BENCH BUILDING TRAINING PROGRAM

(BBT)

A decentralized approach to preparing associates for a position as a Department Manager or Assistant Department Manager. The associate enters the training program as a Department Manager Trainee or Assistant Department Manager Trainee. Once in the position, associates are given a course curriculum and a development plan for professional and technical training. The program has been designed to ensure Harris Teeters future managers have the knowledge and skills they need to help continue to attain our vision of “Being Absolutely the Best Grocery Retailer, As Measured by Each and Every Customer.”

If accepted into the program, you will embark on a journey of learning. This will be a journey that demands your full attention and commitment. You will be assisted on your journey by being trained by the Department and/or Assistant Department Manager and Store Management Team. Completing your training and certification requirements will take personal commitment, hard work, special talents and strong desire to succeed.

At the end of the journey – for those who successfully complete it – lies a reward. That reward is promotion to an even more challenging role – Assistant Department Manager or Department Manager. In this role you will have the opportunity to bring together all that you have learned by delivering “Incredible Customer Service,” achieving expected operating results and being a leader/coach for all the department associates. This becomes a win–win situation for all involved.
(ORIENTATION PHASE) ..............................................................

This phase provides the foundation for success through training materials, workbooks, certification workbooks, learning requirements, study guides and department walks. During Orientation time is spent in the classroom beginning with a general Orientation and group discussions. The focus is on providing “Incredible Customer Service,” building leadership skills, followed by an introduction to the grocery business the Harris Teeter way.

(PROFESSIONAL DEVELOPMENT) ..............................................

Regardless of the department you will be training, there is one constant that we all must deal with and that is PEOPLE. This phase focuses on leadership skills (Bullet Proof Manager Sessions), developing business skills (problem solving and decision-making) dealing with Human Resources and managing associates performance (for example BASE, Progressive Discipline, Harassment, Diversity, Personnel Administration). These sessions reinforce our “Customer Service” initiatives and can introduce some great ways to enhance not only professional but also personal growth. The principles of the sessions focus on “Developing Leadership” and stress that “Excellence” is what counts both in our managers and the customer service that we deliver. Each session provides managers ways to reach their personal and professional potential.

(Technical Development) .........................................................

This phase is the most comprehensive part of the program. In this phase, you will learn the “Basic Tasks and Skills” of the perishable or non-perishable department you are assigned. You will need to successfully complete all required CBA/CBT’s, End of Department Test and Certification Test assigned to the department as reflected in the
Development Plan. You will need to complete the “Total Department” scored walk with your Specialist and/or Designated person. Understanding the functional areas of the business using information technology (HT Intranet) and various other store systems is critical for the BBT to understand and be able to access the most up to date standards and company initiatives.

(LEARNING EXPERIENCES) .................................................................

Learning will be facilitated and powered through a “Blended Learning” approach. This is an exciting fusion of on-the-job training, hands on application, on-line resources, training tools, classroom participation and on-line testing.

CLASSROOM

During classroom training BBT’s learn new information and share ideas and experiences with each other. Much of the professional development and leadership training will be in a classroom environment where learning is facilitated, experiences are shared and new skills are practiced. Some of the classroom training (for example, Bullet Proof Manager BPM sessions, Associate Relations ART) training will be facilitated within the region with other trainees.

INDEPENDENT STUDY

Independent study is accomplished in the store that the BBT is assigned. Independent study covers material that is knowledge (facts or information) based. Working individually the BBT will read written material, demonstrate the learning requirements and review the study guides. BBT’s are responsible for monitoring their own time and follow up with the Department Manager daily to discuss their learning. This is a self managing process and is a real test of the BBT’s self-management abilities. The Department Manager will be responsible for monitoring progress. BBT’s will work at their own pace, within the specified (4)
month timeframe. A Pre-Assessment is completed prior to training in any department for knowledge assessment only.

**ON-THE-JOB TRAINING**

BBT’s will work in the assigned department focusing on the tasks required to run that department and will also learn how to manage the department as an Assistant Department Manager or Department Manager. OJT is a fundamental component of this training program. Emphasis is placed on providing “Incredible Customer Service” and running a profitable department using the talents and productivity of all associates involved.

**TESTING**

In addition to successful completion of the applications, BBT’s will have to complete competency assessments, acknowledgements and/or tests to demonstrate whether critical information has been learned. Tests are scored on a pass/fail basis (90% or better).

**(SELECTION PROCESS)**

Because the BBT program addresses the training needs for Assistant and/or Department Managers, a need must first be identified. Internal associates interested in these positions must follow the established job posting guidelines for the company.

**EXPERIENCE**

The required length of time for experience in the department of interest is six months. The associate must be able to perform ALL functions and/or job duties in the department. Associate must have had exposure to the financial aspects of the desired department. Associates should have no more than 1 unexcused tardiness/absence within the past 6 months. An associate also qualifies should he/she have been classed,
previously or currently, as a Harris Teeter Assistant or Department Manager in another department with six or more months of experience.

CUSTOMER SERVICE

Associate must have no documented customer service–related issues within the last six months.

LEADERSHIP QUALITIES

Associate must be familiar with our company initiatives (for example, our aim, vision, mission, rules of customer service, value proposition, waste goals, attainment etc.) and should be able to give examples of ways he/she will be able to contribute effectively to them. Associate must be willing to become a Department Manager. Associate must be open to transfer within a 50–mile radius or relocate to an area/city with needs. Associate must have at least 6 months of combined time where he/she was leading at least 4 others.

PERFORMANCE REVIEW

Associate must have at least a ME (Meets Expectations) on most recent evaluation to be approved for promotion.

EDUCATION

Associate must have a high–school diploma or GED (General Education Degree) or two to three years of related experience and/or training or equivalent combination of education and experience. For more details, see appropriate job description. Associate must be willing to become a Department Manager and know there is a good chance he/she will be transferred to surrounding stores within (50 miles).

The interviewing process includes a criminal records history background check and a drug test. These steps must be satisfactorily cleared prior to acceptance into the BBT program. Once the interviewing process is
complete and the final selection is made, the associate will begin the specific steps to take the Pre-Assessment and begin their training.

We, in the Training & Development & Recruiting Department, look forward to a rewarding and successful relationship with you. You are our customer in this program and beyond. Please feel free to call on us with your questions or concerns. To learn more about the Bench Building Training Program (BBT), please contact the Director of Training & Development by calling (704) 844-4076 or the Regional Recruiting/Training Manager or Specialists.