



Guide to Online Training

Best Practices

ACCELERATING LEARNING!

7/18/2008



Introduction

This guide has two main parts:

Best Practices

Every store and organization that is preparing to rollout the online training program should consider the items presented in this section.

Checklist

Use checklist at the end of this document as a worksheet to help you track your decisions and policies on the implementation plan

Legend



The tip call box gives you ideas that you can adapt to your organization



Red text followed by the checkmark (**System Requirements ✓**) indicates that there is a form, checklist of sample document in the Appendix.



Blue text followed by a pencil (**Organization hierarchy ✎**) indicates a policy decision to consider.



Best Practices

I. WHO

1. Identify individual(s) to fulfill these roles at store and organization level:

- **Owner/Manager** – “sponsors and sells the program at the organization/store level,” establishes goals, tracks the program, and has the authority to enforce the program.
- **Online Training Coordinator** ✓ – “sells the program at the individual level,” this individual is the Institute representative in the store, the champion who promotes the online training, trains new users, and is the go to person for online training questions. Also performs tasks such as register students, runs reports, assigns courses, follows up with reminders, track and request student deactivation, name changes, changes in store assignments.
- **Internet savvy support** – a first line of contact that may help with basic technical questions (not a technical paid-person but someone who is competent with technology.)
- **Students** – everyone in the store should become online training student.

✓ See the job description on page



ONLINE TRAINING COORDINATOR – JOB DESCRIPTION

Job Title: Training Coordinator
Department: General or Human Resources

SUMMARY

Responsible for overseeing the online training program, including the assessment, plan, implementation, facilitation, tracking and day-to-day operations. Ensures that associates have the required tools, knowledge, and skills to perform their jobs and support the store mission. Works with all management and supervisory staff to address changes in the work environment and develop a learning culture. Monitors the effectiveness of training.

COMPETENCIES

Skills/Experience

- Strong attention to detail and organization
- Ability to handle multiple projects and priorities in a professional and timely manner
- Consistency with processes and daily tasks
- Self-starter and proactive approach in resolving problems and issues.
- Excellent oral and written communication skills
- Ability to read, analyze and interpret general information and data
- Ability to interact with all levels of personnel. Treat all with dignity and respect. Open and receptive their needs.
- Troubleshooting skills
- Ability to effectively present information in a clear manner, demonstrate procedures and respond to questions
- Computer and internet skills

Knowledge

- Understanding of the store's training policies, practices and activities
- Knowledge of all online training courses
- Expertise with the online training program functionalities
- Understanding of adult learning styles (*preferred*)
- Knowledge of the retail industry's training requirements (*preferred*)

ESSENTIAL DUTIES

- Promote and advance a learning culture within the organization
- Oversee the online training program that ensures an individualized learning program that challenges and nurtures each student
- Develop and refine the store's online training best practices
- Responsible new employee orientation and their training plan
- Familiarize associates with established training policies, procedures rules and regulations
- Promote company-wide training consistency by educating those in supervisory and managerial positions. Do special training sessions for them before rolling out to associates.
- Work diligently to retain and motivate personnel while recognizing and addressing their concerns and needs
- Be the liaison between the store and the Institute



- Thoroughly understand and communicate the online training program to all personnel inspiring self-development and peer-to-peer learning
- Keep current with the Institute's new courses, updates, and management tools releases. Promote them in the store
- Manage online registrations for management and students
- Work with managers/supervisors to design the student training plan
- Schedule blended training opportunities between online and on-the-job, coaching, mentoring and other training methods. Identify and implement these opportunities
- Maintain the training calendar (if applicable)
- Ensure technical resources, training materials and supplies are available to students
- Track training progress and follow up with students to keep them on track, ensure completion of the program in a timely productive manner

Administration

- Maintain the store and employee records in the online training management system
- Maintain and update all required employee paperwork, including filing their training certifications and all other training documentation
- Maintain the highest level of confidentiality in handling employee information.
- Maintain training materials and make recommended improvements as necessary
- Present to the Institute corrections, additions or deletions to the online course content
- Promote, publish and maintain the incentive and reward programs, including the posting of student accomplishments

OTHER RESPONSIBILITIES

- Work closely and efficiently with all other departments, particularly Human Resources
- Communicate regularly with the store management to identify training needs and align training with the company strategy
- Perform periodic "Customer Service Checks" at the store to track training impact
- Continually follow up with associates, supervisors and customers to ensure the effectiveness of training programs. Makes modifications to align retraining with developing needs
- Participate in training activities to increase personal skill levels, to improve overall store operations and customer service
- Perform other duties as assigned by management

EDUCATION

Some college education preferred.



II. WHERE & WHEN

2. **Where** will the students train?

- a. at work
- b. at the company central training location
- c. other site (at home, public library, etc)

TIP:

Prepare a reference binder with online procedures, contact list, and company policies.

If training at work:

- Set up a training area where students can work undisturbed (away from loud conversations, maybe with headphones, good lighting, etc.)
- Have a **Computer Sign-up Sheet ✓** to allow students and supervisors to schedule their training sessions.

See a sample in page 7

If training outside of work:

- Can you identify suitable locations where your associates can train?
 - internet cafes
 - schools
 - libraries

3. Ensure the computer meets the minimum system requirements.

A computer with internet access, audio/video capabilities, and with a later Flash player installed should work.

Technical Requirements Sheet ✓

See the sheet in page 8

4. **When** are students going to take the courses?

- During their shift
- On company time but different from their shift
- On their own time

5. How will students be compensated for their time?

- Per hour pay based on time spent working on the course
- Using estimated duration times from the Institute
- Flat rate per course completion
- Paid time off



TECHNICAL REQUIREMENTS

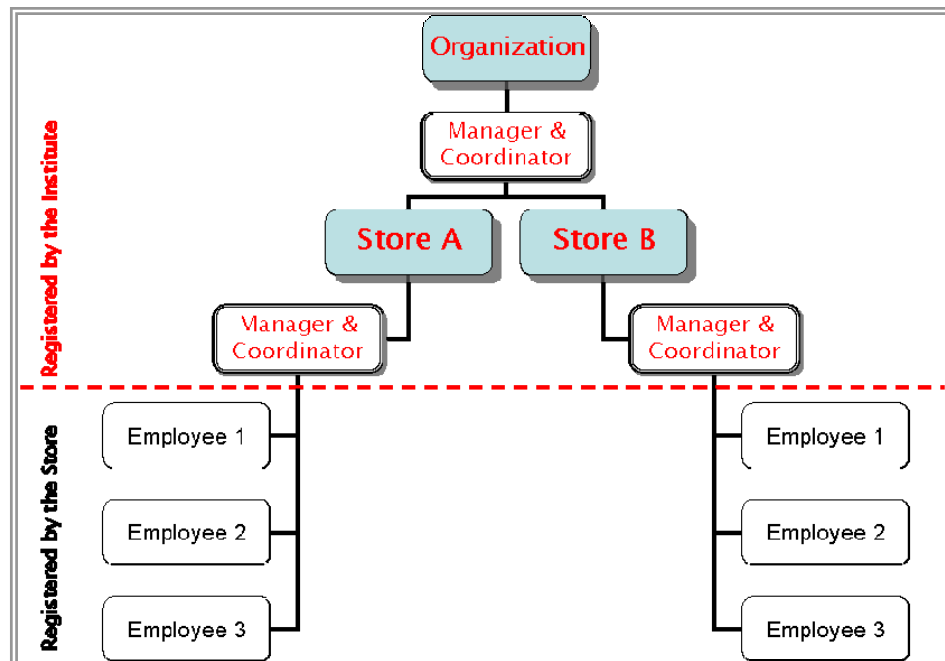
Connection speed:	Minimum - 56K or greater Broadband solutions (recommended)
Processor Speed:	233MHz processor or higher (Pentium processor recommended)
Memory or RAM available:	128 MB (256 recommended)
Hard Drive Space:	500 MB minimum
Operating System:	Win 98 minimum
Sound card and speakers:	Embedded Sound Card
Monitor size:	15 In. (minimum recommended)
Monitor Resolution:	1024 x 768 pixels (recommended)
Web Browser:	IE 6.0 or greater (recommended)
Web Browser Plug-ins:	Shockwave Adobe Flash Player Acrobat Reader
Media Players:	Real Player Quick Time Windows Media Player
Internet Access Control (optional):	If students are using online training time to visit other internet sites, you may consider investing in an internet access control software to define which websites the student can visit when using the store computer. Below are links to two of these applications: Browse Control Cyber Patrol
Optional:	Headphones are optional

