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# A Study to Determine the Training Methods Used with Full-time and Seasonal Employees in Retail Businesses in the City of Virginia Beach, Virginia

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A STUDY TO DETERMINE THE TRAINING METHODS  
USED WITH FULL-TIME AND SEASONAL EMPLOYEES  
IN RETAIL BUSINESSES IN THE CITY OF  
VIRGINIA BEACH, VIRGINIA

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A RESEARCH PROJECT  
PRESENTED TO  
THE FACULTY OF THE COLLEGE OF EDUCATION  
OLD DOMINION UNIVERSITY

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IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE  
MASTER OF SCIENCE IN EDUCATION

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BY  
STEVEN D. SCHOOLS

JULY 1993



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CHAPTER I  
INTRODUCTION

The City of Virginia Beach, Virginia, is the largest populated city in the state, with approximately 380,000 residents. Retailers employ over 100,000 workers within the city (Retail Merchants Association Directory, 1991, p. 3). They desire to have the best employees to assist them to prosper. There are many types of workers employed to assist them with their businesses to help them be successful.

Retailers employ a large work force during the end-of-year holidays. These workers are referred to as seasonal workers. These employees, along with the full-time employees, play a major role in the retailers success or failure. This success has a trickle down effect on the entire economy of the city. Because of the importance of the job performance of these employees, training is conducted.

Both seasonal and full-time employees have to be trained on how to perform their job to meet the standards of the retailer. There are several factors that are different in the training of these two types of employees. The biggest of which is the time frame in which the seasonal employees must be trained. The seasonal employee, unlike the full-time employee, is only hired for a short amount of time and large budgets can not be allocated on their training.

The retailers of Virginia Beach, Virginia, serve as an excellent resource to compare the different training methods used with seasonal and full-time employees.

#### STATEMENT OF THE PROBLEM

The problem of this study was to determine the training methods used with full-time and seasonal employees in retail businesses in the City of Virginia Beach, Virginia.

#### RESEARCH GOALS

The following goals were established to assist in answering this problem:

1. Determine the methods used to train seasonal employees in retail business.
2. Determine the methods used to train full-time employees in retail business.
3. Compare the different training methods used on seasonal and full-time employees in retail business.

#### BACKGROUND AND SIGNIFICANCE

Retailer businesses are in the need of additional employees during the increased sales volume period around the end-of-the-year holidays. These employees are only needed for this relatively short amount of time. The additional workers are called seasonal employees. Along with full-time employees, these employees help the retailer handle the increase volume in their business. Business Week



reported that some retailers depend on as much as 40 percent of their entire years sales at this end-of-the-year holiday (September 21, 1992, pp. 64-66). Hence the performance of both the seasonal and the full-time employee has a great impact on the retailer's success or failure. As well as the employee's performance having an effect on the retailer, the retailer performance has an effect on the economy of Virginia Beach, Virginia, and the surrounding area. The employees performance is influenced largely by the training methods used to educate them.

Training is conducted with both types of retail employees. There are several different types of training methods that can be used with these employees. These methods are as follows: supervised on-the-job training, one-to-one training, peer training, mentoring and coaching, cross-training, independent study, and group training (Nilson and Carolyn, 1992, pp. 139-146).

Besides the methods used to train employees, the hours for their training may vary. This will influence the determination of the training method used. Grubbs, formerly Training and Development manager at Thalhimers in Richmond, Virginia, stated that their full-time employees received 24 hours of training, while seasonal employees received only 12 hours of training (personal interview, February 2, 1992).

Retailers have a strong need to have well trained employees whether it be for a few weeks or the entire year.

Consequently, the training methods used to educate the employee can have a large effect on the success of the retailer.

#### LIMITATIONS

This research was limited to retail stores in Virginia Beach, Virginia. Virginia Beach was selected because it is the largest metropolitan area in southeast, Virginia. It has the highest annual retail sales volume and employs the largest number of retail employees and contains the largest number of retailers. Retailers were selected from listings in the C & P Telephone Company Yellow Pages and through the Retail Merchant Association. The types of retailers in the research included clothing, general merchandise and department stores.

#### ASSUMPTIONS

The following assumptions were made in this study:

1. Seasonal and full-time employees are trained differently.
2. Seasonal employees receive training.
3. The result of training methods used with seasonal employees will show varying results.
4. The result of training methods used with full-time employees will show varying results.

