program rather than pursue RPL.

Participants did not identify any barriers to applying for RPL. Whilst in the main, they have significant retail experience and held high level positions they did not hold a formal retail qualifications and saw the benefit of participating in the full course of delivery.

Some of the reasons given by participants who chose to complete the full course as opposed to applying for RPL were:

- The social networking aspect that is not able to be replicated in the workplace
- To be able to mix with other retailers is an education in itself
- Looking for the balance between internal training and external exposure
- The confidence gained in participating in a training program
- Ensuring that their retail skills were relevant and to current industry standards.

Employer Report Two – Woolworths

At the start of this trial, the two critical issues facing Woolworths were an economy experiencing record low rates of unemployment, and record high rates of employment participation. As such, the employment and retention of skilled employees was becoming increasingly difficult. A tight labour market means greater competition for the limited pool of skilled workers.

While the labour market has started to loosen, engagement and retention are still key issues faced by the business. However the current more pressing issue faced, not only by Woolworths and the retail industry but the world economy, is the current turmoil faced by the global economic markets. Even with these changes in the labour and economic markets, the development of core retail skills at a Certificate III and Certificate IV level remain an integral part of Woolworths' sustainability and future success.

Woolworths have identified that for them to continue to grow they need to continue to develop the future leaders of their business. With this tight economic environment Woolworths have identified the need to produce a team which is competent, innovative and ready for any challenges that lie ahead.

In tough economic times successful companies invest in what they know will bring them a return and Woolworths has recognised that investing in their people is both a savvy and secure venture.

Strategies for identifying and addressing future skill needs

Woolworths has a clearly identified program of development and training which is mapped to career paths an individual may follow within each of its brands.

These processes are in place to assist Woolworths to recruit, develop and retain staff at the levels which we require to support not only current business trading levels but also future growth.

They have identified that within their Retail Operations business areas, traineeships at a Certificate III in Retail and Certificate IV in Retail Management level are crucial to providing entry level and future managers with the key outcomes they require to perform their roles.

“While the labour market has started to loosen, engagement and retention are still key issues faced by our business...labour and economic markets the development of core retail skills at a Certificate III and Certificate IV level remain an integral part of Woolworths' sustainability and future success”

Participants

Participants were selected from across the country. A breakdown by each state follows:

Woolworths Limited	Qualification	Number of training places utilised
Victoria	Certificate IV in Retail Management	47
New South Wales	Certificate III in Retail	38
	Certificate IV in Retail Management	21
South Australia	Certificate III in Retail	16
ACT	Certificate III in Retail	11
	Certificate IV in Retail Management	12

Additional information requested by DEEWR:

Program	NESB	Indigenous	People with a disability	Average Age
Retail PPP	0	0	0	31.67

Completion Rates

As the two programs have a nominal duration of two years, 90% of Woolworths' participants are still in training. To date, ten students have completed early and twelve have withdrawn. Withdrawals have been as a result of participants leaving Woolworths employment, maternity leave or moving positions within stores. The results of the exit interviews were not available at the time of this report. 67% of modules in Certificate III in Retail have been delivered with 18% of participants having been deemed competent in these modules. 68.5% of modules in the Certificate IV in Retail Management have been delivered, with 31% of participants having been deemed competent in these modules.

Woolworths goal at the start of the program was to increase their completion rates from a base of 60%. Whilst they are only part way through the program, a 76% retention at this stage places them in a good position to achieve this target. Data gained within Woolworths and that available to Service Skills Australia from various sources indicates that the majority who drop out from a qualification do so in the first six months of training.

The high numbers of early completions have been the result of changes to how Woolworths approached the delivery of training as part of this project. Woolworths have introduced the concepts of block training and where appropriate greater levels of integrated assessments.

While the Woolworths team members have found the training challenging and beneficial many have indicated that the pace of the program was too quick in this new format. Woolworths are currently investigating whether this has had any part to play in those numbers that were lost. Of the twelve withdrawals they have had nine cancellations, the remaining three being terminations from the business. Woolworths' focus in 2010 will be on interviewing the nine cancellations to gain greater understanding as to why they did not wish to complete the program.

