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Training and Development Manager - Job Description

Department: Operations
Direct Supervisor: Sam Kennard
Company Name: Kennards Self Storage Pty Ltd

INTRODUCTION

People development is a key function in KSS operations. In striving towards our Vision it is crucial to have a Team that is growing and improving. The goal of this position is to continually develop KSS people to higher levels of skill and emotional development.

THE LEARNING ORGANISATION

KSS views itself as a learning organisation. This means two things to the Training and Development Manager's role.

Firstly, we need to create and sustain a Company Culture that is conducive to learning. This requires a high level of skill in giving feedback and coaching. We seek that KSS people act in a constructive manner. The Training and Development Manager's skills in this area are crucial to the KSS learning organisation goals.

Secondly, once we have created the 'space' for people to learn, we need to maximise the opportunity by delivering our own internal courses in a professional and quality manner. The Training and Development Manager needs to be able to develop an organised and useful course in any relevant area, or seek the appropriate external resources.

INSPIRATIONAL APPROACH

The Training and Development Manager needs to work in a manner that is committed and passionate to inspire the people in KSS towards our Vision.

QUALITY AND CONTINUOUS IMPROVEMENT

The position is a key 'public' role of the leadership of the Company. It is seen by all people in KSS and viewed as an example of what the Company stands for.

For this reason, the Training and Development Manager needs to deliver any course or learning material in a highly organised and quality manner. Further to this, every area of Company operation and education is to be continually challenged and improved by the Training and Development Manager.

TARGET AREAS FOR PEOPLE DEVELOPMENT - THE THREE Q'S

STORAGE QUOTIENT (SQ) - Understanding the systems, strategies and skills to be effective in KSS. To understand the workings of the company. This is a somewhat narrow set of skills, pertinent to the self storage industry only.

INTELLECTUAL QUOTIENT (IQ) - Your IQ is a measure of your intelligence. Although we don't commonly measure anyone's IQ at KSS, we strive to have people improve their IQ. This is an extremely broad area of intellectual development and is not confined to self storage knowledge and skills. We address that as a separate component. Improved IQ will arm our people to be better decision-makers and evaluators and accelerate the natural progression through the development quadrants D1-D4.

EMOTIONAL QUOTIENT (EQ) - This is the most difficult to handle and learn. EQ, also known as emotional intelligence, measures the ability to lead, motivate, manage and follow effectively. Developing your EQ is crucial to handling the change that we experience in work and life.

People who can gain awareness and development of their emotions then learn how to effectively manage them according to the situation are extremely effective and valuable to any employer.

This is the most uncomfortable area of development. It means getting out of your comfort zone and requires complete honesty and openness. It is a critical component in the ability of an individual to reach the high order constructive area of a lifestyle circumplex.

The typical tool we use to measure EQ is similar to our OCI. It is known as a Lifestyle Inventory (LSI).

THE DUTIES ATTACHED TO THIS POSITION ARE:

- **TO EDUCATE AND DEVELOP OUR PEOPLE.**
- **TO PROVIDE INITIAL AND ONGOING EDUCATION PROGRAMMES FOR KSS PERSONNEL.**
- **TO CONSTANTLY MONITOR, UPGRADE AND IMPROVE EDUCATION PROGRAMMES.**
- **OFFER ONGOING CONSTRUCTIVE AND BENEFICIAL FEEDBACK AND COACHING.**
- **TELEPHONE TECHNIQUE MONITORING AND REVIEW**

It is important that we maintain a high level of proficiency and professionalism in our telephone techniques. To enhance the phone sales skills of the Team, we conduct Telephone Technique Reviews. It is the duty of the Training and Development Manager to:

- Liase with the external company that conducts these reviews.
- Review results.
- Implement improvement measures.

MENTOR PROGRAMME

The objective of our Company in developing a Mentor Programme is to help our Team develop their skills during their stay with us.

A Mentor in our Company is someone who has significant operational experience and believes in the direction we are going. A Mentor is a very useful advisor, coach and friend.

The Training and Development Manager is responsible for:

- Selection of Mentors (with the support of the General Manager - Operations and Operations Managers)
- The appointment of a Mentor to each new employee
- Following up the success of the Mentor/Mentee relationship

SUPPORT

The Training and Development Manager will provide ongoing technical/operational experience to Centres and support the team members.