## PROCEDURES

Retail businesses in the Virginia Beach area that employ seasonal employees were identified and mailed a questionnaire on the training methods used on their seasonal and full-time employees. The data was collected, organized and analyzed. After that data was analyzed, determinations were made and compared as to the methods used to train full-time and seasonal employees in retail business.

## DEFINITION OF TERMS

The following terms are defined because of their importance to this research study:

1. Retail business - involved in the practice of buying goods to be re-sold to the ultimate consumer.
2. Seasonal Employees - employees that are hired by a business to work predetermined lengths of time to help handle an increase in business because of holidays or seasons.
3. Full-time Employees - employees that work for a business on a yearly basis.
4. End-of-the year holiday - traditionally the first day after Thanksgiving until the first Saturday after New Years Day.

## OVERVIEW OF THE CHAPTER

Chapter I of this study introduced two different types

of retail employees, seasonal and full-time, that are employed in Virginia Beach, Virginia, retail industry. It gave several differences in these types of employees and the significance of the training that they receive. The chapter also established research goals, the background and significance of the study, identified the study's limitations and assumptions, defined the procedures to be used and defined the important terms of the study.

In the following chapters, literature that relates to this study will be reviewed, the methods and procedures used to conduct this study will be explained, the finding will be presented as well as conclusion, recommendations and training patterns relating to this study.

## CHAPTER II

### REVIEW OF LITERATURE

Chapter II of this study dealt with the review of literature. The purpose of this chapter was to review the literature related to the stated problem. It examined the different types of stores that can be categorized as retail business including their characteristics. Also examined in this chapter were the training methods that businesses can use to train their employees according to the American Management Association. In addition to these two areas the chapter reviewed literature on the different categories of sales personnel within retail business.

#### Retail Business

Retailing is the largest part of the marketing process. Its role is to sell to the ultimate consumer, unlike that of the wholesaler or manufacturer where their job primarily is to sell to other businesses so that the product can be resold. Retailing usually takes place in stores or in a service establishment but some exchanges can take place in areas other than these. Rona Ostrow and Sweet R. Smith define retail stores in The Dictionary of Marketing Terms as (1988, p. 232):

A retail business establishment which regularly offers products and services for sale to the ultimate consumer, i.e., to consumers who will use the product themselves not resell it. Stores commonly buy, store, and promote the merchandise they sell.

There are many types of retail businesses that fit this

definition and are categorized as retailers. They all may vary somewhat in their methods of selling but in the end they all sell to the ultimate consumer. There are five large types of retail businesses (Table 1). They are department, mass merchant, specialty, non-store and franchises.

Department stores can be characterized as having a wide variety of products. The stores are divided into separate departments varying in the merchandise that encompasses designated areas. Examples of these department stores are jewelry, young mens, babies, and hardware. Department stores are oriented towards service to the ultimate consumer. Because they all offer similar products, retailers in the department store category compete with each other for the consumers patronage with their service. The service that they provide will determine if the retailer receives that consumer sale. Examples of retailers are Hechts, J.C. Penney, and Sears.

Mass merchants differs from department stores in that they offer less customer services than the department store, but they tend to focus on lower prices, large volume sales and high turnover. These stores also have a wider selection of product, but they offer fewer items in each area for the ultimate consumer to make a buying choice. There are four distinct types of mass merchandise stores. They are discount houses, warehouse showrooms, supermarkets and superstores.

TYPES OF RETAIL BUSINESSES

TABLE 1

1. Department Stores
2. Mass Merchants
  - A. discount houses
  - B. warehouse showrooms
  - C. supermarket
  - D. superstores
3. Specialty Stores
4. Non-Store
  - A. personal sales
    - a. in-home retailing
    - b. telephone retailing
  - B. non-personal sales
    - a. automatic vending
    - b. mail-order retailing
5. Franchising

Discount stores are very similar to the department store in that they are concerned with service, but the prices are lower than the department store. Examples of these types of stores are K-mart, Wal-mart and Phar-mor. Warehouse showrooms are characterized as having a high volume of merchandise, small sales force and low overhead. Examples of these would be the Best Product's Showrooms, Service Merchandise and The Dump.

Supermarkets are large, self-service stores that carry a broad and complete line of food and non-food items. These stores limit the services that they offer yet provide a large variety of items to choose from in small quantities. Examples of these are Farm Fresh, Safeway and Food Lion.

