



Project Case History Overview JTA/TNA

Client: Best Buy Co., Inc.

Project: Job Task Analysis / Training Needs Assessment (JTA/TNA)
Retail Store and Service Center Leadership / Management Program

Challenge: Initially the JTA/TNA effort was being conducted to develop a solid foundation for identifying specific training needs and designing a training curriculum map for each identified retail store and service center employee position to ensure and maintain world-class job performance at Best Buy. The JTA/TNA was to create a targeted, comprehensive training curriculum and performance track for Best Buy retail store and service center employees.

Over the course of the project, the purpose shifted slightly to include writing job descriptions for all the current retail and service center positions. Secondly, the detailed training curriculum maps were replaced with a training grid format to detail the critical training needs for job roles within functions. The intent is to enhance Best Buy's SOP and make it realistic for today's employee and customer needs.

***Note:** ECCO consultants were originally asked to interview 30 retail store positions and 15 service center positions. As the project unfolded additional job positions were identified and used for final analysis, job descriptions and training grid development. The final totals included in the analysis results and deliverables are 47 retail store and 18 service center positions.*

Deliverables:

- Report of Findings identifying differences and deviations from identified competencies and Standard Operating Procedures (SOP)
- Undocumented Best Practices
- External factors (culture, mission and strategy, process, regulations, etc.) that affect people performance
- Training Grids that identify the training each retail store and service center major job role function needs to be successful
- Measurement of training effectiveness (based on Kirkpatrick's Four Levels of Evaluation) to be included in each design document for each separate course
- Training resources necessary from a corporate perspective to effectively deliver and exceed retail store and service center training demands
- Updated job descriptions for each position within the retail store (47 positions) and service center (18 positions) structure (general manager through front line employees)