



People Report
A TDn2K Company



2014 Trends in Hospitality Training and Development Study

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Participation

The results reported in this document represent the individual survey responses of **56 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 June 2014 to July 2014. 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.

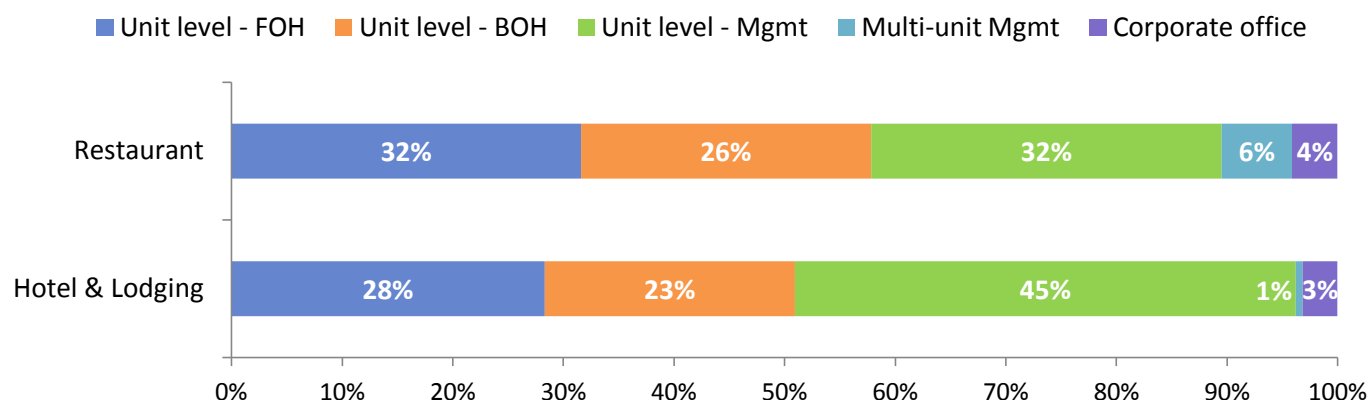
Contact Information

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

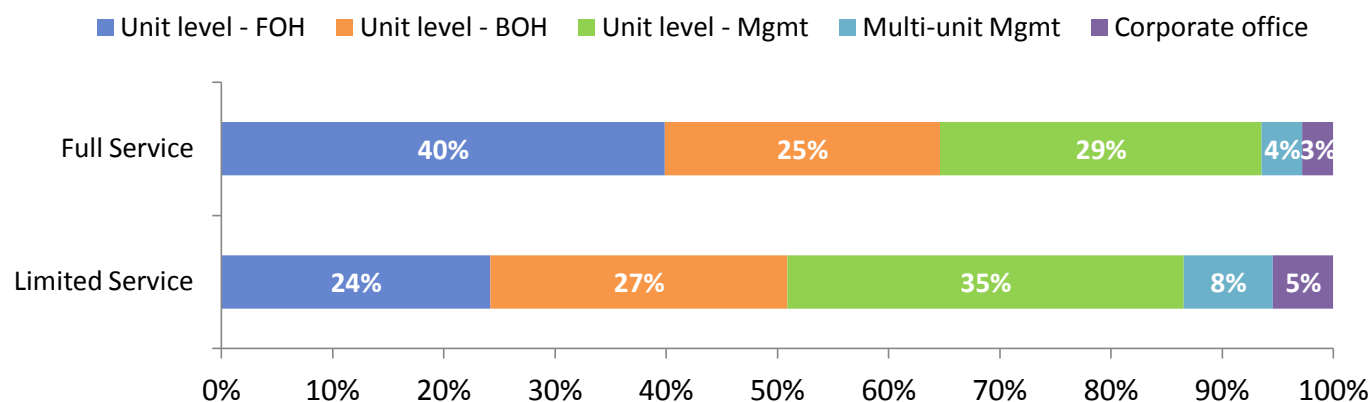
Summary of Findings

- Multi-unit managers are an area of opportunity regarding training time allocation.
- The training department is now more likely to report to operations or the President/CEO, as compared to reporting to HR.
- It pays to train the trainer in terms of decreasing unit level turnover.
- It pays to invest in orientation; helps reduce turnover through early engagement of new employees.
- Usage of external resources is on the rise as trainers continue to do more with less.
- Delivery via e-learning is on the rise and is particularly effective in the areas of knowledge leveling, validation, and compliance topics.
- Soft-skills training for unit level hourly employees is an area of opportunity.
- 1% of system-wide sales, excluding training salaries, is what the training department budget represents (median). No relationship was found between size of company in sales and relative size of training budget.

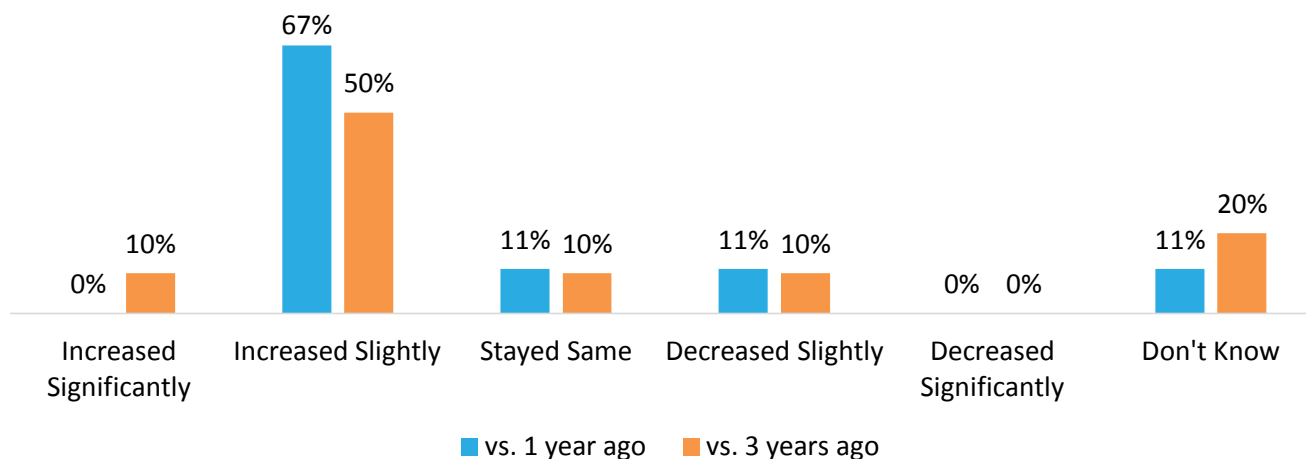
Distribution of Training Budget



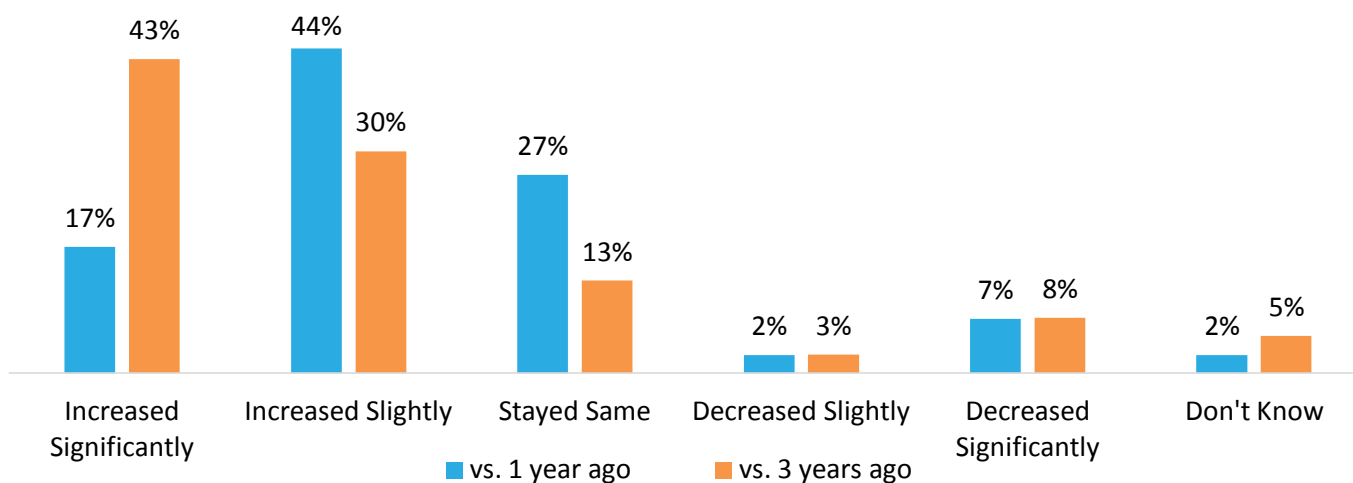
Distribution of Restaurant Training Budget



Hotel & Lodging – Training Expense Increasing Slightly

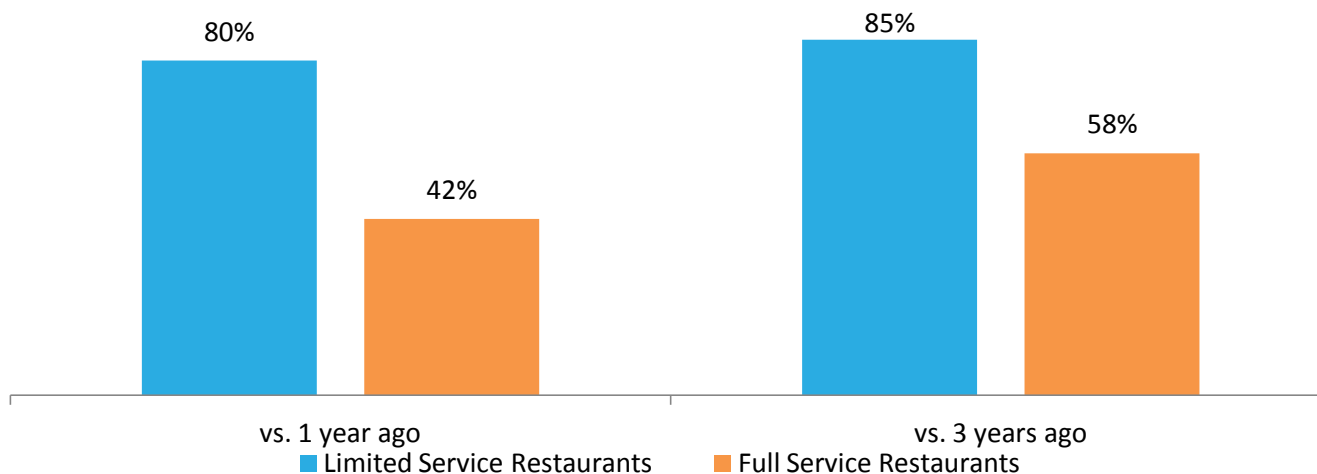


Restaurants – Training Expense Growing More Significantly

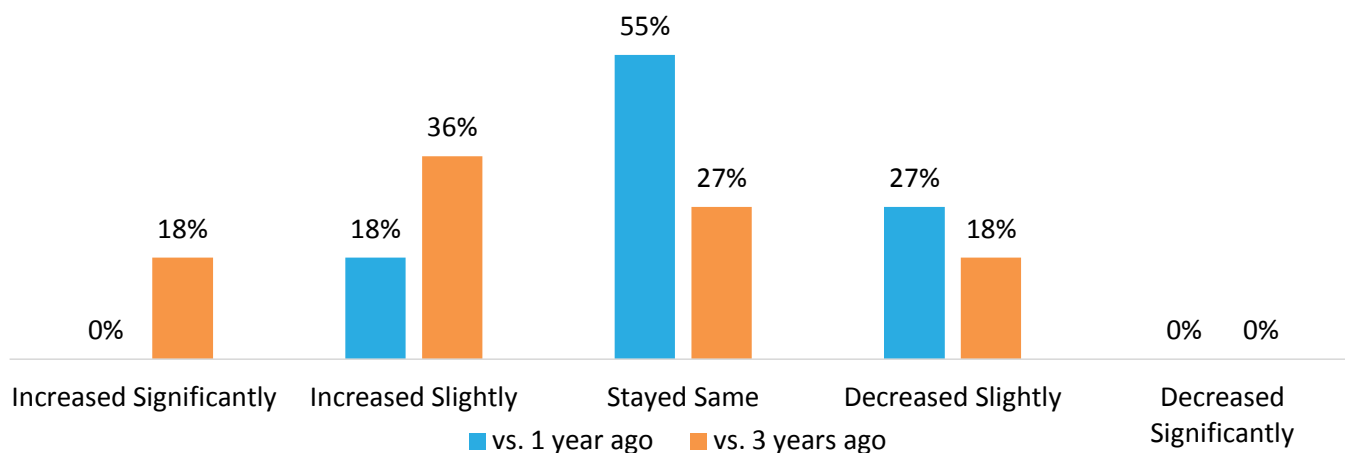


Restaurants – Training Expense Growth

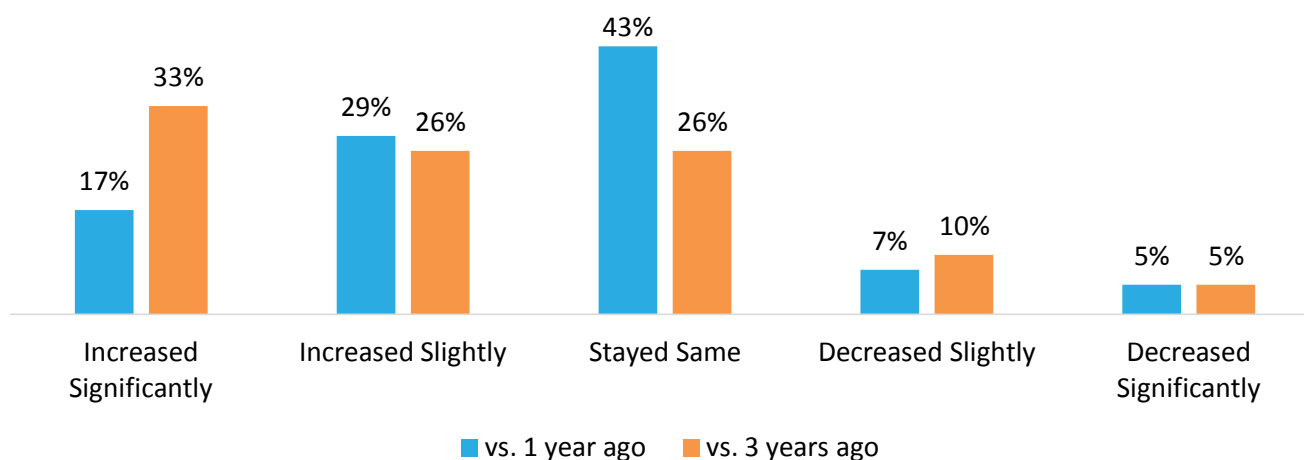
% of companies with growing training expense



Hotel & Lodging – Number of People in Training Department Stabilizing

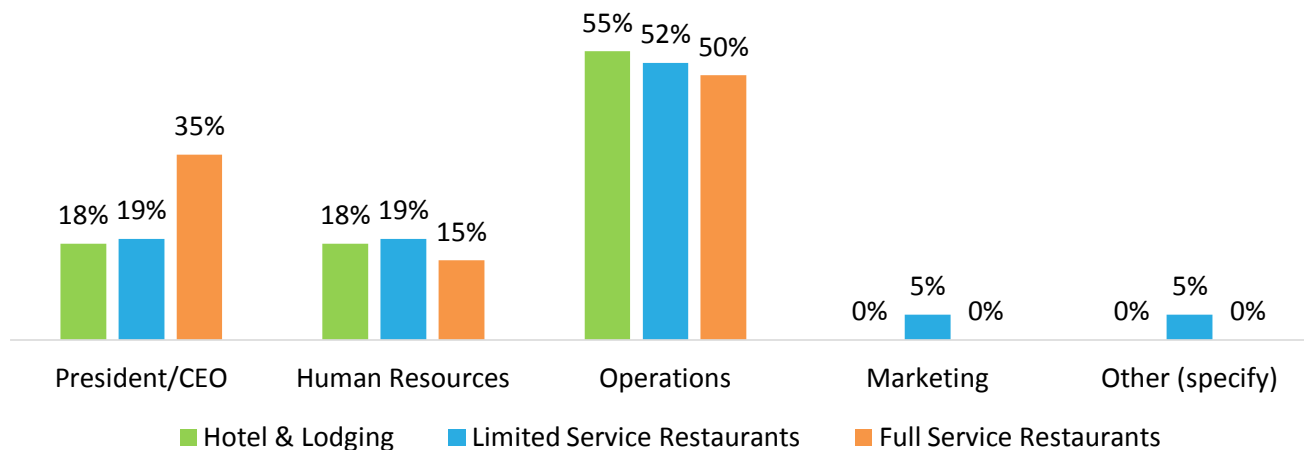


Restaurants – Still Showing Some Growth in Number of People in Training Department



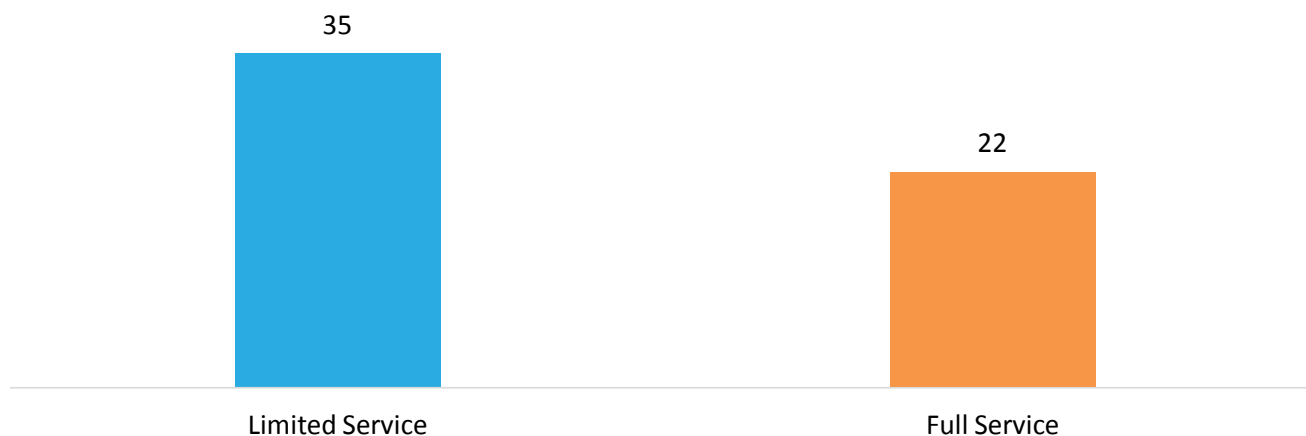
Training – Typically Reports to Operations

What department training reports to, by % of companies

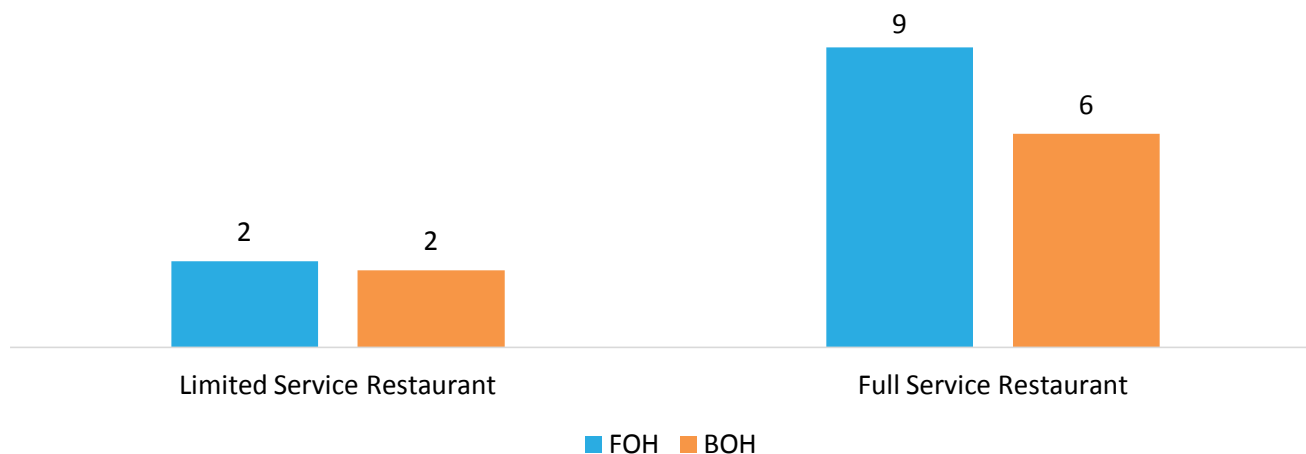


Limited Service Restaurants Target Almost 50% More Employees per Trainer

Target number of FTE unit level employees per FTE unit level trainer



Trainers Needed per New Unit Opening



Training the Trainers

Dollars allocated to training certified trainers

	% of Training Dollars
Hotel & Lodging	9%
Restaurants	6%
Limited Service	5%
Full Service	7%

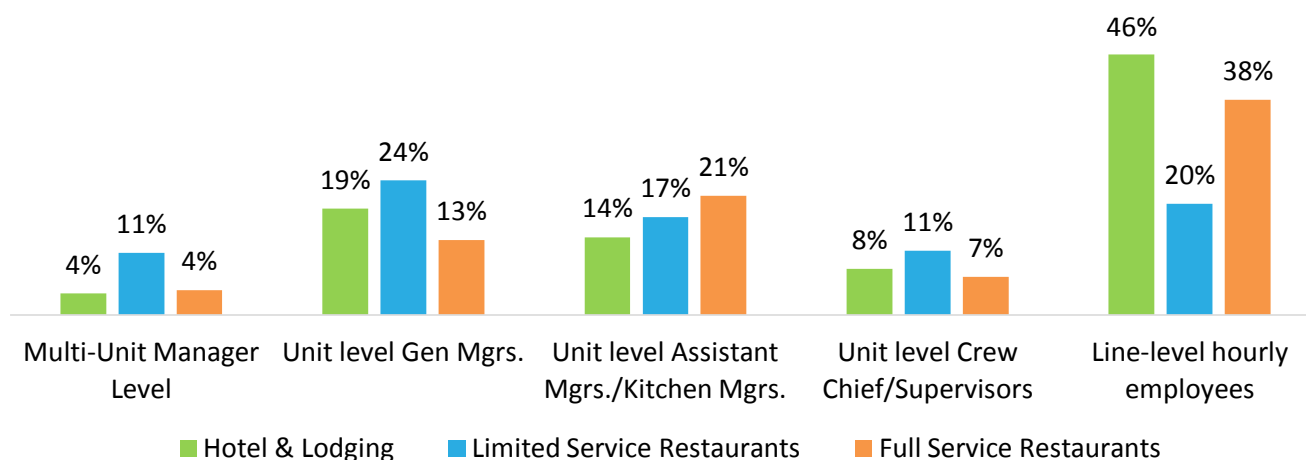
It Pays To Train the Trainers

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

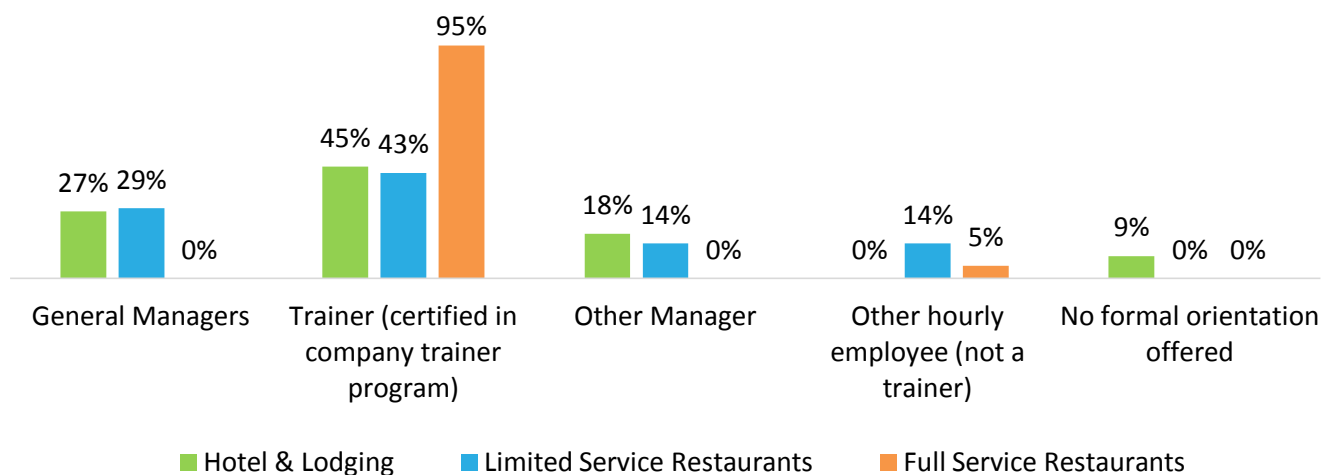


Most of the Training Time Offered to Unit Level Hourly Employees

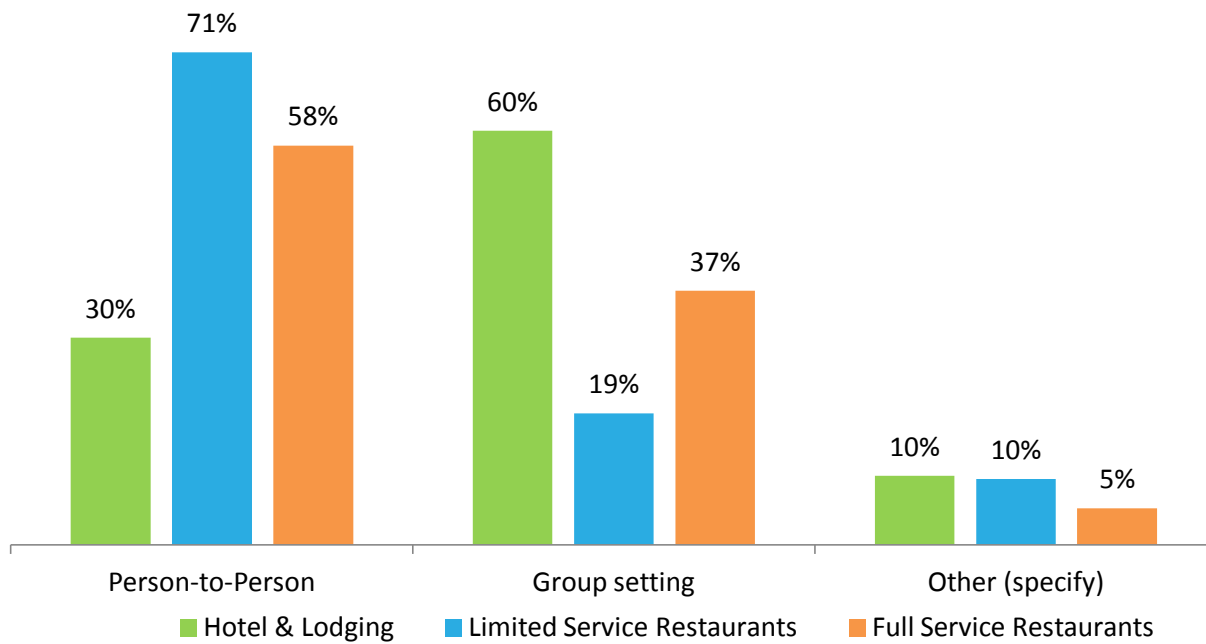
(except in Limited Service Restaurants)



Who Trains Unit Level Hourly Employees?



How Are Orientations Conducted for New Hourly Employees?

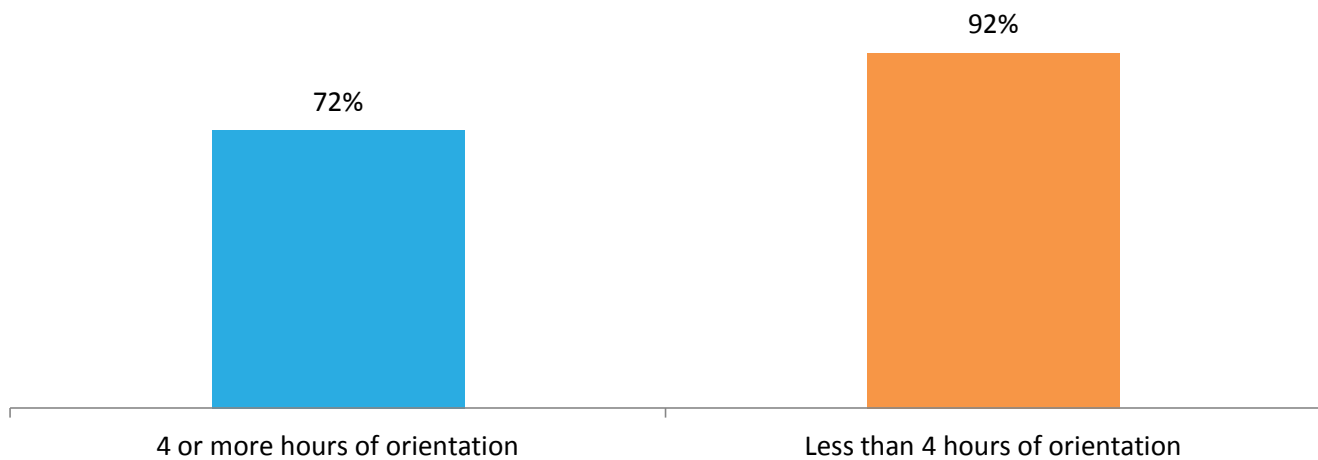


New Hourly Employee Orientation

3.5 hours – Median number of hours offered

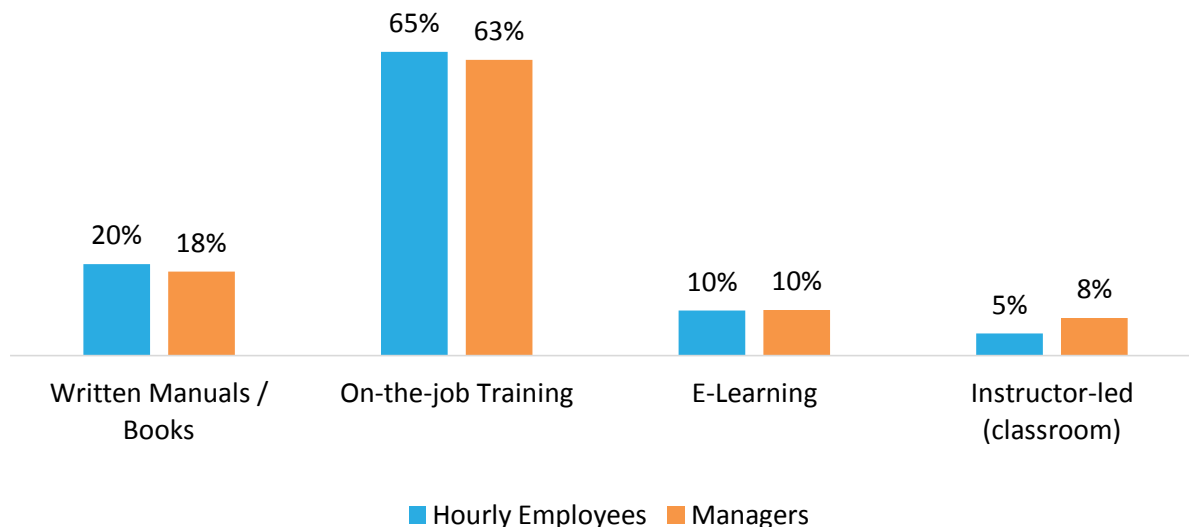
2 hours – Most frequent response (20% of companies)

Hourly Employee – Orientation and Turnover



How Are New Hires Trained?

% of training provided



Restaurants – Weeks of New Employee OJT

Position	OJT Weeks
Front of House Hourly	1
Back of House Hourly	2
Assistant Manager	7
Kitchen Manager	8
General Manager	7

Training Content Creation

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

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

External Resources Usage Growing

11% – Percentage of training budget **spent on external resources** in 2013

51% – Percentage of companies that said **expenditure increased** compared with 2012

40% – Percentage of companies that **expect this expense to increase** in 2014

E-Learning Training

% of companies that provide E-Learning Training

73% – Hotel & Lodging

81% – Limited Service Restaurants

48% – Full Service Restaurants

E-Learning Training on the Rise

% of companies reporting increase in use for 2014



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	46%	22%
Customer service	18%	15%
Culinary skills	9%	6%
Food safety/sanitation	5%	4%
Compliance - OSHA, fire prevention, safety	4%	4%
HR programs - diversity, harassment, etc.	3%	6%
Interpersonal skills - conflict mgmt. teamwork, etc.	1%	5%
Leadership/executive development	1%	8%
Supervisory skills - interviewing, coaching	1%	6%
Financial management	1%	7%

Spanish Training Materials

% of companies that offer training materials in Spanish

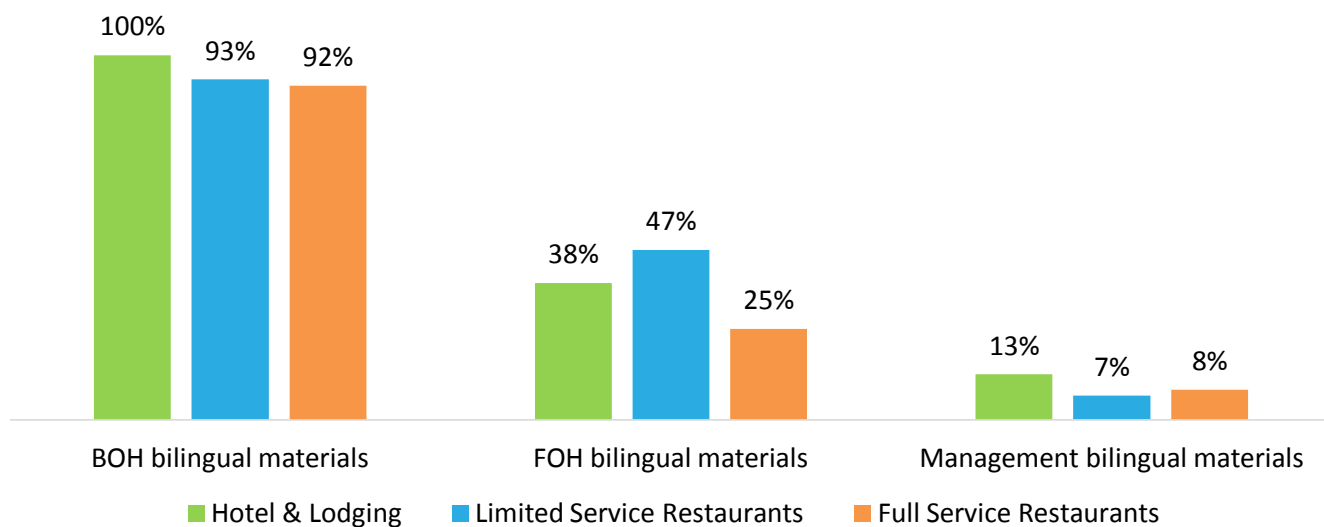
70% – Hotel & Lodging

70% – Limited Service Restaurants

53% – Full Service Restaurants

Focus of Bilingual Training: BOH

% of companies of those that offer bilingual materials



Survey results

General information

Profile of Participating Companies

	Restaurants	Hotel & Lodging	Other ^	Total
# of companies	44	11	1	56
Avg. # of locations	157	1,399	N/A	183

^ Other includes companies that primarily operates in both the Restaurant and the Hotel & Lodging industry

How many people does your company employ in these positions?

	Restaurants	Hotel & Lodging	Total
Hourly employees	4,187	12,051	4,251
Unit level managers	365	2,804	353
Multi-unit managers	23	N/A	26
Corporate office department managers	14	1,010	17
Department heads	9	3,153	15
Executive level	7	61	8
Other	31	N/A	29

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

	Restaurants	Hotel & Lodging	Total
Annual revenue	\$254,558,392	\$2,224,600,000	\$347,967,759

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

	Restaurants	Hotel & Lodging	Total
Training budget ^	1.0%	N/A	1.0%

^ 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	32%	28%	31%
Unit level – back of house	26%	23%	25%
Unit level – management	32%	45%	34%
Multi-unit – management	6%	1%	5%
Corporate office	4%	3%	4%
Other	0%	1%	0%

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

	2011	2012	2013
Restaurants			
Entire company	54%	56%	58%
Unit level – hourly employees	77%	77%	81%
Unit level – management employees	19%	17%	19%
Multi-unit managers	3%	13%	10%
Unit level trainers	1%	1%	1%
Corporate office training staff	2%	5%	13%
Corporate office employees	6%	8%	8%
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	52%	53%	54%
Unit level – hourly employees	74%	74%	76%
Unit level – management employees	18%	17%	19%
Multi-unit managers	3%	13%	12%
Unit level trainers	1%	1%	1%
Corporate office training staff	2%	5%	13%
Corporate office employees	6%	8%	8%

What is your expectation for employee turnover in 2014?

	Increase	Decrease	Remain the same
Restaurants			
Entire company	41%	21%	38%
Unit level – hourly employees	34%	19%	47%
Unit level – management employees	40%	23%	37%
Multi-unit managers	10%	23%	67%
Corporate office training staff	7%	34%	59%
Corporate office employees	17%	20%	63%
Hotel & Lodging			
Entire company	10%	10%	80%
Unit level – hourly employees	25%	0%	75%
Unit level – management employees	13%	13%	75%
Multi-unit managers	13%	13%	75%
Corporate office training staff	14%	0%	86%
Corporate office employees	29%	0%	71%
Total			
Entire company	33%	18%	49%
Unit level – hourly employees	33%	15%	53%
Unit level – management employees	34%	21%	45%
Multi-unit managers	11%	21%	68%
Corporate office training staff	8%	28%	64%
Corporate office employees	19%	16%	65%

Organization's Training Resources

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

	Restaurants	Hotel & Lodging	Total
Full-time employees	4	19	6

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

	Restaurants	Hotel & Lodging	Total
Field training support	55%	67%	58%
Instructional designer	55%	33%	52%
Training manager	74%	89%	77%
New restaurant opening trainer	43%	11%	37%
Administrative/coordinator	57%	44%	54%
Other	24%	22%	23%

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

	Restaurants	Hotel & Lodging	Total
Part-time employees	2	0	2

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

	Restaurants	Hotel & Lodging	Total
Yes	45%	73%	51%
No	55%	27%	49%

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	39	N/A	42

How many trainers are needed for new unit openings?

	Restaurants	Hotel & Lodging	Total
Front of house	5	27	6
Back of house	4	15	4

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	17%	33%
Increased slightly	29%	26%
Stayed same	43%	26%
Decreased slightly	7%	10%
Decreased significantly	5%	5%
Hotel & Lodging		
Increased significantly	0%	18%
Increased slightly	18%	36%
Stayed same	55%	27%
Decreased slightly	27%	18%
Decreased significantly	0%	0%
Total		
Increased significantly	13%	30%
Increased slightly	26%	30%
Stayed same	46%	26%
Decreased slightly	11%	11%
Decreased significantly	4%	4%

What department does training report to in your company?

	Restaurants	Hotel & Lodging	Total
President/CEO	28%	20%	26%
Human Resources	19%	20%	19%
Operations	49%	60%	52%
Marketing	2%	0%	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	18%	45%
Increased slightly	45%	32%
Stayed same	28%	13%
Decreased slightly	3%	3%
Decreased significantly	8%	8%
Hotel & Lodging		
Increased significantly	0%	13%
Increased slightly	75%	63%
Stayed same	13%	13%
Decreased slightly	13%	13%
Decreased significantly	0%	0%
Total		
Increased significantly	14%	38%
Increased slightly	49%	38%
Stayed same	27%	13%
Decreased slightly	4%	4%
Decreased significantly	6%	6%

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

	Restaurants	Hotel & Lodging	Total
Executive level	3%	1%	3%
Regional manager/director level	4%	4%	4%
Multi-unit manager level	6%	1%	5%
Unit level managers ^	28%	31%	29%
Crew chief/supervisors	6%	11%	7%
Certified trainer	6%	9%	7%
Line-level hourly employees	44%	42%	44%
Corporate employees	3%	1%	3%

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

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

	Restaurants	Hotel & Lodging	Total
% of budget	11%	13%	11%

Compared to 2012, did that expenditure increase, decrease, or remain the same?

	Restaurants	Hotel & Lodging	Total
Increase	65%	38%	60%
Decrease	12%	0%	10%
Remain the same	24%	63%	31%

Do you expect spending on external resources to increase in 2014?

	Restaurants	Hotel & Lodging	Total
Yes	44%	57%	47%
No	56%	43%	53%

Is training content created internally, externally, or both?

	Restaurants	Hotel & Lodging	Total
Internally	52%	40%	49%
Externally	0%	0%	0%
Both	48%	60%	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%	11%	12%
Class facilitation	10%	23%	13%
Ongoing personal development/talent management	9%	9%	9%
Training material/content development	18%	14%	18%
New store openings	7%	3%	6%
Company-wide initiatives (rollouts, menus, programs)	11%	13%	11%
Event management	2%	6%	3%
On-the-job training	4%	4%	4%
Departmental management	16%	9%	15%
Program management	7%	4%	7%
Other	3%	6%	4%

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

	Restaurants	Hotel & Lodging	Total
Executive level	1%	2%	1%
Regional manager/Director level	4%	1%	3%
Multi-unit manager level	7%	4%	7%
Unit level general managers	18%	19%	18%
Unit level assistant managers/Kitchen managers	19%	14%	18%
Unit level crew chief/Supervisors	9%	8%	9%
Certified trainer	8%	5%	7%
Line-level hourly employees	31%	46%	34%
Corporate office employees	4%	2%	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)	366	N/A	338
Franchisee operator program	130	N/A	121
Veteran managers at assistant manager level	38	N/A	44
Veteran managers at GM Level	51	N/A	55
Department managers	21	84	43
Other salaried management positions	18	72	31
Multi-unit managers	47	N/A	47
Unit level hourly employees	58	78	62

Who typically trains newly hired unit level hourly employees?

	Restaurants	Hotel & Lodging	Total
General managers	17%	27%	19%
Trainer (certified in company trainer program)	67%	45%	63%
Other manager	7%	18%	9%
Other hourly employee (not a trainer)	10%	0%	7%
No formal orientation offered	0%	9%	2%

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

	Restaurants	Hotel & Lodging	Total
Person – to – person	64%	30%	57%
Group setting	29%	60%	36%
Other	7%	10%	8%

^ Other includes: E-learning course, Online onboarding, Self-paced learning, Varies by location

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

	Restaurants	Hotel & Lodging	Total
Unit level hourly employees	6	20	8
Unit level assistant managers	12	24	14
Unit level general managers	16	34	20
Other unit level salaried management positions	5	30	9
Multi-unit managers	10	N/A	10
Training staff	8	N/A	9

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

	Restaurants	Hotel & Lodging	Total
Unit level hourly employees	20	N/A	26
Unit level assistant managers	16	N/A	21
Unit level general managers	38	N/A	33
Other unit level salaried management positions	11	N/A	18
Multi-unit managers	19	N/A	19
Training staff	13	N/A	15

How many weeks does your company provide for training unit level hourly employees?

	Restaurants	Hotel & Lodging	Total
Front of House			
New	1	N/A	2
Incumbent	1	N/A	1
Back of House			
New	2	N/A	2
Incumbent	1	N/A	1

What is the length (in weeks) of on-the-job training programs for the following level management positions?

	Restaurants	Hotel & Lodging	Total
Assistant managers	7	2	6
Assistant general managers	7	2	6
General managers	7	2	6
Assistant kitchen managers	5	N/A	4
Kitchen managers	8	N/A	6
Sous chefs	2	2	2
Executive chefs	7	2	4
Multi-unit managers	4	N/A	4
Catering managers	2	2	2

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

	Restaurants	Hotel & Lodging	Total
Written Manuals/Books			
Hourly – new hire	20%	15%	20%
Ongoing hourly	20%	N/A	21%
Multi-unit manager	22%	N/A	21%
Internal promote managers	22%	N/A	22%
New hire manager	18%	N/A	18%
Ongoing manager	21%	N/A	20%
On-the-job Training			
Hourly – new hire	65%	63%	65%
Ongoing hourly	69%	N/A	67%
Multi-unit manager	67%	N/A	67%
Internal promote managers	59%	N/A	60%
New hire manager	64%	N/A	63%
Ongoing manager	62%	N/A	62%
E-Learning			
Hourly – new hire	10%	7%	10%
Ongoing hourly	9%	N/A	9%
Multi-unit manager	5%	N/A	5%
Internal promote managers	9%	N/A	8%
New hire manager	10%	N/A	10%
Ongoing manager	10%	N/A	10%
Instructor-led (classroom)			
Hourly – new hire	4%	11%	5%
Ongoing hourly	2%	N/A	3%
Multi-unit manager	3%	N/A	3%
Internal promote managers	9%	N/A	8%
New hire manager	7%	N/A	8%
Ongoing manager	5%	N/A	7%
Other			
Hourly – new hire	0%	4%	1%
Ongoing hourly	0%	N/A	0%
Multi-unit manager	2%	N/A	4%
Internal promote managers	1%	N/A	2%
New hire manager	0%	N/A	1%
Ongoing manager	1%	N/A	2%

Do you currently use E-learning training solutions?

	Restaurants	Hotel & Lodging	Total
Yes	66%	73%	68%
No	34%	27%	32%

In 2014, 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	86%	50%	78%
Decrease	0%	0%	0%
Remain the same	14%	50%	22%

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

	Restaurants	Hotel & Lodging	Total
DiscoverLink	14%	0%	11%
Taleo	0%	0%	0%
Wisetail	10%	0%	8%
Wyckwyre	0%	0%	0%
Cornerstone	3%	0%	3%
Meridian	0%	0%	0%
SkillSoft	7%	25%	13%
Articulate (Engage or Storyline)	31%	25%	29%
Camtasia	7%	0%	5%
Captivate	28%	13%	24%
Other ^	62%	63%	61%

^ Other includes: Internal(2), Learning Zen(2), Adobe Creative Cloud, Adobe Dreamweaver, ClassMarker, Coaliance, Custom built, Fresh Revenues, Halogen, Kronos, LearnDash, Lectora, Moodle, National Restaurant Association, PeopleMatter, PeopleSoft, Saba, Schoox, Tortal, LMS, TraCorp, Waitrainer

How is your E-learning used for training solutions?

	Restaurants	Hotel & Lodging	Total
Knowledge leveling	89%	71%	83%
Validation/testing	98%	71%	86%
Post training follow-up	46%	29%	42%
Compliance ^	75%	71%	75%
Education prior to OTJ	57%	57%	56%
Reduction of paper	61%	29%	53%
Other ^^	14%	14%	14%

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

^^ Other includes: Crew Management, Cultural training, Leadership development, New product launch

Do you have a strategy to begin incorporating E-learning within the next 1-3 years?

	Restaurants	Hotel & Lodging	Total
Yes	62%	N/A	69%
No	38%	N/A	31%

How is training content on the following topics delivered?

	Restaurants	Hotel & Lodging	Total
Basic Job Skills			
On-the-job	98%	100%	98%
Classroom: instructor-led with printed materials	33%	33%	33%
Classroom: instructor-led with mixed media (print/video)	25%	22%	24%
E-learning	38%	22%	35%
Blended learning: classroom and e-learning	18%	22%	18%
Other	5%	0%	4%
Not applicable	0%	0%	0%
Culinary Skills			
On-the-job	78%	88%	80%
Classroom: instructor-led with printed materials	19%	0%	16%
Classroom: instructor-led with mixed media (print/video)	14%	13%	13%
E-learning	16%	0%	13%
Blended learning: classroom and e-learning	5%	0%	4%
Other	5%	0%	4%
Not applicable	14%	13%	13%
Financial Management			
On-the-job	59%	50%	58%
Classroom: instructor-led with printed materials	41%	13%	36%
Classroom: instructor-led with mixed media (print/video)	19%	25%	20%
E-learning	22%	25%	22%
Blended learning: classroom and e-learning	5%	13%	7%
Other	5%	13%	7%
Not applicable	8%	25%	11%
Marketing			
On-the-job	70%	43%	65%
Classroom: instructor-led with printed materials	33%	14%	30%
Classroom: instructor-led with mixed media (print/video)	15%	14%	15%
E-learning	15%	14%	15%
Blended learning: classroom and e-learning	0%	14%	3%
Other	3%	0%	3%
Not applicable	9%	43%	15%
Customer Service			
On-the-job	89%	100%	91%
Classroom: instructor-led with printed materials	45%	78%	51%
Classroom: instructor-led with mixed media (print/video)	26%	89%	38%
E-learning	29%	33%	30%
Blended learning: classroom and e-learning	21%	44%	26%
Other	5%	0%	4%
Not applicable	0%	0%	0%

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

	Restaurants	Hotel & Lodging	Total
Leadership/Executive Development			
On-the-job	57%	63%	58%
Classroom: instructor-led with printed materials	40%	50%	42%
Classroom: instructor-led with mixed media (print/video)	20%	50%	26%
E-learning	23%	13%	21%
Blended learning: classroom and e-learning	17%	25%	19%
Other	14%	25%	16%
Not applicable	11%	0%	9%
HR Programs – Diversity, Harassment, etc.			
On-the-job	46%	38%	44%
Classroom: instructor-led with printed materials	46%	75%	51%
Classroom: instructor-led with mixed media (print/video)	43%	63%	47%
E-learning	31%	0%	26%
Blended learning: classroom and e-learning	23%	38%	26%
Other	6%	0%	5%
Not applicable	3%	13%	5%
Compliance – OSHA, Fire Prevention, Workplace Safety			
On-the-job	57%	63%	58%
Classroom: instructor-led with printed materials	34%	75%	42%
Classroom: instructor-led with mixed media (print/video)	26%	50%	30%
E-learning	26%	0%	21%
Blended learning: classroom and e-learning	20%	13%	19%
Other	14%	0%	12%
Not applicable	3%	13%	5%
Supervisory Skills – Interviewing, Coaching			
On-the-job	68%	75%	69%
Classroom: instructor-led with printed materials	54%	75%	58%
Classroom: instructor-led with mixed media (print/video)	24%	63%	31%
E-learning	16%	13%	16%
Blended learning: classroom and e-learning	11%	25%	13%
Other	5%	0%	4%
Not applicable	0%	0%	0%
Train-the-Trainer			
On-the-job	63%	50%	61%
Classroom: instructor-led with printed materials	58%	50%	57%
Classroom: instructor-led with mixed media (print/video)	24%	67%	30%
E-learning	16%	17%	16%
Blended learning: classroom and e-learning	3%	17%	5%
Other	3%	0%	2%
Not applicable	0%	17%	2%

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	81%	78%	80%
Classroom: instructor-led with printed materials	36%	11%	31%
Classroom: instructor-led with mixed media (print/video)	14%	11%	13%
E-learning	19%	44%	24%
Blended learning: classroom and e-learning	11%	11%	11%
Other	6%	0%	4%
Not applicable	0%	0%	0%
Desktop and Laptop Computers, etc.			
On-the-job	66%	86%	69%
Classroom: instructor-led with printed materials	9%	14%	10%
Classroom: instructor-led with mixed media (print/video)	9%	0%	8%
E-learning	6%	14%	8%
Blended learning: classroom and e-learning	3%	14%	5%
Other	0%	0%	0%
Not applicable	25%	0%	21%
New Employee Orientation			
On-the-job	68%	33%	62%
Classroom: instructor-led with printed materials	47%	44%	47%
Classroom: instructor-led with mixed media (print/video)	37%	56%	40%
E-learning	18%	33%	21%
Blended learning: classroom and e-learning	13%	22%	15%
Other	0%	0%	0%
Not applicable	0%	0%	0%
Interpersonal Skills – Conflict Management, Teamwork, etc.			
On-the-job	58%	63%	59%
Classroom: instructor-led with printed materials	53%	63%	55%
Classroom: instructor-led with mixed media (print/video)	31%	50%	34%
E-learning	17%	25%	18%
Blended learning: classroom and e-learning	11%	13%	11%
Other	3%	0%	2%
Not applicable	3%	13%	5%
Food Safety/Sanitation			
On-the-job	64%	71%	65%
Classroom: instructor-led with printed materials	46%	29%	43%
Classroom: instructor-led with mixed media (print/video)	26%	71%	33%
E-learning	26%	29%	26%
Blended learning: classroom and e-learning	23%	29%	24%
Other	8%	14%	9%
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	48%	39%	46%
Culinary skills	10%	4%	9%
Financial management	1%	1%	1%
Marketing	1%	2%	1%
Customer service	17%	25%	18%
Leadership/executive development	1%	1%	1%
HR programs – diversity, harassment, etc.	2%	6%	3%
Compliance – OSHA, fire prevention, workplace safety	4%	5%	4%
Supervisory skills – interviewing, coaching	1%	1%	1%
Train-the-trainer	2%	1%	2%
Technology and systems – POS, BOH systems	3%	3%	3%
Desktop and laptop computers, etc.	0%	1%	0%
New employee orientation	3%	5%	4%
Interpersonal skills – conflict mgmt, teamwork, etc.	1%	2%	1%
Food safety/sanitation	5%	3%	5%
Other	0%	2%	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	24%	13%	22%
Culinary skills	8%	0%	6%
Financial management	8%	3%	7%
Marketing	5%	3%	5%
Customer service	14%	16%	15%
Leadership/executive development	7%	12%	8%
HR programs – diversity, harassment, etc.	5%	10%	6%
Compliance – OSHA, fire prevention, workplace safety	4%	4%	4%
Supervisory skills – interviewing, coaching	6%	5%	6%
Train-the-trainer	2%	1%	2%
Technology and systems – POS, BOH systems	3%	6%	4%
Desktop and laptop computers, etc.	1%	2%	1%
New employee orientation	3%	5%	3%
Interpersonal skills – conflict mgmt, teamwork, etc.	5%	7%	5%
Food safety/sanitation	4%	1%	4%
Other	0%	11%	3%

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

	Restaurants	Hotel & Lodging	Total
Vice president of training	\$140,000	N/A	\$140,000
Training director	\$85,000	N/A	\$85,000
Training manager	\$62,500	\$70,000	\$65,000
Facilitator/classroom trainer	\$45,000	N/A	\$50,000
Training team member	N/A	N/A	N/A
Operations or Field-based trainer	\$49,000	N/A	\$52,500
Instructional designer	\$55,000	N/A	\$55,000

^ Reported as the Median

What is the average bonus potential (as a percentage of the average base salary) for the following positions in your company? ^

	Restaurants	Hotel & Lodging	Total
Vice president of training	25%	N/A	20%
Training director	10%	N/A	10%
Training manager	8%	N/A	6%
Facilitator/classroom trainer	N/A	N/A	N/A
Training team member	N/A	N/A	N/A
Operations or Field-based trainer	5%	N/A	3%
Instructional designer	N/A	N/A	N/A

^ Reported as the Median

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

	Restaurants	Hotel & Lodging	Total
No language other than English	35%	30%	33%
Spanish	63%	70%	65%
Other ^	3%	30%	8%

^ Other includes: French Canadian, Haitian Creole, Portuguese, Many others

What training materials are bi-lingual?

	Restaurants	Hotel & Lodging	Total
BOH materials	93%	100%	94%
FOH materials	36%	38%	36%
Management materials	7%	13%	8%

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

	Restaurants	Hotel & Lodging	Total
Written test	84%	55%	78%
Demonstration test	84%	45%	75%
Trainee feedback	72%	64%	69%
Manager feedback	84%	73%	80%
Roi	7%	0%	5%
Secret shopper reports	51%	64%	53%
Turnover rates	35%	18%	31%
Labor costs	26%	0%	20%
Store profitability	35%	0%	27%
Guest experience feedback	70%	91%	73%

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	15%	33%	17%
Monthly	13%	17%	13%
Every 3 months	18%	0%	17%
Occasionally / as needed	50%	33%	47%
No on-going basis	5%	17%	6%

Does your company conduct employee engagement surveys?

	Restaurants	Hotel & Lodging	Total
Yes	66%	60%	65%
No	34%	40%	35%

How often does your company conduct employee engagement surveys?

	Restaurants	Hotel & Lodging	Total
More than once a year	8%	17%	9%
Once a year	65%	83%	70%
Every two years	19%	0%	15%
Every three years or longer	8%	0%	6%

Limited Service vs. Full Service

General information

Profile of Participating Companies

	Limited Service	Full Service	Other ^
# of companies	21	21	2
Avg. # of locations	347	73	N/A

^ Other includes companies that operate in both the Limited and Full Service segments

How many people does your company employ in these positions?

	Limited Service	Full Service
Hourly employees	5,128	3,568
Unit level managers	527	236
Multi-unit managers	39	12
Corporate office department managers	17	12
Department heads	9	8
Executive level	7	6
Other	37	22

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

	Limited Service	Full Service
Annual revenue	\$282,510,796	\$499,527,987

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

	Limited Service	Full Service
Training budget ^	0.6%	1.0%

^ 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	24%	40%
Unit level – back of house	27%	25%
Unit level – management	35%	29%
Multi-unit – management	8%	4%
Corporate office	5%	3%
Other	1%	0%

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

	2011	2012	2013
Limited Service			
Entire company	N/A	N/A	58%
Unit level – hourly employees	105%	86%	88%
Unit level – management employees	26%	21%	20%
Multi-unit managers	N/A	11%	22%
Unit level trainers	N/A	N/A	N/A
Corporate office training staff	N/A	6%	23%
Corporate office employees	N/A	10%	12%
Full Service			
Entire company	45%	55%	55%
Unit level – hourly employees	65%	72%	77%
Unit level – management employees	13%	16%	18%
Multi-unit managers	0%	17%	5%
Unit level trainers	1%	1%	1%
Corporate office training staff	0%	0%	0%
Corporate office employees	4%	7%	6%

What is your expectation for employee turnover in 2014?