Superstore are the newest retailer in the mass merchandise category. They are categorized as having characteristics of both the supermarket and the discount houses. They provide a larger volume of merchandise and no frills displays to cut the overhead cost. They sell both food and non-food item to the ultimate consumer. Examples of these would be Price Club and Sam's Warehouse.

In addition the department stores and mass merchant retailers can be categorized as specialty retailers. Characteristics of this type of retailer are that they carry a narrow line of products, yet they have a large product depth of these items. This type of store is distinguished by its small size and variety of a few products. Examples would



be a flower shop or shoe store.

Next there are the non-store retailers. They are distinguished by the fact that they sell to the ultimate consumer without having them visit a store. There are two categories of non-stores. They are personal sales and non-personal sales. Personal sales consist of in-home retailing and telephone retailing. Non-personal sales consist of automatic vending machine and mail-order retailing. Personal sales involve the retailers sending a sale representative to the ultimate consumer to obtain a sale. As with non-personal sales, the consumer is provided information on the product that the retailer has to offer and they determine if it fills a real or perceived need. Examples of this would be Lillian Vernon and Speigel.

The fifth and final type of retailer is the franchise. A franchise exist when a supplier has an agreement with a dealer to sell a specific product under the supplier's name in exchange for a percentage of the total sale of the dealer. This cuts the initial cost that a dealer would have to pay to start such a retail business on their own. It also allows the dealer to obtain businesses with the reputation of the supplier. Examples of this would be some Western Auto dealers, McDonalds and Holiday Inns.

#### TRAINING TECHNIQUES

There are many different methods a trainer or an instructor can use to educate trainees. The methods used

depends on objectives for the training, daily agenda of training, lapse of time for the training, quality of instructor, transfer of skills back to the job and employee preference (Nilson, 1992, p. 138). All training activities focus on learning the skills, knowledge and attitudes required to initially perform a task or to improve upon the performance of a current job or task (Leonard and Zeace Nadler, 1986, p. 5). There are three main divisions for training methods that a instructor can choice. They are supervised on-the-job training, independent or self study and group training. Each of these divisions have distinct characteristics and techniques.

Supervised on-the-job training is when an employee is trained by a supervisor or experienced personnel on how to perform a task. This person may not be in this role permanently, but this does not mean that he or she is not a trainer. Many trainer are only used for short amounts of time during the year and during the other times the trainer performs different work activities. This person must be aware of the role that he or she plays and plan for the times when to be in the role of trainer to be efficient and effective. All supervised training should be planned and have objectives that allow for feedback.

One technique of supervised on-the-job training is one-on-one training. This type of training is delivered to an individual employee by another. Usually this person is in a

managerial position. The transfer of knowledge is from the experienced employee to the trainee. Information is exchanged between these two people.

Peer training is another technique that can be used under supervised on-the-job training. It is instruction delivered to an employee or group of employees by fellow workers. The difference between peer training and one-on-one training is that the employee who is doing the training has chosen to do so for a short amount of time. A department may have a new employee and it is every members responsibility to train the new employee to meet that department's standards.

In addition to one-on-one and peer training, mentoring and coaching are other methods used for supervised on-the-job training. This type of training is focused on the employee's development. Mentoring and coaching provide the employee with specific individuals within the company that he or she can ask questions or model him or her-self after. This type of training is not a constant transaction. There will be set times when the mentor and the trainee will met with each other. Other times will be determined on a needs basis. The trainer will continuously give the trainee support and positive feedback on his or her performance.

The fourth and final process of supervised on-the-job training is cross-training. This method of training is built on the premise that adults learn well from experience and

each other. Workers teach each other how to perform different tasks on the job that they normally conduct. This type of training broadens the knowledge level of both employees. Each employee takes a turn being the trainee and the trainer.

In addition to the supervised on-the-job training method, one can use the independent study or self study method. It is used by a company when there is uncertainty about the number of trainees or when a company does not have the opportunity for economies of scales by offering classroom instruction. This method allows the trainee to work at his or her own pace on the material that they need to be trained on. Time is allotted for this transfer of knowledge to take place. Many times multi-media tools are used to conduct this method. Examples would be laser discs play that instruct a trainee on how to use Lotus 1-2-3.

