



August 2020 Volume 9, Issue 8



# Facilitation Focus

PROVIDING A RANGE OF TIPS, IDEAS AND STRATEGIES

## Helping You Achieve Your Business Goals

*A company is only as good as its people, their ability to deliver, and the promises they keep.*



# Conducting a Training Needs Analysis

*☐ Inspections, Checklists and Procedure Audits*

*☐ Innovate .... Just Do It!*

*☐ Your Business and the Community*

*☐ Biz Tips*

*☐ International Scholarship Program*



# Conducting a Training Needs Analysis

A Training Needs Analysis (TNA) is the procedure that a business undertakes in order to identify, determine and implement all the training that needs to be completed to allow their team to complete their job as effectively as possible, as well as to progress and grow the business.

The very first thing you need to do before you actually begin the TNA, is to determine what resources within the organization are available for training. What is the company's mission and goals in regards to employee development? What support will the senior management and managers provide towards the training? Is the organization supportive and on-board with this process? Are there adequate resources (financial and personnel)?

A major benefit of conducting a TNA is that it can help you identify any knowledge and/or skills gaps that your employees may have before it becomes an issue.

Once you have identified the skills gaps that exist in your business, you can then develop your training plan and training budget.

Rather than trying to guess the type of training that will be most useful to your organisation, or who needs to complete the training, the TNA will make the whole task much easier, and you can be confident that the training you have selected will make a direct impact on your business!

[Kim Morrison](#) identifies the three key steps in the TNA process thus:

## 1. Decide On Skill Sets

The first stage is to decide on

the skill sets that you require all your team members to have in order to do their jobs properly. This means looking at every job role within your business separately and considering things like the different departments or levels of seniority which will affect this as well.

## 2. Evaluate The Skills Of Staff

The second stage is to look at all your team members and evaluate their current skill levels in relation to the skills you have laid out in the first stage of this process. This will allow you to see who is meeting your expectations, and who needs to complete further training in order to meet the expected skill level.

## 3. Highlight The Skills Gap

Now that you know where you want your team to be and the level they are currently at, you will easily be able to see the gap (if any) that has appeared between the two. Now you know what the gap is, you need to use training to help close that gap and ensure your team is at the level you expect them to be.

There are three basic types of training needs analyses:

- Knowledge
- Skills
- Abilities

### Knowledge

The Knowledge TNA can be particularly useful especially if your company hires newly-graduated employees, a training needs analysis of their knowledge base is crucial.

### Skills

This type of analysis covers not only practical skills to do the job but also soft skills like customer

relations and working with other people. Sometimes it covers new or unfamiliar technologies.

### Abilities

Do your employees have the ability to problem-solve and manage risk? Are they able to manage themselves and set objectives that help them produce results?

I cannot stress enough the importance of correctly identifying who needs to be trained, why they need to be trained, and what they need to be trained in.

A poorly conducted TNA can lead to training solutions that deliver:

- The wrong competencies;
- The wrong outcomes; and
- The wrong learning methods.

The outcomes of a correctly conducted TNA will provide the employer with answers to arrange of questions:

- What is training needed and why?
- Who needs it?
- How will it be provided?
- What changes / improvements can be expected
- How much will it cost? And
- What will be the business effect?

The more independent and empowered your employees, the more productive and invested they are in their job (and your company!). Evaluating an employee's ability to make decisions and become more action-oriented will only help your business grow.





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# Inspections, Checklists and Procedure Audits

## Purpose of Inspections

Inspections are necessary to:

- identify aspects of the working environment and work tasks that could contribute to injury/damage - and thus allow unacceptable conditions or conduct to be addressed;
- review workplace standards in accordance with legal and company requirements; and
- provide a systematic means, for those who are at risk of injury, to help control the working conditions.
- Inspections are an essential element in hazard reduction because issues must be identified, assessed, fixed or reported. In this way hazards are reduced and thus the workplace is safer. Inspections are only part of the hazard control strategy. They are complemented by:
  - \* plant and equipment audits;
  - \* task analysis and introduction of safety procedures;
  - \* control and monitoring of materials;
  - \* employee training; and
  - \* consultative procedures.