- **PROVIDE SOUND TECHNICAL/OPERATIONAL EXPERIENCE TO CENTRES AND SUPPORT TEAM MEMBERS**
- **AWARENESS OF OUTSIDE RESOURCES/TRENDS THAT WILL DEVELOP AND EDUCATE OUR PEOPLE**
- **CUSTOMER SERVICE CENTRE**

The Customer Service Centre is an integral and growing part of our business. Its operation, performance, monitoring and development are the responsibility of the Training and Development Manager. It is imperative that the Training and Development Manager takes a proactive, hands-on approach to the operation and performance monitoring of the Customer Service Centres on a weekly, monthly and annual basis. It is expected that the Training and Development Manager provide daily and weekly feedback on individual performance as well as team performance. The Training and Development Manager will also be expected to be familiar with changes and innovations that add value to the Customer Service Centre. Along with constant review of current procedures, bonus systems etc and the implementation of changes.

PROJECTS & TASKS

You will need to be able to handle many and diverse projects at any one time. The ability to adequately do this is essential.

Our Company has a very participative culture, and you will be expected to involve other people in projects as appropriate.

Our Company is continually changing so there are always new ideas and innovations to be implemented and followed through.

You will need to be creative in problem-solving and energetic in implementation of new ideas. An adaptable and

energetic attitude is essential.

ETHICS & VALUES

KSS is an ethical Company in every regard. It is expected that this position maintain these standards in every aspect of their role in the Company. In all dealings with our people, suppliers and customers, it is expected that they are treated honestly and ethically. Foresight and open communication is expected.

VISION & PURPOSE

Our Company has developed a very strong Purpose. It guides our decision-making and operation in every aspect of the business. It is essential that the Training and Development Manager fully understand our Purpose and Vision. The Training and Development Manager must be fully aligned with our Direction and 'walk and talk' our Purpose and everything we stand for. You will help align and motivate our people in the Direction of our Company.

CORE COMPETENCIES

- Ability to act independently
- Strong customer service focus
- Ability to take responsibility /ownership of tasks
- Critical analysis/decision-making ability
- Proactive
- Positive attitude
- Assertive
- Strong communication skills
- Highly motivated
- Strong technical/operational knowledge
- Ability to give constructive/beneficial feedback
- Good coaching skills
- Developed Emotional Intelligence (EQ)
- Self-confidence
- Mentoring skills
- Ability to lead by example
- Good interpersonal skills
- Sound computer skills and knowledge.

KEY PERFORMANCE INDICATORS

- Strong and constructive Company Culture
- Strong and improving Phantom Scores, through feedback and coaching
- Strong and improving Systems and Operations Reviews through feedback and coaching.
- Annual review, upgrade and implementation of education programmes.

CONTACTS WITHIN THE COMPANY

- Chairman/Directors
- Managing Director
- Finance Director
- General Manager - Operations
- Centre Managers
- Relief Managers
- Assistant Managers
- THQ Support Staff

OUTSIDE THECOMPANY

- Customer
- Suppliers
- Builders/Tradespeople
 - Delivery Drivers
- Consultants
- Education/Training Bodies
- Statutory Authorities

PROBATIONARY PERIOD

Six months. During the probationary period either party can terminate the contract with one week's notice.

CONTRACT CONDITIONS

We would like you to be a long-service employee but failure to deliver the service required and to averse the terms of this contract represents that you are willing to terminate the contract.

CONFIDENTIAL INFORMATION

The employee will treat all confidential information as strictly confidential and will not disclose any confidential information to any person, firm, company or other body unless previously and expressly authorised in writing by the employer.

Confidential information means any information about the business or products of the company including technical or policy manuals, computer software, designs, know-how, ideas, advertising, diagrams, tables,

marketing concepts, client databases, sales procedures, accounting techniques and intellectual property not in the public domain. You will create intellectual property for the company. The company will own this intellectual property.

The employee shall hold all transactions, records and information pertaining to the business of the Company in strict confidence, both during the period of employment and also after termination of employment. The employee will not use or attempt to use any confidential information in any manner and for any purpose other than the purpose of the business of the employer. Failure to comply with confidentiality requirements may lead to disciplinary action or legal prosecution.

You must not commence employment with a competitor of the Company for three months after termination of employment.

HEALTH AND FITNESS

This position calls for a fit and healthy person. If you are suffering from any illness which may hamper you in carrying out your duties you must tell us.

Smoking is not permitted in the office or storage centres.

HOLIDAYS

Four weeks a year pro-rata. No holiday loading.

SICK LEAVE

Five paid days per year pro-rata.

LICENCES/CERTIFICATES

Required - Drivers Licence Class 1A or above

Preferred - First Aid Certificate

Certificate IV in Workplace Training & Assessment on TAA