Supervised on-the-job training and independent training methods are only two of the methods available to trainers. There is also group training. This method is the most popular and familiar method used by industries. It includes classroom training on site or at conference centers. It can be the most efficient method of training if conducted well. There is a less personalized touch to this method because of the number of trainees involved in the process. This can cause it to be ineffectiveness if it is done incompletely (Nilson, 1992, pp. 138-47).

## Retail Sales Personnel

Retail sales personnel are all the employees in the retail business that come in contact with the ultimate consumer. Marqueuard, Makens and Roe state that a retail sales clerk is "a person in a retail store who records the customer's purchases, is responsible for maintaining stock and assists the customer in making a selection" (1979, p. 636). These employees fit into two categories. They are permanent and seasonal employees. The largest difference between the two types of employees are the hours that they work for the retailer and the length of their employment.

Permanent employee work for the retailer more than 35 hours a week. This will depend on the specific retailer's policy. A seasonal employee only works about 20-25 hours a week. Their role is to fill in during the busier times for the retailer. This is usually a seasonal time such as Christmas or summer.

Permanent employees work for the retailer for a undetermined time frame. When they were hired, it was for a continuous time frame or until either party deems that they should no longer work for the retailer. This is unlike the seasonal employees. They are hired by the retailer for a designated time frame. Once this time frame is over, so is their employment as a seasonal worker.

### SUMMARY

This chapter examined previously written materials

concerning what constitutes a business being called a retailer. It dealt with the training methods a retailer can use on its sales personnel and what type of employees make up this part of the retailing process. Chapter III will discuss the Methods and Procedures that will be used to determine what training methods retailers in Virginia Beach, Virginia, use on their seasonal and full-time employees.

## CHAPTER III

### METHODS AND PROCEDURES

The purpose of this chapter was to determine the methods and procedures that were used for training both seasonal and full-time retail employees in the Virginia Beach, Virginia, area. In order to gain this information, it was essential to administer a survey. This chapter includes the population, instrument design, methods of data collection, statistical analysis and summary.

#### POPULATION

The population of this study consisted of retail trainers located in Virginia Beach, Virginia. The participants in this study were chosen from the Tidewater, Virginia, yellow pages and from the Hampton Roads Retail Merchants Association directory. A stratified sample of 50 business was used to ensure the validity of the study. The strata consisted of the following retail categories: clothing, food, general merchandise, and electronics.

#### INSTRUMENT DESIGN

A survey was developed which consisted of closed-ended and open-ended questions. Closed-ended questions were used to allow the respondents to answer the questions that require specific short answers such as the type of training methods used and number of seasonal employees trained in

1992. Open-ended questions were used to allow the respondents to elaborate on their answers, such as what are the differences, if any, between full-time and seasonal employees in the retail industries. A copy of the survey is included in Appendix A.

#### METHODS OF DATA COLLECTION

The survey was distributed to a total of 50 local retailers. A cover letter was included with the survey to motivate the reader to respond in a timely manner. The participants were given ten days to respond before being mailed a follow-up letter. After receiving all surveys, the researcher followed-up by telephone to gain answers to any questions that were unclear by the respondent. A copy of the survey cover letter is found in Appendix B.

#### STATISTICAL ANALYSIS

Upon receiving all of the data, the researcher compiled the responses to determine the frequencies of response and examine the methods employed when training retail employees. The data was tabulated, converted to frequencies of responses and was presented through tables and discussion in the subsequent chapters.

#### SUMMARY

This chapter outlined the methods and procedures that



were used to secure data for the study. A survey was the sole indicator of the data collected. The components of Chapter III included the population, instrument design, methods of data collection and statistical analysis. The finding will be presented in Chapter IV. Chapter V will summarize, draw conclusion and make recommendations for the study.

## CHAPTER IV

### FINDINGS

The purpose of this chapter was to present the data collected in this study. The described data was the result of 50 questionnaires delivered to retailers in the City of Virginia Beach, Virginia. The data presented with the accompanying tables indicate the number of full-time and seasonal workers the retailer employed and the method or methods used to train these workers.

#### REPORT OF THE FINDINGS

Table II indicated the number of surveys that were received versus the number of surveys sent. A total of 50 surveys were mailed and resulted in 27 responses and 23 non-responses. The percentage rate of responses was 54 percent. This data was presented in Table II.

