

Statiscal analysis

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The eight relief managers' last assignment was compared to the permanent managers results over the past year. A slight variation such as, rogue result may skew the figures but on the whole the results are typical of the performance. When reading the results and identifying problems, the eight people of the team will produce an average result and by its nature 4 will be above and 4 below. At first sight one would say that the managers below the average need training on level 1. We should however, compare the results of the whole team and not one part of it.

Tom Boydell and Malcolm Leary advise we use a system that brings in a upper and a lower limit (see appendix) to assess whether it is the whole team that need level 1 training or as a group level 2 training to improve results. The final result, show that out of the eight managers, we need to coach Manager 2 and Manager 6 on a personal level as in all the benchmarks they are above the upper limit. The rest of the Managers are within the limits so are competent in the standard. However, level 2 training would improve performance. Interviews and Questionnaire.

These methods have the advantages of immediate feedback and also confirm at the time understanding of the question, for example, Joseph Holts introduced new products and a number of managers went on a Merchandising Course. During the interview it became clear that 70% of permanent managers did not understand the concept of merchandising and only 25% were interested in the course. The training of Relief managers is very patchy, 80% saying the only training they had was with another manager although all had cellar and accounts training.

Another interesting point was that only 40% had the Government recognized National Licensee Certificate, a qualification now required by licensing boards in England. Over 65% of the Relief Managers believed training would improve their performance. A figure of 75% of Managers said that training would a benefit to Relief Managers and control of the unit costs. Over 60% thought that Relief Managers did a worse job than themselves; this was borne out by actual results from the analysis.

A couple of illuminating points came from questionnaires, Relief Managers they believe that the company don't give them the recognition they deserve and that permanent managers and office staff view them a second tier management. Their morale does seem low. Apart from Area Managers the Relief Managers did not on the whole know the Senior Management at the brewery. The majority of Relief Managers saw the Code of practice but 35% of Permanent Managers think they usually ignore it. The idea of a handbook individual to each unit got support from the majority of all managers.

See appendix for raw data. The Training The need for training has been identified but other points have been raised whilst not training related will guide any training program design. We see that two of the Relief Managers need personalized coaching and guidance to bring them to a competent level of the rest of the team. The team should ideally have a training improve standards. The exercise has also shown that in all training undertaken the need to highlight the important role of the Relief Managers and make them aware of their importance in controlling costs.

The Relief Managers need to feel part of the company and senior management make themselves known. Also need to plan and design a succinct training program to cover all aspects of cost control with the production of an individual unit Handbook to be part of the ongoing training routine. Conclusion " Business should embrace certain truths: death, Taxes and change. " Sunday Business Supplement (21/10/01) and through good communication and training the changes in business can be effectively managed.

This exercise is to identify a training need in our organization as coupled with fact most Relief Managers are performing at a lower standard than unit Managers, point to this need. As 42% want to become permanent Managers a training program is an investment in them and the company Training in the dictionary sense is 'to undergo or follow a course of instruction and discipline'. A training program would give Joseph Holts more cost focused and disciplined Relief Managers and in the future, cost savings.