Employer and Participant Feedback

Our key contact in Woolworths during the National Enterprise PPP trial was the Human Resources Manager. His comments on the program are below:

“Service Skills Australia has provided Woolworths with great support throughout the program... the ongoing access and support provided has proved invaluable... (SSA) has been on hand for any areas of concern or confusion.”

Service Skills Australia will continue to work with Woolworths as part of our commitment to the National Enterprise PPP trial, and monitor the progress of the 145 trainees. We will be seeking feedback from these participants at the end of the traineeship on their views of the training, delivery and their future prospects.

Woolworths participants are only ten months into a two year program, therefore definitive conclusions regarding the success or otherwise of this program cannot be drawn. To gain an insight into the progress of the training delivery, a cross section of participants from the program were interviewed to ascertain their views. The following feedback was received from participants on what they hoped to get out of the training program:

Male participant, 25-39 years old

Country Victoria

“To further develop skills required to perform, not only in my current position but roles I hope to be doing in the future”

Female participant, 40+ years old

Country Victoria

“(I’d like) to be able to do my job better, help other department managers with their questions and guide and assist employees.”

Female participant, 15-24 years old

Sydney

“(I’d like to) learn new ways to manage situations and work with others and open doors to promotion and other work”

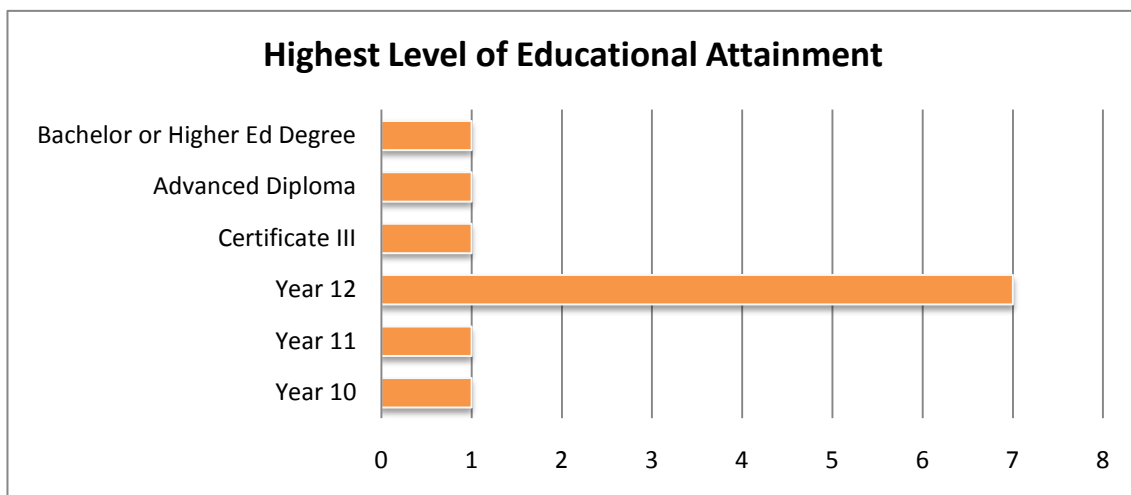
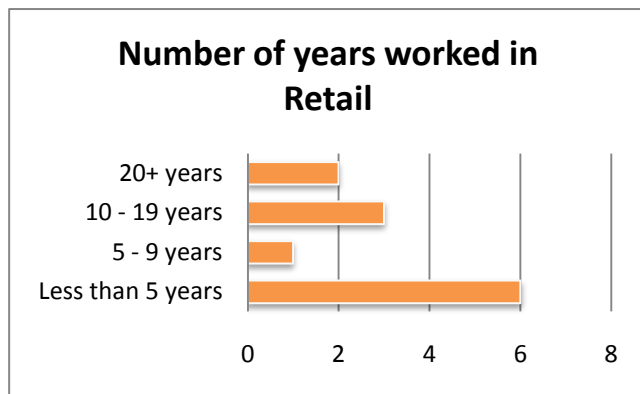
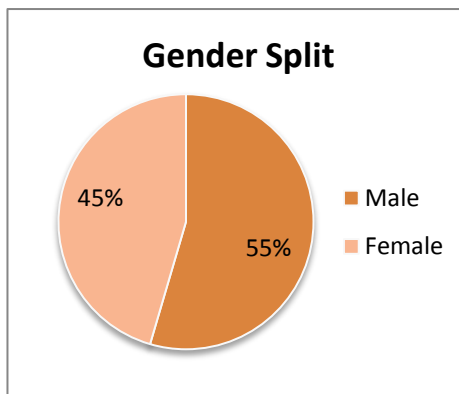
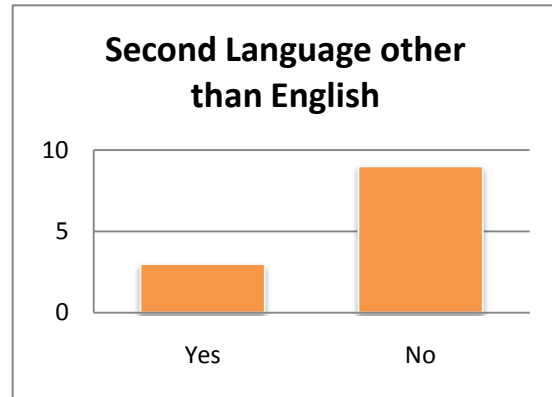
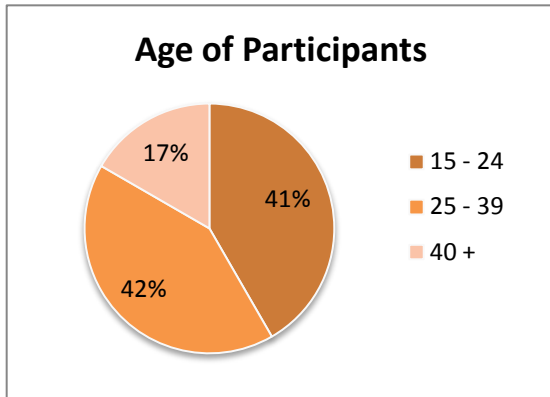
Male participant, 25-39 years old

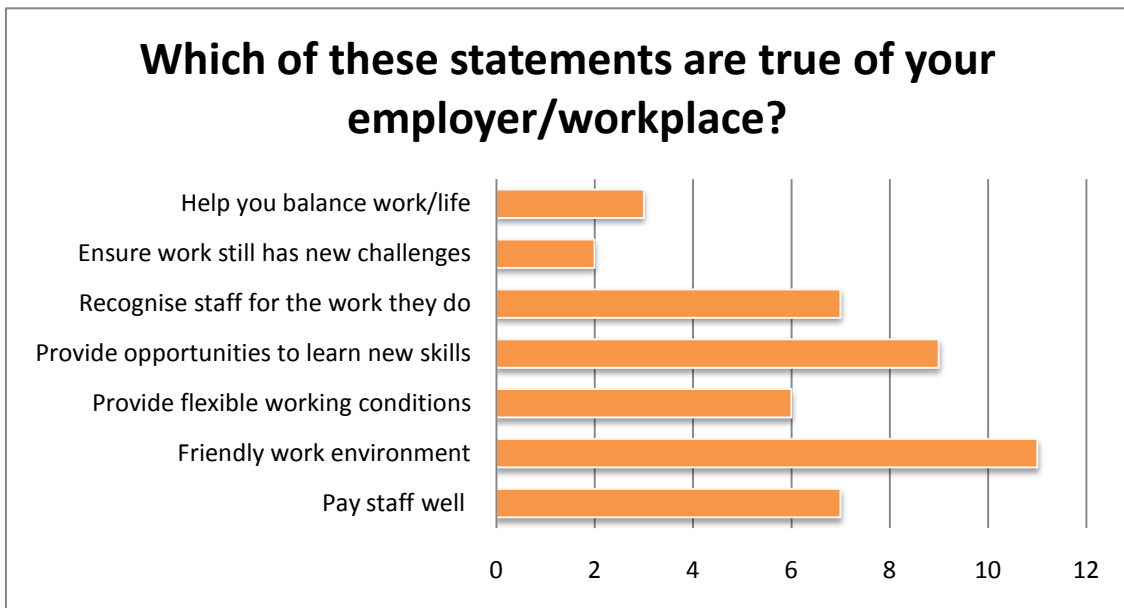
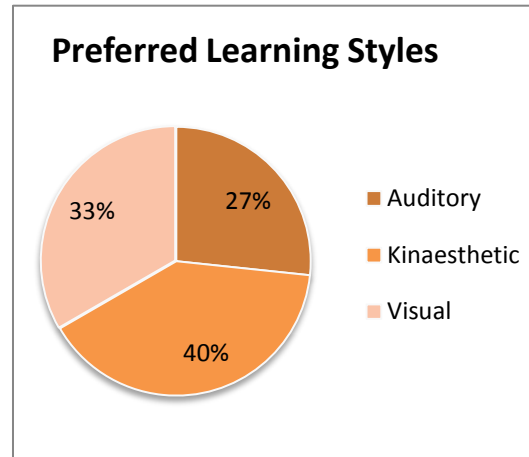
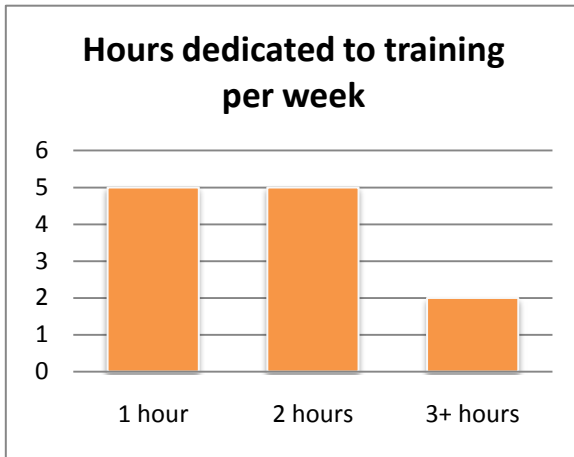
Sydney