## Develop inspection procedure

As a minimum, it is recommended that all facilities be inspected at least once a month.

Depending on the risks, the dynamics of the work and the results of inspections and other factors, this may need increasing.

The inspection should not be by the same person each time but should be done with the worker health and safety representative.

Periodically, say quarterly, the supervisor should conduct a separate assessment of the inspections.

The purpose of workplace inspections is to identify those hazards to which employees may be exposed, so that risks can be assessed and controlled where necessary.

Persons conducting inspections can develop "tunnel vision" if the person works in the same area he/she is inspecting.

This phenomenon occurs due to the familiarisation of hazards in the workplace and results in the failure to clearly identify hazards.

The minimum requirement is that a written procedure for inspections is developed which:

- defines responsibility;
- stipulates the frequency of inspections (which should be on a regular basis);
- gives precedence to consultation with worker health and safety representatives;
- recommends appropriate corrective action within specified timeframes;
- sets priorities for corrective action;
- assigns personnel for corrective action;
- provides feedback to the health and safety committee;
- provides feedback to work groups; and
- has a follow-up or review of corrective action.

## Problems and benefits of checklists

The checklist is a widely used instrument and is ideal as a starting point in workplace inspections.

There are numerous checklists provided in occupational health and safety literature and predominantly there are two different standard rating systems for describing hazards:

**Yes/no or satisfactory/unsatisfactory;**  
and  
**Scale system**

Adequate training must be provided to

overcome this problem. It may also be good practice for inspecting to be done by someone from outside the work area..

## Use specific work area checklists

Checklists should be developed for each different type of work area.

If an incident (injury, damage or near miss) is reported, a review of the checklist must be undertaken to ensure that all necessary aspects are being checked.

## Sample Checklist

- Are aisles clear?
- Are the aisles clear of electrical leads?
- Adequate work space?
- Is the workplace adequately lit?
- Are electrical leads in good condition?
- Are electrical leads tagged and maintained?
- Is the floor surface slip resistant?
- Are safety signs displayed?
- Are there emergency procedures to follow in case of an accident or fire?
- Is there an appropriate first aid kit nearby?
- Have the extinguishers been recently serviced?
- Are there adequate directions towards fire exits?

You can get information about your OH&S obligations and other valuable OH&S resources both in hard copy and online from their websites.

[Worksafe Queensland](http://www.worksafe.qld.gov.au)

Always seek independent legal advice on what is applicable to your situation.

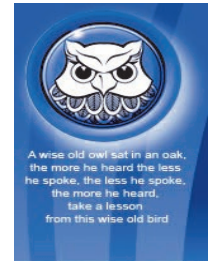






Peter Nicol AMAIBEF

## *Innovate .... Just Do It!*



Some years ago I was struggling with a problem at the newspaper I worked for as the Marketing Manager. It was a complex problem, and one that I needed to resolve. In those times newspapers before the internet, and the digital age were a most unique medium (they still are).

They were the retailers medium. However, like any industry enjoying its time in the sun some arrogance had slipped into the style and delivery of advertising by many of the proprietors. Retailers hungry for sales began to use catalogues to convey their message.

Consequently, advertising volumes declined. However, the retailers used newspapers to carry them, as the paper was a welcome guest in the home. The longest journey a catalogue had to make was from the post box into the house. Many catalogues ended their journey at the letterbox and into the rubbish.

People trusted newspapers and, catalogues inserted into them usually got outstanding results. Nowadays, with circulations dwindling coverage of a market is difficult using paid papers, as they simply do not have the coverage of days gone by.

New players came into being who offered to deliver the catalogues and systemised a difficult job and, today catalogue printing and distribution is a booming industry with massive presses around the country producing catalogues by the millions in one print run.

My problem? Well I did for a while prove that my audience of readers was better than a letterbox drop and for a while I won this battle. However innovation on the part of the letterbox delivery people and Australia Post brought in millions of dollars and a new industry was born and, I got the little that was left.

