



**CHART Regional Training Forum
Southern California**

**Wednesday, November 4, 2009
Universal Studios – Hollywood, CA**





CHART Regional Training Forum - Southern California

Wednesday, Nov. 4 10:00am - 4:00pm

Universal Studios - Hollywood

ATTENDEES

ATTENDED	NAME	COMPANY
X	Ani Ovasapyan	Universal Studios
X	Bill Story	Claim Jumper
X	Brett Reed	Claim Jumper
X	Cathy Katsoulis	California Pizza Kitchen
X	Chris Gorman	Lucille's Smokehouse Bar-B-Que
X	Chris Reighter	WoodRanch BBQ & Grill
X	Debbie Martinez	Lucille's Smokehouse Bar-B-Que
X	Deirdre McDonald	Universal Studios
X	Doug Djordjevic	California Pizza Kitchen
X	Eisen Dela Cruz	California Pizza Kitchen
X	Ferdie Birondo	El Pollo Loco
X	Hugo Solano-Reyes	California Pizza Kitchen
X	Jayzen Patria	Universal Studios
X	Jeff Lilly	Universal Studios
X	Jesse Larios	El Pollo Loco
X	Joe Selph	Universal Studios
X	Joel Tarantelli	Universal Studios
X	John Isbell	Improv Comedy Clubs
X	Judi Fine	El Pollo Loco
X	Julie Carruthers	
X	Kirby Penner	California Pizza Kitchen
X	Kristin Burk	WoodRanch BBQ & Grill
X	Mark McFadden	Universal Studios
X	Michele Lange	IHOP
X	Camille Chavez	Farmer Boys
X	Sheila Anderzunas	Islands Restaurants
X	Doug Djordjevic	California Pizza Kitchen
X	Myrtle Dela Cruz	California Pizza Kitchen
X	Nathan Giles	Universal Studios
X	Patrice Paden	
X	Phillip Pinkerman	California Pizza Kitchen
X	Rob Dallaire	Gecko Hospitality
X	Susan Chavez	El Pollo Loco
X	Toni Shizuru	Marie Callendar's
X	Trey Menz	Islands Restaurants
X	Victor Pagdanganan	Universal Studios



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Location

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Hollywood, CA
818-622-2238

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|-------------------|--|
| 10:00am – 10:30am | Welcome and Icebreaker |
| 10:30am – 11:30am | Live Ask My Peers! - Debbie Martinez |
| 11:30am – 12:30pm | “Training Overview” - Victor Pagdanganan,
Jeff Lilly, Ani Ovasapyan |
| 12:30pm – 1:30pm | LUNCH |
| 1:30pm – 2:30pm | “Ask the Operators” - Moderated by Julie Carruthers |

Operators’ Panel:

- Joel Tarantelli – Director of Food – Universal Studios
- Chris Reighter – Area Director – Wood Ranch BBQ & Grill
- Jesse Larios – Multi-Unit Manager - El Pollo Loco
- Doug Djordjevic – Regional Director – California Pizza Kitchen
- Chris Gorman – Operations Supervisor – Lucille’s Smokehouse BBQ

- | | |
|-----------------|--------------------------------|
| 2:30pm – 3:30pm | “Crush the Box” - John Isbell |
| 3:30pm - 4:00pm | Evaluations / Raffle / Wrap Up |

Table # 1 - Charity and Community Programs

1. What kind of charitable events does your company participate in?

El Pollo Loco

- Arnold's All Stars
- After school programs
- Pollo Charity Foundation
- "Casa" – housing for displaced children
- Free Chicken Day for people in need / part marketing campaign as well
- Senior home gifts at Christmas
- Gift certificates to teachers
- Toy Drive
- Quarterly Raffles

California Pizza Kitchen

- Food Banks
- Kid's Camp for Starlights
- Boys' and Girls' Club
- Training Dept. serves homeless
- Regionals choose what organization they want to be involved in
- Summer camps across the country
- CPK Kids Foundation
- Works with Starlight Foundation
- Breast Cancer awareness
- Sponsored AIDS Walk
- Work with LA Food Bank

Universal Studios

- "Annual Day of Giving" (Nov. 12, 2009-All Universal's professional staff comes to work and gets on 1 of 5 busses. Each bus travels to a different charity to work there all day)
- Boys' and Girls' Club
- Corporate Dept's "Adopt a Family" during Christmas
- Non-profit founded 20 years ago – DiscoverStar
- Charity Golf Tournament / Golf Classic raised half a Million dollars
- Annual Day of Giving – Rent busses and go out to volunteer for 1 day in the community
- Support Women's and Children's Organizations
- Has tracking system – can start a team – ask for volunteers and it tracks the volunteer's hours
- Discover a Star
- Christmas in the Spring
- Employees are paid to participate
- Donation Programs – Company matches employee donations
- Make a Wish Foundation

Gecko Hospitality

- Ronald McDonald House

Pat and Oscar's

- Make a Wish Foundation

WoodRanch BBQ & Grill

- Training Dept. works at a Food Bank
- % of sales goes to schools
- Tip a Cop
- Opening donation towards charity

Claim Jumper

- Making transition to promote charitable events
- Shea Therapeutic Riding Center – hold BBQ every year
- Support Susan Komen Foundation nationally

IHOP

- National Pancake Day – offer free short-stack of pancakes to guests on this day – Ask the guest to donate what they can to charity
- Donated money went to Children's Miracle Network
- Some servers gave all or a portion of their tips that they earned that day to the charity
- During openings – Hold fundraiser on a practice day in the local community

Island's Restaurants

- LSM – Community / Sports Jr. Leagues
- Boys and Girls Club
- Golf Tournament
- School / Church events
- Sales Match
- Beach Event
- Canstruction.com

Famer Boys

- Loma Linda's Children's Hospital Donation Drive
- Canned Food Drive

Marie Callendar's

- Charity for children events

2. What charity / community events have gotten a good response from your employees?

- Taste of LA
- Adopt a Family
- Urban Farming
- Target Program – Give back % of sales to local communities

3. Does your company organize ways for your employees to volunteer? If so, how?

California Pizza Kitchen

- Home Office goes to a Food Bank
- Kid's Camps Starlight – throughout the country

El Pollo Loco

- Bake Sales or Auctions in the Home Office. Raised money for charity

WoodRanch BBQ & Grill

- Work at a Food Bank

Hard Rock

- Hard Rock Ambassador Program
- Surfrider – Beach Cleanup

Table # 2 - Technology in Training

1. How does your company utilize technology in training?

- Online based quizzes / exams
- TV monitors to be utilized as training tools
- Online Food Handler's Training Program – 7 – 8 hours / Written test / Saves money
- Food Focus training videos
- One on one training
- E- Learning
- Successfactors
- CPKconnect
- Tough book
- Training laptops
- "Question Mark" program for online manager quizzing and certification
- Sexual Harassment Training and Serv Safe were most commonly offered online

IHOP

- Basics – PP, Flip Chart, DVD's
- Paper based
- No CBT or web-based training
- "Inside IHOP" – Intranet where forms are stored

California Pizza Kitchen

- Food Safety training done online
- Use "Question Mark" software
- Customizable videos – Streaming online
- Sharepoint site for all standard forms
- Mgr. Harassment Re-certification
- Piloting Serv Safe online
- Tremendous cost reduction

Universal Studios / General Electric (Parent Company)

- 72,000 Leadership Courses available online
- USH (Universal Studios Hollywood) has specific website tied to competencies
- On-demand learning
- All training rooms are networked
- Training tied to LMS – Can be managed by both Mgr and EE
- Standard reporting available
- "Support Central"
- Online Development Plan
- Train online = Compliance, Safety and Leadership

WoodRanch BBQ & Grill

- Offered Online:
 - Harassment Re-certification
 - Wine Training
 - MIT Finals
- Use Visional Inc.

Islands Restaurants

- Offered Online:
 - Re-certification Harassment Training
 - Alcohol Training
 - Mgr. and Hourly Training
- Uses Articulate through POS

Claim Jumper

- Uses 360 Training for Harassment Prevention – offered in English and Spanish
- Uses separate PC to house training
- Just rolled out LMS – using DiscoverLink
- Hourly employee training
- Will add Mgr. Training
- Sent out 4 – 6 computers for all employees

El Pollo Loco

- Micros – Train on POS
- Myepl.net – online transcript

2. What types of e-learning does your company use? For what purposes?

- Sexual Harassment Training online

3. If you have computer-based training or e-learning, what results have you experienced? What challenges?

- Motivation is a challenge
- People prefer classroom environment

4. What future plans does your company have to use technology for training purposes?

- Bruce Tulgan - Management Training Program

Table # 3 - Best Practices

1. What initiatives did your training department accomplish that you are most proud of?

- Online courses - Islands Restaurants
- People Report – Claim Jumper
- Shift Leaders' Training (Limit Turnover to 15%) - El Pollo Loco
- "Be the Best" Program at Marie Callendar's – Nominate employees – RM picks
- Annual Zucchini Contest – Farmer Boys – Company trivia contest like Jeopardy – Teams of 4 and the winning team gets \$2000
- WoodRanch – Employee Engagement
- Re-design of pre-shifts modeled after Ritz Carlton's "Daily Line Ups"
 - 5 – 10 minutes
 - Recognition / Celebrating
 - Commitments
 - Daily Business
 - Trainers help do "alignments" because of staggered in-times
- Build customer and guest loyalty (SMG)
- New Host program focused on trainers
- Shift Leader Program – promote from within
- Building career maps – development plan – given tools – set the path for line employees to see where and how their future looks
- Focus groups
- Project formats – cross functional teams

Universal Studios

- Performance Mgmt. system
- Strategy with Leadership Team – Goals
- Development is a part of executing strategy
- Engagement: Annual surveys with managers and line employees
- Benchmark with other companies
- Teams of less than 15 with individual reports
- Able to utilize GE's training campus
 - Leadership courses, dorms, etc.
 - Utilize 360 surveys to determine course work

California Pizza Kitchen

- Host Program
- Wine Program
- Busser Program
- Regional
- Created development call with CTS managers
 - Quarterly calls discussing best practices

El Pollo Loco

- Shift Leader Program
- Module based – learning operations and administrative
- 4 weeks in training

IHOP

- First day – everyone takes a “Learning Styles” quiz – Use the results to customize their own training program
- Includes videos, checklists, hands on, etc
- Tests are either written or activity based (depending on how they like to learn)
- Dropped turnover by nearly 50%

2. In the last two years, what has your training department been most successful at accomplishing?

- Consistency and trust in trainers from franchisees – Farmer Boys
- Greater integrity / more internal employee growth – Claim Jumper
- Manager / GM / Shift Leader Training / Development – El Pollo Loco
- Sharepoint 2007 implementation – Islands Restaurants

IHOP

- Better openings

California Pizza Kitchen

- Rollouts
- Rolling with the punches / adapting to the ever-changing needs of our company

Gecko Hospitality

- Adjusting to economy

3. What programs, speakers or books do you recommend?

- Jim Knight at Hard Rock
- FYI Book by Lonminger
 - Leadership strategy is built around mode: challenge, support
- Franklin Covey Program
- Partners in Leadership Program

Table # 4 - Rewards and Recognition Programs

1. How does your company reward and recognize hourly employees?

- ROCK – Respect, Opportunity, Communication, and Kindness (Nomination)
- Be the Best – Nominate someone quarterly at each location
- Employee of the Month
- Aloha Club Nomination
- The ROCK award and priority parking
- Employee Appreciation Days
- “Best of Best” Cards – Bronze, Silver, Gold and Platinum levels – Receive pins, lanyards, pin contest (pins designed by employees)
- Trip to GM Conference
- Lunch with President
- Holiday Parties
- Randomly select 5 restaurants and conduct audit – (training materials, records, employee knowledge)
- Reward employees on performance with gift cards

El Pollo Loco

- “Pollo Bowl” contest – Employees get a chance to compete and win prizes
- “Best All Around” competition

Cheesecake Factory

- “Commitment to Excellence” awards

IHOP

- Employee of the Month = name on plaque, \$25 gift card to Target, pin

California Pizza Kitchen

- Pins
- ROCK star
- Employees nominate each other to get a t-shirt or pin
- Drawing once a quarter for \$500 gift card
- BOH – Reward BOH team members with pins, chef coats – based on a quality assurance program called “Eagle Program”
- Regional Training Managers created a “Wrestling Belt” as a reward
- Franchisees want recognition in newsletter
- Want “Operator of the Year” award

WoodRanch BBQ & Grill

- Training incentives for Trainers
- Managers = Bonus Program / Rewards program for meeting goals

Universal Studios

- “High 5” card worth \$5 at any restaurant or retail store in Universal Studios
- “Golden High 5” worth \$25 at a restaurant or retail store in Universal Studios
- Cards are awarded based on core values and service standards
- They are given out on the spot
- Budget is 7 “High 5’s” per employee
- Stub on the “High 5” card is torn off and entered into a monthly raffle
- Post winners of raffle by elevator in staffing building and published in newsletter

Bill - Claim Jumper

- Service Recognition Reward Card – catch someone doing something right. Cards are turned in for a complimentary meal for family
- Family and Friends Night – receive a 15% discount
- Allow team members to get a discount for higher priced items
- Help employees find additional hours at partner locations
- Printed newsletter with recognition

Jesse – El Pollo Loco

- Zero complaints = all employees' names are entered into a monthly raffle
- Inside development of crew to shift leaders

Coffee Bean and Tea Leaf

- Reward baristas for product knowledge. Signed off on booklet for learning product – when booklet was completely signed off – the employee received a raffle ticket.
- 12 winners went to Costa Rica (on an annual basis)

Table # 5 - Leadership / Manager Development

- LD Program for Managers and Hourly EE's
- Certification, Mentor – quizzing and completion of milestone experiences
- “Assess, Challenge, Support” - Model from Center for Creative Leadership
- Classroom and online learning “virtual classroom”
- Leadership programs in development:
 - Language Barriers
 - Labor Laws
 - Integrating domestic programs into international
- Challenge of keeping technical skills out of what is really leadership development (or blending leadership into the use of those skills)
- SQA – Service Quality Assurance – How well are servers serving / upselling during the shift
- Regional Training Manager holds Development Calls – 30 – 45 minutes
- Assistant Managers – 5 days of classroom (role plays, communication skills, diversity training)
- Promotions from within usually move to a new store

Islands Restaurants

- In connection with yearly evals (Managers)
- 18 online courses
- Using Articulate – but creating content in-house
- Manage courses with their GM
- Service initiatives for hourly
- Modules for mgmt. focuses
- Internal development from hourly to Mgr. – based on evaluation topics
- Resource Library

Claim Jumper

- Uses Articulate
- In conjunction with Aloha POS
- Skill set based for internal promotes to Mgr. Development

El Pollo Loco

- 1 week classroom leadership training for managers (MIT)
- GM's and Corporate Trainers facilitate
- Used Franklin Covey to certify trainers
- 7 week MIT Program
- 7 Habits for Managers
- Quest Program
- All stations = 4 weeks
- Train in units – some at Corp.
- Specs Program
- Standards and Procedures Station Certification
- Cross – Training
- “Loco Leaders” – internal

IHOP

- Leading our Brand – 5 day Workshop
- Interviewing / Hiring
- Managers – 4 weeks and 1 week of soft skills training
- Some train in Corp / Some in units

WoodRanch BBQ & Grill

- Career Development – Self driven program for BOH Managers and Managers
- Self paced
- GM and AD involved in training

California Pizza Kitchen

- Certified Training Stores conduct training / Strong GM
- Career Path for Mgrs, modules, certifications
- FOH and BOH – 12 weeks if not internal
- 3 Phase Program, guest facing; culinary skills; Development Workshop