“I wanted to learn more about the business and their policies and procedures. I plan to be running my own business in 5 years”.

Survey Results

A cross section of employees that undertook training with Woolworths participated in a face to face interview, the employees were from regional Victoria, Canberra and Sydney. The full survey instrument can be viewed in Appendix Three.





Evaluation of Program

Introduction

Service Skills Australia's evaluation of the National Enterprise Productivity Places Program has examined the variations between the two national organisations in terms of:

- Delivery
- Timeframe of delivery
- Type of participants i.e. trainees and employees
- Training venues
- Host provider
- Trainers
- Assessors.

Evaluating the program is a major component of identifying the outcomes of the project. With a percentage of the Woolworths participants completing training over a two year period, the remaining over one year, and Westfield over one year, more than one evaluation process needs to be conducted.

In assessing how best to conduct the evaluation of this project it was agreed by all the partners that a one size fits all was not the best approach. Due to the time constraints placed on retailers in terms of their work load it made sense to use a variety of evaluation processes to reach as many people as possible and gain the most valuable information from all involved in the project.

Implementing the evaluation instruments:

The evaluation approaches engaged during the project were:

- Face to face interviews
- Telephone conversations
- Online survey
- Face to face surveys.

“...in assessing how to best conduct the evaluation (it was agreed) that a one size fits all was not the best approach...”

Face to face interviews were conducted with a number of retail employers in Victoria and New South Wales. This approach gave the employer the opportunity to discuss their views in a relaxed manner and to highlight any changes to the program they would like to see in the future.

Regular telephone conversations were conducted with Woolworths, Westfield and the ARA during the life of the project; this was to ensure the project was running to time and to identify any issues that needed attention. Telephone and face to face meetings were conducted with the project manager of the Agrifood Skills Council to gain an insight to the parallels of the two projects with Woolworths.

Methodology

Service Skills Australia sought to obtain additional information from participants around their satisfaction with the program as well as the perceived benefits gained from participation.

A survey was undertaken using *Survey Methods* – an online survey tool deployed via email to the participants in the Westfield National PPP trials and to their employers. A copy of the survey is available in Appendix One.