In Toowoomba where I live there was a family Company that made cordials and aerated soft drinks. It had done so since about 1913. They were a generational business with father and sons passing the business on. In the late 50's early 60's the introduction of better roads and transport; larger aerated soft drink makers from outside the region were able to deliver their goods cost effectively.

The Company could see that there was a need to innovate. The family reasoned that if they could supply a cold drink at the point of sale then they would have the "edge". The family commenced making small refrigerated cabinets that held their drink exclusively. Sales soared. Then their competitors asked if they could make refrigerated cabinets for them. You guessed it, they did, and, the business some 20 years later was the largest supplier of refrigerated display and merchandising cabinets in Australia.

Here are two examples of how innovation has changed the way businesses are run. It also shows how you have to take the long term view of how your thinking must work.

Businesses have to make change their mantra. Just like a restaurant

changes its menu every so often then, so must all business have a culture of being prepared to change.

Innovation can be subtle but nonetheless it must still have a positive long term impact on the business, the customers, and indeed the profitability. Every inventor tries to build a better mouse trap.

Do NOT let your business languish for a moment. It is your responsibility to make sure that that you are vigilant and keep your eyes and ears open for that funny little knock or rattle in your economic engine room.

See if it is a threat and, make decisions strategically not reactively. Having the enemy at the gate can be a folly so look and assess dangers and scale the responses accordingly. Innovate where needed not just because it feels good.

Innovation can be internal change with little impact on the client's perception. New processes to make things better or faster are the keys to a successful enterprise and profitability. Innovate or perish.

*\*Peter Nicol is an Associate Member of the AIBEF and runs his own marketing firm [Wisdom Marketing & Management Services](#). Peter is also the inventor of "The Prong" which he exports world-wide.*



**How does your business fit into the community? Is there a downside to usage of your product? Can the community be put at risk by using it?**

Carlton United Brewery (C.U.B) is spending literally millions of dollars on advertising urging us to be responsible.

It begs the question ... is it all too late?

There is a massive movement on now to try and prevent the “king hit” or the “coward punch” as it is more recently referred to - a *violent assault fueled by alcohol*.

McDonalds runs a lot of advertisements promoting its community work. Why? Because junk food is constantly being targeted by many pressure groups, including the Australian Medical Association (A.M.A).

However, McDonalds is investing a lot of money in showing the general public that they have a social conscience.

You may remember the CIG (*replaced by BOC Gases Australia in 1994*) advertisements featuring clear, blue oceans and happy, playful dolphins, but did you know that CIG is the largest producer of Freon, the gas used in fridges and air conditioners? CIG is also, reportedly, a major contributor to the hole in the ozone layer.

And how's this for ethical business conduct. A multi-national diet company based in the USA, sold its entire mailing list of over 600,000 names to a direct mailing chocolate company for a reported \$1.5 million.

Unethical? Or is it simply good business? We both know the answer to that one. So, over 600,000 unsuspecting, diet conscious people are being invaded by junk mail flogging off chocolates. All of this without their permission or knowledge.

However, there is no law presently in existence to prevent it. ... and even if there was such a law, how many large or multi - national firms seem to get away with doing whatever they want.?

ADMA, the Australian industry body, has recently prosecuted two of its own members for unethical behaviour, but ADMA (and any other group) is severely restricted in their efforts to put the “baddies” out of business because of the limitations of the law.



Between 1 July 2019 and 31 December 2019, the ACCC received close to 3,600 complaints from small businesses. This was an 84 per cent increase from the first half of 2019. Enquiries from small businesses also increased dramatically. Franchising complaints rose slightly from 286 in the previous period to 309 this period, while franchising enquiries almost doubled.

[ACCC Deputy Chair Dr Michael Keogh](#) said: “The growth in complaints received by small businesses and franchisees reflects the need to educate and empower the sector.”

The Institute of Chartered Accountants Australia argues that ethical conduct has moved front and

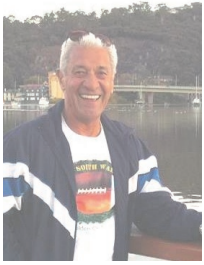
centre as corporations are increasingly exposed to the glare of public scrutiny.

