

CHART

Council of Hotel and
Restaurant Trainers



TDn2K

Transforming Data into Knowledge



Black Box
INTELLIGENCE

People Report

White Box
SOCIAL INTELLIGENCE

Introductions



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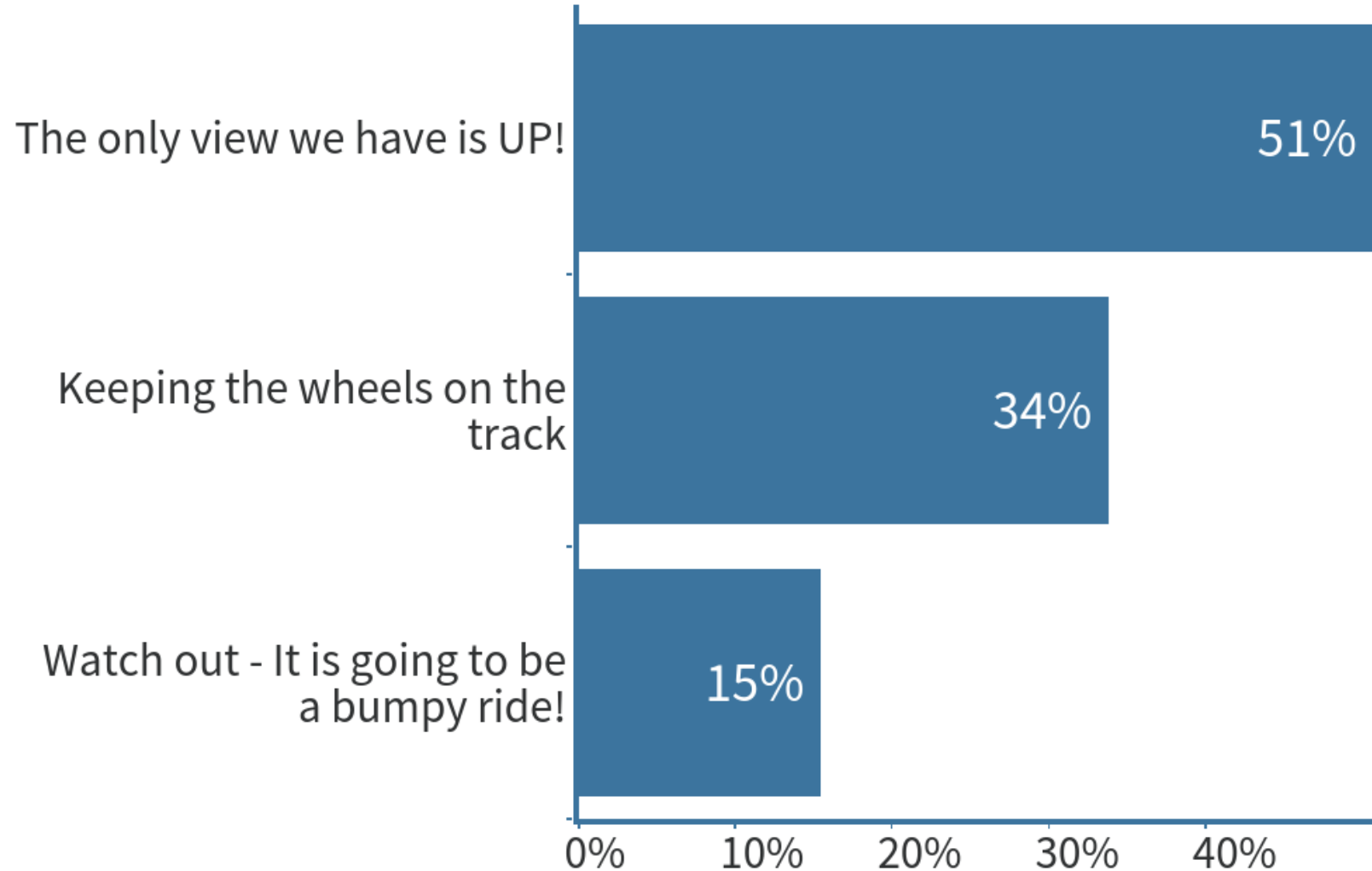
TDn2K

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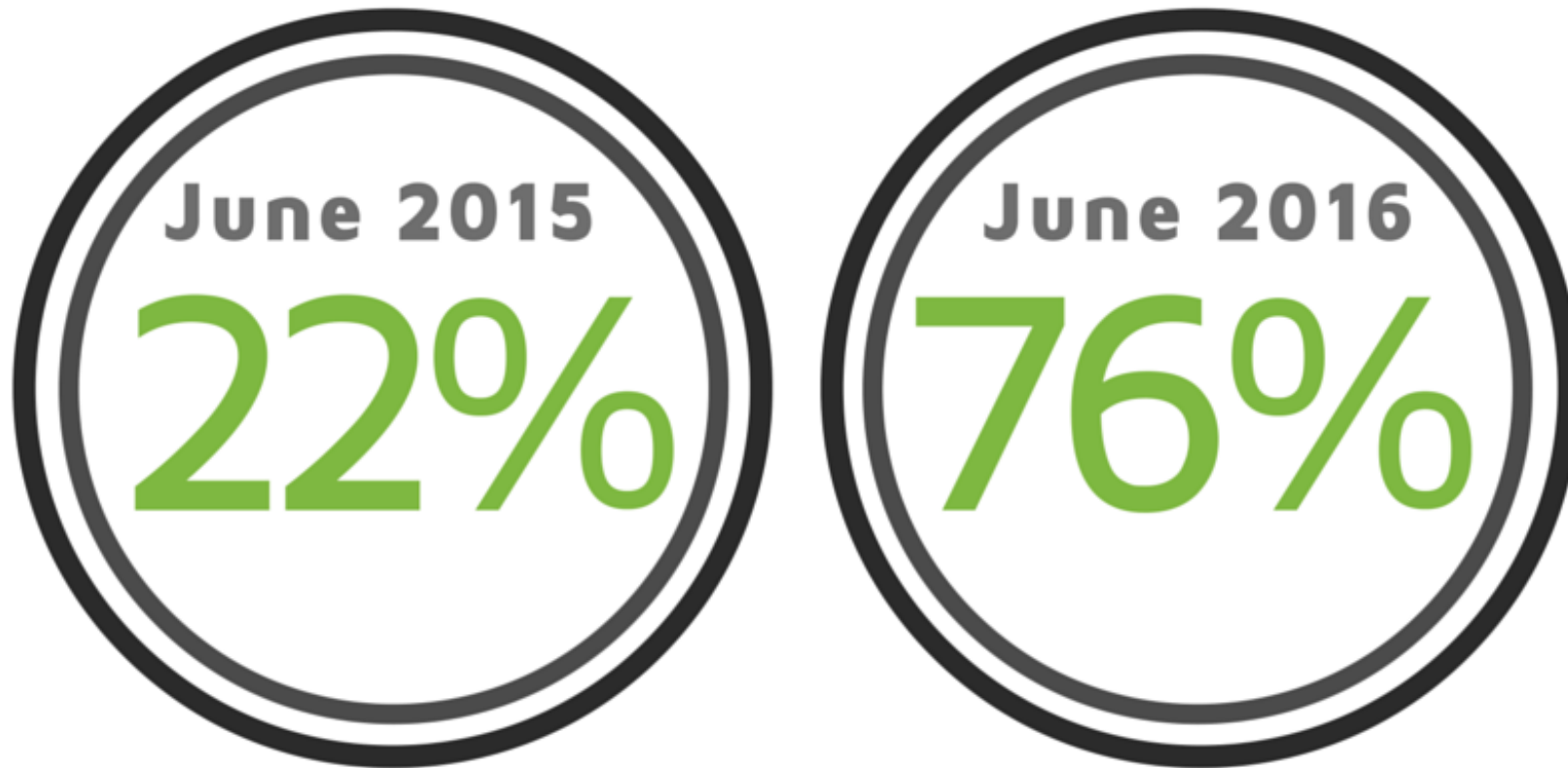
How to Poll

- TEXT
 - CURTARCHAMBA027
- TO
 - 22333
- Now you are ready to VOTE

How do you feel the second half of 2016 will be for your company's performance?

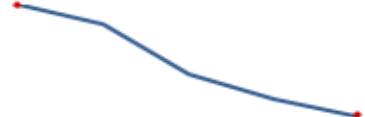




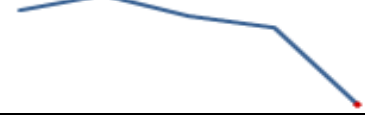



Percentage of DMAs with negative sales growth
2015 vs. 2016



Source: Black Box Intelligence

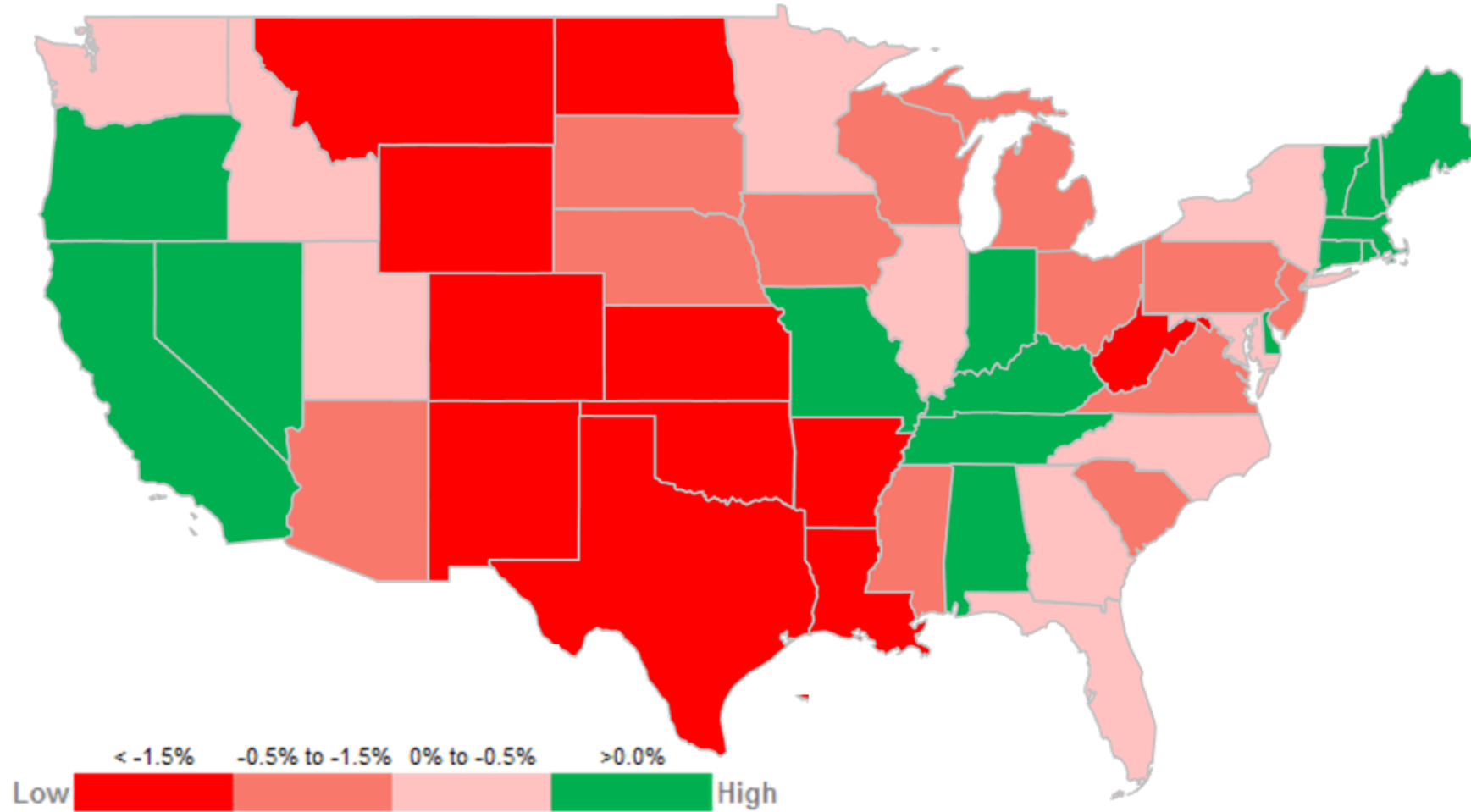
Comp Sales Slowing Down For Most

Segment	2015-Q2	2015-Q3	2015-Q4	2016-Q1	2016-Q2	Trends
Industry	2.3%	1.8%	0.5%	-0.2%	-0.7%	
Quick Service	2.8%	3.0%	1.9%	1.8%	2.5%	
Fast Casual	3.3%	2.6%	1.6%	1.2%	-0.3%	
Family Dining	3.6%	3.4%	0.3%	0.6%	-0.7%	
Casual Dining	1.6%	1.0%	-0.2%	-1.2%	-1.2%	
Upscale Casual	1.6%	1.8%	1.6%	1.5%	0.7%	
Fine Dining	3.2%	1.4%	1.6%	1.0%	1.3%	

Source: Black Box Intelligence

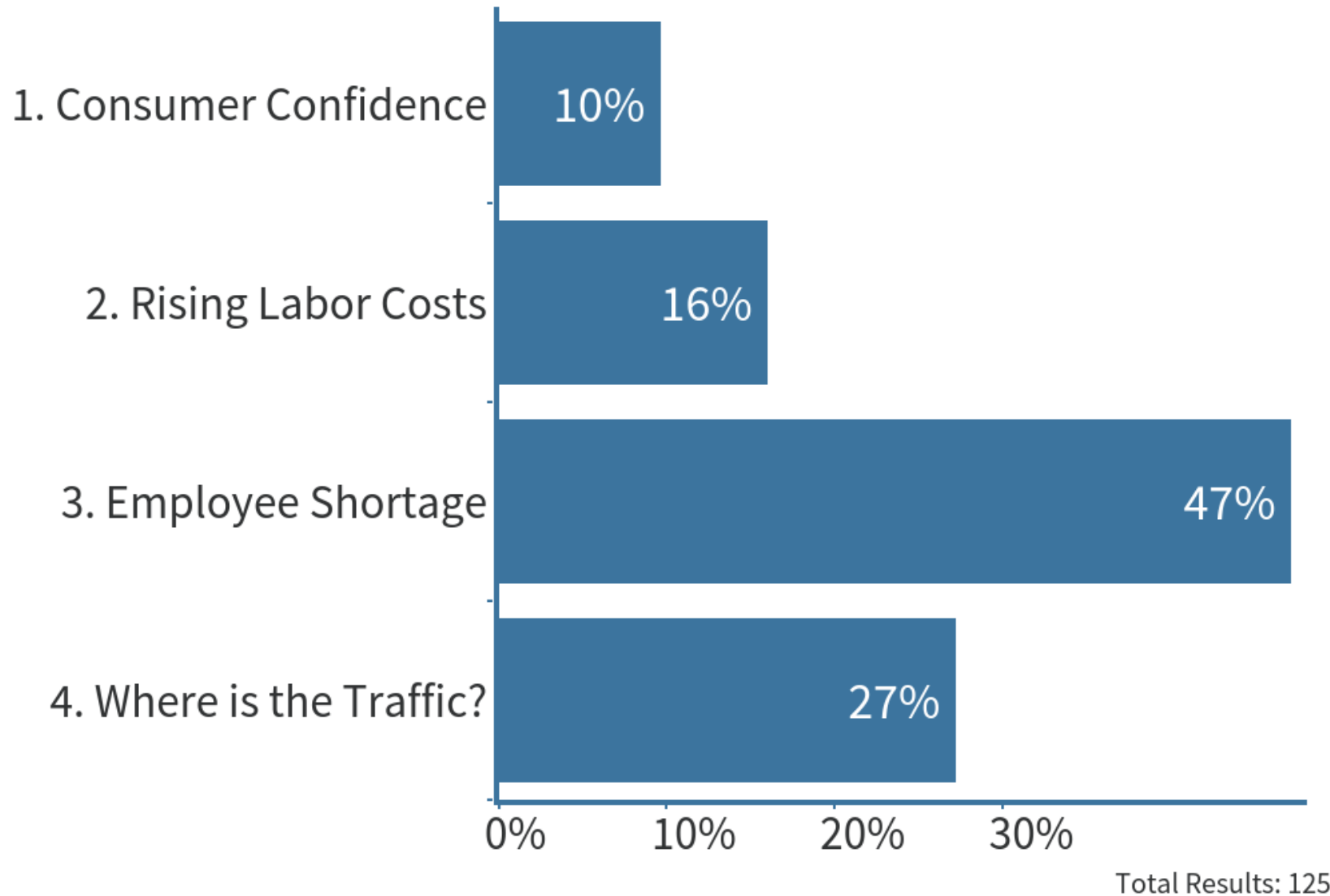
“Where” Matters For Sales

Q2 2016 YTD



Source: Black Box Intelligence

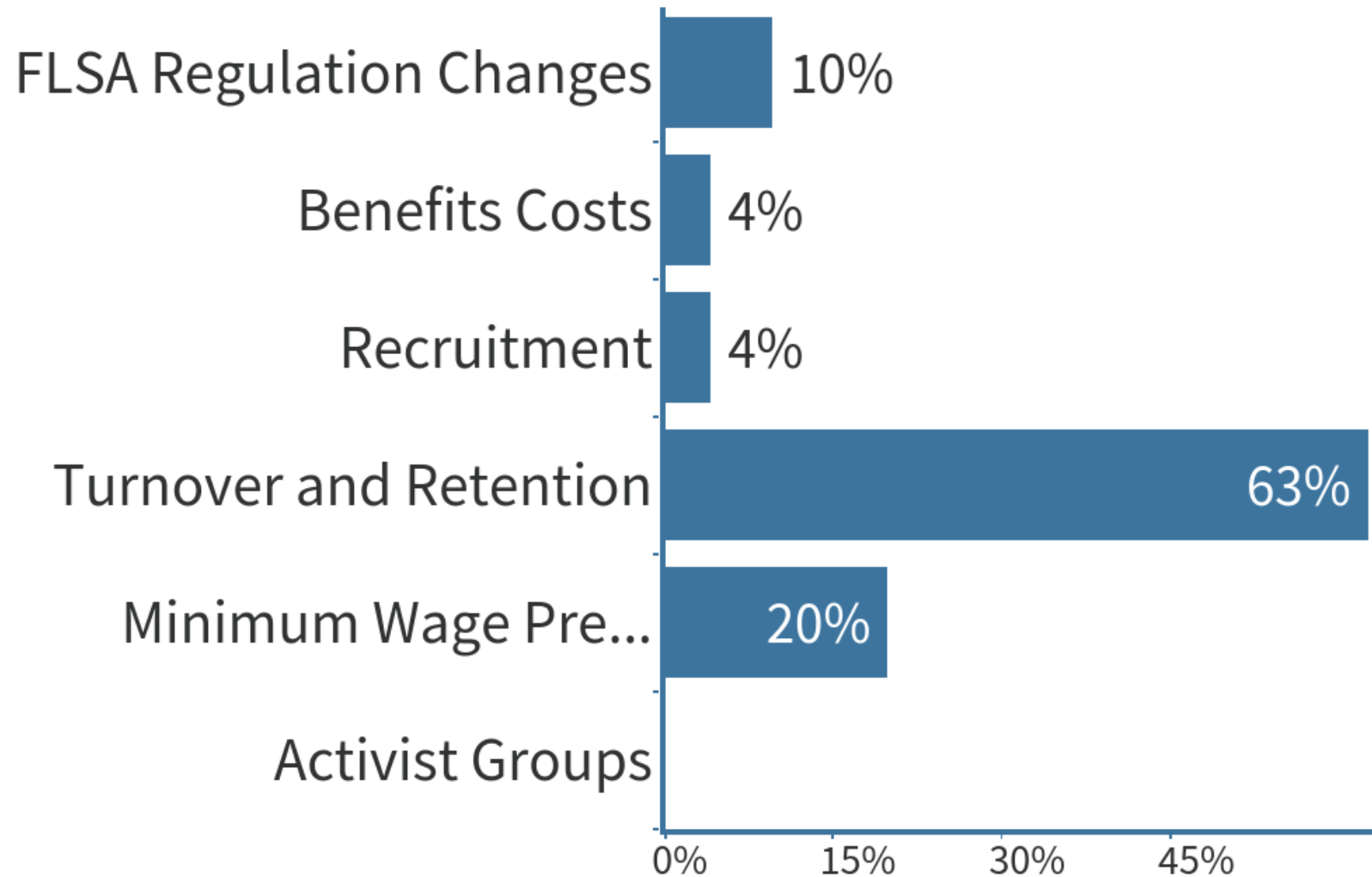
What impacts your company performance the most?



Challenging Times for Restaurants: 3 Things You Need to Know



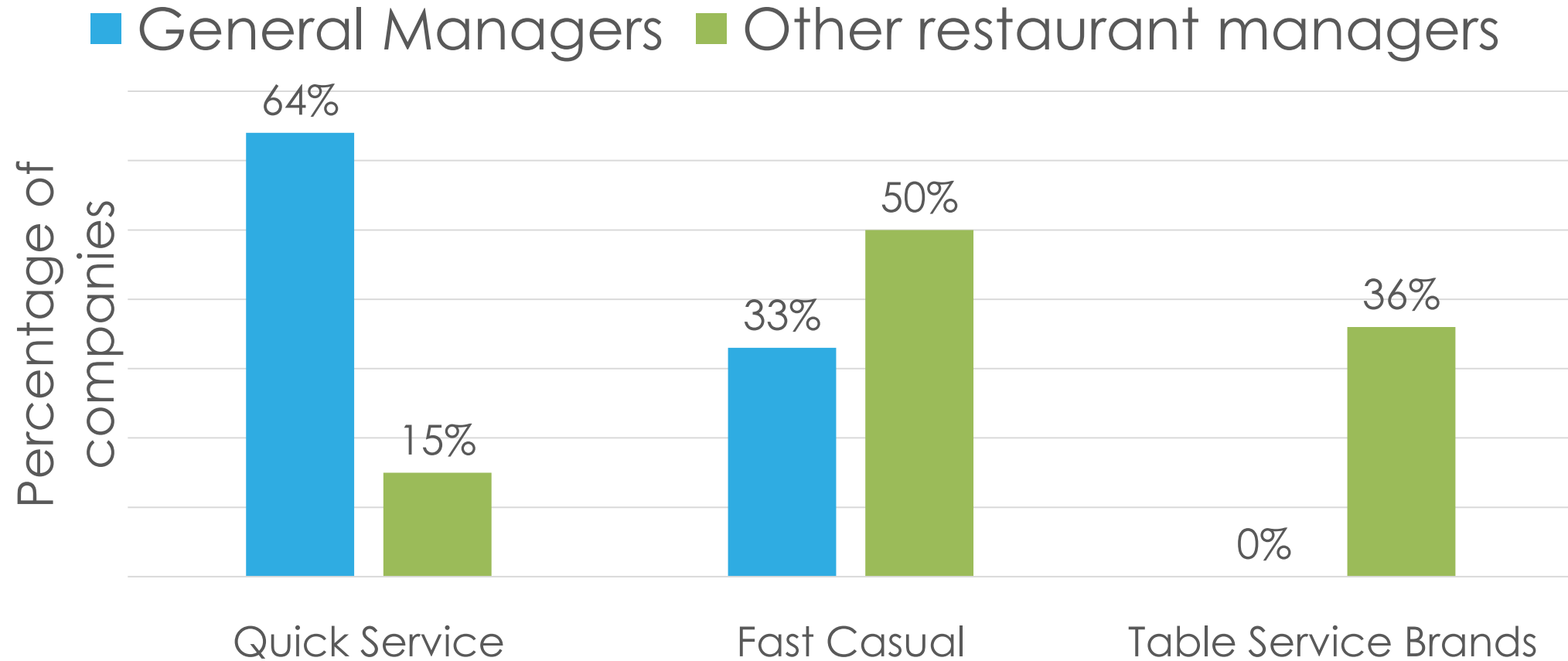
What is the biggest concern facing our industry out of these challenges?



How concerned is your company with the following workforce related challenges?

	"Not concerned"	"Somewhat concerned" or "concerned"	"Very concerned" or "Extremely concerned"
Recruitment	0%	26%	74%
Turnover & Retention	0%	29%	71%
Min. Wage Pressures	6%	34%	60%
Activist Groups	15%	60%	26%
FLSA Regulation Changes	0%	42%	58%
Benefits Cost	4%	59%	37%

FLSA Overtime Regulation Change Over Half of Companies Affected





75%

of restaurant operators reported that
recruiting challenges
are their biggest concern

Source: People Report

Are Employees Looking For A Job?

55%

of workers stated they
would like full time or
nearly full time work

10% increase from 2014

86%

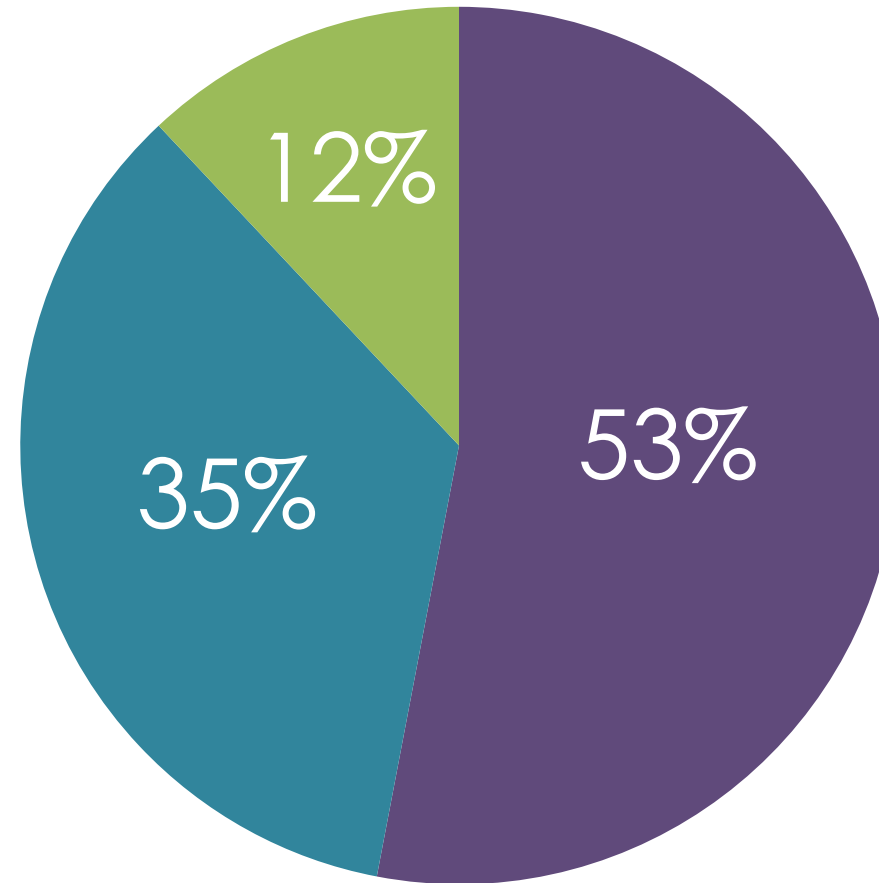
of workers are willing to
work multiple jobs for
different employers each
week to get needed hours

Source: Snagajob

Most Important Criteria When Hiring Employees?

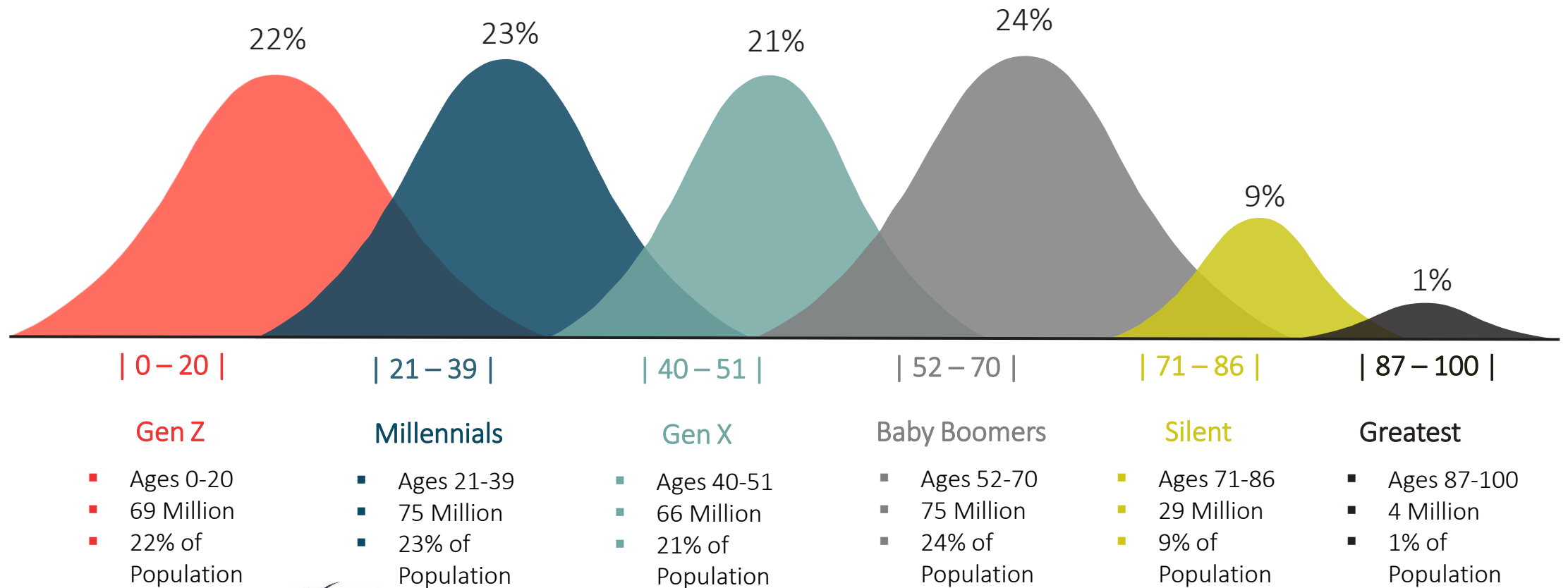
Percentage of companies

- Past restaurant experience
- Past work experience regardless of industry
- Other

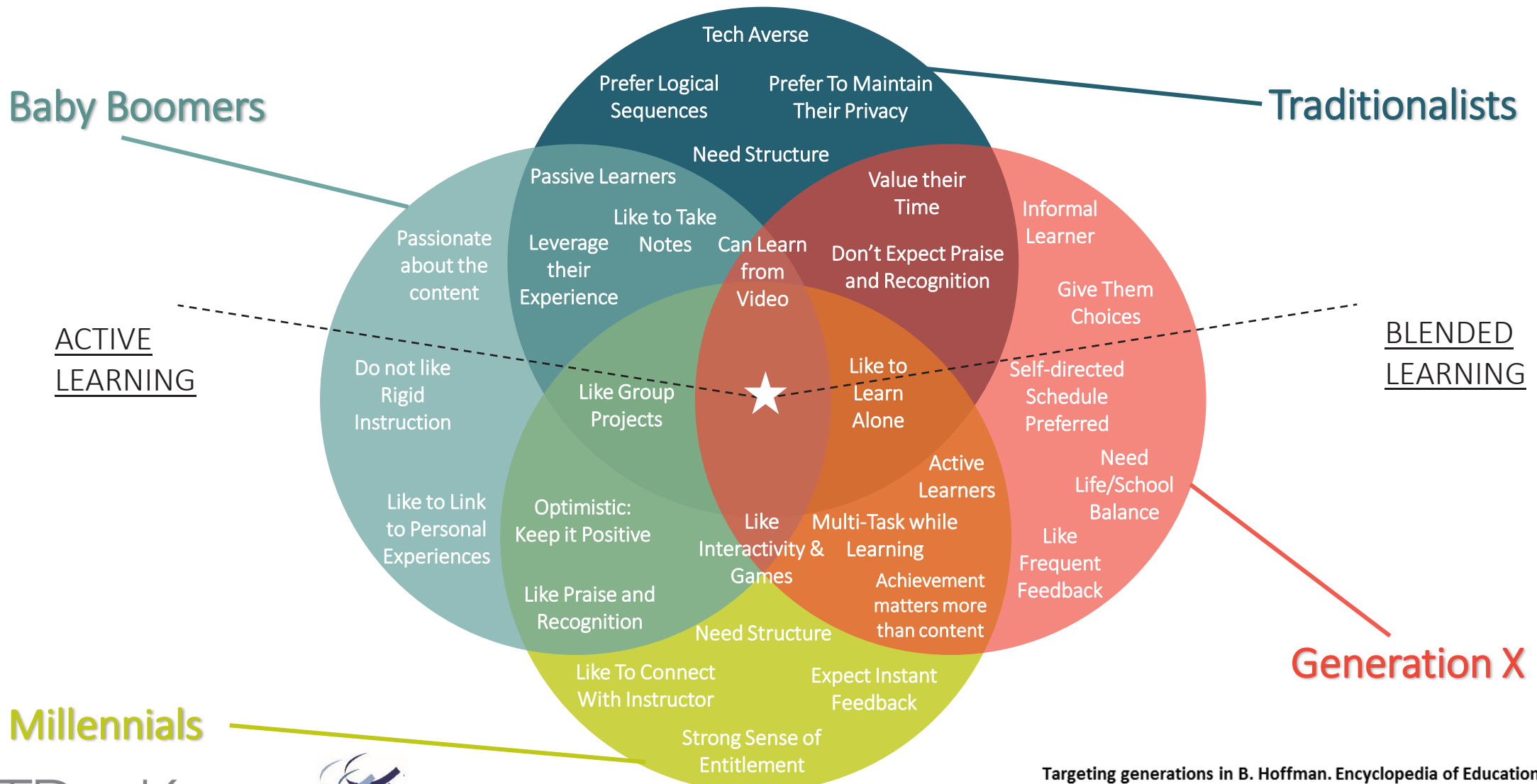


Multi-Generations in the Workforce

How Many Are Out There?



Targeting Generations



Targeting generations in B. Hoffman. Encyclopedia of Educational Technology

Table Discussion

What are the **top 10 criteria** we should be using to identify new talent?
Rate them in order of importance.

Restaurant Annual Turnover

2016

	Hourly Employees	Restaurant Management
Quick Service	150%	55%
Fast Casual/Family Dining	119%	41%
Casual Dining	114%	33%
Upscale Casual/Fine Dining	89%	32%

Source: People Report

Hourly Turnover – Regional Differences

Q1 2016

Counter Service Restaurants

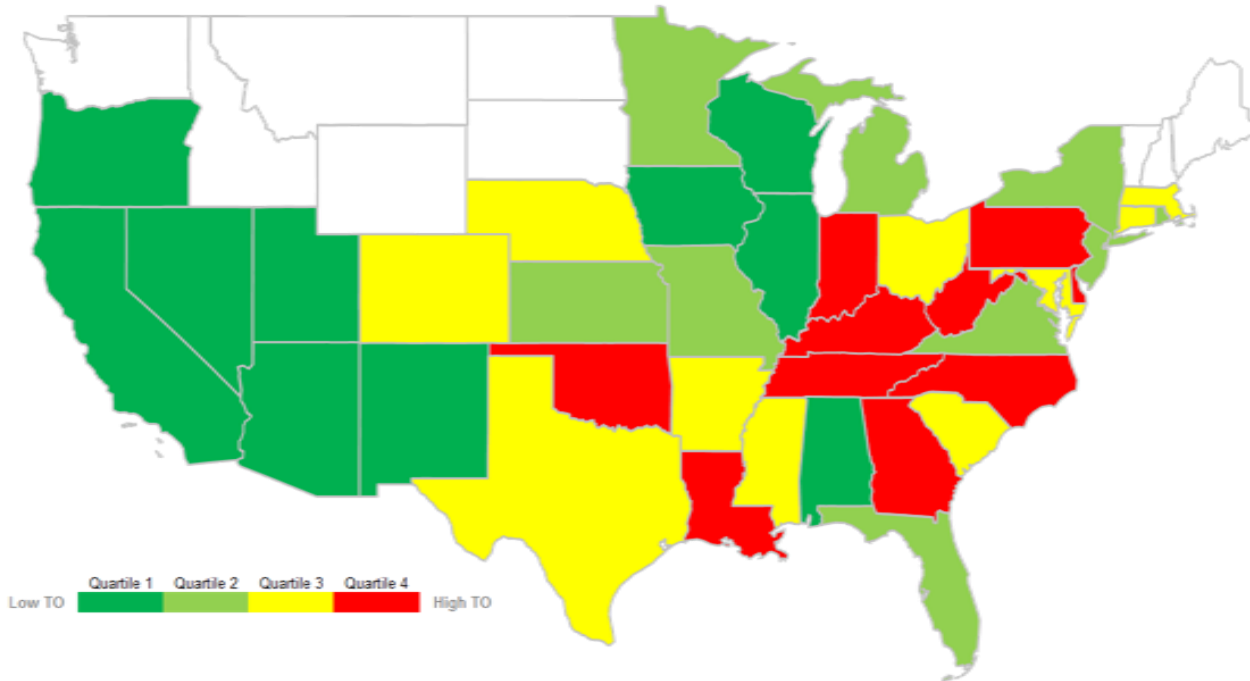
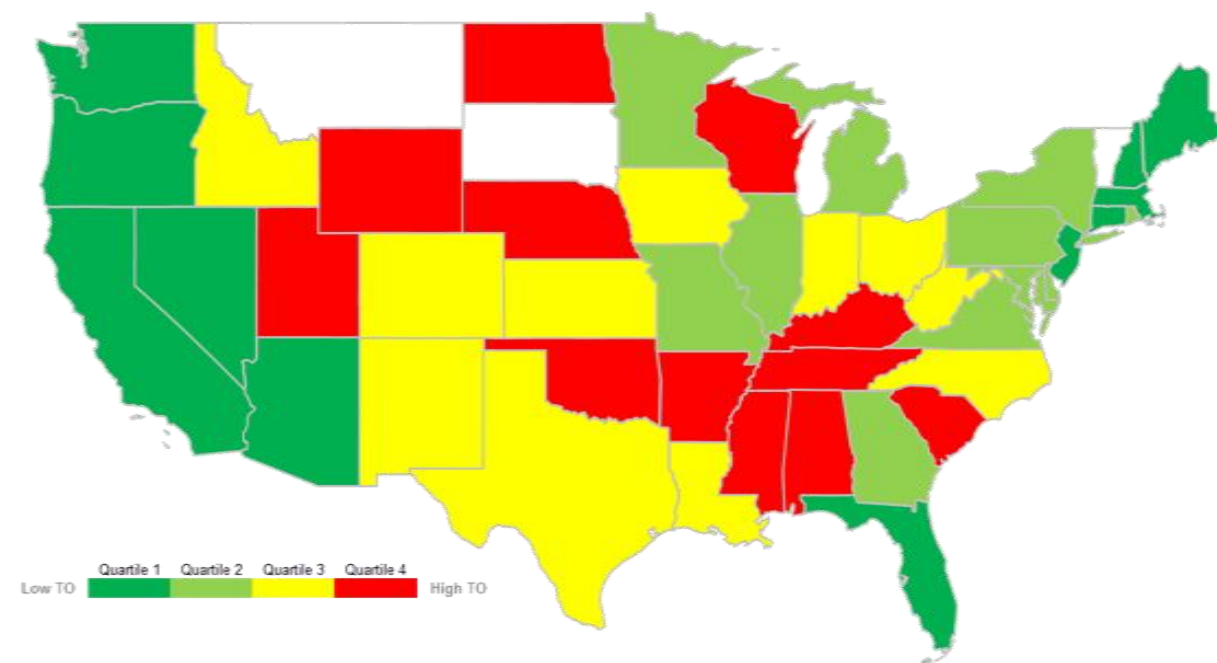
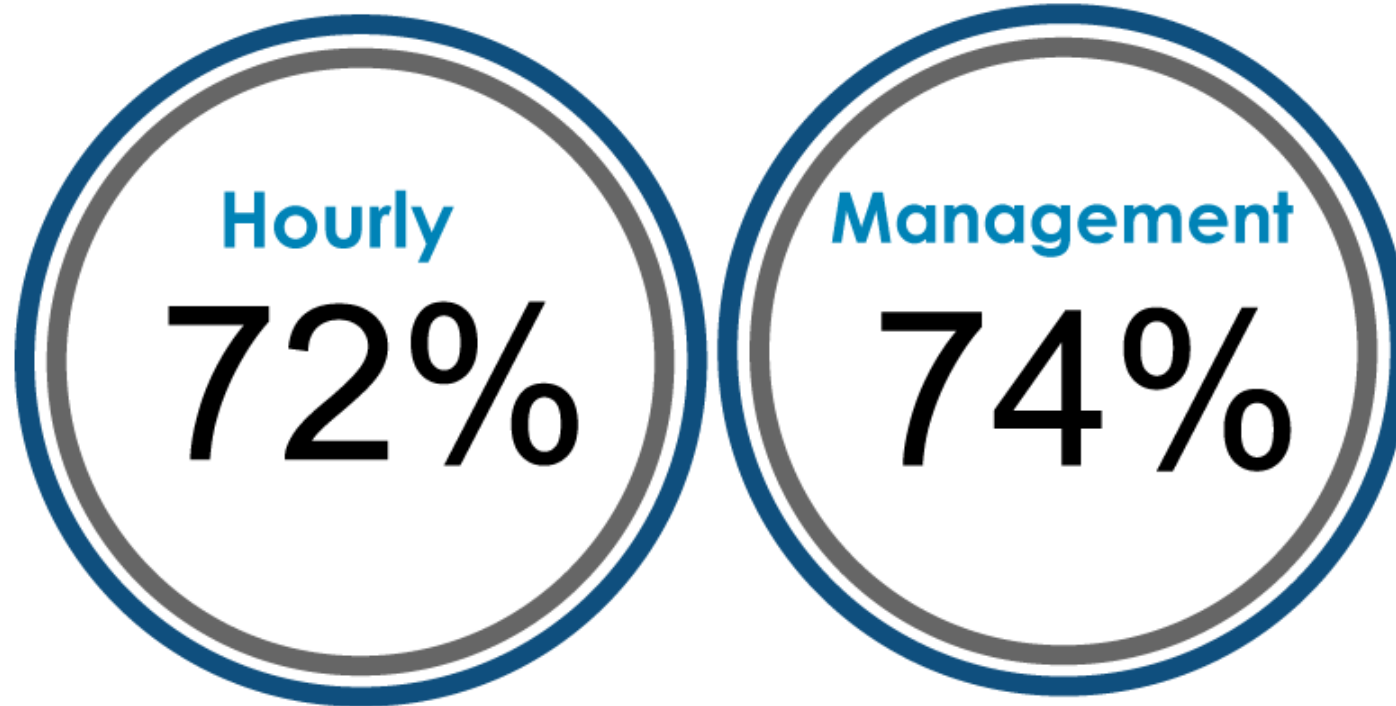


Table Service Restaurants



Source: People Report

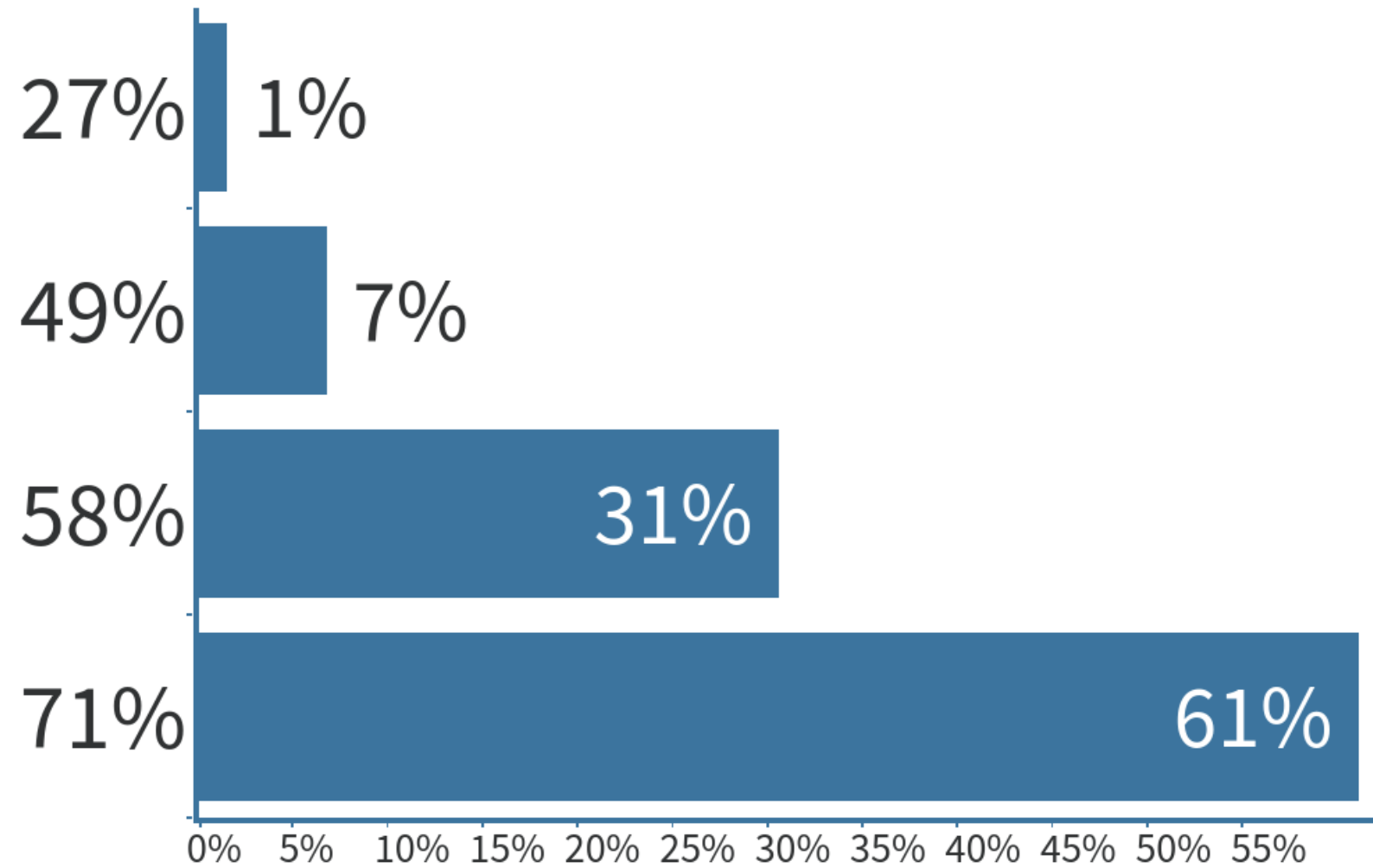
Voluntary restaurant terminations



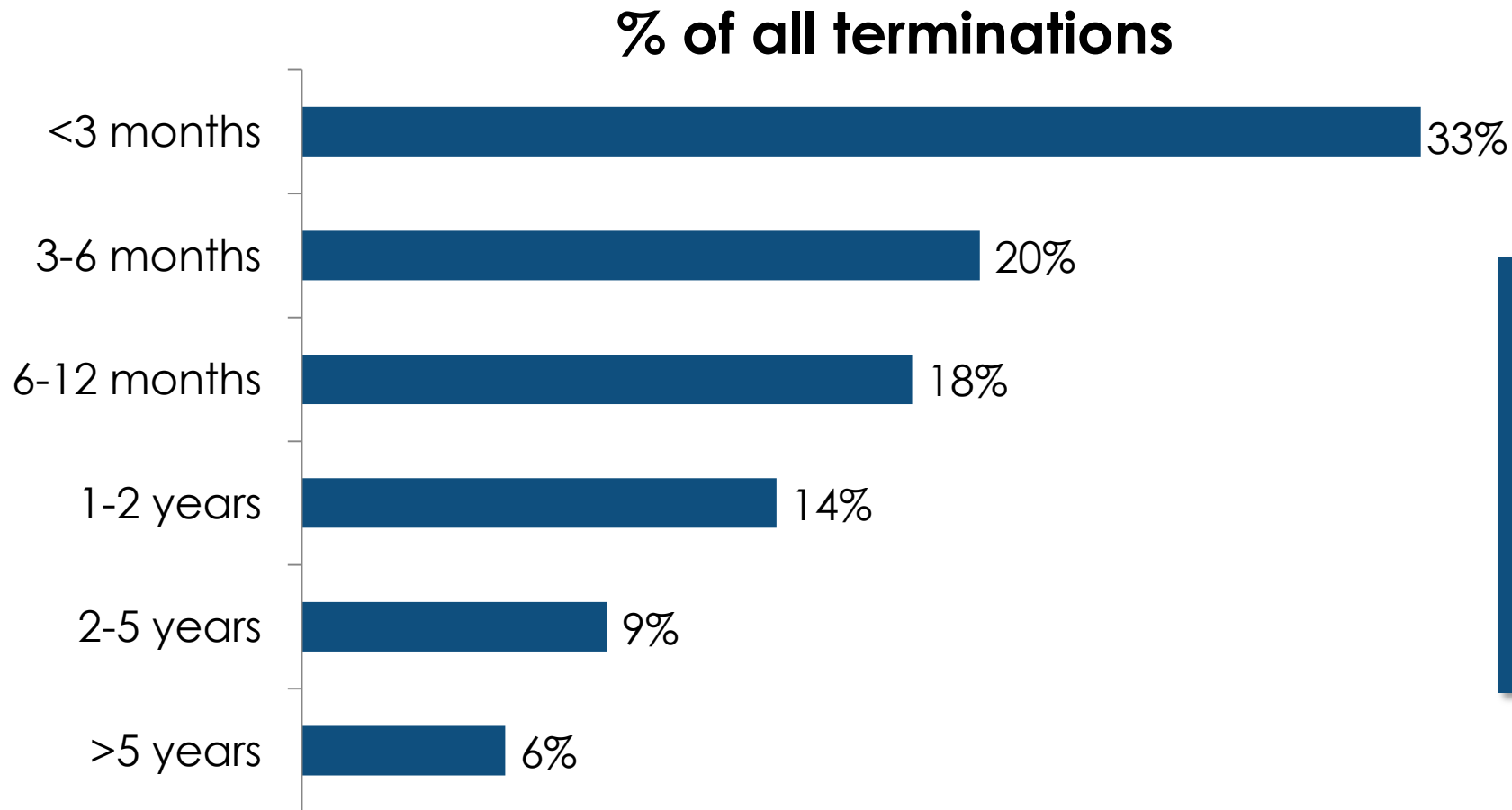
What is the **percentage of hourly workers** who leave within the first year of employment?

1. 27%
2. 49%
3. 58%
4. 71%

What is the percentage of hourly workers that leave within the first year of employment?



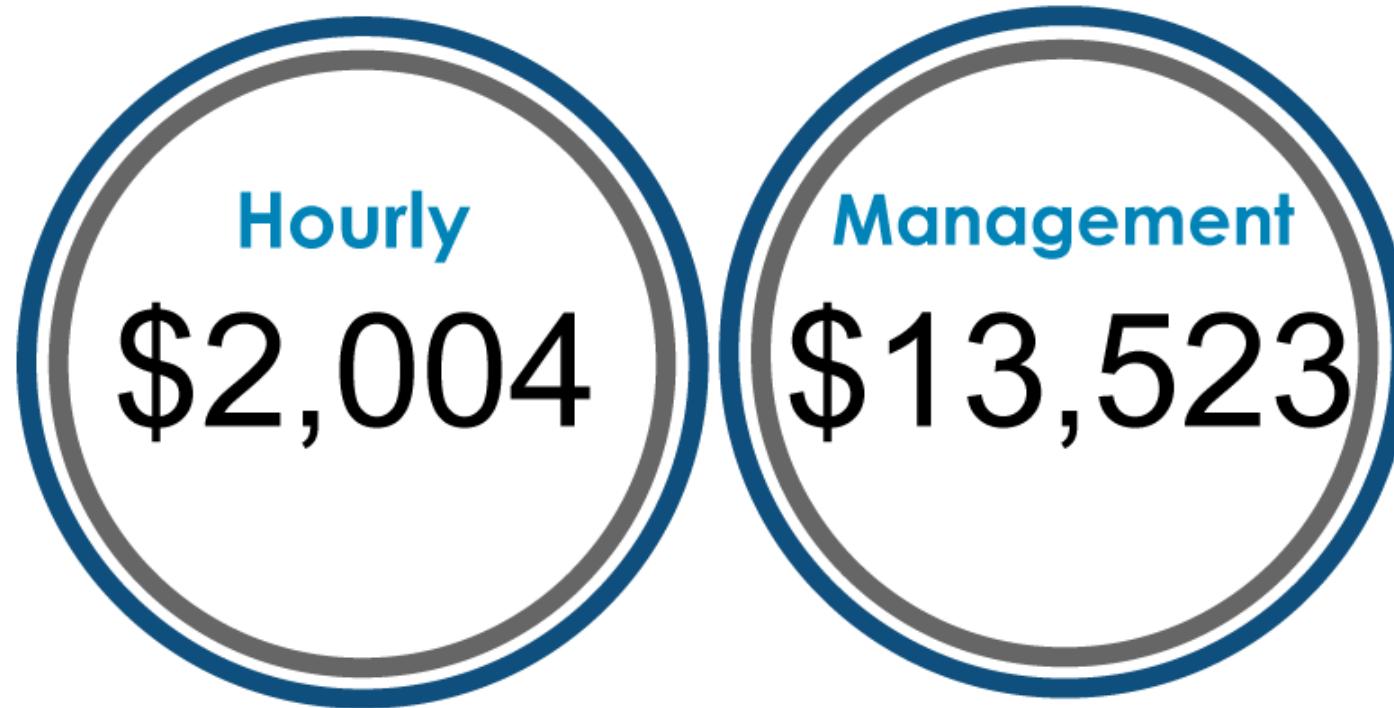
2015 Hourly Terminations – Tenure



71%
of all hourly
terminations had
tenure of less than
1 year

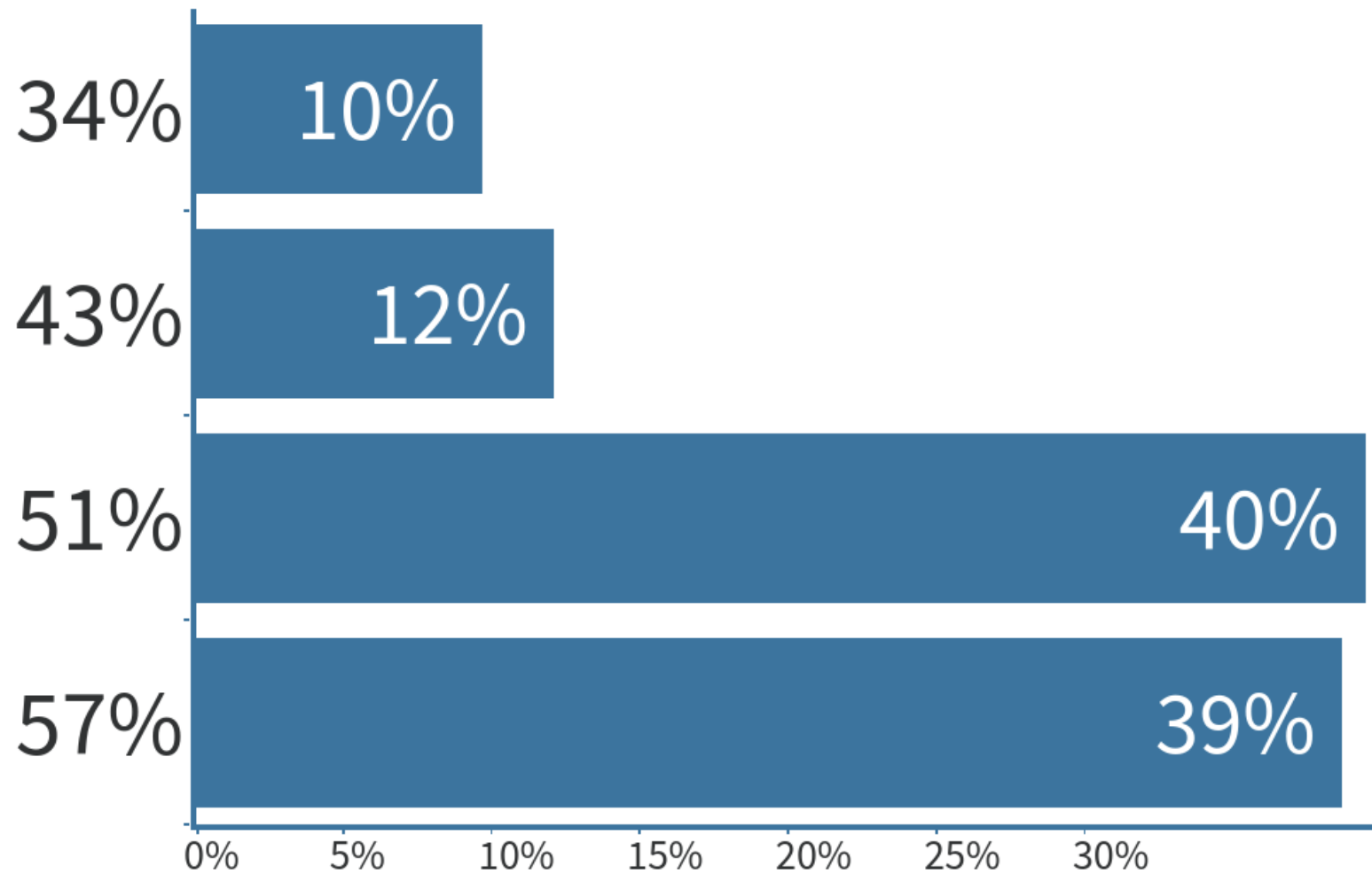
Cost of turnover

per restaurant employee



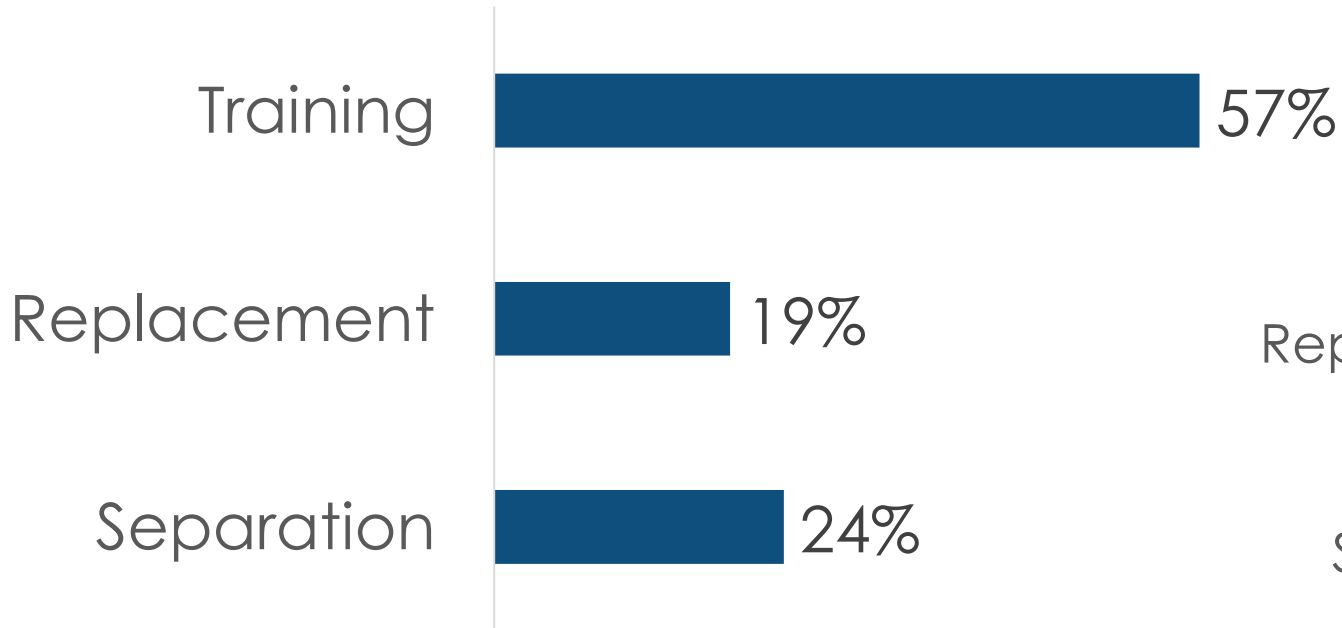
That is almost \$130K per restaurant in 2016 for a brand that employs 50 hourly employees & four managers per unit*

Out of the total cost of hourly turnover what is the percentage attributed to training costs?

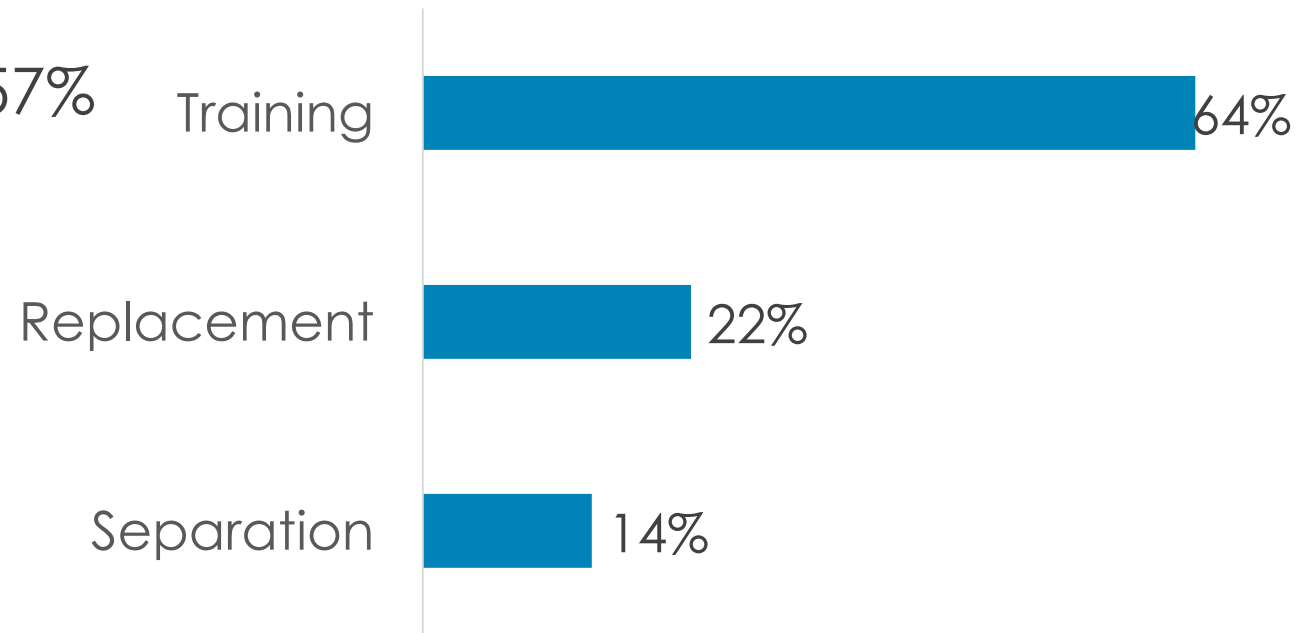


Where Does This Money Go?

Hourly Employee Turnover



Management Turnover



Orientation - What is Offered?

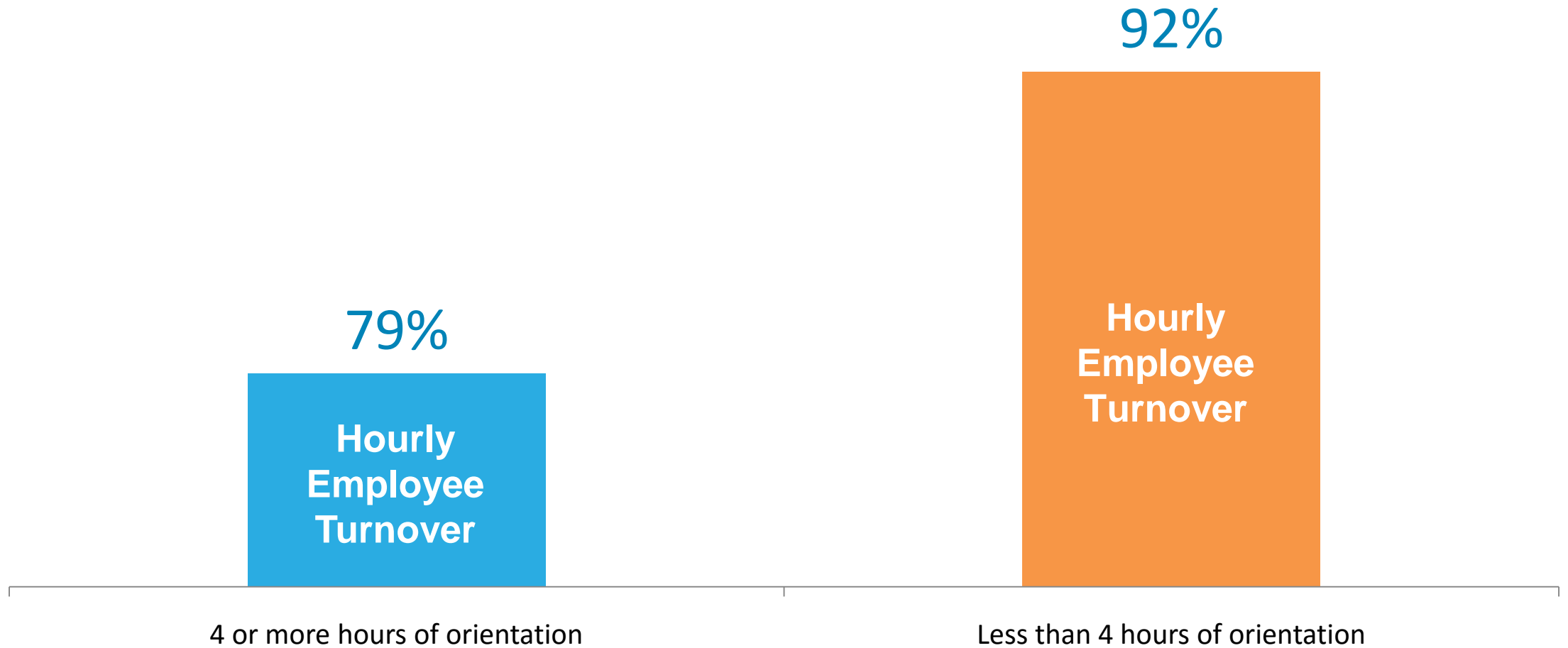
3 hours

Median number
of hours offered

2 hours

Most frequent response
(28% of companies)

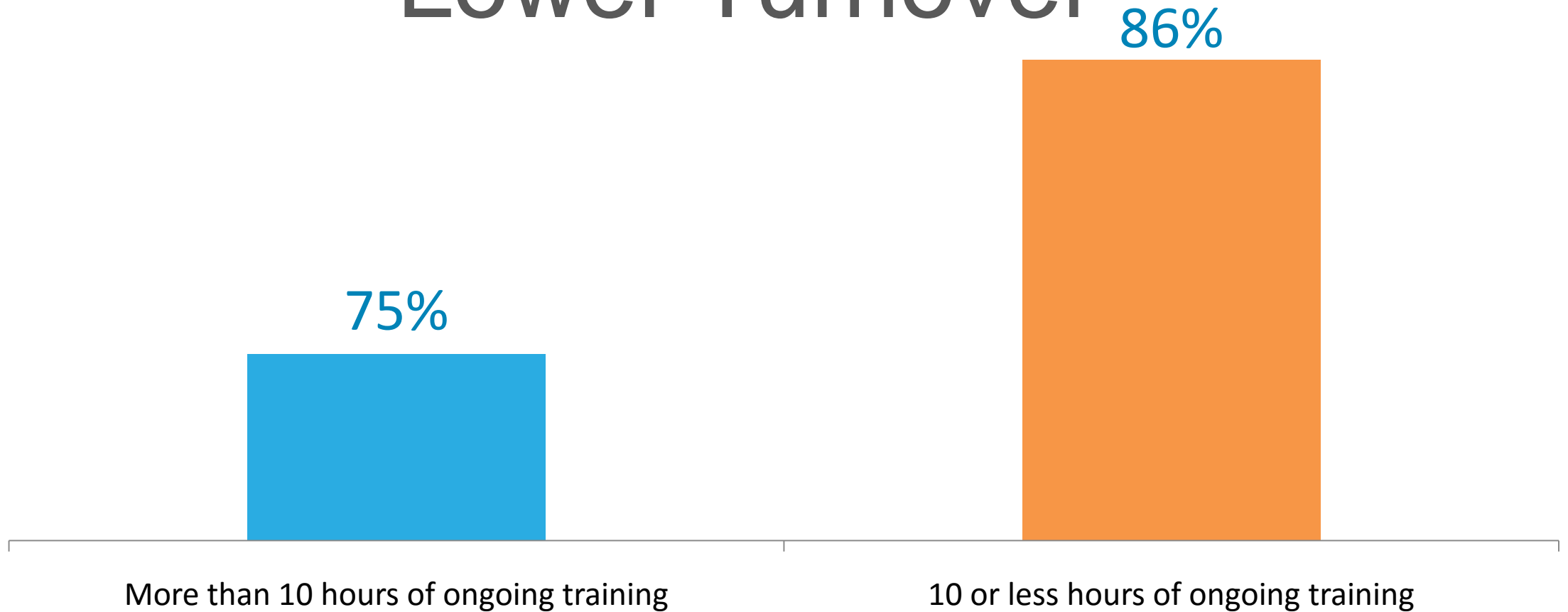
Longer the Orientation = Lower Turnover



Average amount of
ongoing training for
hourly employees

12 hours

More Training For Hourly= Lower Turnover



Orientation and Training

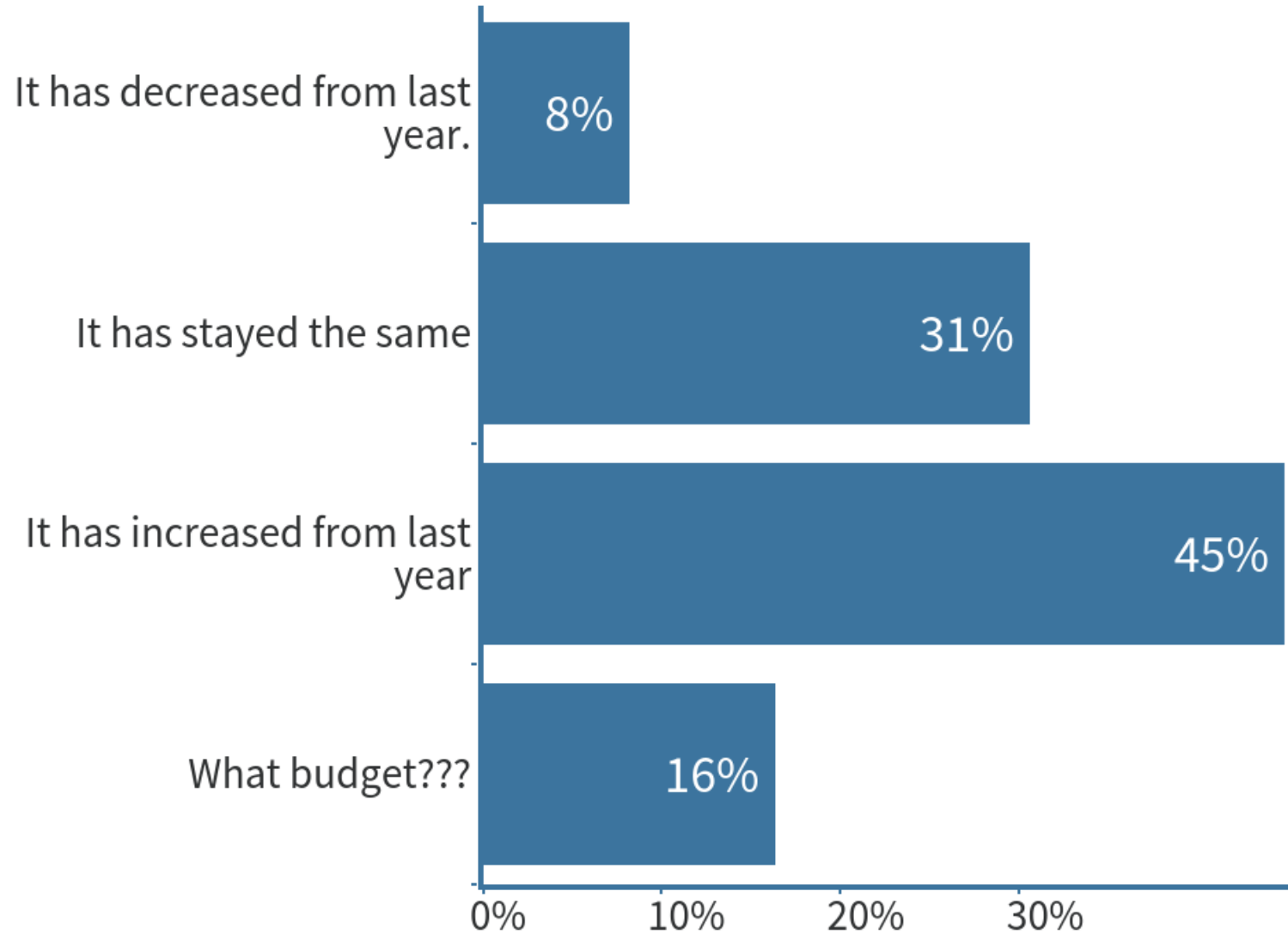


Table Conversation

What are some ways
training and talent acquisition can
work together to improve turnover?



What is happening to your training budget this year?



From Last Year's Results

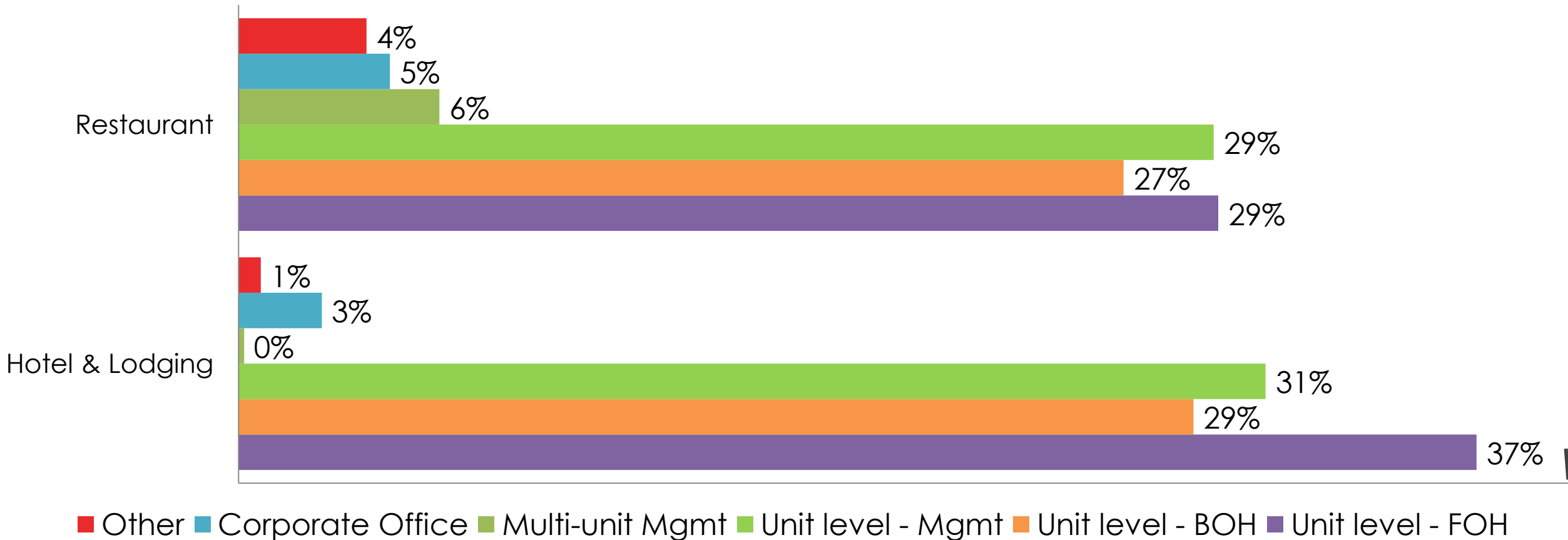
66%

of companies said
expenditure increased
compared with 2013

58%

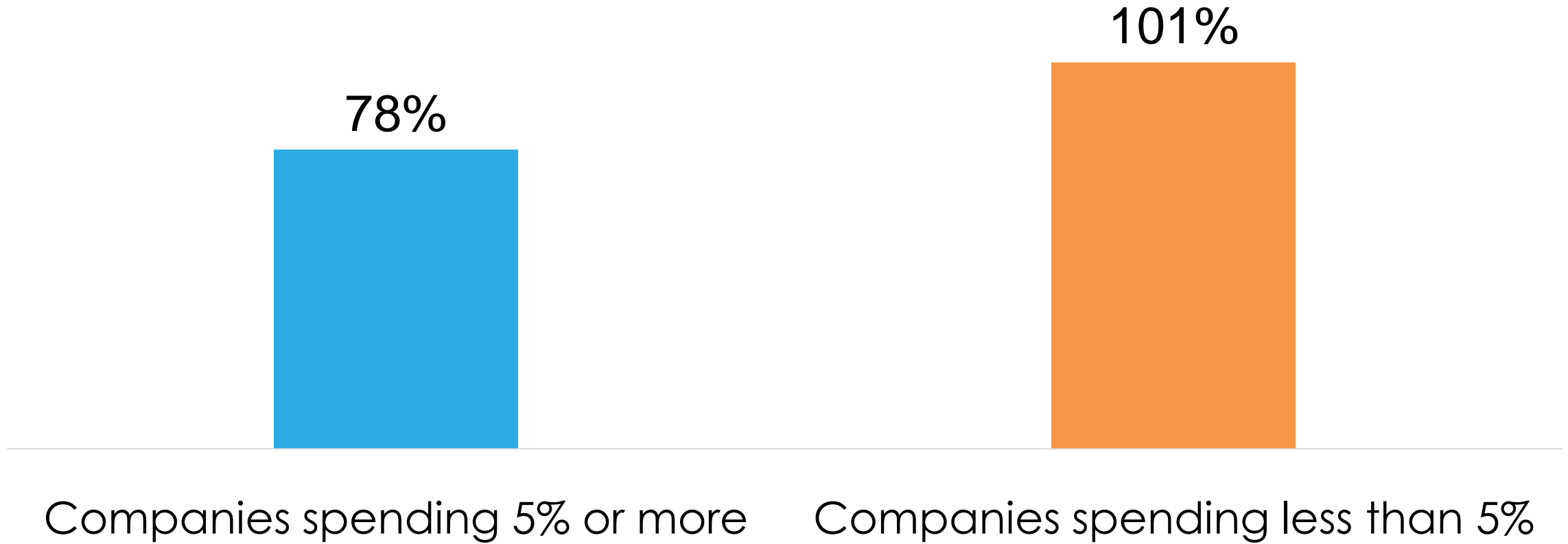
of companies expect
this expense to increase
this year

Where is Money Being Spent?

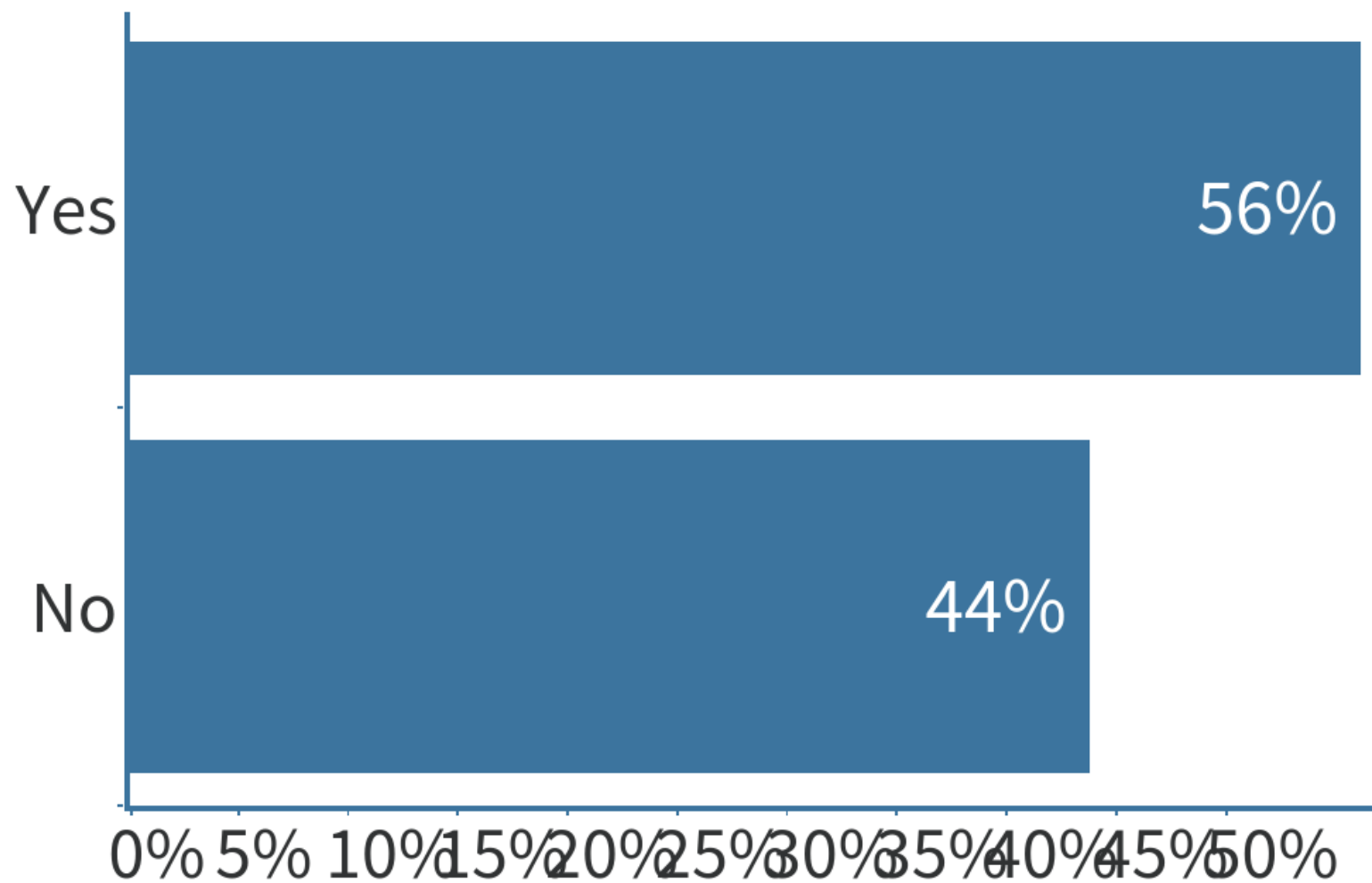


Training the Trainer Pays Off

Hourly turnover by % of budget spent on training certified trainers



As trainers, are you part of the budgetary conversations in your company?



the best vs. the rest



3.7%

comp sales



1.6%

Source: Black Box Intelligence and People Report

Table Discussion

Based on all our conversations,
what are the **Top 3 takeaways** you plan
to share with your organization?

Final Thoughts!

You can't just hope for happy endings. You have to believe in them, then do the work and take the risks.

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