Through participant contact details received by the Australian Retailers Association, the survey was emailed out and went live on Thursday 29 October 2009 and remained open for approximately 4 weeks (survey responses closed on Monday 30 November 2009).

Analysis of Evaluation

As mentioned above, as a result of the investment by DEEWR and Woolworths into the training of Woolworths existing workers, Woolworths now believes they are now in a position of having higher trained more competent staff that can provide greater levels of service to their customers. Woolworths were also able to trial and test new forms of delivery and measure the impact these had on transfer of learning and completion rates. While a number of the participants have yet to complete their studies they have already started utilising these concepts more broadly.

Westfield and the ARA encourage a national approach to training and delivery. Providing multiple opportunities to attend each unit in a variety of states proved invaluable to many participants to maintain up to date contact with the program and undoubtedly contributed to an exceptionally high attendance rate. Combined with the national aspect of this program, it gave every enrolled employee the facility to maintain the appropriate amount of contact hours to comply with the program. This is an incredibly positive aspect that can only be achieved through the delivery of a consistent national program.

It has been agreed by both organisations that the survey results and employee/employer comments (identified earlier in this report) are testament to the success of this project.

Service Skills Australia has undertaken research in 2009 with stakeholders who are either providing or looking to provide training in our industries and through feedback from our Industry Advisory Committee regarding PPP implementation via the state jurisdictions. Feedback received by Service Skills Australia into the implementation of the PPP indicates a perception amongst our industries that the program for both existing workers and jobseekers is bureaucratic, inconsistent in its application and not capitalising on the outcomes it was meant to deliver. In addition, the program for job seekers is weighted too heavily towards what training organisations wish to deliver rather than what industry requires.

This difficulty faced by our enterprises and industry stakeholders is being exacerbated further by the differing models each state or territory is taking in the implementation of the program. For training providers or enterprises that operate in multiple jurisdictions this is particularly so. In order to achieve the best outcomes, the system needs to be industry driven and the outcomes should be skills for jobs, not learning for learning's sake.

Woolworths and Westfield have applauded the central management of this pilot on many occasions. For national companies to deal with just one organising body has alleviated the multitude of state and territory differences and reduced the management process to a minimum.

The National Enterprise Productivity Places Program has the potential to deliver a national program for industry, targeted to industry skill requirements, delivered by high quality training providers, and implemented in a streamlined and consistent manner.

Conclusions

One of the greatest benefits identified by participants and employers of the Westfield pilot program is the consistency achieved by delivering a national program. Utilising one strategic template across every state instilled confidence in national employers knowing that interpretation and application of materials and content would be set to the same standard regardless of which state it was being delivered in.

This national consistency was reflected in all resources utilised:

- Workshop training plans and delivery
- Workbooks
- Case studies
- PowerPoint presentations
- Online facility
- Assessment
- Mentoring.

It was also reflected in the communications that occurred between the provider and employers with the benefit of dealing with one body who could report using consistent methods on all participants regardless of location or state.

The demand by industry to continue to provide this type of consistent approach nationally is overwhelming as the feedback from many operators reflects. Employers are looking to build a relationship with a training provider that has the facility to provide consistently on a national level to actively reflect the demands and needs of national retailers.

The initiatives proposed out of the PPP pilot program to date have been well received by Woolworths. The close links to not only their training needs analysis but also their business strategy demonstrates the true value of the program and the investment being made. As the training is still under way with a number of students yet to complete the project Woolworths will review its success in 2010 and will continue to keep Service Skills Australia informed on the outcomes achieved from this project.

The inclusion of the Industry Skills Councils in the allocation and management of PPP funding as part of this project is a process Woolworths supports moving forward. This pilot program allowed access to greater funding and encouraged further investment by Woolworths in existing worker training. The support of the Service Skills Australia and focus this project had also allowed greater data gathering and self reflection on which elements trailed proved beneficial and which require further adjustment.

It is evident throughout this report that both Woolworths and Westfield have achieved success though this opportunity to participate in the pilot. The success can be identified predominantly through the following factors:

- The training was industry specific
- Freedom from complying with a variety of state policy frameworks provided the opportunity to focus in on business outcomes

- Consistent reporting reduced costs to employers to undertake training – as demonstrated by their willingness and ability to pay for 50% of the training fee (as opposed to traineeship subsidies)
- The customer focused/account management approach that Service Skills Australia took provided the opportunity to garner valuable feedback on both projects and learn about two different approaches.

Appendix One: Westfield Employee Questionnaire Tool

Page 1 - Welcome from Service Skills Australia

Service Skills Australia is the Industry Skills Council for the service industries. Skills councils are the recognised national bodies providing advice on industry training and skills development needs to government and industry.

The National Enterprise Productivity Places Program trials piloted a training approach where the Federal Government worked in partnership with industry to pilot training for the existing workforce.

This pilot was undertaken as a joint venture between Service Skills Australia and Westfield Ltd/Australian Retailers Association to increase the skills of existing workers in the retail industry.

The Australian Government covered up to 50% of the cost of training, while national enterprises provided the remaining funding.

This survey is seeking to obtain feedback from the training you have recently undertaken. All feedback you provide to us will remain anonymous. Your comments, views and feedback will greatly assist us to evaluate this pilot and the future amendments to the National Enterprise Productivity Places Program.

If you have any questions regarding this survey, the training or the project – please do not hesitate to contact Barbara Hawkins e: barbara@behc.com.au or My-Le Kha e: mkha@serviceskills.com.au or by phone 02 8243 1200.

Kind Regards
Kit McMahon
General Manager
Service Skills Australia

Survey Details:

Survey Opens: 30 October 2009
Survey Closes: 20 November 2009

Page 2 - About the participant

1. Please enter your business postcode
2. What is your age group
 - Under 20
 - 21 - 30
 - 31 - 40
 - 41 - 50
 - 51 - 60
 - 61 and over
3. On average, how many hours a week do you work?
 - less than 10 hours
 - 10-19 hours
 - 20-29 hours
 - 30-38 hours
 - more than 38 hours
4. What is your employment status?
 - Full time
 - Part time
 - Casual
 - Contract
5. How many years have you worked in the retail industry?
 - less than 2 years
 - 2-4 years
 - 5-9 years
 - 10-14 years
 - more than 15 years

Page 3 - About the Program

6. How would you rate the different aspects of the training Program?

	Excellent	Very Good	Below Average	Poor
enrolment process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
training delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
trainer/facilitator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
applicability of content job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
on-line assessment tool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
classroom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. As a result of completing the Diploma of Retail Management:

- were you promoted to a higher position
- have gained new skills/ knowledge
- have gained increased responsibilities
- have added value to the company
- If other, please specify

8. Do you have any suggestions on how the Program can be improved?

9. How would you rate your combined workload and study while training?

- Very Difficult
- Difficult
- Manageable
- Very Manageable

Page 4 - About your previous training/ qualifications

10. Before participating in the Diploma of Retail Management, did you completed a qualification/ certificate or higher education?

- Yes
- No

Page 5 - About your previous training/ qualifications

11. Please tell us about the other qualifications/ certificates or higher education you have completed? *Please be specific eg Certificate IV in Retail*

12. Please tell us if the course(s) were:

- full time
- part time
- traineeship

Page 6 - About your future plans for further training/ study

13. Do you plan on training/ studying in the future?

- Yes
- No

Page 7 - About your future plans for further training/ study

14. What type of training/ study do you plan to complete? *Please be specific.*

Page 8 - Thank you for completing this survey

15. Service Skills Australia thanks you for your feedback.

Would you like to receive the outcome of this survey? *Complete the following to ensure the report gets to you.*

Name:

Email:

Phone/Mobile:

Appendix Two: Westfield Employer Questionnaire Tool

Westfield in National Enterprise Productivity Places Program trial

Page 1 - Welcome from Service Skills Australia

Service Skills Australia is the Industry Skills Council for the service industries. Skills councils are the recognised national bodies providing advice on industry training and skills development needs to government and industry.

The National Enterprise Productivity Places Program trials piloted a training approach where the Rudd Government worked in partnership with industry to pilot training for the existing workforce.

This pilot was undertaken as a joint venture between Service Skills Australia and Westfield Ltd/Australian Retailers Association to increase the skills of existing workers in the retail industry.

The Australian Government covered up to 50% of the cost of training, while national enterprises provided the remaining funding.

This survey is seeking to obtain feedback from the training your employees have recently undertaken. All feedback you provide to us will remain anonymous. Your comments, views and feedback will greatly assist us to evaluate this pilot and the future amendments to the National Enterprise Productivity Places Program.

If you have any questions regarding this survey, the training or the project – please do not hesitate to contact Barbara Hawkins e: barbara@behc.com.au or My-Le Kha e: mkha@serviceskills.com.au or by phone 02 8243 1200.

Kind Regards

Kit McMahon
General Manager
Service Skills Australia

Survey Details:

Survey Opens: 30 October 2009
Survey Closes: 20 November 2009

Page 2 - About the business

- In which state did the business participate in the Program? *Multiple choice*
 - NSW
 - VIC
 - SA
 - WA
 - QLD
- Which of the following best describes the business?
 - employs 1-10 people
 - employs 11-19 people
 - employs 20-99 people
 - employs 100+ people

Page 3 - About participating in PPP

- How many of your employees participated in the Program?
 - 1-5
 - 6-10
 - 11-15
 - 16+
- Did you experience any barriers in participating in the program?
 - Yes
 - No

Page 4 - About participating in PPP

5. What barriers did you experience?

6. Were your issues resolved?

- Yes
- No

Page 5 - About participating in PPP

7. Did the Program provide value for money?

- Yes
- No

Page 6 - About participating in PPP

8. Has the Program improved the productivity of your employees?

- Yes
- No

Page 7 - About participating in PPP

9. How would you describe the increase in productivity?

Page 8 - About participating in PPP

10. Why wasn't the Program considered to improve productivity?

Page 9 - About participating in PPP

11. Will your business participate in the Program again if you had the opportunity to do so?

- Yes
- No

Page 10 - About participating in PPP

12. Would the business be prepared to:

- fund the full cost of training
- fund at the same cost

Page 11 - About participating in PPP

13. What skills/ knowledge did the Program deliver? *eg an increase in motivation, responsibilities* Please be specific?

14. The following retail topics were delivered to all participants undertaking the Diploma of Retail Management. Please rate the applicability of the topics to your workplace:

	Very Applicable	Applicable	Not Applicable	Not at all Applicable	Not sure
Set Strategic Plans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Manage Merchandise and Store Presentation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Buy Merchandise	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Manage Operations to Budget	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Manage Effective Workplace Relationships	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Administer HR Policy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Manage People Performance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Develop a Marketing Communications Plans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Manage Sales & Service Delivery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

15. Please rate your satisfaction on the following aspects of the Program to your business?

	Extremely satisfied	Satisfied	Dissatisfied	Extremely dissatisfied
applicable to employee current skills sets	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
training timeframes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
use of employee online assessment tool	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
minimal administrative workload on employer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
communication with RTO	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

16. How were employees selected to participate in the Program?

- they volunteered
- random selection
- employer identified
- If other, please specify

Page 12 - Thank you for completing this survey

17. Service Skills Australia thanks you for your feedback.

Would you like to receive the outcome of this survey? *Complete the following to ensure that the report gets to you.*

Name:

Email:

Phone/Mobile:

Appendix Three: Woolworths Questionnaire Tool

NATIONAL ENTERPRISE PRODUCTIVITY PLACES TRIALS

Participant Profile

A key component of the National Enterprise Productivity Places Program Trials is to gather information from participants to identify training and skill development needs and concerns, as well as thoughts about working in the retail industry. All the information collected is entirely confidential and will be used to ensure the National Enterprise Productivity Places Program Trial is tailored to meet the specific needs of participants and their employers. To assist us with this can you please answer the questions on the following pages

FIRST NAME:

SURNAME:

ADDRESS:

SUBURB:

POSTCODE:

STATE:

PHONE:

MOBILE:

WORK :(__)

Email:

PLEASE CIRCLE THE NUMBER/S BEST MATCHING YOUR RESPONSE**1. Please indicate your age bracket:**

[1] 15–24

[2] 25-39

[3] 40 and above

2. Gender:

Male Female

3. Are you of Aboriginal or Torres Strait Islander origin?

[1] Yes

[2] No

4. Do you speak a language other than English at home? (If more than one language, specify the one that is spoken most often.)