TABLE II

SURVEY STATISTICS

	<u>TOTAL</u>
Survey Presented	50
Responses	27
Non-responses	23
Responses rate	54%

Table III indicated the number of full-time workers the Virginia Beach retailers employed. Of the stratified sample, the most frequent range was from one to 10 employees and the

least frequent range was 51 to 100 employees. This data was presented in Table III.

TABLE III  
FULL-TIME EMPLOYMENT STATISTICS

	<u>TOTAL RESPONSES</u>
1 - 10	13
11 - 25	8
26 - 50	3
51 - 100	0
more than 100	3

Table IV indicated the number of seasonal workers the Virginia Beach retailers employed. Of the stratified sample, the frequency range was 1 to 10 employees and the least was more than 100 employees. This data was presented in Table IV.

TABLE IV  
SEASONAL EMPLOYMENT STATISTICS

	<u>TOTAL RESPONSES</u>
1 - 10	20
11 - 25	6
26 - 50	1
51 - 100	0
more than 100	0

Table V indicated the types of training methods the retailers undertook with their full-time workers. The data

revealed the training methods that were used according to the following number of responses: supervised on-the-job training 27, one-to-one 17, peer 20, mentoring 16, cross training 20, independent or self study training 8, and group training 9. This data was presented in Table V.

TABLE V

FULL-TIME TRAINING METHODS

	<u>TOTAL</u>	<u>%</u>
1. Supervised On-The-Job Training	27	100%
a. one-to-one	17	63%
b. peer	20	74%
c. mentoring and coaching	16	59%
d. cross-training	20	74%
2. Independent or Self Study Training	8	25%
3. Group Training	9	33%

Table VI indicates the types of training methods the retailers undertake with their seasonal workers. The data revealed the training methods that were used according to the following number of responses: supervised on-the-job training 26, one-to-one 12, peer 22, mentoring and coaching 14, cross-training 16, independent or self study training 4, and group training 8. This data was presented in Table VI.

TABLE VI  
SEASONAL TRAINING METHODS

	<u>TOTAL</u>	<u>%</u>
1. Supervised on-the-job training	26	96%
a. one-to-one	12	44%
b. peer	22	81%
c. mentoring and coaching	14	52%
d. cross-training	16	59%
2. Independent or Self Study Training	4	15%
3. Group Training	8	30%

SUMMARY

In this chapter the findings of this research study were presented. Table II indicated the survey statistics, revealing the participation of the respondents to the total number of retailers contacted. Table III revealed the number of full-time workers the respondents employed. Table IV revealed the number of seasonal retailers that the respondents employed. Table V illustrated the most frequently used methods of training full-time employees. Table VI illustrated the most frequently used methods to train seasonal employees. In the following chapter the data was summarized, conclusions were drawn, and recommendations were made on how the information could be put to use.

## CHAPTER V

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarized what had been done in the previous four chapters. Conclusions were drawn from the answered research goals outlined in Chapter I. Recommendations were made on how the research finding in Chapter IV should be implemented.

### SUMMARY

The problem of this study was to determine the training methods used with full-time and seasonal employees in retail businesses in the City of Virginia Beach, Virginia. In answering this problem, research goals were established to assist in answering the questions. They were:

1. Determine the methods used to train seasonal employees in retail business.
2. Determine the methods used to train full-time employees in retail business.
3. Compare the different training methods used on these employees in retail businesses.

A review of literature revealed the many different types of training methods used to educate seasonal and full-time employees and the many different types of retail businesses. A stratified sample was developed to obtain responses from retailers in Virginia Beach, Virginia. A survey was used to answer the research goals. The finding

were presented in tables along with a narrative explanation of the results.

### Conclusions

Based on the research goals, the following conclusions were made:

1. Determine the method used to train seasonal employees in retail business.

Retailers used supervised on-the-job training 96 percent of the time to educate their seasonal workers. The most frequently used type of supervised on-the-job training was peer training at 81 percent. This indicated that retailers have their experienced (full-time) employees train these workers.

2. Determine the methods used to train full-time employees in retail business.

Retailers use supervised on-the-job training 10 percent of the time to educate their full-time workers. The most frequently used types of methods were peer (81 percent), cross (59 percent) and one-to-one training (44 percent). The use of these different training methods indicated that a broader training is given to the full-time worker than seasonal.

