2015 Trends in Hospitality Training and Development Study

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Participation

The results reported in this document represent the individual survey responses of **57 companies**. A complete list of survey participants can be found at the end of this document.

Survey Notes

Numbers shown in this document are calculated based on all available data collected through valid responses to a survey conducted online from April 2015 to June 2015. Responses were recorded verbatim and are self-reported numbers given by participants. All reported results are the percentage of valid responses, averages or medians unless otherwise noted. Averages are not weighted in any way. Percentages may not total 100 percent due to rounding and in the questions in which more than one option could be selected as an answer. The total number of respondents for each question varies. Not all participants answered every question.

Restaurant Segment Definitions

Limited Service – Restaurant brands operating in the Quick Service and Fast Casual segments.

Full Service – Restaurant brands operating in the Family Dining, Casual Dining, or Upscale Casual/ Fine Dining segments.
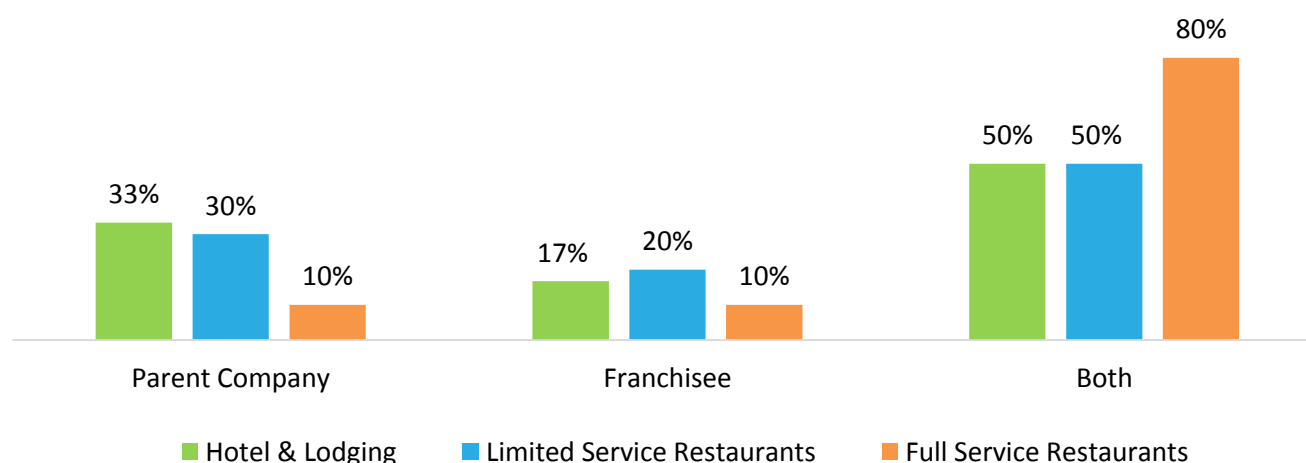
Contact Information

For any questions regarding this survey, please contact Victor Fernandez at victor.fernandez@tdn2k.com.

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2015 Training & Development Survey Results

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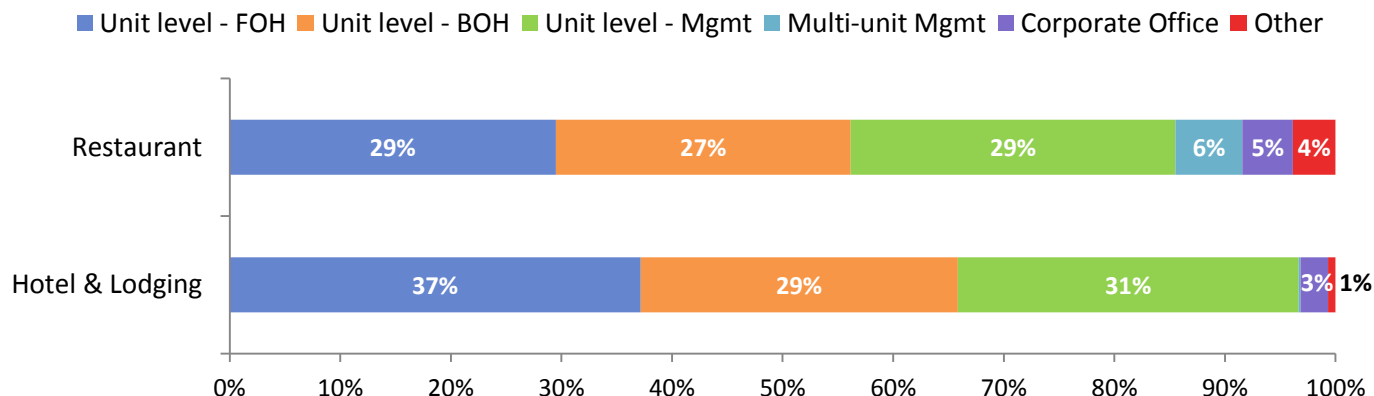Council of Hotel and
Restaurant Trainers

Summary of findings

- The responsibility of training franchised units is most commonly shared between both the parent company and the franchisee.
- Training budget represents 1.1% (median) of overall sales.
- Training expense growth slowing down for hotel & lodging and full service restaurants, but continues to increase for the majority of limited service restaurants.
- Hotel & lodging companies and full service restaurants spend most of their training budget on hourly employees. Limited service allocate most of their dollars to training unit level managers.
- Training department at limited service restaurants report mainly to Operations, whereas the training departments at hotel & lodging and full service restaurants tend to report both to Operations and Human Resources. Less than 25% of all companies said training reports directly to the CEO or President of the company.
- Companies that target a lower FTE unit level employees to FTE unit level trainer ratio tend to have lower turnover levels.
- Allocating dollars to training the trainers still pays in terms of decreasing unit level turnover.
- Limited service restaurants continue to allocate more training time towards unit level general managers instead of line level hourly employees.
- Full service restaurants rely primarily on certified trainers to train their hourly employees. For hotel & lodging and limited service restaurants it tends to be more equally distributed among other managers and peers as well as trainers.
- Investing in orientation helps reduce turnover through early engagement of new employees.
- Dedicating more time to ongoing training seems to be a best practice of companies achieving lower turnover levels.
- Training via E-learning is becoming more prevalent.
- The proactive use of employee engagement surveys can play a role in lowering unit level management turnover.

Franchised Units Training Responsibility

Distribution of Training Budget

Legend: Unit level - FOH | Unit level - BOH | Unit level - Mgmt | Multi-unit Mgmt | Corporate Office | Other

Category	Unit level - FOH	Unit level - BOH	Unit level - Mgmt	Multi-unit Mgmt	Corporate Office	Other
Restaurant	29%	27%	29%	6%	5%	4%
Hotel & Lodging	37%	29%	31%		3%	1%

Distribution of Restaurant Training Budget

Legend: Unit level - FOH | Unit level - BOH | Unit level - Mgmt | Multi-unit Mgmt | Corporate Office | Other

Category	Unit level - FOH	Unit level - BOH	Unit level - Mgmt	Multi-unit Mgmt	Corporate Office	Other
Full Service	35%	28%	23%	6%	3%	4%
Limited Service	18%	21%	45%	7%	6%	4%
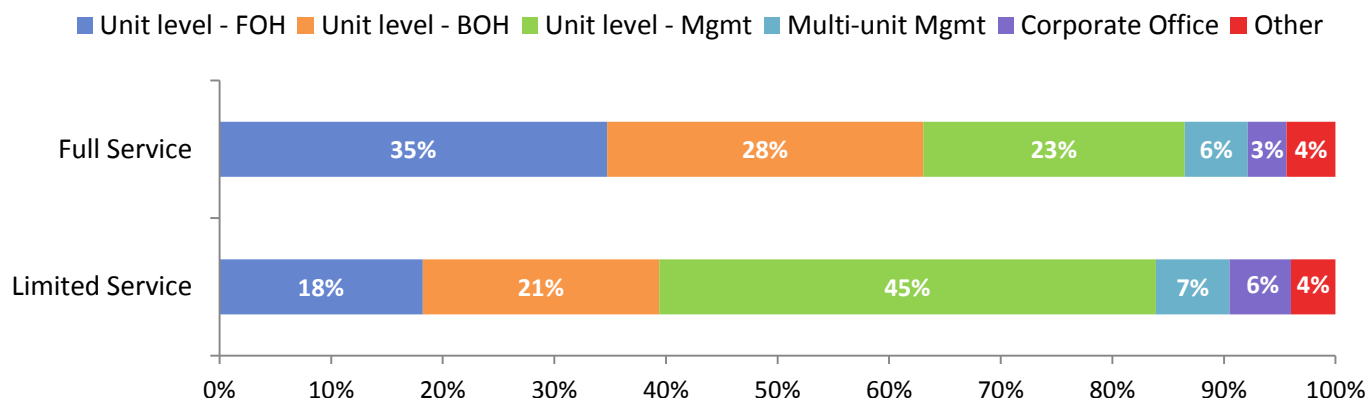
Hotel & Lodging – Training Expense Staying the Same

	Increased Significantly	Increased Slightly	Stayed Same	Decreased Slightly	Decreased Significantly
vs. 1 year ago	13%	38%	50%	0%	0%
vs. 3 years ago	13%	38%	50%	0%	0%

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CHART — Council of Hotel and Restaurant Trainers
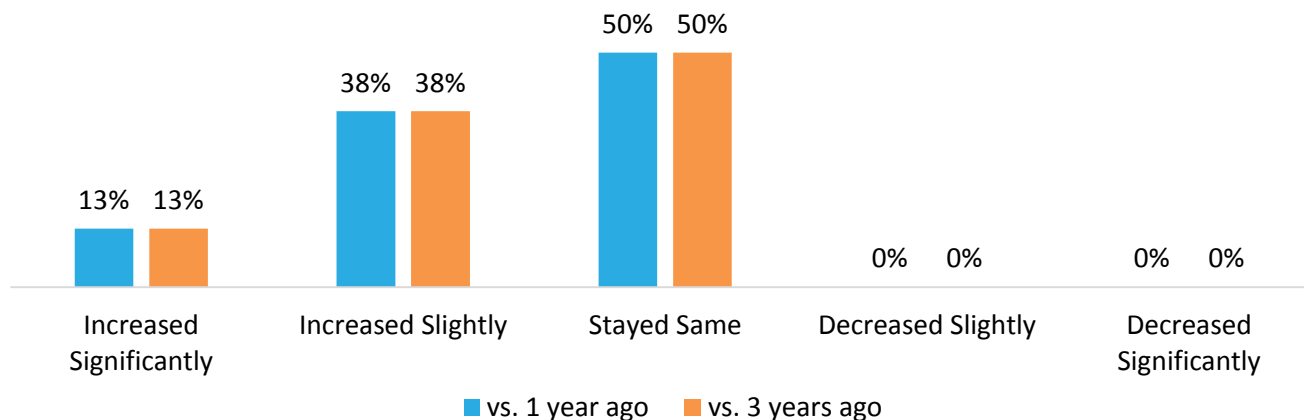
Restaurants – Training Expense Still Growing

	Increased Significantly	Increased Slightly	Stayed Same	Decreased Slightly	Decreased Significantly
vs. 1 year ago	17%	43%	33%	5%	2%
vs. 3 years ago	36%	31%	24%	5%	5%

■ vs. 1 year ago   ■ vs. 3 years ago
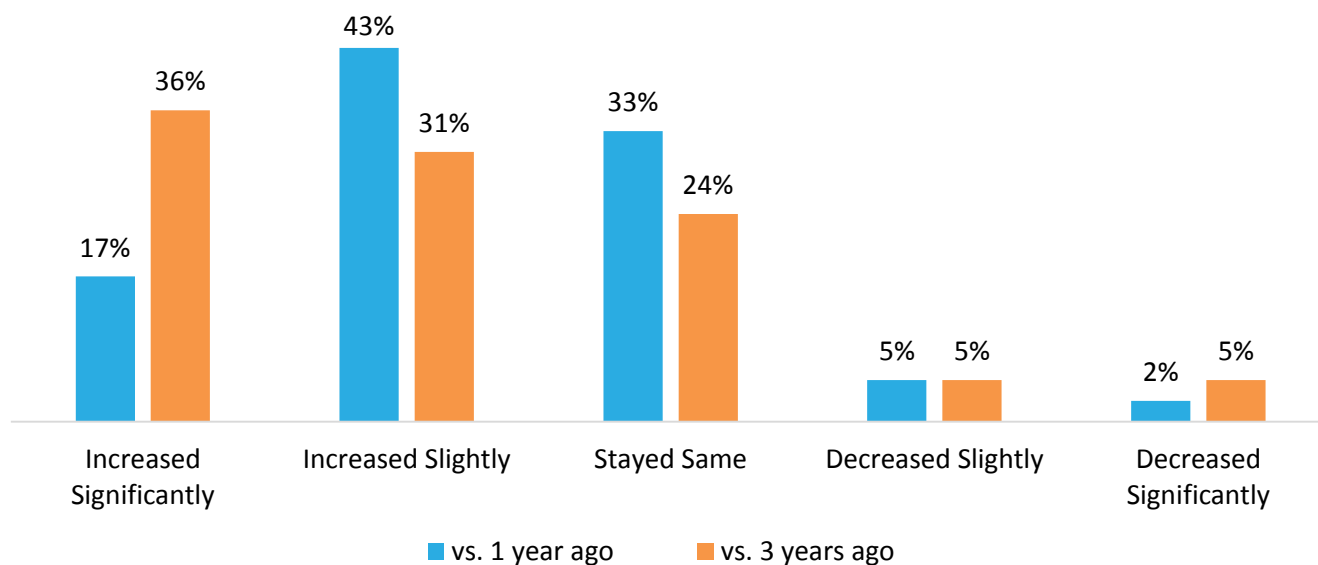
Restaurants – Training Expense Growth

% of companies with growing training expense

	Limited Service Restaurants	Full Service Restaurants
vs. 1 year ago	69%	52%
vs. 3 years ago	67%	65%

■ vs. 1 year ago   ■ vs. 3 years ago
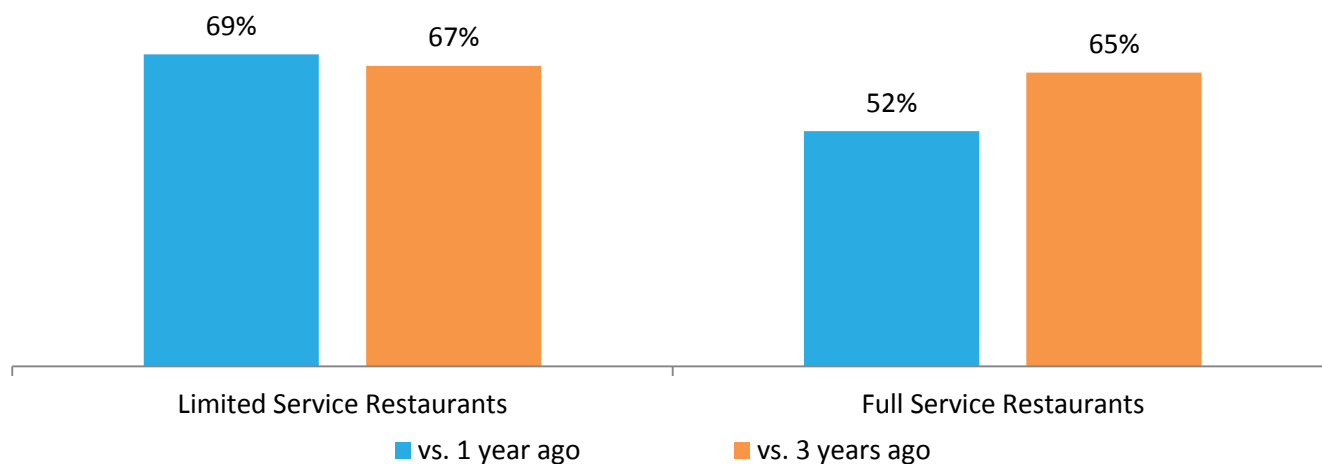
Hotel & Lodging – Growth in Number of People in Training Department Slowing Down

	Increased Significantly	Increased Slightly	Stayed Same	Decreased Slightly	Decreased Significantly
vs. 1 year ago	25%	0%	63%	13%	0%
vs. 3 years ago	25%	25%	38%	0%	13%

■ vs. 1 year ago   ■ vs. 3 years ago

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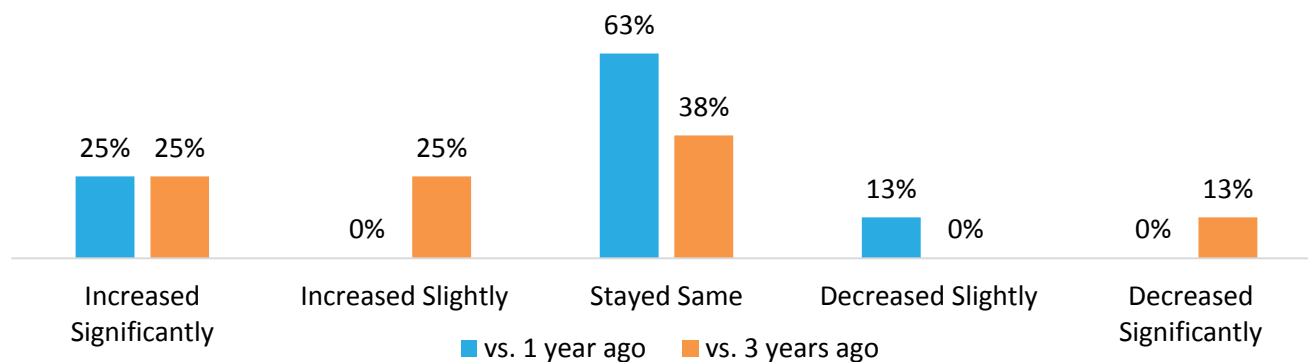
Restaurants – Number of People in Training Department Stabilizing

Increased Significantly: 5% (vs. 1 year ago), 26% (vs. 3 years ago)
Increased Slightly: 38% (vs. 1 year ago), 33% (vs. 3 years ago)
Stayed Same: 55% (vs. 1 year ago), 31% (vs. 3 years ago)
Decreased Slightly: 2% (vs. 1 year ago), 5% (vs. 3 years ago)
Decreased Significantly: 0% (vs. 1 year ago), 5% (vs. 3 years ago)

■ vs. 1 year ago   ■ vs. 3 years ago
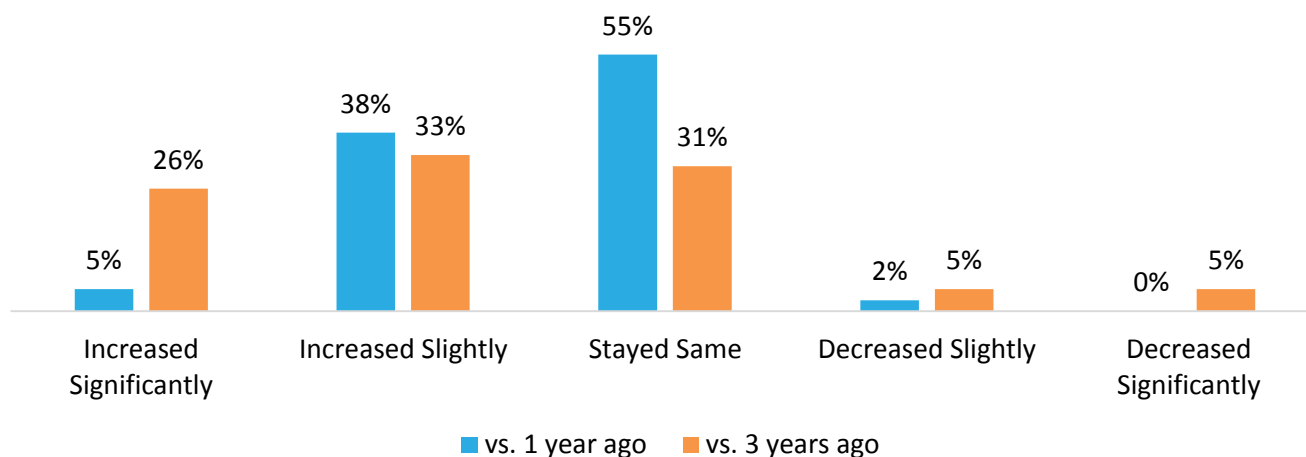
Training – Typically Reports to Operations and HR

Department training report to, by % of companies

President/CEO: Hotel & Lodging 13%, Limited Service Restaurants 23%, Full Service Restaurants 25%
Human Resources: Hotel & Lodging 63%, Limited Service Restaurants 23%, Full Service Restaurants 46%
Operations: Hotel & Lodging 63%, Limited Service Restaurants 54%, Full Service Restaurants 42%
Marketing: Hotel & Lodging 13%, Limited Service Restaurants 0%, Full Service Restaurants 0%
Other: Hotel & Lodging 0%, Limited Service Restaurants 8%, Full Service Restaurants 0%

■ Hotel & Lodging   ■ Limited Service Restaurants   ■ Full Service Restaurants

Target Number of FTE Unit Level Employees per FTE Unit Level Trainer

Limited Service Restaurants: 31
Full Service Restaurants: 23

FTE Unit Level Employees per FTE Unit Level Trainer - Less is More

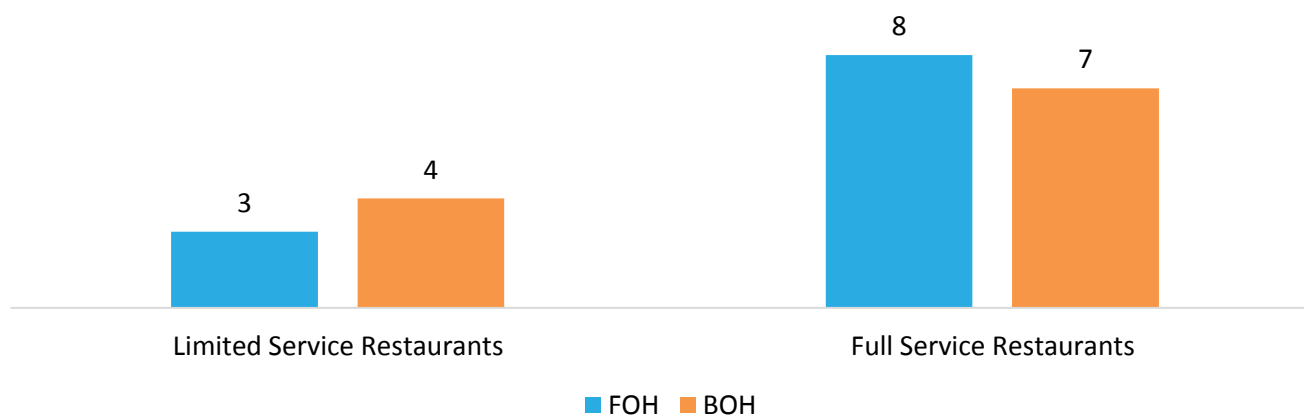*Total turnover by target number of FTE unit level employees per FTE unit level trainer**

54% — Less than 10 employees per trainer

65% — 10 or more employees per trainer
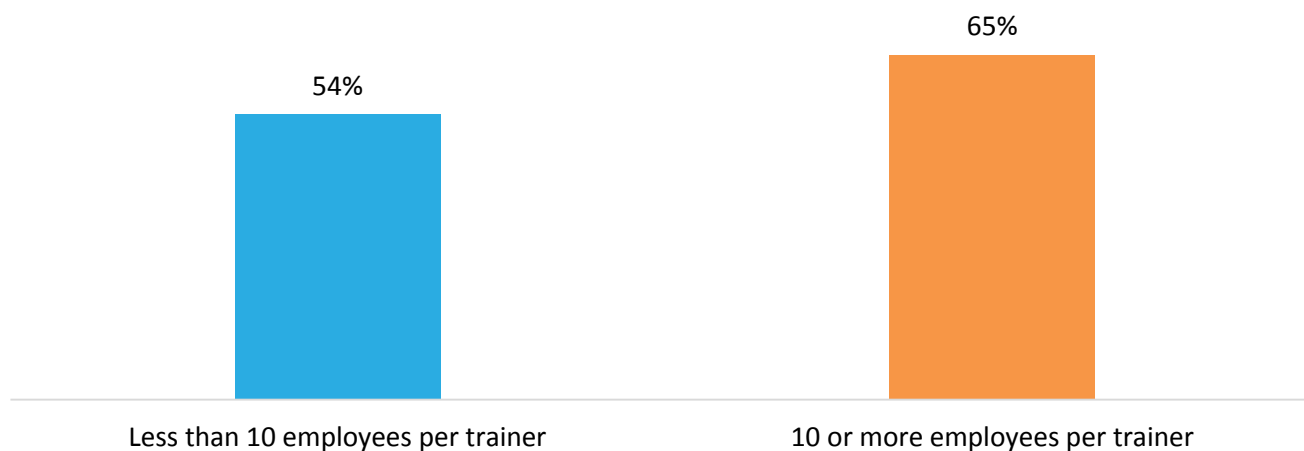
*based off of smaller sample size

Trainers Needed per New Unit Opening

Limited Service Restaurants: FOH 3, BOH 4

Full Service Restaurants: FOH 8, BOH 7

■ FOH ■ BOH

Training the Trainers

Dollars allocated to training certified trainers

	% of Training Dollars
Hotel & Lodging	2%
Restaurants	6%
Limited Service	7%
Full Service	6%

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It Pays To Train the Trainers

Unit level hourly turnover by % of budget spent on training certified trainers

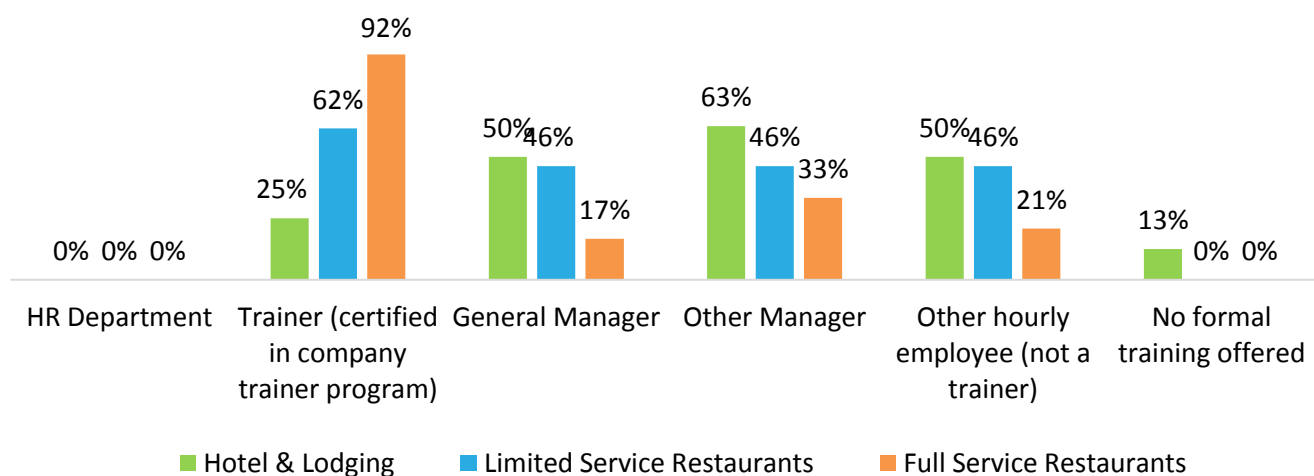|	
78%	101%
Companies spending 5% or more	Companies spending less than 5%
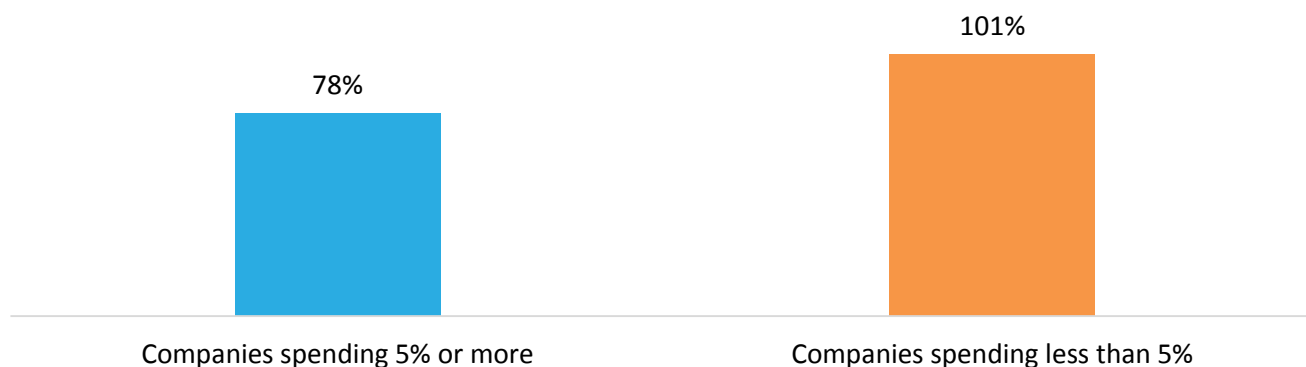
Most of the Training Time Offered to Unit Level Hourly Employees

(except in Limited Service Restaurants)

	Multi-Unit Manager Level	Unit level Gen. Mgrs.	Unit level Asst. Mgrs./Kitchen Mgrs.	Unit level Crew Chief/Supervisors	Certified Trainer	Line-level hourly employees
Hotel & Lodging	4%	27%	8%	8%	2%	47%
Limited Service Restaurants	2%	28%	18%	19%	11%	17%
Full Service Restaurants	6%	15%	19%	5%	5%	36%

- Hotel & Lodging
- Limited Service Restaurants
- Full Service Restaurants
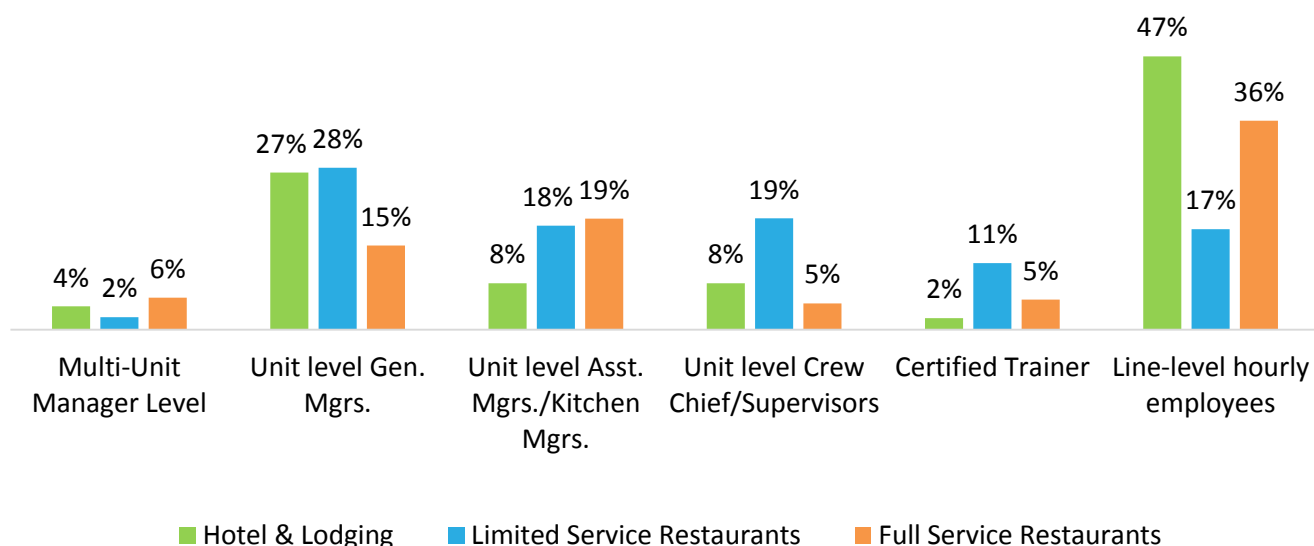
Who Trains Unit Level Hourly Employees?

	HR Department	Trainer (certified in company trainer program)	General Manager	Other Manager	Other hourly employee (not a trainer)	No formal training offered
Hotel & Lodging	0%	25%	50%	63%	50%	13%
Limited Service Restaurants	0%	62%	46%	46%	46%	0%
Full Service Restaurants	0%	92%	17%	33%	21%	0%

- Hotel & Lodging
- Limited Service Restaurants
- Full Service Restaurants

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How Are Orientations Conducted for New Hourly Employees?

Online / Electronic
- Hotel & Lodging: 38%
- Limited Service Restaurants: 31%
- Full Service Restaurants: 43%

Person-to-Person
- Hotel & Lodging: 88%
- Limited Service Restaurants: 92%
- Full Service Restaurants: 96%

Group setting
- Hotel & Lodging: 25%
- Limited Service Restaurants: 15%
- Full Service Restaurants: 30%

■ Hotel & Lodging   ■ Limited Service Restaurants   ■ Full Service Restaurants
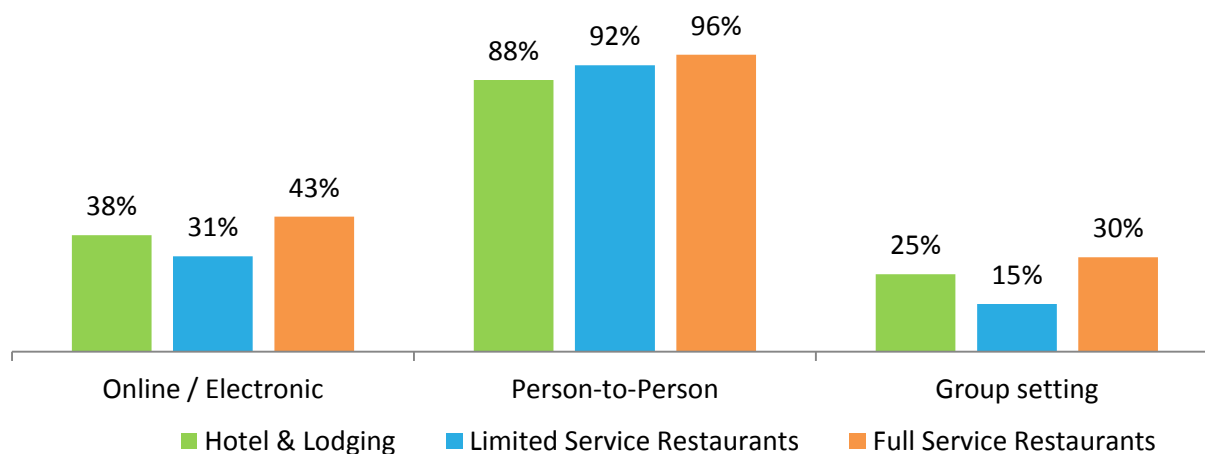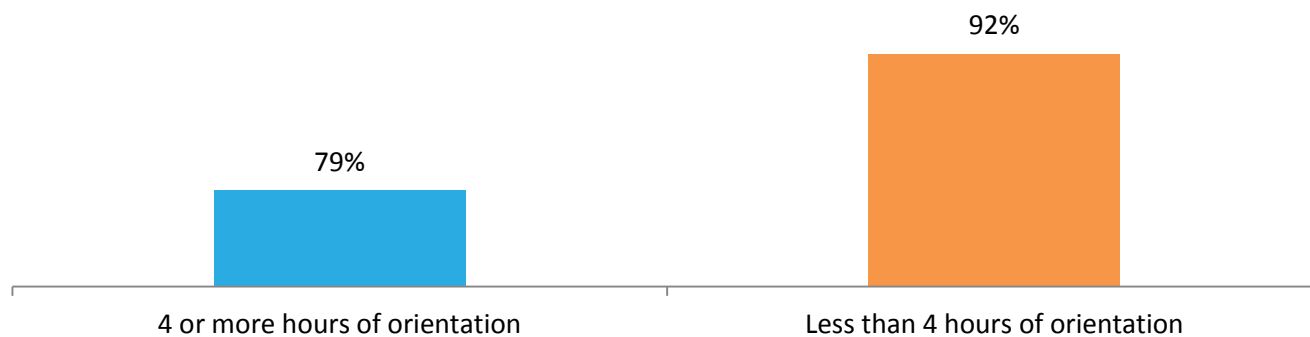
New Hourly Employee Orientation

3 hours – Median number of hours offered
2 hours – Most frequent response *(28% of companies)*

Restaurants – Orientation and Turnover

- 4 or more hours of orientation: 79%
- Less than 4 hours of orientation: 92%

How Are New Hires Trained?

% of training provided

	Hourly Employees	Managers
Written Manuals / Books	18%	22%
On-the-job Training	60%	54%
E-Learning	9%	9%
Instructor-led (classroom)	10%	12%
Other	2%	2%

■ Hourly Employees   ■ Managers

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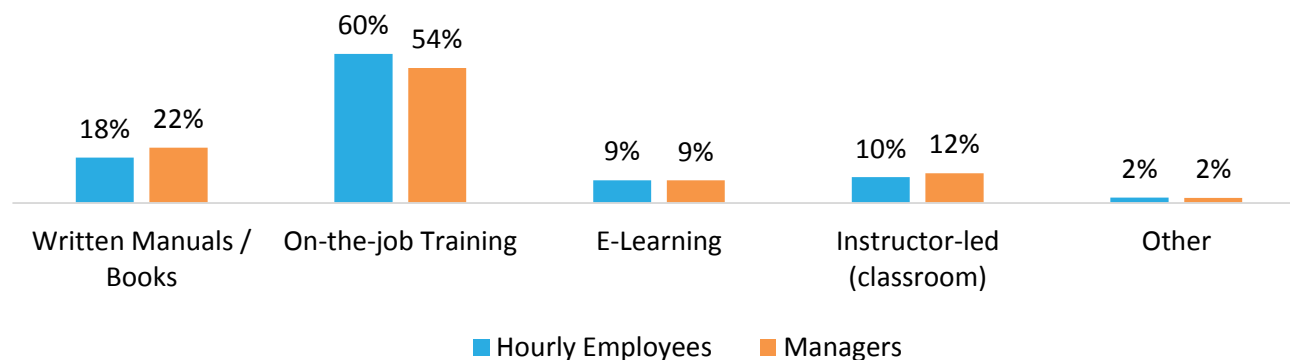
Restaurants – Hours of New Employee OJT

Position	OJT Hours
Front of House Hourly	34
Back of House Hourly	35
Assistant Manager	318
Kitchen Manager	301
General Manager	273

Restaurants – Hours of Ongoing Training

Position	Ongoing Hours
Unit Level Hourly Employees	12
Unit Level Assistant Managers	31
Unit Level General Managers	40
Other Unit Level Salaried Management Positions	19
Multi-Unit Managers	35
Training Staff	28

Restaurants – Ongoing Training and Turnover

75% More than 10 hours of ongoing training

86% 10 or less hours of ongoing training
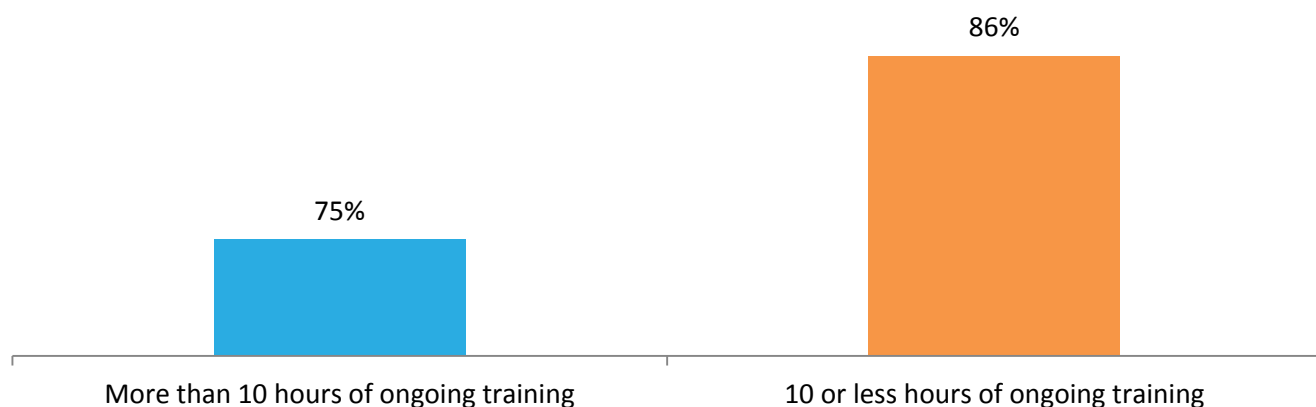
Training Content Creation

49% of companies create all training content **internally**

51% of companies create training content both **internally and externally**

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External Resources Usage Growing

11% – Percentage of training budget **spent on external resources** in 2014

66% – Percentage of companies that said **expenditure increased** compared with 2013

55% – Percentage of companies that **expect this expense to increase** in 2015

E-learning Training

% of companies that provide E-learning Training

88% – Hotel & Lodging

69% – Limited Service Restaurants

58% – Full Service Restaurants

E-learning Training on the Rise

% of companies reporting increase in use for 2015

Category	Percentage
Hotel & Lodging	50%
Limited Service Restaurants	89%
Full Service Restaurants	85%

E-learning – Primary Uses

- Knowledge leveling
- Validation / Testing
- Compliance (Food Safety, Allergens, Alcohol, Harassment Prevention, etc.)

How Are We Spending Our Time?

% of training time

	Unit Level Hourly Employees	Unit Level Management
Basic Job Skills	44%	23%
Customer Service	17%	12%
Culinary Skills	11%	8%
Food Safety/Sanitation	6%	6%
New Employee Orientation	5%	3%
Technology and Systems - POS, Back of the House Systems,	4%	5%
HR Programs - Diversity, Harassment, etc.	3%	4%
Compliance - OSHA, Fire Prevention, Workplace Safety	3%	4%
Supervisory Skills - Interviewing, Coaching	2%	6%
Train-the-Trainer	2%	3%

Spanish Training Materials

% of companies that offer training materials in Spanish
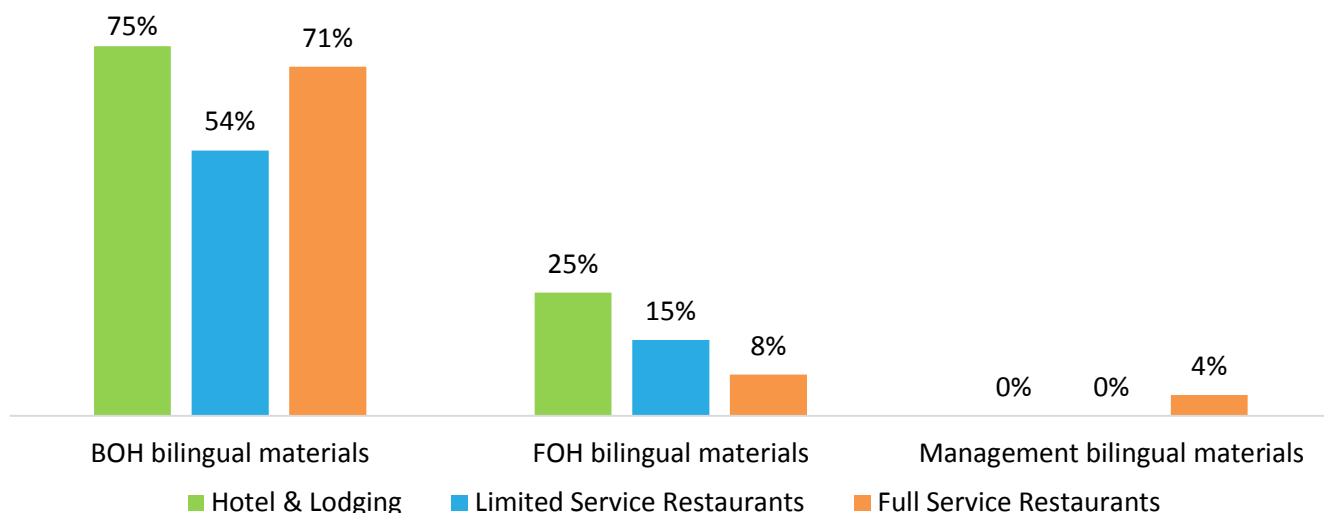
75% – Hotel & Lodging

54% – Limited Service Restaurants

71% – Full Service Restaurants

Focus of Bilingual Training: BOH

% of companies of those that offer bilingual materials

75% – BOH bilingual materials (Hotel & Lodging)
54% – BOH bilingual materials (Limited Service Restaurants)
71% – BOH bilingual materials (Full Service Restaurants)
25% – FOH bilingual materials (Hotel & Lodging)
15% – FOH bilingual materials (Limited Service Restaurants)
8% – FOH bilingual materials (Full Service Restaurants)
0% – Management bilingual materials (Hotel & Lodging)
0% – Management bilingual materials (Limited Service Restaurants)
4% – Management bilingual materials (Full Service Restaurants)

■ Hotel & Lodging   ■ Limited Service Restaurants   ■ Full Service Restaurants

Employee Engagement Surveys

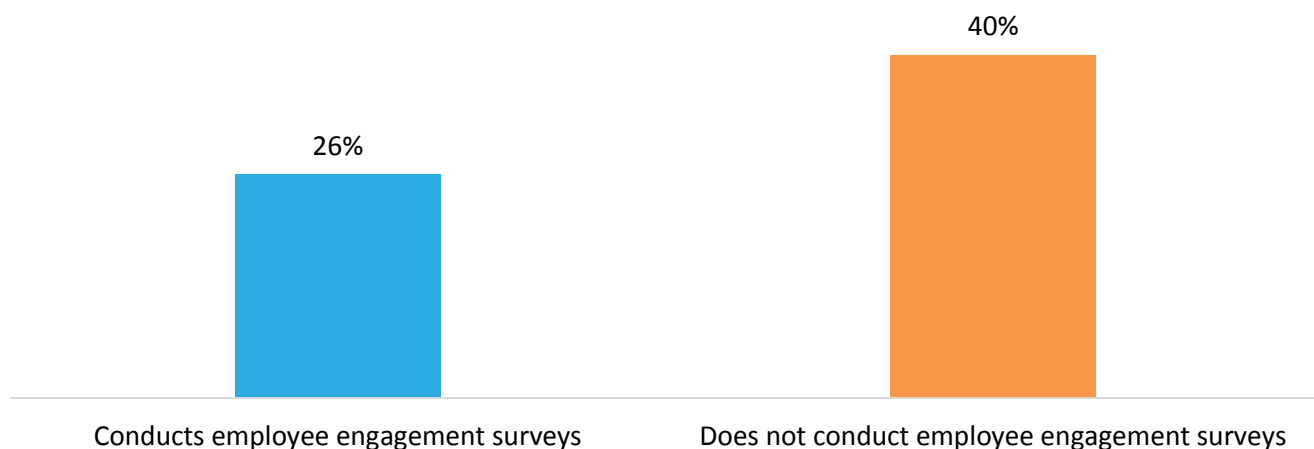*% of companies that conduct employee engagement surveys*
88% – Hotel & Lodging
92% – Limited Service Restaurants
70% – Full Service Restaurants

Restaurant s - Employee Engagement Surveys and Turnover

Unit level management employee turnover by Employee Engagement Surveys

26% – Conducts employee engagement surveys
40% – Does not conduct employee engagement surveys

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Survey results

General information

Profile of Participating Companies

	Restaurants	Hotel & Lodging	Both	Other ^	Total
# of companies	43	8	2	4	58
Avg. # of locations	120	1,117	N/A	N/A	108

^ Other includes: Retail/Restaurant, Restaurants/Bars/Nightclubs, Resorts/Golf Clubs, Senior Housing

Which best describes your company:

	Restaurants	Hotel & Lodging	Total
Independent/one location	2%	13%	7%
Chain (parent company)	84%	38%	72%
Franchisee	14%	13%	12%
Other ^	0%	38%	9%

^ Other includes: Membership, Management Companies

Is your company:

	Restaurants	Hotel & Lodging	Total
Publicly owned	16%	13%	14%
Privately held	84%	88%	86%

What was your company's system-wide annual revenue in the most recent fiscal year?

	Restaurants	Hotel & Lodging	Total
Company-operated	$134,103,576	N/A	$126,095,609
Franchised	$125,272,727	N/A	$125,272,727
System-wide	$226,785,752	N/A	$256,325,267

Within your organization, who is responsible for training franchised units?

	Restaurants	Hotel & Lodging	Total
Parent Company	17%	33%	25%
Franchisee	17%	17%	16%
Both	66%	50%	59%

How many people does your company employ in these positions?

	Restaurants	Hotel & Lodging	Total
Hourly employees	4,261	38,858	4,043
Unit level managers	321	5,794	310
Multi-unit managers	14	N/A	17
Corporate office Department managers	24	N/A	35
Department heads	9	3,164	18
Executive level	6	133	7
Other	22	N/A	30

Approximately how much did your company spend in total on training, as a percentage of overall sales last fiscal year? (Labor costs + other costs = total training) ^

	Restaurants	Hotel & Lodging	Total
Labor costs	1.0%	N/A	1.0%
Other costs	0.3%	N/A	0.3%
Total training	1.5%	N/A	1.1%

^ Reported as the Median

Percentage-wise, how much of the training budget was spent in the following areas?

	Restaurants	Hotel & Lodging	Total
Unit level – front of house	29%	37%	30%
Unit level – back of house	27%	29%	26%
Unit level – management	29%	31%	30%
Multi-unit – management	6%	0%	5%
Corporate office	5%	3%	4%
Other	4%	1%	4%

For each of the following types of employee positions, what was employee turnover percentage in each of these years?

	2012	2013	2014
Restaurants			
Entire company	58%	68%	69%
Unit level – hourly employees	78%	86%	89%
Unit level – management employees	26%	26%	29%
Multi-unit managers	7%	16%	8%
Unit level trainers	8%	9%	10%
Corporate office training staff	1%	5%	2%
Corporate office employees	14%	17%	20%
Hotel & Lodging			
Entire company	N/A	N/A	N/A
Unit level – hourly employees	N/A	N/A	N/A
Unit level – management employees	N/A	N/A	N/A
Multi-unit managers	N/A	N/A	N/A
Unit level trainers	N/A	N/A	N/A
Corporate office training staff	N/A	N/A	N/A
Corporate office employees	N/A	N/A	N/A
Total			
Entire company	53%	62%	63%
Unit level – hourly employees	75%	83%	86%
Unit level – management employees	27%	26%	30%
Multi-unit managers	7%	15%	7%
Unit level trainers	7%	8%	9%
Corporate office training staff	6%	5%	2%
Corporate office employees	13%	16%	19%

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What is your expectation for employee turnover in 2015?

	Increase	Decrease	Remain the same
Restaurants			
Entire company	22%	59%	19%
Unit level – hourly employees	32%	38%	29%
Unit level – management employees	32%	53%	15%
Multi-unit managers	13%	28%	59%
Unit level trainers	19%	27%	54%
Corporate office training staff	13%	16%	71%
Corporate office employees	16%	22%	63%
Hotel & Lodging			
Entire company	17%	17%	66%
Unit level – hourly employees	N/A	N/A	N/A
Unit level – management employees	N/A	N/A	N/A
Multi-unit managers	N/A	N/A	N/A
Unit level trainers	N/A	N/A	N/A
Corporate office training staff	N/A	N/A	N/A
Corporate office employees	N/A	N/A	N/A
Total			
Entire company	19%	52%	29%
Unit level – hourly employees	27%	32%	41%
Unit level – management employees	32%	43%	25%
Multi-unit managers	14%	21%	64%
Unit level trainers	18%	24%	59%
Corporate office training staff	13%	13%	75%
Corporate office employees	17%	17%	67%

Organization's Training Resources

How many person(s) are currently employed full-time in the training department?

	Restaurants	Hotel & Lodging	Total
Full-time employees	5	30	5

What are the positions/roles assigned to these full-time employees in your training department?

	Restaurants	Hotel & Lodging	Total
Field training support	67%	63%	65%
Instructional designer	56%	38%	51%
Training manager	74%	75%	74%
New restaurant opening trainer	0%	0%	0%
Administrative/coordinator	72%	75%	67%
Other	33%	38%	35%

^ Other includes: Communications Manager, Director, Events Coordinator; Quality Auditor

How many person(s) were employed part-time in the training department?

	Restaurants	Hotel & Lodging	Total
Part-time employees	1	0	1

Do you employ outside contract services for training department-related project work?

	Restaurants	Hotel & Lodging	Total
Yes	36%	50%	40%
No	64%	50%	60%

What is your target number of full-time-equivalent unit level employees per full-time-equivalent unit level trainer?

	Restaurants	Hotel & Lodging	Total
F/T unit level employees Per F/T unit level trainer	25	N/A	29

How many trainers are needed for new unit openings?

	Restaurants	Hotel & Lodging	Total
Front of house trainers	6	N/A	5
Back of house trainers	6	N/A	5

How has the number of people in the training department changed recently?

	Compared to 1 year ago	Compared to 3 years ago
Restaurants		
Increased significantly	5%	26%
Increased slightly	38%	33%
Stayed same	55%	31%
Decreased slightly	2%	5%
Decreased significantly	0%	5%
Hotel & Lodging		
Increased significantly	25%	25%
Increased slightly	0%	25%
Stayed same	63%	38%
Decreased slightly	13%	0%
Decreased significantly	0%	13%
Total		
Increased significantly	9%	27%
Increased slightly	32%	32%
Stayed same	55%	32%
Decreased slightly	4%	4%
Decreased significantly	0%	5%

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What department does training report to in your company?

	Restaurants	Hotel & Lodging	Total
President/CEO	26%	13%	23%
Human Resources	40%	63%	42%
Operations	44%	63%	49%
Marketing	0%	13%	2%
Other	2%	0%	2%

^ Other includes: Chief Quality Officer

How has the total amount your company spent last year on training changed?

	Compared to 1 year ago	Compared to 3 years ago
Restaurants		
Increased significantly	17%	36%
Increased slightly	43%	31%
Stayed same	33%	24%
Decreased slightly	5%	5%
Decreased significantly	2%	5%
Hotel & Lodging		
Increased significantly	13%	13%
Increased slightly	38%	38%
Stayed same	50%	50%
Decreased slightly	0%	0%
Decreased significantly	0%	0%
Total		
Increased significantly	16%	31%
Increased slightly	46%	36%
Stayed same	33%	25%
Decreased slightly	4%	4%
Decreased significantly	2%	4%

What percentage of your company's annual training dollars is allocated towards the following positions?

	Restaurants	Hotel & Lodging	Total
Executive level	1%	3%	1%
Regional manager/director level	3%	3%	3%
Multi-unit manager level	5%	11%	6%
Unit level managers ^	27%	13%	25%
Crew chief/supervisors	9%	7%	9%
Certified trainer	6%	2%	5%
Line-level hourly employees	44%	58%	45%
Corporate employees	3%	3%	3%
Other	2%	0%	2%

^ Unit Level Managers consist of: General Managers, Assistant Managers, Kitchen Managers, etc.

Did you use external training resources last year?

	Restaurants	Hotel & Lodging	Total
Yes	59%	100%	67%
No	41%	0%	33%

What percentage of the total 2014 training budget was spent on external resources last year?

	Restaurants	Hotel & Lodging	Total
% of budget	9%	18%	11%

Compared to 2013, did that expenditure increase, decrease, or remain the same?

	Restaurants	Hotel & Lodging	Total
Increased	70%	43%	66%
Decreased	4%	14%	16%
Remained the same	26%	43%	29%

In 2015, do you expect spending on external resources to increase, decrease, or remain the same?

	Restaurants	Hotel & Lodging	Total
Increase	53%	57%	55%
Decrease	11%	0%	8%
Remain the same	37%	43%	37%

Is training content created internally, externally, or both?

	Restaurants	Hotel & Lodging	Total
Internally only	59%	25%	49%
Externally only	0%	0%	0%
Both	41%	75%	51%

Training Platforms/Delivery & Time Allocation

What percentage of your time do you personally spend on each of the following areas?

	Restaurants	Hotel & Lodging	Total
Design	12%	5%	11%
Class facilitation	9%	21%	12%
Ongoing personal development/talent management	6%	9%	7%
Training material/content development	17%	11%	16%
New store openings	9%	4%	8%
Company-wide initiatives (rollouts, menus, programs)	15%	14%	15%
Event management	2%	7%	3%
On-the-job training	5%	0%	5%
Departmental management	13%	14%	12%
Program management	7%	10%	8%
Other	4%	4%	4%

What percentage of your company's annual training delivery time is allocated toward the following positions?

	Restaurants	Hotel & Lodging	Total
Executive level	2%	1%	2%
Regional manager/Director level	5%	1%	5%
Multi-unit manager level	6%	4%	6%
Unit level general managers	17%	27%	18%
Unit level assistant managers/Kitchen managers	17%	8%	16%
Unit level crew chief/Supervisors	7%	8%	7%
Certified trainer	6%	2%	5%
Line-level hourly employees	32%	47%	33%
Corporate office employees	3%	2%	3%
Other	4%	0%	3%

How many hours of training does your company provide annually for an individual in each of the following positions?

	Restaurants	Hotel & Lodging	Total
Managers in training (MIT)	355	N/A	331
Franchisee operator program	92	N/A	85
Veteran managers at assistant manager level	32	N/A	32
Veteran managers at GM Level	49	N/A	37
Department managers	16	N/A	23
Other salaried management positions	40	N/A	36
Multi-unit managers	25	N/A	25
Unit level hourly employees	29	N/A	29

Who typically conducts new hire orientation of unit level hourly employees?

	Restaurants	Hotel & Lodging	Total
HR department	9%	25%	16%
Trainer (certified in company trainer program)	14%	25%	16%
General managers	84%	38%	74%
Other manager	19%	63%	25%
Other hourly employee (not a trainer)	0%	0%	0%
No formal orientation offered	0%	25%	4%

How are your orientations typically conducted for newly hired unit level hourly employees?

	Restaurants	Hotel & Lodging	Total
Online/Electronic	35%	38%	36%
Person – to – person	88%	88%	88%
Group setting	26%	25%	27%

Who typically trains newly hired unit level hourly employees?

	Restaurants	Hotel & Lodging	Total
HR department	2%	0%	2%
General managers	77%	25%	68%
Trainer (certified in company trainer program)	30%	50%	35%
Other manager	35%	63%	39%
Other hourly employee (not a trainer)	28%	50%	30%
No formal training offered	0%	13%	4%

How many hours of new hire training does your company dedicate to orientation, on average, for an individual in each employee position mentioned below?

	Restaurants	Hotel & Lodging	Total
Unit level hourly employees	3	N/A	4
Unit level assistant managers	5	N/A	6
Unit level general managers	5	N/A	6
Other unit level salaried management positions	5	N/A	6
Multi-unit managers	7	N/A	7
Training staff	4	N/A	9

How many hours of ongoing training does your company dedicate each year, on average, for an incumbent employee in a position listed below?

	Restaurants	Hotel & Lodging	Total
Unit level hourly employees	12	N/A	14
Unit level assistant managers	31	N/A	31
Unit level general managers	40	N/A	37
Other unit level salaried management positions	19	N/A	22
Multi-unit managers	35	N/A	32
Training staff	28	N/A	29

For your restaurants, what is the length (in hours) of on-the-job training programs for the newly hired unit level positions?

	Restaurants
Assistant managers	318
Assistant general managers	241
General managers	273
Assistant kitchen managers	186
Kitchen managers	301
Sous chefs	179
Executive chefs	195
Multi-unit managers	235
Catering managers	9
FOH hourly employees	34
BOH hourly employees	35

For your lodging properties, what is the length (in hours) of on-the-job training programs for the following newly hired unit level positions?

	Department Head	Manager/Supervisor	Hourly Employees
Front of house	56	56	36
Back of house	56	56	36
Room service	40	40	32
Food and beverage	56	56	32
Concierge	40	40	32
Guest services	56	62	36
House keeping	56	58	44
Front desk/office	56	66	46
Facility services	40	43	37

What percentage of your training is administered in each format for each position?

	Restaurants	Hotel & Lodging	Total
Hourly – new hire			
Written Manuals/Books	18%	**12%**	18%
On-the-job Training	62%	65%	60%
E-learning	10%	**10%**	9%
Instructor-led (classroom)	9%	13%	10%
Other	2%	0%	2%
Hourly - ongoing			
Written Manuals/Books	13%	16%	16%
On-the-job Training	62%	**64%**	58%
E-learning	10%	**16%**	11%
Instructor-led (classroom)	11%	3%	11%
Other	4%	0%	4%
Multi-unit manager			
Written Manuals/Books	21%	N/A	23%
On-the-job Training	57%	N/A	53%
E-learning	7%	N/A	9%
Instructor-led (classroom)	11%	N/A	11%
Other	4%	N/A	5%
Internal promote managers			
Written Manuals/Books	21%	N/A	21%
On-the-job Training	59%	N/A	57%
E-learning	9%	N/A	9%
Instructor-led (classroom)	10%	N/A	11%
Other	1%	N/A	2%
Manager – new hire			
Written Manuals/Books	23%	N/A	22%
On-the-job Training	56%	N/A	54%
E-learning	9%	N/A	9%
Instructor-led (classroom)	11%	N/A	12%
Other	1%	N/A	2%
Manager – ongoing			
Written Manuals/Books	15%	N/A	16%
On-the-job Training	48%	N/A	47%
E-learning	11%	N/A	11%
Instructor-led (classroom)	23%	N/A	22%
Other	3%	N/A	3%

Do you currently use E-learning training solutions?

	Restaurants	Hotel & Lodging	Total
Yes	56%	88%	59%
No	42%	12%	41%

How are your employees able to access your E-learning platform?

	Restaurants	Hotel & Lodging	Total
Desktop/laptop computer at work	51%	88%	54%
Tablets provided by the employer at work	19%	25%	19%
Employees' smart phones	19%	38%	19%
Other ^	5%	0%	4%

^ Other includes: POS

In 2015, do you expect your company's use of the E-learning training solutions to increase, decrease, or remain the same?

	Restaurants	Hotel & Lodging	Total
Increase	87%	50%	81%
Decrease	0%	0%	0%
Remain the same	13%	50%	19%

If you are currently using E-learning for your training solutions, what LMS software program(s) are you using?

	Restaurants	Hotel & Lodging	Total
DiscoverLink	11%	0%	9%
Taleo	0%	0%	0%
Wisetail	5%	0%	3%
Wyckwyre	0%	0%	0%
Cornerstone	0%	0%	0%
Meridian	0%	0%	0%
SkillSoft	5%	13%	5%
Articulate (Engage or Storyline)	20%	25%	21%
Camtasia	2%	0%	3%
Captivate	9%	25%	12%
Other ^	25%	63%	31%

^ Other includes: AH&LEI, BizLibrary, Brainshark, Computer based internal program, Coursemill, Emtrain, Raptivity, Schoox, Success Factors, TalentLMS, Tortal, Tracks, Trivantis/Course Mill, Vitalect – Techniq Portfolio

How is your E-learning used for training solutions?

	Restaurants	Hotel & Lodging	Total
Knowledge leveling	39%	63%	40%
Validation/testing	43%	50%	41%
Post training follow-up	16%	38%	19%
Compliance ^	48%	75%	50%
Education prior to OTJ	27%	50%	29%
Reduction of paper	36%	25%	33%
Other ^^	0%	13%	2%

^ Compliance consists of Food Safety, Allergens, Alcohol, Harassment Prevention, etc.

^^ Other includes: Continuing education

What is your strategy for incorporating E-learning within the next 1-3 years?

	Restaurants	Hotel & Lodging	Total
We plan on incorporating E-learning into our current training program	65%	N/A	67%
We are evaluating E-learning as a delivery platform	6%	N/A	5%
We do not plan on using E-learning in our training program	29%	N/A	29%
Other	0%	N/A	0%

People Report
A TDn2K Company

CHART
Council of Hotel and
Restaurant Trainers

How is training content on the following topics delivered?

	Restaurants	Hotel & Lodging	Total
Basic Job Skills			
On-the-job	91%	100%	93%
Classroom: instructor-led with printed materials	26%	13%	25%
Classroom: instructor-led with mixed media (print/video)	21%	38%	23%
E-learning	26%	25%	25%
Blended learning: classroom and E-learning	19%	38%	19%
Other	0%	0%	0%
Not applicable	0%	0%	0%
Culinary Skills			
On-the-job	84%	63%	82%
Classroom: instructor-led with printed materials	19%	0%	16%
Classroom: instructor-led with mixed media (print/video)	12%	0%	9%
E-learning	12%	13%	11%
Blended learning: classroom and E-learning	7%	0%	5%
Other	0%	0%	2%
Not applicable	2%	13%	4%
Financial Management			
On-the-job	53%	63%	54%
Classroom: instructor-led with printed materials	47%	13%	42%
Classroom: instructor-led with mixed media (print/video)	19%	25%	18%
E-learning	9%	0%	9%
Blended learning: classroom and E-learning	7%	13%	7%
Other	2%	13%	5%
Not applicable	9%	13%	9%
Marketing			
On-the-job	49%	63%	53%
Classroom: instructor-led with printed materials	28%	13%	25%
Classroom: instructor-led with mixed media (print/video)	9%	13%	9%
E-learning	2%	0%	4%
Blended learning: classroom and E-learning	12%	0%	9%
Other	2%	25%	7%
Not applicable	16%	13%	14%
Customer Service			
On-the-job	81%	100%	84%
Classroom: instructor-led with printed materials	44%	38%	44%
Classroom: instructor-led with mixed media (print/video)	28%	63%	32%
E-learning	9%	38%	16%
Blended learning: classroom and E-learning	14%	63%	19%
Other	0%	0%	2%
Not applicable	2%	0%	2%

CONTINUED. How is training content on the following topics delivered?

	Restaurants	Hotel & Lodging	Total
Leadership/Executive Development			
On-the-job	49%	75%	53%
Classroom: instructor-led with printed materials	37%	38%	35%
Classroom: instructor-led with mixed media (print/video)	28%	50%	32%
E-learning	5%	38%	11%
Blended learning: classroom and E-learning	7%	38%	14%
Other	2%	0%	5%
Not applicable	2%	0%	2%
HR Programs – Diversity, Harassment, etc.			
On-the-job	40%	50%	42%
Classroom: instructor-led with printed materials	42%	25%	40%
Classroom: instructor-led with mixed media (print/video)	28%	50%	30%
E-learning	23%	25%	25%
Blended learning: classroom and E-learning	12%	25%	14%
Other	0%	13%	4%
Not applicable	2%	0%	2%
Compliance – OSHA, Fire Prevention, Workplace Safety			
On-the-job	49%	88%	54%
Classroom: instructor-led with printed materials	33%	25%	30%
Classroom: instructor-led with mixed media (print/video)	19%	38%	23%
E-learning	19%	50%	25%
Blended learning: classroom and E-learning	14%	25%	16%
Other	0%	13%	4%
Not applicable	2%	0%	2%
Supervisory Skills – Interviewing, Coaching			
On-the-job	60%	88%	63%
Classroom: instructor-led with printed materials	53%	38%	47%
Classroom: instructor-led with mixed media (print/video)	30%	63%	33%
E-learning	5%	13%	7%
Blended learning: classroom and E-learning	7%	50%	16%
Other	2%	0%	4%
Not applicable	0%	0%	0%
Train-the-Trainer			
On-the-job	58%	50%	56%
Classroom: instructor-led with printed materials	49%	25%	46%
Classroom: instructor-led with mixed media (print/video)	21%	63%	26%
E-learning	7%	13%	7%
Blended learning: classroom and E-learning	7%	25%	9%
Other	0%	0%	2%
Not applicable	7%	13%	7%

People Report
A TDn2K Company

2015 Training & Development Survey Results

CHART
Council of Hotel and
Restaurant Trainers

CONTINUED. How is training content on the following topics delivered?

	Restaurants	Hotel & Lodging	Total
Technology and Systems – POS, Back of the House Systems			
On-the-job	77%	75%	75%
Classroom: instructor-led with printed materials	42%	13%	37%
Classroom: instructor-led with mixed media (print/video)	9%	25%	11%
E-learning	16%	13%	16%
Blended learning: classroom and E-learning	2%	38%	7%
Other	0%	0%	2%
Not applicable	0%	0%	0%
Desktop and Laptop Computers, etc.			
On-the-job	56%	50%	58%
Classroom: instructor-led with printed materials	14%	0%	12%
Classroom: instructor-led with mixed media (print/video)	7%	0%	5%
E-learning	5%	25%	9%
Blended learning: classroom and E-learning	5%	13%	5%
Other	0%	0%	2%
Not applicable	19%	13%	16%
New Employee Orientation			
On-the-job	58%	63%	58%
Classroom: instructor-led with printed materials	44%	25%	40%
Classroom: instructor-led with mixed media (print/video)	26%	38%	28%
E-learning	23%	0%	21%
Blended learning: classroom and E-learning	7%	13%	7%
Other	0%	0%	0%
Not applicable	0%	0%	0%
Interpersonal Skills – Conflict Management, Teamwork, etc.			
On-the-job	53%	75%	56%
Classroom: instructor-led with printed materials	40%	13%	35%
Classroom: instructor-led with mixed media (print/video)	21%	38%	25%
E-learning	7%	13%	9%
Blended learning: classroom and E-learning	9%	38%	14%
Other	2%	0%	4%
Not applicable	5%	0%	4%
Food Safety/Sanitation			
On-the-job	77%	50%	72%
Classroom: instructor-led with printed materials	42%	0%	32%
Classroom: instructor-led with mixed media (print/video)	28%	25%	30%
E-learning	30%	38%	32%
Blended learning: classroom and E-learning	12%	13%	12%
Other	0%	0%	2%
Not applicable	0%	0%	0%

What percentage of your company's annual training time for an individual **unit level hourly** employee is allocated to the following topics?

	Restaurants	Hotel & Lodging	Total
Basic job skills	46%	N/A	44%
Culinary skills	12%	N/A	11%
Financial management	1%	N/A	1%
Marketing	0%	N/A	1%
Customer service	17%	N/A	17%
Leadership/executive development	0%	N/A	1%
HR programs – diversity, harassment, etc.	2%	N/A	3%
Compliance – OSHA, fire prevention, workplace safety	2%	N/A	3%
Supervisory skills – interviewing, coaching	1%	N/A	2%
Train-the-trainer	1%	N/A	2%
Technology and systems – POS, BOH systems	4%	N/A	4%
Desktop and laptop computers, etc.	0%	N/A	1%
New employee orientation	5%	N/A	5%
Interpersonal skills – conflict mgmt, teamwork, etc.	1%	N/A	1%
Food safety/sanitation	7%	N/A	6%
Other	1%	N/A	1%

What percentage of your company's annual training time for an individual **unit level manager** is allocated to the following topics?

	Restaurants	Hotel & Lodging	Total
Basic job skills	27%	10%	23%
Culinary skills	10%	0%	8%
Financial management	7%	5%	7%
Marketing	3%	2%	4%
Customer service	11%	18%	12%
Leadership/executive development	4%	5%	5%
HR programs – diversity, harassment, etc.	3%	7%	4%
Compliance – OSHA, fire prevention, workplace safety	4%	3%	4%
Supervisory skills – interviewing, coaching	6%	12%	6%
Train-the-trainer	1%	12%	3%
Technology and systems – POS, BOH systems	5%	7%	5%
Desktop and laptop computers, etc.	1%	2%	2%
New employee orientation	3%	5%	3%
Interpersonal skills – conflict mgmt, teamwork, etc.	4%	5%	4%
Food safety/sanitation	7%	8%	6%
Other	4%	0%	3%

What is the average annual salary for the following positions in your company? ^

	Restaurants	Hotel & Lodging	Total
Vice president of training	$150,000	N/A	$150,000
Training director	$100,000	N/A	$100,000
Training manager	$65,000	N/A	$67,500
Facilitator/classroom trainer	$45,000	N/A	$55,000
Training team member	$35,600	N/A	$40,000
Operations or Field-based trainer	$50,000	N/A	$50,000
Instructional designer	$57,500	N/A	$60,000

^ Reported as the Median

What is the average variable pay potential (includes cash bonus, company stock, other monetary incentives, etc.) as a percentage of the average base salary for the following positions in your company?

	Restaurants	Hotel & Lodging	Total
Vice president of training	28%	N/A	30%
Training director	20%	N/A	20%
Training manager	15%	N/A	15%
Facilitator/classroom trainer	N/A	N/A	5%
Training team member	N/A	N/A	10%
Operations or Field-based trainer	10%	N/A	5%
Instructional designer	N/A	N/A	8%

^ Reported as the Median

Other than English, in what other languages are training materials provided?

	Restaurants	Hotel & Lodging	Total
No language other than English	38%	25%	43%
Spanish	64%	75%	59%
Other ^	2%	38%	7%

^ Other includes: Arabic, French, French Canadian, German, Hindi, Mandarin

What training materials are bi-lingual?

	Restaurants	Hotel & Lodging	Total
BOH materials	60%	75%	56%
FOH materials	12%	25%	12%
Management materials	2%	0%	2%

Which methods do you utilize to evaluate unit level hourly employee training effectiveness?

	Restaurants	Hotel & Lodging	Total
Written test	86%	63%	82%
Demonstration test	79%	50%	75%
Trainee feedback	79%	75%	75%
Manager feedback	88%	75%	86%
Roi	7%	13%	7%
Secret shopper reports	42%	63%	49%
Turnover rates	56%	13%	44%
Labor costs	26%	13%	21%
Store profitability	21%	0%	18%
Guest experience feedback	79%	100%	81%

Regarding food safety/sanitation issues, which best describes your on-going training of unit level hourly employees?

	Restaurants	Hotel & Lodging	Total
More than once per month	16%	17%	16%
Monthly	27%	17%	23%
Every 3 months	7%	0%	7%
Occasionally / as needed	45%	33%	45%
No on-going basis	5%	33%	7%

Does your company conduct employee engagement surveys?

	Restaurants	Hotel & Lodging	Total
Yes	71%	88%	75%
No	29%	12%	25%

How often does your company conduct employee engagement surveys?

	Restaurants	Hotel & Lodging	Total
More than once a year	38%	0%	25%
Once a year	38%	86%	55%
Every two years	17%	14%	15%
Every three years or longer	7%	0%	5%

Limited Service vs. Full Service

General information

Profile of Participating Companies

	Limited Service	Full Service
# of companies	13	24
Avg. # of locations	197	99

Which best describes your company?

	Limited Service	Full Service
Independent/one location	0%	4%
Chain (parent company)	100%	79%
Franchisee	0%	17%

Is your company:

	Limited Service	Full Service
Publicly owned	23%	12%
Privately held	77%	88%

What was your company's system-wide annual revenue in the most recent fiscal year?

	Limited Service	Full Service
Company-operated	$204,746,500	$150,084,615
Franchise	N/A	$164,583,333
System-wide	$226,447,200	$202,843,571

Within your organization, who is responsible for training franchised units?

	Limited Service	Full Service
Parent Company	30%	10%
Franchisee	20%	10%
Both	50%	80%

How many people does your company employ in these positions?

	Limited Service	Full Service
Hourly employees	5,031	4,370
Unit level managers	493	234
Multi-unit managers	21	11
Corporate office department managers	27	25
Department heads	13	8
Executive level	8	6
Other	26	49

What percentage of overall sales was your training budget (excluding salaries)? ^

	Limited Service	Full Service
Labor costs	0.9%	1.0%
Other costs	0.1%	0.4%
Total training	1.0%	1.7%

^ Reported as the Median

Percentage-wise, how much of the training budget was spent in the following areas?

	Limited Service	Full Service
Unit level – front of house	18%	35%
Unit level – back of house	21%	28%
Unit level – management	45%	23%
Multi-unit – management	7%	6%
Corporate office	6%	3%
Other	4%	4%

For each of the following types of employee positions, what was employee turnover percentage in each of these years?

	2012	2013	2014
Limited Service			
Entire company	36%	56%	63%
Unit level – hourly employees	73%	91%	96%
Unit level – management employees	19%	19%	31%
Multi-unit managers	8%	20%	7%
Unit level trainers	0%	0%	7%
Corporate office training staff	2%	11%	1%
Corporate office employees	6%	10%	9%
Full Service			
Entire company	69%	70%	70%
Unit level – hourly employees	81%	84%	86%
Unit level – management employees	25%	24%	25%
Multi-unit managers	8%	16%	8%
Unit level trainers	14%	15%	13%
Corporate office training staff	0%	2%	2%
Corporate office employees	13%	15%	17%

What is your expectation for employee turnover in 2015?

	Increase	Decrease	Remain the same
Limited Service			
Entire company	22%	67%	11%
Unit level – hourly employees	36%	55%	9%
Unit level – management employees	36%	55%	9%
Multi-unit managers	9%	55%	36%
Unit level trainers	9%	45%	45%
Corporate office training staff	0%	36%	64%
Corporate office employees	9%	36%	55%
Full Service			
Entire company	16%	63%	21%
Unit level – hourly employees	26%	32%	42%
Unit level – management employees	26%	58%	16%
Multi-unit managers	19%	18%	65%
Unit level trainers	33%	17%	50%
Corporate office training staff	19%	6%	75%
Corporate office employees	14%	18%	65%

Organization's Training Resources

How many person(s) are currently employed full-time in the training department?		

	Limited Service	Full Service
Full-time employees	7	5

What are the positions/roles assigned to these full-time employees in your training department?		

	Limited Service	Full Service
Field training support	62%	67%
Instructional designer	62%	50%
Training manager	77%	79%
New restaurant opening trainer	0%	0%
Administrative/coordinator	92%	67%
Other ^	31%	33%

^ Other includes: Communications Manager, Director, Events Coordinator; Quality Auditor

How many person(s) were employed part-time in the training department?		

	Limited Service	Full Service
Part-time employees	0	2

Do you employ outside contract services for training department-related project work?		

	Limited Service	Full Service
Yes	42%	33%
No	58%	67%

What is your target number of full-time-equivalent unit level employees per full-time-equivalent unit level trainer?		

	Limited Service	Full Service
F/T unit level employees Per F/T unit level trainer	31	23

How many trainers are needed for new unit openings?		

	Limited Service	Full Service
Front of house trainers	3	8
Back of house trainers	4	7

How has the number of people in the training department changed recently?

	Compared to 1 year ago	Compared to 3 years ago
Limited Service		
Increased significantly	15%	46%
Increased slightly	38%	23%
Stayed same	46%	23%
Decreased slightly	0%	8%
Decreased significantly	0%	0%
Full Service		
Increased significantly	0%	22%
Increased slightly	39%	39%
Stayed same	57%	30%
Decreased slightly	4%	4%
Decreased significantly	0%	4%

What department does training report to in your company?

	Limited Service	Full Service
President/CEO	23%	25%
Human Resources	23%	46%
Operations	54%	42%
Marketing	0%	0%
Other ^	8%	0%

^ Other includes: Chief Quality Officer

How has the total amount your company spent last year on training changed?

	Compared to 1 year ago	Compared to 3 years ago
Limited Service		
Increased significantly	23%	38%
Increased slightly	46%	31%
Stayed same	23%	23%
Decreased slightly	0%	0%
Decreased significantly	8%	8%
Full Service		
Increased significantly	13%	30%
Increased slightly	39%	35%
Stayed same	39%	22%
Decreased slightly	9%	9%
Decreased significantly	0%	4%

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What percentage of your company's annual training dollars is allocated towards the following positions?

	Limited Service	Full Service
Executive level	0%	2%
Regional manager/Director level	2%	3%
Multi-unit manager level	6%	5%
Unit level managers ^	37%	23%
Crew chief/supervisors	17%	5%
Certified trainer	7%	6%
Line-level hourly employees	30%	50%
Corporate employees	1%	3%
Other	0%	3%

^ Unit Level Managers consist of: General Managers, Assistant Managers, Kitchen Managers, etc.

Did you use external training resources last year?

	Limited Service	Full Service
Yes	42%	70%
No	58%	30%

What percentage of the total training budget was spent on external resources last year?

	Limited Service	Full Service
% of budget	N/A	6%

Compared to 2013, did that expenditure increase, decrease, or remain the same?

	Limited Service	Full Service
Increased	N/A	63%
Decreased	N/A	0%
Remained the same	N/A	38%

In 2015, do you expect spending on external resources to increase, decrease, or remain the same?

	Limited Service	Full Service
Increase	64%	43%
Decrease	9%	14%
Remain the same	27%	43%

Is training content created internally, externally, or both?

	Limited Service	Full Service
Internally	69%	57%
Externally	0%	0%
Both	31%	43%

Training Platforms/Delivery & Time Allocation

What percentage of your time do you personally spend on each of the following areas?

	Limited Service	Full Service
Design	11%	12%
Class facilitation	9%	10%
Ongoing personal development/talent management	6%	7%
Training material/content development	17%	16%
New store openings	8%	8%
Company-wide initiatives (rollouts, menus, programs)	14%	17%
Event management	1%	3%
On-the-job Training	7%	5%
Departmental management	24%	9%
Program management	4%	9%
Other	0%	5%

What percentage of your company's annual training delivery time is allocated toward the following positions?

	Limited Service	Full Service
Executive level	0%	2%
Regional manager/Director level	2%	3%
Multi-unit manager level	2%	6%
Unit level general managers	28%	15%
Unit level assistant managers/Kitchen managers	18%	19%
Unit level crew chief/supervisors	19%	5%
Certified trainer	11%	5%
Line-level hourly employees	17%	36%
Corporate office employees	2%	3%
Other	0%	6%

How many hours of training does your company provide annually for an individual in each of the following positions?

	Limited Service	Full Service
Managers in training (MIT)	256	402
Franchisee operator program	N/A	87
Veteran managers at assistant manager level	N/A	37
Veteran managers at GM level	N/A	54
Department managers	N/A	16
Other salaried management positions	N/A	32
Multi-unit managers	N/A	27
Unit level hourly employees	22	33

Who typically conducts new hire orientation of unit level hourly employees?

	Limited Service	Full Service
HR department	8%	0%
Trainer (certified in company trainer program)	23%	13%
General managers	92%	88%
Other manager	23%	17%
Other hourly employee (not a trainer)	0%	0%
No formal orientation offered	0%	0%

How are your orientations typically conducted for newly hired unit level hourly employees?

	Limited Service	Full Service
Online/Electronic	31%	43%
Person – to – person	92%	96%
Group setting	15%	30%

Who typically trains newly hired unit level employees?

	Limited Service	Full Service
HR department	0%	0%
Trainer (certified in company trainer program)	62%	92%
General managers	46%	17%
Other manager	46%	33%
Other hourly employee (not a trainer)	46%	21%
No formal orientation offered	0%	0%

How many hours of new hire training does your company dedicate to orientation for an individual in each employee position mentioned below?

	Limited Service	Full Service
Unit level hourly employees	3	4
Unit level assistant managers	5	5
Unit level general managers	6	5
Other unit level salaried management positions	5	6
Multi-unit managers	11	5
Training staff	14	5

How many hours of ongoing training does your company dedicate each year for an incumbent employee in a position listed below?

	Limited Service	Full Service
Unit level hourly employees	N/A	13
Unit level assistant managers	N/A	37
Unit level general managers	N/A	45
Other unit level salaried management positions	N/A	20
Multi-unit managers	N/A	40
Training staff	N/A	27

For your restaurants, what is the length (in hours) of on-the-job training programs for the newly hired unit level positions?

	Limited Service	Full Service
Assistant managers	368	371
Assistant general managers	288	346
General managers	184	339
Assistant kitchen managers	N/A	269
Kitchen managers	N/A	387
Sous chefs	N/A	224
Executive chefs	N/A	258
Multi-unit managers	342	279
Catering managers	7	N/A
FOH hourly employees	36	40
BOH hourly employees	25	42

What percentage of your training is administered in each format for each position?

	Limited Service	Full Service
Hourly – new hire		
Written Manuals/Books	12%	20%
On-the-job Training	74%	60%
E-learning	12%	10%
Instructor-led (classroom)	1%	8%
Other	0%	3%
Hourly - ongoing		
Written Manuals/Books	N/A	15%
On-the-job Training	N/A	56%
E-learning	N/A	11%
Instructor-led (classroom)	N/A	11%
Other	N/A	7%
Multi-unit manager		
Written Manuals/Books	N/A	21%
On-the-job Training	N/A	55%
E-learning	N/A	9%
Instructor-led (classroom)	N/A	6%

Other	0%	6%
Internal promote managers		
Written Manuals/Books	N/A	**21%**
On-the-job Training	N/A	**58%**
E-learning	N/A	**9%**
Instructor-led (classroom)	N/A	10%
Other	N/A	2%
Manager – new hire		
Written Manuals/Books	20%	23%
On-the-job Training	67%	53%
E-learning	9%	10%
Instructor-led (classroom)	4%	12%
Other	0%	2%
Manager – ongoing		
Written Manuals/Books	N/A	19%
On-the-job Training	N/A	48%
E-learning	N/A	12%
Instructor-led (classroom)	N/A	18%
Other	N/A	3%

Do you currently use E-learning training solutions?

	Limited Service	Full Service
Yes	69%	58%
No	31%	42%

How are your employees able to access your E-learning platform?

	Limited Service	Full Service
Desktop/laptop computer at work	69%	**50%**
Tablets provided by the employer at work	31%	**17%**
Employees' smart phones	23%	**21%**
Other	0%	**8%**

^ Other includes: POS

In 2015, do you expect your company's use of the E-learning training solutions to increase, decrease, or remain the same?

	Limited Service	Full Service
Increase	89%	85%
Decrease	0%	0%
Remain the same	11%	15%

If you are currently using E-learning for your training solutions, what LMS software program(s) are you using?

	Limited Service	Full Service
DiscoverLink	7%	13%
Taleo	0%	0%
Wisetail	0%	8%
Wyckwyre	0%	0%
Cornerstone	0%	0%
Meridian	0%	0%
SkillSoft	7%	4%
Articulate (Engage or Storyline)	36%	17%
Camtasia	7%	0%
Captivate	0%	17%
Other ^	29%	29%

^ Other includes: Brainshark, Computer based internal program, Coursemill, Emtrain, Raptivity, Schoox, Tortal, Tracks, Trivantis/Course Mill, Vitalect – Techniq Portfolio

How is your E-learning used for training solutions?

	Limited Service	Full Service
Knowledge leveling	50%	42%
Validation/testing	57%	46%
Post training follow-up	21%	17%
Compliance (food safety, allergens, alcohol, harassment prevention, etc.)	57%	50%
Education prior to OTJ	43%	25%
Reduction of paper	43%	42%
Other	0%	0%

What is your strategy for incorporating E-learning within the next 1-3 years?

	Limited Service	Full Service
We plan on incorporating E-learning into our current training program	N/A	44%
We are evaluating E-learning as a delivery platform	N/A	11%
We do not plan on using E-learning in our training program	N/A	44%
Other	N/A	0%

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How is training content on the following topics delivered?

	Limited Service	Full Service
Basic Job Skills		
On-the-job	85%	92%
Classroom: instructor-led with printed materials	8%	38%
Classroom: Instructor-led with mixed media (print/video)	15%	25%
E-learning	54%	17%
Blended learning: classroom and E-learning	8%	29%
Other	0%	0%
Not applicable	0%	0%
Culinary Skills		
On-the-job	62%	96%
Classroom: instructor-led with printed materials	0%	33%
Classroom: Instructor-led with mixed media (print/video)	8%	17%
E-learning	23%	8%
Blended learning: classroom and E-learning	0%	13%
Other	0%	0%
Not applicable	8%	0%
Financial Management		
On-the-job	62%	54%
Classroom: instructor-led with printed materials	23%	58%
Classroom: Instructor-led with mixed media (print/video)	15%	21%
E-learning	23%	4%
Blended learning: classroom and E-learning	8%	8%
Other	0%	4%
Not applicable	8%	8%
Marketing		
On-the-job	54%	50%
Classroom: instructor-led with printed materials	31%	33%
Classroom: Instructor-led with mixed media (print/video)	8%	13%
E-learning	8%	0%
Blended learning: classroom and E-learning	8%	17%
Other	0%	0%
Not applicable	15%	13%
Customer Service		
On-the-job	77%	83%
Classroom: instructor-led with printed materials	38%	50%
Classroom: Instructor-led with mixed media (print/video)	23%	29%
E-learning	15%	8%
Blended learning: classroom and E-learning	23%	13%
Other	0%	0%
Not applicable	0%	4%

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CONTINUED. How is training content on the following topics delivered?

	Limited Service	Full Service
Leadership/Executive Development		
On-the-job	46%	54%
Classroom: instructor-led with printed materials	23%	42%
Classroom: Instructor-led with mixed media (print/video)	31%	25%
E-learning	15%	0%
Blended learning: classroom and E-learning	8%	8%
Other	0%	4%
Not applicable	0%	0%
HR Programs – Diversity, Harassment, etc.		
On-the-job	38%	38%
Classroom: instructor-led with printed materials	31%	50%
Classroom: Instructor-led with mixed media (print/video)	23%	29%
E-learning	15%	25%
Blended learning: classroom and E-learning	15%	13%
Other	0%	0%
Not applicable	8%	0%
Compliance – OSHA, Fire Prevention, Workplace Safety		
On-the-job	46%	42%
Classroom: instructor-led with printed materials	23%	42%
Classroom: Instructor-led with mixed media (print/video)	0%	25%
E-learning	38%	8%
Blended learning: classroom and E-learning	8%	21%
Other	0%	0%
Not applicable	8%	0%
Supervisory Skills – Interviewing, Coaching		
On-the-job	62%	67%
Classroom: instructor-led with printed materials	38%	58%
Classroom: Instructor-led with mixed media (print/video)	23%	33%
E-learning	8%	4%
Blended learning: classroom and E-learning	8%	8%
Other	0%	4%
Not applicable	0%	0%
Train-the-Trainer		
On-the-job	54%	63%
Classroom: instructor-led with printed materials	38%	54%
Classroom: Instructor-led with mixed media (print/video)	15%	21%
E-learning	15%	4%
Blended learning: classroom and E-learning	8%	8%
Other	0%	0%
Not applicable	8%	4%

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CONTINUED. How is training content on the following topics delivered?

	Limited Service	Full Service
Technology and Systems – POS, Back of the House Systems		
On-the-job	69%	79%
Classroom: instructor-led with printed materials	31%	54%
Classroom: Instructor-led with mixed media (print/video)	8%	13%
E-learning	23%	13%
Blended learning: classroom and E-learning	0%	4%
Other	0%	0%
Not applicable	0%	0%
Desktop and Laptop Computers, etc.		
On-the-job	54%	54%
Classroom: instructor-led with printed materials	15%	13%
Classroom: Instructor-led with mixed media (print/video)	0%	8%
E-learning	8%	0%
Blended learning: classroom and E-learning	8%	4%
Other	0%	0%
Not applicable	15%	21%
New Employee Orientation		
On-the-job	69%	50%
Classroom: instructor-led with printed materials	23%	54%
Classroom: Instructor-led with mixed media (print/video)	8%	33%
E-learning	38%	21%
Blended learning: classroom and E-learning	8%	8%
Other	0%	0%
Not applicable	0%	0%
Interpersonal Skills – Conflict Management, Teamwork, etc.		
On-the-job	54%	58%
Classroom: instructor-led with printed materials	38%	38%
Classroom: Instructor-led with mixed media (print/video)	15%	21%
E-learning	23%	0%
Blended learning: classroom and E-learning	15%	8%
Other	0%	4%
Not applicable	8%	0%
Food Safety/Sanitation		
On-the-job	69%	75%
Classroom: instructor-led with printed materials	15%	54%
Classroom: Instructor-led with mixed media (print/video)	15%	33%
E-learning	38%	29%
Blended learning: classroom and E-learning	15%	13%
Other	0%	0%
Not applicable	0%	0%

What percentage of your company's annual training time for an individual **unit level hourly** employee is allocated to the following topics?

	Limited Service	Full Service
Basic job skills	57%	41%
Culinary skills	8%	15%
Financial management	0%	1%
Marketing	0%	0%
Customer service	15%	18%
Leadership/executive development	0%	0%
HR programs – diversity, harassment, etc.	1%	3%
Compliance – OSHA, fire prevention, workplace safety	2%	2%
Supervisory skills – interviewing, coaching	0%	1%
Train-the-trainer	0%	2%
Technology and systems – POS, BOH Systems	4%	5%
Desktop and laptop computers, etc.	0%	0%
New employee orientation	5%	4%
Interpersonal skills – conflict mgmt, teamwork, etc.	1%	1%
Food safety/sanitation	8%	6%
Other	0%	2%

What percentage of your company's annual training time for an individual **unit level manager** is allocated to the following topics?

	Limited Service	Full Service
Basic job skills	36%	22%
Culinary skills	4%	12%
Financial management	6%	7%
Marketing	4%	4%
Customer service	11%	11%
Leadership/executive development	4%	5%
HR programs – diversity, harassment, etc.	3%	3%
Compliance – OSHA, fire prevention, workplace safety	4%	3%
Supervisory skills – interviewing, coaching	7%	5%
Train-the-trainer	2%	1%
Technology and systems – POS, BOH Systems	5%	5%
Desktop and laptop computers, etc.	2%	1%
New employee orientation	3%	3%
Interpersonal skills – conflict mgmt, teamwork, etc.	4%	4%
Food safety/sanitation	7%	6%
Other	0%	7%

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What is the average annual salary for the following positions in your company? ^

	Limited Service	Full Service
Vice president of training	N/A	$135,000
Training director	$100,000	$100,000
Training manager	$65,000	$70,000
Facilitator/classroom trainer	N/A	N/A
Training team member	N/A	N/A
Operations or field-based trainer	$50,000	$47,500
Instructional designer	N/A	N/A

^ Reported as the Median

What is the average variable pay potential (includes cash bonus, company stock, other monetary incentives, etc.) as a percentage of the average base salary for the following positions in your company?

	Limited Service	Full Service
Vice president of training	N/A	N/A
Training director	N/A	15%
Training manager	N/A	15%
Facilitator/classroom trainer	N/A	N/A
Training team member	N/A	N/A
Operations or field-based trainer	N/A	N/A
Instructional designer	N/A	N/A

^ Reported as the Median

Other than English, in what other languages are training materials provided?

	Limited Service	Full Service
No language other than English	46%	29%
Spanish	54%	71%
Other	0%	0%

What training materials are bi-lingual?

	Limited Service	Full Service
BOH materials	54%	71%
FOH materials	15%	8%
Management materials	0%	4%

Which methods do you utilize to evaluate unit level hourly employee training effectiveness?

	Limited Service	Full Service
Written test	92%	88%
Demonstration test	85%	79%
Trainee feedback	77%	79%
Manager feedback	100%	88%
ROI	0%	8%
Secret shopper reports	46%	33%
Turnover rates	54%	63%
Labor costs	31%	17%
Store profitability	23%	21%
Guest experience feedback	62%	88%

Regarding food safety/sanitation issues, which best describes your on-going training of unit level hourly employees?

	Limited Service	Full Service
More than once per month	14%	21%
Monthly	29%	29%
Every 3 months	7%	7%
Occasionally / as needed	50%	50%
No on-going basis	0%	0%

Does your company conduct employee engagement surveys?

	Limited Service	Full Service
Yes	92%	70%
No	8%	30%

How often does your company conduct employee engagement surveys?

	Limited Service	Full Service
More than once a year	27%	50%
Once a year	55%	31%
Every two years	9%	19%
Every three years or longer	9%	0%

Survey Participants

Hotel & Lodging	
Best Western International	Newport Hospitality Group
Coakley & Williams Hotel Management	Pacifica Hotels
CSM Corporation	Red Roof Inn
Marriott International	The Broadmoor

Restaurants	
Limited Service	**Full Service**
CiCi's Pizza	American Blue Ribbon Holdings
Corner Bakery Café	Apple American Group
Cousins Subs	Buffalo Wings & Rings
Fazoli's	Canalta
Jason's Deli	Colonial Café & Ice Cream
Jollibee Foods Corporation	Cooper's Hawk Winery & Restaurants
Mediterranean Cuisine Operating Company	CraftWorks Restaurants & Breweries
Newk's Eatery	Food Concepts International (Abuelo's)
Pizza Ranch	Frisch's Restaurants
Rubio's Restaurants	Hideaway Pizza
Taco Cabana	King's Seafood Co
The Habit Burger Grill	Kona Grill
White Castle	Lazy Dog Restaurant & Bar
	Monical's Pizza
	ORG Restaurants
	Ovation Brands
Both Limited and Full Service	Perkins & Marie Callender's
Black Walnut Café	Ram International
Concessions International	RMH Franchise
HMS Host	Ruth's Chris Steak House
Ivar's Restaurants	Shari's Management Corporation
Jim N Nicks	Silver Diner Development, Inc
Mexican Restaurants	Smokey Bones
	Snooze an A.M. Eatery

Both Hotel & Lodging and Restaurants	
Common Man Family	Sea Island

Other	
Entertainment Consulting International, LLC	My Fit Foods
Kohler Co	Resort Lifestyle Communities

About People Report

Today the People Report community connects employees from the "dishroom to the boardroom," and provides the relevant workforce analytics that drive best in class performance.

In 1995, an imaginative and committed group of human resource and operating executives from five leading restaurant chains agreed to "share" and, more importantly, to "benchmark" the key human resource metrics and workforce trends that were so critical to success and profitability.

In response, Joni Thomas Doolin and a small team of analysts and human resource executives designed and launched the survey that became the foundation for the People Report consortium. Regularly featured in industry publications such as Nation's Restaurant News, this consortium covers five distinct segments and includes over 100 brands and 1 million plus employees. Recognized by the industry as a savvy and trusted research partner, People Report has evolved throughout a period of increasingly competitive business cycles to provide the information, insight and best practices that members need to grow and thrive.

People Report is a TDn2K company. TDn2K (Transforming Data into Knowledge) is also the parent company of Black Box Intelligence and White Box Social Intelligence. Black Box Intelligence provides weekly financial and market level data for the restaurant industry. White Box Social Intelligence, currently in beta, will deliver unparalleled consumer insights and reveal online brand health. Together they report on over 34,000 restaurant units, one million employees and 40 billion dollars in sales. They are also the producers of two leading restaurant industry conferences: Summer Brand Camp and the Global Best Practices Conference, each held annually in Dallas, Texas. For more information visit www.tdn2k.com

About CHART

CHART is the leading resource for the development and advancement of hospitality training professionals and their organizations.

Like many professional associations, CHART was founded by an informal group of peers who were passionate about their profession. In this case, the year was 1970 and this forward-thinking group already understood the connection between great people practices and organizational achievement. More importantly, they understood the critical training and human resources role in this equation.

The founders held common beliefs that continuing learning, sharing information, developing personally and building relationships were vital if one wished to achieve a high standard of professionalism and contribute to their company's growth and profitability.

Today, with more than 450 members from more than 300 multi-unit restaurant and hotel companies, CHART represents a workforce of almost three million. CHART includes all facets of hospitality training, learning and performance professionals; from entry level to senior executive. CHART's mission is to develop hospitality training professionals to advance industry training practices and improve operational results by providing access to education, tools and resources.

The CHART mission and vision have withstood the test of time. For 45 years, CHART members have gathered twice annually at thought-leading conferences, and connect even more frequently at regional meetings, industry events, and online forums – learning the latest in training and development, sharing best practices, growing to significantly improve their organization's performance, and caring to help others develop personally and professionally. For more information visit www.chart.org