III. HOW – Online training setup

6. Organization hierarchy

- a. Determine the **business levels** for your organization hierarchy.
 - Organizations with one store have one level.
 - If you have a multiple-store organization, determine the necessary levels for headquarters, regional groups, and stores.
- b. Identify the **position levels** for your managers and coordinators.
 - Managers and coordinators occupy the position of “**Manager**” in the system, because both need the same access rights.
 - Managers can only see the training data of the levels below them.

Figure 1: Sample Hierarchy





7. Request the setup of your hierarchy - register stores, managers, and coordinators online at www.igainstitute.com.
- If you have a multi-store organization you can send us the information using the **Registration Worksheet**✓.
 - After processing your registration, we will send you a confirmation e-mail with:
 - i. **store codes** for each of your business units (orgs, hq, stores.)
 - ii. **usernames and passwords** for managers and coordinators.

See a sample on page 11

8. **Training policies**

Make training an official requirement in your organization. Consider the following policies:

- Condition of employment requirement
- Promotions requirement
- Performance review requirement
- Pay increase requirement
- Cross-training requirement

This is an *important* policy... Would you make education voluntary for your kids?

9. **Employee registration policies**

The manager and the coordinator are responsible for the employee registration process.

- a. **Registration policy** – self-registration or centralized registration (who and when)
- b. **Store code policy** – determine who will have access to the store code
- c. **Email address policy** - use one for all in the store or individual addresses for each employee.
- d. **Username & password format** – see the examples in Table 1 and come up with a format that will work for your organization



Table 1: Example username and password formats

Usernames	Password
Full name = johnsmith	Store acronym + last 4 digit of SS = bb1234
Initials + employee # - js12345	Mother's maiden name
Last name + initials = smithjm	Store acronym + hire-date = IM12408

10. Customization opportunities (at an additional cost) :

- a. Create an introductory course exclusive for your employees
- b. Customize existing courses exclusively for your organization to match your SOP's.
- c. Customize the look and feel of the online training site to complement your organization's site and any other branding elements.

IV. PROMOTE TRAINING

11. Recognition policies

In developing a learning culture in your organization is important to acknowledge the hard work of your associates.

✓ See a sample on page 13

- a. **Achievement Levels** ✓ - recognize students who complete courses based on their completions.
- b. Create a **Wall of Success** to display your associates achievements
- c. Post their achievements in the company website or publish them in the newsletter.
- d. Recognize:
 - Top Students of the Month /Quarter /Semester/ Year
 - Highest Scores
 - Stores and departments with most completions
 - Completion of store defined curriculums

Quarterly & annually we recognize our top users and top stores. We publish the list in the Grocergram and on our website.

12. Incentive policies

- Cash reward for course completions
- \$25 gift certificate
- Time compensation
- Pay for the training time
- Pay increases
- Promotions and/or increased responsibility
- Gifts - lottery tickets, pins, mugs, etc.
- Reward points for off-site training, such as the Supermarket Management Class.
- Absolute numbers
- Based on %
- Management rewards for team success
- Group Incentives (based on numbers or percentages)
 - Department with most completions
 - Store with more completions



ACHIEVEMENT LEVELS ANNOUNCEMENT

Congratulations on your achievement!

We want to recognize the online training students who completed courses this session. Please join me in congratulating them.

Level	Course Completions	Student(s)	Reward
1	Up to 4		
2	5 - 10		
3	11 - 20		
4	21 - 30		

On July 18, 2008 by _____



V. MAINTENANCE PLANNING

13. Annual online training planner ✓

✓ See a sample on page 13

- Develop an annual cycle for your store's online training program.
- Consider tying it to other processes already in place, such as performance reviews, payroll, promotions, etc.
- **Reports** – determine when to run reports, who should run them, who should review them, and what actions should be taken based on the results.

Table 2: Example - Annual online training plan

<p>Quarter 1 (week1)</p> <ul style="list-style-type: none"> - Manager – establish training goals for the year - Coordinator – system maintenance - Supervisors – assign training, discuss student training plan - Students start training 	<p>Quarter 2 (week1)</p> <ul style="list-style-type: none"> - Coordinator – system maintenance - Supervisors – reports staff training progress - Student works towards training requirements
<p>Quarter 3 (week1)</p> <ul style="list-style-type: none"> - Manager – check progress of training goals - Coordinator – system maintenance - Supervisors – reports staff training progress - Student works towards training requirements 	<p>Quarter 4 (week1)</p> <ul style="list-style-type: none"> - Manager evaluates success of training goals - Coordinator – system maintenance - Supervisors – reports staff training progress - Student works towards training requirements

14. System maintenance – notify the Institute when:

- an employee leaves the organization
- an employee changes stores
- an employee has a name change
- an employee has registered more than once

Only the Institute Administrator can make these changes.

15. Be on the lookout for:



- a. **Double-registrations** – students who forget their login information are known to register again rather than trying to retrieve their login. They end up with two separate records to manage because they have completions on both. As with any database, records can't be merged.
- b. **Multiple users using the same login**– sharing username and passwords will only give credit to the registered user. Certificates are automatically generated and will display the name of the registered user.
- c. **Use of the wrong store code** – when registering a new student, check the confirmation notice that indicates the name of the organization/store. If the student is registered under the wrong store, contact us immediately, this is an easy fix. However, if the student completes coursework under the wrong store that store, will be credited with the completion when running the enrollment report. The student's gradebook will maintain the completion.
- d. **Unauthorized use of the store code** – the individuals who have access to the store code can register anyone, including those not related to the organization, like family members, friends and if they leave the organization even competitors.
- e. **Non-employees having access** – the online training is a valuable resource and all users are responsible to use it appropriately. Sharing it with unauthorized personnel is prohibited.



VI. COURSE ASSIGNMENTS

✓ See a sample on page 19

✓ See a sample on page 20

16. Managers and coordinators should plan the online training curriculum.
 - a. Consult the **Curriculum recommendations** ✓
 - b. Prepare an individualized **Student training plan** ✓ and give to the students to track their progress.
 - c. How and when should you track student's progress?
 - Can you tie it to other review processes already in place?
17. New courses – who and how should new courses be assigned to students?
18. Compliance training – what are your organization's needs? These courses are currently available:
 - a. Food Safety and Sanitation
 - b. NY Food Safety and Sanitation
 - c. NY Tobacco Law Compliance
 - d. Sexual Harassment
19. Blend online training with current learning activities in the organization:
 - a. Complement your coaching, mentoring, face-to-face, on-the-job training programs with the online training.
 - b. The Institute's online training is designed to teach base knowledge, concepts, and procedures that are applicable to most independent retailers. Concentrate in teaching in-house the knowledge that is unique to your organization.
 - c. Consider redundancy or duplication of training content between in-house and online training.
 - d. If your training program has content that you think applies to the general population of independent retailers, and you would like to have it in the online format, contact us. We may be able to add it to one of our courses.



CURRICULUM RECOMMENDATIONS

	FRONT END	DRY GROCERY	PERISHABLES	SPECIALTY
Level 1				
General Knowledge	<input type="checkbox"/> Welcome to Web-based Training <input type="checkbox"/> Customer Service & Professionalism <input type="checkbox"/> Food & Health <input type="checkbox"/> Sexual Harassment	<input type="checkbox"/> Welcome to Web-based Training <input type="checkbox"/> Customer Service & Professionalism <input type="checkbox"/> Food & Health <input type="checkbox"/> Sexual Harassment	<input type="checkbox"/> Welcome to Web-based Training <input type="checkbox"/> Customer Service & Professionalism <input type="checkbox"/> Food & Health <input type="checkbox"/> Sexual Harassment	<input type="checkbox"/> NY Tobacco
Job Specific	<input type="checkbox"/> Cashier <input type="checkbox"/> Courtesy Clerk	<input type="checkbox"/> Frozen Foods <input type="checkbox"/> Grocery Stocker	<input type="checkbox"/> Bakery Clerk <input type="checkbox"/> Deli Clerk <input type="checkbox"/> Floral Clerk <input type="checkbox"/> Meat Wrapper <input type="checkbox"/> Produce Clerk	
Level 2				
General Knowledge	<input type="checkbox"/> Category Management <input type="checkbox"/> Food Retail <input type="checkbox"/> Food Safety & Sanitation (1-4) <input type="checkbox"/> Loss Prevention <input type="checkbox"/> Promotions & Merchandising	<input type="checkbox"/> Category Management <input type="checkbox"/> Food Retail <input type="checkbox"/> Food Safety & Sanitation (1-4) <input type="checkbox"/> Loss Prevention <input type="checkbox"/> Promotions & Merchandising	<input type="checkbox"/> Category Management <input type="checkbox"/> Food Retail <input type="checkbox"/> Food Safety & Sanitation (1-4) <input type="checkbox"/> Loss Prevention <input type="checkbox"/> Promotions & Merchandising	<input type="checkbox"/> Welcome Web-based for Managers <input type="checkbox"/> 5-Star Assessment <input type="checkbox"/> NY Food Safety & Sanitation
Job Specific		<input type="checkbox"/> Beer Connoisseur <input type="checkbox"/> Cheese Specialist <input type="checkbox"/> Non-Alcoholic Beverages Dept <input type="checkbox"/> Non-Alcoholic Beverages – Soft Drinks	<input type="checkbox"/> Assistant Bakery Manager <input type="checkbox"/> Assistant Deli Manager <input type="checkbox"/> Meat Apprentice	



STUDENT TRAINING PLAN

NAME: _____

HIRE DATE: _____

TITLE/POSITION: _____

SUPERVISOR: _____

Required (R) Optional (O)	Course or Event	Due	Completed
R	Store orientation	Aug. 17	
R	On the job training session	Aug. 17	
R	Welcome to Web-based Training (online)	Aug. 17	
R	Customer Service & Professionalism (online)	Aug. 17	



VII. ROLLOUT

Take advantage of the Institute's Orientation and online course Welcome for Managers

✓ See a sample on page 22

20. Train the staff that is going to manage the online training:

- a. Explain the policies and procedures.
- b. Require them to take the Welcome to Web-based Training for Managers course before rolling out the program.
- c. **Contact list ✓** - let them know where they can get assistance, and who to contact if they have questions.

21. Consider having a **Rollout Meeting**:

- a. Present the training program initiative and explain goals (a little data helps)
- b. De-mystify the technology. This system is designed for those with **no** computer experience.
- c. Demo the system:
 - Show the website
 - Show how to logon
 - Show the Welcome course
 - Show a second course with post-test
 - Show the Gradebook & Diploma
 - Show how to drop a course
- d. Distribute student **registration cards ✓**
 - Include username/password and contact information.
- e. Provide contact information, both local and Institute.

✓ See a sample on page 21



CONTACT LIST

At the Store:

For the store's online training policies and procedures:

Name: _____

For technical questions:

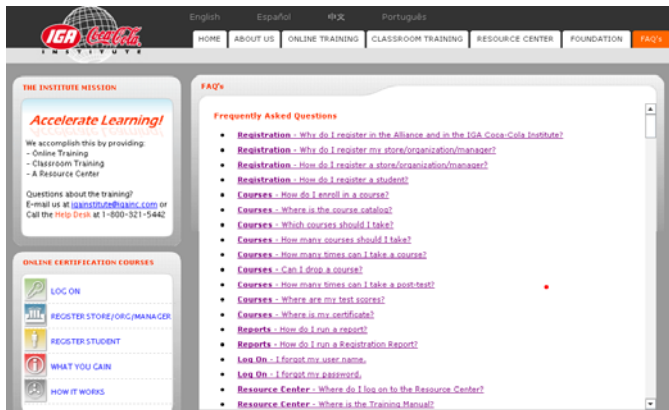
Name: _____

At the Institute:

FAQ

<http://www.igainstitute.com/faqs/faqs.asp>

The Frequently Asked Questions tab in our website is your first source of information. Besides the answer to common questions you can find step-by-step instructions for tasks from registering a student to dropping a course.



IGA Institute Help Desk

1-800-321-5442 - weekdays 8:00 am – 5:00 pm (Central time)

igainstitute@igainc.com

Take advantage of this free service. We will be able to assist you with your problems, questions, and comments related to the online training system and all Institute programs.



STUDENT REGISTRATION CARD

Your Logo **Student Registration Card**

Student _____

Username _____

Password _____

Contact _____

Institute's Help Desk
1-800-321-5442
igainstitute@igainc.com



Your Logo **Student Registration Card**

Student _____

Username _____

Password _____

Contact _____

Institute's Help Desk
1-800-321-5442
igainstitute@igainc.com



Your Logo **Student Registration Card**


Student _____

Username _____

Password _____

Contact _____

Institute's Help Desk
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Your Logo **Student Registration Card**


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Your Logo **Student Registration Card**


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igainstitute@igainc.com



Your Logo **Student Registration Card**


Student _____

Username _____

Password _____

Contact _____

Institute's Help Desk
1-800-321-5442
igainstitute@igainc.com





Checklist



CHECKLIST

1. Identify individual(s) to fulfill these roles at store and organization level:
 - Owner/Manager_____
 - Coordinator_____
 - Internet savvy support_____
2. Where to train:
 - At work Off-site Both
3. Identify the computer(s) that meets the minimum system requirements.
 - Location _____
4. Compensation for training
 - No Yes_____
5. Plan the organization hierarchy and who will have access at what level.
 - Send registration request to the Institute
6. Employee registration policies
 - Self-registration Centralized registration
 - Public store code Private store code
 - Student email Store email
 - Username format_____
 - Password format_____
7. Requirement policy :
 - Make it a condition of employment
 - Make it mandatory
 - Tie it to performance reviews
 - Tie it to promotions
 - Tie it to pay increases
 - Make it a condition to cross-training



8. Recognition policies :

- Achievement Levels (based on curriculums)
- Top Students of the Month/Quarter/Semester/Year
- Departments with most student/completions
- Top Manager's Teams
- _____
- _____

9. Incentive Policies:

- Cash reward for course completions
- \$25 gift certificate
- Time compensation
- Pay for the training time
- Gifts - lottery tickets, pins, mugs, etc.
- Reward points for off-site training, such as the Supermarket Management Class.
- Management rewards for team success (store & departments)
- _____
- _____

10. Annual online training program cycle.

- Yes No

11. Student training plan worksheet

- Yes No

12. Customization opportunities:

- Introductory course
- Customize existing course
- Customize the look and feel of the online training site
- _____



13. Compliance training:

- Food Safety and Sanitation
- NY Food Safety and Sanitation
- NY Tobacco Law Compliance
- Sexual Harassment

14. Train the staff that is going to manage the online training:

- Institute's Orientation program for managers and coordinators
- Institute's online course *Welcome to Web-based Training for Managers*
- _____
- _____

15. Blend online training with current learning activities in the organization:

- _____
- _____
- _____
- _____

16. Rollout Meeting:

- Present the training program
 - Present the coordinators
 - Explain the policies, procedures, incentives
- Emphasize the fact that anybody can use this technology.
- Demo the system:
 - Show the website
 - Show how to logon
 - Show the Welcome course
 - Show a second course with post-test
 - Show the Gradebook & Diploma
 - Show how to drop a course
 - Student registration cards



NOTES



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