In particular, there has been a fundamental shift over the past few years that requires a complete rethinking of the functions of compliance, governance and social accountability, putting ethics into the daily vocabulary of mainstream management.

*“Australians are exposed to unethical business practices on both the micro and macro level, from the preference of cheap foreign workers over long standing Australian workers; the selling of Australian mines to foreign Governments; pollution cover-ups; insider trading; to the bribing of local Government councillors to approve developments that are not in the interests of the communities they represent. All of these examples have one thing in common; the use of economic rationalism and little consideration for social and cultural impacts as having a societal value.”* - **Vivian Roberts**

*“If you do not act with integrity ... you are not likely to enjoy the kind of reputation that will keep good people in your employ, or keep customers coming back for your products or services.”* - **John Ralph**.

Nothing, it seems, will prevent the shonks from preying on the community, not even the law. The only long-term hope we have is that the public becomes more aware and educated, and starts to lobby strongly and vigorously against these predators.



# Editor's BizTips



## Are You Thinking Small ?

Are you finding yourself in a rut, because you're stuck thinking small? As the owner of a small business, you wear many hats. And in the day-to-day hustle and bustle of making sure orders get filled, customers get served and bills get paid, it's all too easy to start thinking small. Most of us never reach the level of accomplishment that we dream of, mainly because of "small" thinking.

Thinking big is a habit that we naturally grow and develop over time. It is a habit that allows us to stretch our imaginations and expand our personal potential. However, thinking big will never become a reality for any of us if we continue to indulge in the following limiting habits that ironically force us to think small:

- **Procrastination** holds you back and pulls you away from moving forward in your life.
- **Short-term thinking** denies you the ability to see solutions that lie a few steps ahead
- **Solving insignificant problems** distracts you from what's most important and from the BIGGER picture.
- **Over-analyzing things** wastes time and energy on small matters that are of little significance.

These habits will constrict your ability to think big, because they force you to think small, to think about insignificant events and circumstances in unproductive ways, thus draining all your creative energies from the inside out.

What do you do to keep yourself thinking big?

## Word-of-Mouth Marketing

One of the satisfactions - and sometimes thrills - of being in business for yourself is unexpectedly meeting or getting a call from someone who wants what you offer.

But for this to happen, you need to get the word out that you're in business. While most business owners think the best way to do this is through advertising or using direct mail, experience has shown us that while these avenues may help increase your visibility, they're not the activities that'll produce the quickest or the surest results.

So just how can you best let people know you're in business? Here are several methods that have been praised over and over by people we've interviewed about how they got their business rolling:

### Face-to-Face Time

Solicit customers you're familiar with. One of the best ways to generate business is to directly solicit the people or businesses who will be likely to buy your services, and you should start with people you already know.

If you're in the gift balloon business, for example consider contacting the managers of restaurants where you've been a regular patron. If you're at all nervous about contacting people, you can warm up cold-calls by first sending post cards or e-mail.

### Network.

If you haven't joined any business organizations in your area yet, now's a good time to think about doing so. Then you can begin networking through these business and trade organizations.

Going to these organization's meetings and events means you connect with people on their schedules. There are also both local and international organizations whose goal is to promote networking.

The largest of these is [Business Network International](#). You should also start promoting your business to people you already know and ask them if they know others who might be interested in your products or services.

### A Simple Strategy

Firstly, a marketing strategy that you should take advantage of both offline and online is networking.

This is probably the single most important strategy you can look into. As a small business, you will find that one of your first and most important hurdles is simply getting people to know that you exist.

If people don't know about you or your business and that you have amazing widgets or services to sell, they're not going to ask to buy those widgets or hire you for those services, regardless of how wonderful and amazing they might be.

So your first job as a small business entrepreneur will be to get the word out.

While not all of these people will turn into customers, getting the word out means at least some of them will share the information with people who might be interested in what you have to offer, and that awareness and publicity can lead to a breakthrough in sales down the road.







