





# University Bookstore Key Recommendations

Team #2:  
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# Key Recommendation #1:

Continue to establish a strong workplace culture among employees

Based on **Key Result #1: Company Culture**

## Supporting Action Steps:

- Implement anonymous surveying at the end of quarter or even monthly to ensure that employee opinions are taken into consideration
  - In terms of improving, the latest area would be making the culture feel as lateral as possible in the retail industry
  - These surveys will decrease the number of employees that feel a top-down culture
- Establishing a strong culture among employees is beneficial to improve employee retention, improve customer service, and improve decision-making among employees
  - Employee engagement will also increase as the company develops its culture



## Evidence from Class:

Textbook Chapter 1: Competitive Advantage

- The benefits of strong culture
  - “A learning organization embraces a culture of lifelong learning, enabling all employees to continually acquire and share knowledge” (pg 23)
- Improved employee engagement as a result
  - “The employee experience is influenced by the company culture, emotional experience, opportunities for personal growth, and the physical work space” (pg 25)

## Key Recommendation #2:

# Improve and maintain transparency & inclusivity through conversations with employees

## Based on Key Result #2: Transparency & Inclusivity

### Supporting Action Steps

- Keeping departments inclusive is the biggest step to improving inclusivity even further
  - This could be adjusted through cross training or employee events
- Move towards continuous performance management to maintain transparency
  - Ongoing conversations between manager, their direct reports, and teams focused on work progress, providing feedback, and developmental needs
- In order to maintain transparency, as the company moves forward to implement any recommendations or adaptations make sure to include employees at all levels each step of the way
  - Through notices in emails or through conversations before/after shifts
  - Send out surveys periodically to see if there are any recommendations for improvement in any regard

### Evidence from Class:

Textbook Chapter 8: Continuous performance management

- Why should they implement it?

**Table 8.1** Reasons Why Companies Are Moving to Continuous Performance Management

Employees want more regular feedback and transparency, clarity, and responsibility for work.

- What is the level of transparency?
  - Continuous
    - “Feedback, recognition, goal setting, progress, and achievement is public and transparent. Goals are fluid, adjusted as necessary”
  - Vs. Typical:
    - “Goal setting and goal progress is based on private conversation between manager and employee (pg. 335)”

## Key Recommendation #3:

Improve employee relations where all levels in the organization feels comfortable with one another

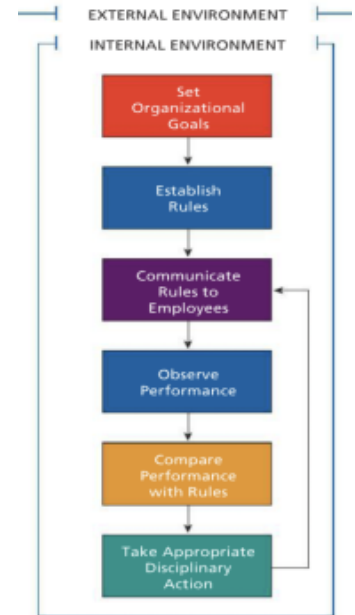
Based on **Key Result #3: Employee Relations**

### Supporting Action Steps:

- Keep employees updated after connecting HR or management in regards to actions relating to their complain or suggestions
- Continue the communicative work environment through expressing openness to conversation
  - Over 80% of employees feel that the working environment between management and hourly employees is communicative
- In order to increase and maintain engagement within each individual role, provide access to cross training or employee competitions
  - This is most likely related to the results for engagement as all employees rated themselves as engaged or extremely engaged with 6.8% neutral
- It's vital to continue to develop relationships with all levels of the organization

### Evidence from Class - Module 5 Lecture Employee Relations

- Shows how a company should treat its employees
- The right steps of action in order to develop a strong employee relations dynamic within the organization



## Key Recommendation #4:

# Adjust current training programs for increased on-the-job training and in-person seminars

Based on **Key Result #4: Opportunity to Increase Training**

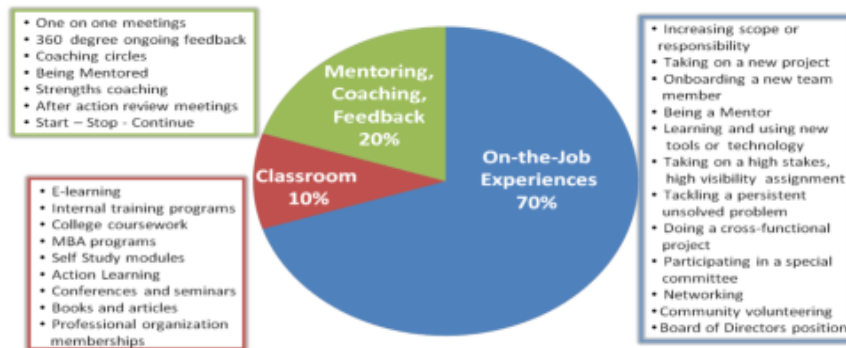
### Supporting Action Steps:

- Examine and evaluate current training programs by three standards: on-the-job experiences, mentoring/coaching/feedback, and classroom
- Integrate a structure that follows the 70/20/10 approach
  - From the key results, it appeared that employees were many satisfied with the basis of training yet there were mentions of increasing training
  - The majority of employees felt that on-the-job experience was most crucial in terms of effectiveness
- Standardize aspects of training and make sure that each employee is on the same page for overarching tasks
  - eg. register work for retail employees
- Provide ability to cross train during downtime or through portions of beginning training programs

### Evidence from Class:

- Module 4 Training and Development: Training and Development  
“Allocating more time to experimental, applied learning yields better development and business outcomes”

## 70/20/10 Development Approach



## Key Recommendation #5:

Provide additional training opportunities for specific departments and use a feedback system to determine which skills need more focus

Based on **Key Result #5**: Opportunity to improve training

### Supporting Action Steps:

- Nearly 70% of employees are open to additional training, so whether it is added mandatory training sessions, or feedback sessions where higher ups can listen to employees and then help out with specific concerns of the workers
- Communicate with all employees and determine which departments and specific skills need improved training
- Bring in outside professionals in specific areas to help bolster training procedures
- Go through real-world scenarios with employees to prepare them for possible situations

### Evidence from Class:

- Chapter 7 from the textbook
  - Processes of informal, explicit and tacit learning
  - The training design process
  - Process of organizational analysis