3. Compare the different training methods used on seasonal and full-time employees in retail business.

Both full-time and seasonal workers are trained using some methods of supervised on-the-job training. The largest

differences in the training of the two types of worker, was that full-time worker received a broad based training indicated by the use of cross training and one-to-one methods, as well as peer training. This was indicated by the 74 percent response to on-the-job cross-training and the high percent of responses to the use of one-to-one and peer training. The seasonal workers were trained by other experienced employees and did not get trained in as many areas of the business. This was indicated by the low response to the use of cross-training of seasonal employees (59 percent). The most frequent responses were in the use of training methods that involved using full-time employees.

#### RECOMMENDATIONS

After reviewing the findings of the study, it is recommended that retailers in Virginia Beach, Virginia, incorporate the correct methods on how to peer train seasonal employees within the training of full-time employees. Retailers need to educate their full-time employees in these training methods because of its importance in the training of retail seasonal employees.

More research could be conducted by studying the effect part-time employees would have on this study. A follow-up study could be conducted to determine the effect of the increase on full-time employees hours during seasonal times would have on this study.



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**APPENDICES A**

Date

Dear Owner or Manager:

I am a Master's degree student at Old Dominion University in Norfolk, Virginia. Currently I am conducting research to complete my degree with an emphasis in the Training and Development field. I plan to finish the requirements in the Summer of 1993.

In January of 1993, I began work on a research project as a requirement for my master's degree. The problem I selected was to determine if there was a difference between the methods used to train full-time and seasonal employees in retail business and to identify these differences. Full-time was defined as employees that work for the organization on a yearly basis, where as; seasonal was defined as employees hired to work a predetermined length of time to help handle an increase in business due to a specific season or holiday.

To determine the answers to this question, I developed a survey to allow a business a quick and effective manner to relay this information. Please complete the enclosed survey and return it using the addressed, stamped envelope by \_\_\_\_\_. The information will be compiled and will assist in drawing conclusions related to the training of full-time and seasonal employees in retail businesses. The completed research will be presented to the faculty of Old Dominion University. All responses will be treated confidentially.

Your cooperation in this study is very important and appreciated. Thank you for your conscientious efforts.

Sincerely,

Steven D. Schools

736 W. Princess Anne Road, Apt. #2  
Norfolk, Virginia 23517  
(804) 623 - 0782

**APPENDICES B**

# Retailer's Inventory of Training Methods Used with Seasonal and Full-Time Employees

**Purpose:** This study is being conducted to determine the training methods used with full-time and seasonal employees in retail business in the City of Virginia Beach, Virginia.

**Survey Directions:** Please clearly indicate the appropriate response in the space provide by either checking the appropriate block or circling the response.

**ITEM 1** How many full-time employees does your organization employ?

- 1 - 10 ● 11 - 25 ● 26 - 50 ● 51 - 100 ● more than 100

**ITEM 2** Which of the following training methods does your organization implement to train its full-time employees? (*indicate all that may apply*)

1. \_\_\_ Supervised On-The-Job Training
  - a. \_\_\_ one-to-one training  
(all training conducted by one person)
  - b. \_\_\_ peer training  
(training conducted by several experienced employees in the position)
  - c. \_\_\_ mentoring and coaching  
(providing an individual assigned to answer questions and give support to the trainee)
  - d. \_\_\_ cross-training  
(train employee in several areas within organization)
2. \_\_\_ Independent or Self Study Training  
(employee is self trained)
3. \_\_\_ Group Training  
(classroom setting - teacher/student design)

**ITEM 3** How many seasonal employees does your organization employ?

- 1 - 10 ● 11- 25 ● 26 - 50 ● 51 - 100 ● more than 100

**ITEM 4** Which of the following training methods does your organization implement to train its seasonal employees? (*indicate all that may apply*)

1. \_\_\_ Supervised On-The-Job Training

a. \_\_\_ one-to-one training  
(all training is conducted by one person)

b. \_\_\_ peer training  
(training is conducted by several experienced employees in the position)

c. \_\_\_ mentoring and coaching  
(providing an individual assigned to answer questions and give support to the trainee)

d. \_\_\_ cross-training  
(train employee in several areas within organization)

2. \_\_\_ Independent or Self Study Training  
(employee is self trained)

3. \_\_\_ Group Training  
(classroom setting - teacher/student designed)

**\* Thank you for your time. It is greatly appreciated.\***

Company:

Phone Number:

Name and Position: