



THE TIMES 100

BUSINESS CASE STUDIES

Training and development - TNT

TNT was founded in Australia in 1946 by Ken Thomas with a single truck. Today, TNT is a global business and the market leader in business-to-business (B2B) express delivery services, delivering up to 150 million items per year. In 2008 TNT recognised that the increasing expectations of customers meant the business had to make major changes to ensure it could meet their needs. This resulted in TNT adopting a core strategy focused on delivering a quality customer experience. In order to achieve the levels of process innovation and continuous improvement that the customer focus strategy required, TNT also needed to ensure the capabilities of its people were aligned to this, particularly in delivering a high quality customer experience.



A review of new employees to the company showed that only 10% held qualifications above QCF (Qualifications and Credit Framework) level 2, compared to the industry norm of 52% (as identified by Skills for Logistics Research). Employees are one of the most important resources a service organisation has and TNT's ability to deliver on its Customer Promise rests in its people. Effective organisations need engaged people who have the skills to deliver the company's aims and objectives. TNT recognises the contribution its people make in different ways. First, it invests in developing people, offering a variety of career options from driving to marketing. It carries out a training needs analysis for new employees. This assesses their existing skills and abilities in order to identify the training and development requirements that employees may have in order to carry out their current roles effectively. This also helps them to progress their career within TNT. TNT provides the training people need to do the job (learning the specific skills and knowledge required to work in the TNT way), as well as opportunities for personal development. TNT was one of the first 16 businesses to achieve Investors in People (IiP) status. This is an independently accredited standard awarded to organisations that demonstrate commitment to people development. Investing in people helps to increase customer satisfaction and leads to more business. TNT's focus on enhancing people's wider capabilities as preparation for future roles in the company leads to a 'win-win' situation. Employees gain from good jobs with prospects. The organisation gains from employing people who are able to promote its brand values and deliver exceptional service. Developing people helps to ensure the company has the right skills in the workforce to improve performance today and grow the business tomorrow. Examples of TNT's training and development programmes include:

- a foundation degree with Hull College – this is mapped to national qualifications and focuses on the logistics industry. This is a great example of workplace learning and bridges the gap between academic study and work
- a foundation degree with Coventry University – this is mapped to national qualifications and focuses on management and leadership
- a five-year apprenticeship programme for young people in vehicle maintenance – this ensures that TNT has the skills it needs to keep its fleet up to standard.

TNT people are recognised in other ways. Employees are encouraged to move between roles to learn more about the company. This form of job enrichment means employees experience variety at work and improve their skills in different areas. TNT also offers the opportunity to develop and progress within the company. Around 70% of supervisory roles are filled internally. Graduates who start working for TNT are expected to take on management roles within five years.

Questions

1. What is the difference between training and development?

2. Give examples of training and development provided by TNT.

3. What evidence is there that TNT develops its workers to allow them to progress in their careers?

4. Analyse the importance of having a well trained and developed workforce for organisations like TNT.

Task

Find a job description and person specification for a job in which you may be interested in the future. There should be plenty available on the internet. Carry out a training needs analysis for yourself in relation to this job. Which skills and qualifications do you not currently have? Now draw up a training and development schedule that would help you to get these skills and qualifications. You may consider opportunities within school/college that might develop certain skills, in addition to formal courses.

What have you learned?

In less than 140 characters, write a text or tweet explaining something that you have learned about training and development.