[1] Yes please specify

[2] No

5. On average how many hours a week do you work?

[1] Less than 10 hours per weeks

[2] 10 – 19 hours

[3] 20 – 29 hours

[4] 30 – 38 hours

[5] More than 38 hours

6. Employment status:

[1] Full time

[2] Permanent part time

[3] Casual

[4] Contract

7. Briefly describe the key duties/responsibilities of your current position (such as budgeting, HR, strategic planning, rostering, merchandising, IR etc.) in the space below.

8. Thinking about your current job, which skills are most important to your job success?

9. How many years have you worked in the retail industry?

[1] Less than 5 years

[2] 5 – 9 years

[3] 10–19 years

[4] at least 20 years

10. How many employers have you had in this time?

1 2 3 4 5 6 7 8 9 10+

11. Please list your previous positions (last five years only)[1]

[2]

[3]

[4]

12. Why are you undertaking this course?

[1] It was a requirement of my job

[2] I wanted extra skills for my job

[3] To assist in getting a promotion

[4] To get into another course of study

[5] For personal interest or self development

[6] Other reasons

Please specify

13. What is the highest education level you have completed?

[1] School Year 10 (or lower)

[2] School Year 11

[3] School Year 12

[4] Certificate III (or Trade Certificate)

[5] Certificate IV (or Advanced Certificate)

[6] Advanced Diploma or Associate Degree

[7] Bachelor Degree OR High Degree

14. What qualifications do you have?

[1] Specific to the retail Industry (e.g. Certificate III in Retail)

[2] From other industries.

15. Have you undertaken any training in the past 3 years?

[1] Yes

[2] No

16. Was the training paid for/provided by your employer?

[1] Yes

[2] No

17. Are you currently involved in delivering any training to others in your workplace?

[1] Yes please specify

[2] No

18. What is your preferred learning style?

[1] Visual Prefer to read information and view pictures first

[2] Auditory prefer to listen to ideas and instructions before trying something

[3] Kinaesthetic prefer to just jump in and have a go at doing it

19. Which of these statements are true for your employer/workplace?

(Please circle all that apply.)

- [1] Pay staff well
- [2] Friendly work environment
- [3] Recognise staff for the work they do
- [4] Ensure work still has new challenges
- [5] Provide flexible working conditions
- [6] Help you balance work/life
- [7] Provide opportunities to learn new skills
- [8] None of these

20. What type of support is your manager offering during your participation in this training?

- [1] Time off work to attend training
- [2] Study allowance
- [3] Time in lieu
- [4] Assistance with learning
- [5] Other – please specify

21. How many hours do you dedicate towards your training program each week, including:

- [1] Attending formal training
- [2] Course work
- [3] Research
- [4] Contact time with your manager and/or mentor?

22. Does your employer have a formal mentoring program?

- [1] Yes
- [2] No
- [3] Not formal, but informal mentoring happens

23. What do you like about working in the retail industry?

24. What don't you like about working in the retail industry?

25. Where do you plan to be in 5 years time?

[1] Doing same job

[2] A promotion within the business

[3] Raising children

[4] Running own business

[5] Retired

[6] Working in another industry - please specify

[7] Working in a different position in the retail industry - please specify

26. What do you hope to get out of completing this training program?

DECLARATION:

The information contained in this form and collected regarding your training & development progress will be made available for the purposes of internal research; monitoring; project data; and to report to the Department of Education Employment and Workplace Relations as the funding body of the National Enterprise Productivity Places Trials. I therefore declare that the information contained in this form is true and correct and give permission for my personal details and training data to be used for the purpose stated above.

Name:

Date: ___/___/___

Signature:
