



Improving employee training

Challenge

We wanted to continue to develop the skills of our employees despite, for economic reasons, having to make cuts to training budgets across the company. We were also keen to improve the overall quality of training regardless of the cuts.

Solution

From 2008 we reduced our reliance on training provided by external providers and brought much of the work in-house, saving money and freeing up resources to improve our own training programmes. We set up a 'train the trainers' initiative for our own staff and created cross-functional in-house training teams supplemented with an external consultant if needed. As a result, more than 60 'training champions' now act as trainers within Sonae Sierra, and in excess of 1,300 participations to this programme.

Results

The money we need to spend on training has been reduced, with savings of around €415,000 a year, yet the feedback from those taking part in the training has been excellent, and we have received systematically high evaluations from participants. We have also found that internal trainers help to increase the knowledge of our business among participants, in contrast to external providers who naturally know less about our operations. We are continuing to expand the scheme by training more champions and developing new training topics.

"It is a pleasure to be part of Sonae Sierra's internal training team. Internal knowledge sharing is used to improve employee skills without having to require external services to do so, and that means cost reductions."

Nuno Alves (training champion)