## AIBEF 2020/21 INTERNATIONAL SCHOLARSHIP PROGRAM

*“The business advice industry in Australia and in many other countries is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, mentor or consultant. Business Facilitation and Coaching has copped its fair share of flak in recent years, primarily because the industry has a reputation for attracting spruikers and touts.”*

*Denise McNabb, Sydney Morning Herald*

- **Do you provide Business Advice, Consulting, Mentoring or Facilitation Services?**
  - **Are you looking for recognition of your facilitation skills?**
- **Wanting to give clients the confirmation of your professionalism and experience?**
  - **The AIBEF is awarding 20 + Scholarships in 2020/21– Apply Now!**

**[www.aibef.org.au/aibef-scholarship-program](http://www.aibef.org.au/aibef-scholarship-program)**

A program has been launched to enable business advisors and mentors to achieve industry-recognised accreditation without the need for lengthy study or expensive courses.

The Australasian Institute of Business and Enterprise Facilitators' (AIBEF) new scholarship program recognises the skills, knowledge and experience of business advisors and mentors who have the expertise but may not have gained relevant accreditation or qualifications.

**There are three Scholarship categories:**

- **Women**
- **Young Advisors (up to 29 years of age)**
- **General**

Additional details and Application Form is on our web site ([www.aibef.org.au](http://www.aibef.org.au)); or you can send an email to [info@aibef.org.au](mailto:info@aibef.org.au) requesting these forms to be sent to you.

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The Australasian Institute of Business and Enterprise Facilitators (AIBEF) was founded in 1997 as a result of the recommendations of the Industry Task Force on Leadership and Management Skills.

In their report, entitled *Enterprising Nation*, the taskforce recommended that: “.... a comprehensive accreditation process be established for small business trainers, educators, counsellors, facilitators and advisers so as to upgrade the quality of small business advice.”

It's a fact that, at the moment, the business advice industry in Australia is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, facilitator, trainer or consultant.

Check out Google for instance; there must be a dozen (or more) sites on “*How To Start Your Own Business Consulting Venture*”.

The AIBEF is the Peak Body for Business Facilitators, Coaches and Trainers, and we, the AIBEF Committee, hope to continue the association's great work to further promote the professionalism and quality of our members, and to endeavour to act as a respected voice and advocate for the wider community.

The AIBEF represents a profession that is proud of its independence and confident of the service it provides, committed to continual improvement in the skills and knowledge of our members and Business and Enterprise Facilitators in general, who ably assist in the professional guidance and support of business, enterprise and community development.



## Welcome to our Newsletter

*Facilitation Focus* is an opportunity for Business Facilitators, Coaches, Facilitators, Trainers and Consultants to ask questions, offer answers, and become part of a group where we can all join in peer-to-peer discussions and conversations about challenges, experiences and outcomes. **It is also worth noting that ‘Focus’ can be included in your Continuing Professional Development (CPD)**

*Facilitation Focus* is a publication for a rapidly changing world.

Almost daily, SME's are facing constant changes, and it is vital that the Business and Enterprise Facilitator is current with their expert advice and guidance.

*Facilitation Focus* has as its main aim to access to a professional network of peers through the AIBEF, and by gaining more insight into business and industry best practices, as well as increasing the focus on the important aspects of their own business, an AIBEF Focus member can accomplish amazing results.



## Something To Say?

Letters and Article contributions from members and readers are most welcome

Please send your comments to [info@aibef.org.au](mailto:info@aibef.org.au)

## WHO ARE BUSINESS OR ENTERPRISE FACILITATORS?

Virtually any professional, qualified person or organisation involved in assisting entrepreneurs, organisations, or communities to improve their Skills; Knowledge; Business; Staff; and/or Life.

The role of a Business and Enterprise Facilitator is to promote local economic growth by providing support to local entrepreneurs, groups or entire communities wishing to start or expand a small business enterprise or to assist to develop a concept where the community will benefit

The concept of Business and Enterprise Facilitation is a model of development that supports the creation of wealth from within a community by nurturing the resourcefulness of its people.

The Australasian Institute of Business and Enterprise Facilitators is an international not-for-profit institution that works with entrepreneurs, small groups and / or communities to establish sustainable, grassroots enterprise projects.

For more information please contact:

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