

A Training Needs Assessment for Aspen Ice Cream Company



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Aspen Ice Cream and the *Good to Great* Team



- Currently located in Hollywood and Ft. Lauderdale, FL
- Wish to expand and develop future locations
- What are the training barriers keeping them from reaching their goal?



A Look at Employee Training



The assessment was conducted utilizing the three primary components of the needs analysis model developed by the *Good to Great* Team:

1. Organizational Analysis
2. Person Analysis
3. Job Analysis

Organizational Analysis



- Company History
- Mission Statement
- Strategic Direction





Company History


- Company History – Aspen Ice Cream

Owners

- Eleanor Picciano- Ice Cream Subject Matter Expert
- Marilyn Weiss- Business Management Subject Matter Expert

2 Locations
(Ft. Lauderdale and Hollywood)





Mission Statements

Product Mission

To make and sell the finest quality all natural ice cream & dessert novelties with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the community.

Social Mission


To operate the company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life in the metropolitan Ft. Lauderdale area.



Strategic Direction




- Expansion through Hollywood Historical District
- Competition
- Successful Expansion is a priority by owners
- Training to overcome obstacles
- Training Resources



Job Analyses

- Defining the job responsibilities of shift leaders and store associates
- Evaluated existing job descriptions through focus group discussions and owner interviews
- Met with owners, shift leaders, and associates to discuss findings and to encourage “buy-in”





The Shift Leader

Highlights

- Supervises up to 4 part-time employees during work-shift
- Communicates to all staff and customers professionally and effectively
- Executes high level of professionalism, and handles problems appropriately
- Communicates with owners regularly
- Maintains stock of perishable and non-perishables.
- Supervises cleanliness and stock of store
- Ensures security of cash tills and delivers deposits to bank
- Masters job responsibilities of store associate and serves as training mentor to new employees
- Motivates employees to meet the goals and objectives of the store
- Other duties as assigned



The Store Associate

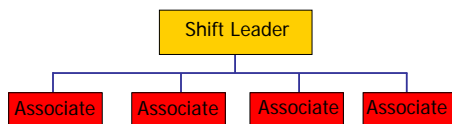
Highlights

- Delivers product to customers, and ensures proper payment and accounting of each sale
- Communicates to all staff and customers professionally and effectively
- Executes high level of professionalism, and handles problems appropriately
- Communicates with shift leaders regularly
- Ensures cleanliness and stock of store, including food-prep area, sales counter, dining room, and restrooms
- Ensures security of cash tills
- Other duties as assigned



Personal Analysis

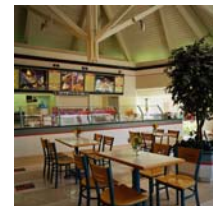
- Individual employees at Hollywood Shop
- Marilyn Weiss, Business Management Subject Expert
 - One Shift Leader
 - Four Associates




Personal Analysis

KSA Evaluation via Questionnaires, Individual Interviews, and Focus Groups

- Product Knowledge
- Customer base knowledge
- Customer Value
- Team skills
- Basic food service skills







Results of KSA Evaluation

- **Product knowledge**

Owner is business management SME, but has very limited knowledge about the products sold in the shop. She took on the management of this shop, due to her business background, and Eleanor stayed at the Ft. Lauderdale location.

Associates and shift leader were hired upon opening of the Hollywood shop, but their training was focused mostly on the daily operations

Tasks and job descriptions reflected a limited product knowledge.

Results of KSA Evaluation


- **Customer Base Knowledge**

Employees had not realized a differentiation within the customer base. (For example, downtown business clients vs. tourists)

- **Customer Value**

Lack of adaptability to different customer cultures and expectations

Lack of bi-lingual abilities




Results of KSA Evaluation

- **Team Skills**

Associates had some team training but gave feedback that additional training

- **Basic Food Service Skills**


- Marilyn had experience from Ft. Lauderdale location
- The shift leader had two yrs experience
- Two of the associates: no previous experience w/ food service
- One associate: 5 yrs experience
- One associate: 10 yrs experience, out of work force for 18 yrs.



Narrative

According to Noe, " If KSAs are lacking, all other factors being satisfactory, then training is needed." (91).

Due to the identification of the gap between the needed knowledge, skills and abilities of the owner and employees and the actual knowledge, skills and abilities of the owner and employees, the following recommendations were made:





Recommendations

- For product knowledge, training should be provided by Eleanor who is the product SME. The focus should be on the product information that is part of the company's mission, *"promoting business practices that respect the community."*



Recommendations

- Training to include how to adapt to different customer cultures and expectations.
- Business clients treated more professionally and time effectively
- Tourists more culture recognition and respect
- Training to include bi-lingual introduction—high Latin population



Recommendations

- Team building activities with attached rewards
- Training to include basic food service skills. Each employee should rotate to successful Fort Lauderdale shop and have initial training there.
- Training manuals to be developed for employee reference
- Feedback should be solicited from employees on regular basis



References

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