	Increase	Decrease	Remain the same
Limited Service			
Entire company	38%	23%	38%
Unit level – hourly employees	33%	27%	40%
Unit level – management employees	46%	15%	38%
Multi-unit managers	14%	21%	64%
Corporate office training staff	0%	50%	50%
Corporate office employees	7%	29%	64%
Full Service			
Entire company	40%	20%	40%
Unit level – hourly employees	31%	13%	56%
Unit level – management employees	38%	31%	31%
Multi-unit managers	7%	20%	73%
Corporate office training staff	14%	21%	64%
Corporate office employees	27%	13%	60%

Organization's Training Resources

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

	Limited Service	Full Service
Full-time employees	5	6

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

	Limited Service	Full Service
Field training support	53%	62%
Instructional designer	58%	57%
Training manager	79%	76%
New restaurant opening trainer	37%	52%
Administrative/coordinator	53%	67%
Other	21%	19%

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

	Limited Service	Full Service
Part-time employees	1	3

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

	Limited Service	Full Service
Yes	40%	50%
No	60%	50%

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	35	22

How many trainers are needed for new unit openings?

	Limited Service	Full Service
Front of house	2	9
Back of house	2	6

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	24%	52%
Increased slightly	38%	29%
Stayed same	29%	10%
Decreased slightly	10%	10%
Decreased significantly	0%	0%
Full Service		
Increased significantly	11%	16%
Increased slightly	21%	26%
Stayed same	58%	42%
Decreased slightly	5%	11%
Decreased significantly	5%	5%

What department does training report to in your company?

	Limited Service	Full Service
President/CEO	19%	35%
Human Resources	19%	15%
Operations	52%	50%
Marketing	5%	0%
Other ^	5%	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	25%	58%
Increased slightly	55%	32%
Stayed same	10%	5%
Decreased slightly	5%	0%
Decreased significantly	5%	5%
Full Service		
Increased significantly	11%	33%
Increased slightly	33%	28%
Stayed same	44%	22%
Decreased slightly	0%	6%
Decreased significantly	11%	11%

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

	Limited Service	Full Service
Executive level	5%	1%
Regional manager/Director level	6%	2%
Multi-unit manager level	9%	3%
Unit level managers ^	32%	26%
Crew chief/supervisors	6%	6%
Certified trainer	5%	7%
Line-level hourly employees	34%	52%
Corporate employees	4%	3%

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

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

	Limited Service	Full Service
% of budget	13%	8%

Compared to 2012, did that expenditure increase, decrease, or remain the same?

	Limited Service	Full Service
Increase	78%	47%
Decrease	11%	13%
Remain the same	11%	40%

Do you expect spending on external resources to increase in 2014?

	Limited Service	Full Service
Yes	35%	57%
No	65%	43%

Is training content created internally, externally, or both?

	Limited Service	Full Service
Internally	62%	42%
Externally	0%	0%
Both	38%	58%

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	14%	11%
Class facilitation	13%	8%
Ongoing personal development/talent management	7%	13%
Training material/content development	20%	18%
New store openings	7%	7%
Company-wide initiatives (rollouts, menus, programs)	11%	11%
Event management	3%	1%
On-the-job Training	4%	2%
Departmental management	14%	18%
Program management	7%	7%
Other	2%	3%

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

	Limited Service	Full Service
Executive level	2%	1%
Regional manager/Director level	4%	4%
Multi-unit manager level	11%	4%
Unit level general managers	24%	13%
Unit level assistant managers/Kitchen managers	17%	21%
Unit level crew chief/supervisors	11%	7%
Certified trainer	7%	9%
Line-level hourly employees	20%	38%
Corporate office employees	5%	3%

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)	320	427
Franchisee operator program	195	52
Veteran managers at assistant manager level	36	44
Veteran managers at GM level	41	64
Department managers	23	34
Other salaried management positions	44	17
Multi-unit managers	93	36
Unit level hourly employees	67	54

Who typically trains newly hired unit level hourly employees?

	Limited Service	Full Service
General managers	29%	0%
Trainer (certified in company trainer program)	43%	95%
Other manager	14%	0%
Other hourly employee (not a trainer)	14%	5%
No formal orientation offered	0%	0%

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

	Limited Service	Full Service
Person – to – person	71%	58%
Group setting	19%	37%
Other ^	10%	5%

^ Other includes: E-learning course, Online onboarding, Self-paced learning

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	7	3
Unit level assistant managers	5	6
Unit level general managers	18	10
Other unit level salaried management positions	6	8
Multi-unit managers	10	11
Training staff	5	8

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	18	22
Unit level assistant managers	17	31
Unit level general managers	27	54
Other unit level salaried management positions	11	N/A
Multi-unit managers	13	28
Training staff	14	12

How many weeks does your company provide for training unit level hourly employees?

	Limited Service	Full Service
Front of House		
New	1	1
Incumbent	1	1
Back of House		
New	2	2
Incumbent	1	1

What is the length (in weeks) of on-the-job training programs for the following level management positions?

	Limited Service	Full Service
Assistant managers	6	7
Assistant general managers	9	5
General managers	6	8
Assistant kitchen managers	N/A	6
Kitchen managers	14	16
Sous chefs	N/A	2
Executive chefs	N/A	7
Multi-unit managers	6	3
Catering managers	2	2

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

	Limited Service	Full Service
Written Manuals/Books		
Hourly – new hire	17%	23%
Ongoing hourly	18%	16%
Multi-unit manager	19%	23%
Internal promote managers	15%	27%
New hire manager	13%	23%
Ongoing manager	16%	25%
On-the-job Training		
Hourly – new hire	70%	60%
Ongoing hourly	68%	75%
Multi-unit manager	67%	69%
Internal promote managers	65%	53%
New hire manager	66%	61%
Ongoing manager	68%	56%
E-Learning		
Hourly – new hire	12%	9%
Ongoing hourly	14%	5%
Multi-unit manager	9%	2%
Internal promote managers	10%	10%
New hire manager	13%	8%
Ongoing manager	10%	10%
Instructor-led (classroom)		
Hourly – new hire	0%	7%
Ongoing hourly	0%	4%
Multi-unit manager	3%	3%
Internal promote managers	8%	10%
New hire manager	7%	8%
Ongoing manager	4%	7%
Other		
Hourly – new hire	0%	1%
Ongoing hourly	0%	0%
Multi-unit manager	2%	3%
Internal promote managers	2%	0%
New hire manager	0%	0%
Ongoing manager	1%	1%

Do you currently use E-learning training solutions?

	Limited Service	Full Service
Yes	81%	48%
No	19%	52%

In 2014, 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	88%	89%
Decrease	0%	0%
Remain the same	12%	11%

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

	Limited Service	Full Service
DiscoverLink	6%	30%
Taleo	0%	0%
Wisetail	12%	10%
Wyckwyre	0%	0%
Cornerstone	0%	10%
Meridian	0%	0%
SkillSoft	12%	0%
Articulate (Engage or Storyline)	35%	20%
Camtasia	6%	10%
Captivate	29%	30%
Other ^	65%	50%

^ Other includes: Internal(2), Learning Zen(2), Adobe Creative Cloud, Adobe Dreamweaver, Coaliance, Custom built, Halogen, LearnDash, Moodle, PeopleMatter, PeopleSoft, Saba, Schoox, Tortal, Totara LMS, Waitrainer

How is your E-learning used for training solutions?

	Limited Service	Full Service
Knowledge leveling	100%	90%
Validation/testing	100%	90%
Post training follow-up	50%	50%
Compliance (food safety, allergens, alcohol, harassment prevention, etc.)	81%	70%
Education prior to OTJ	69%	50%
Reduction of paper	56%	70%
Other ^	19%	10%

^ Other includes: Crew Management, Cultural training, Leadership development, New product launch

Do you have a strategy to begin incorporating E-learning within the next 1-3 years?

	Limited Service	Full Service
Yes	N/A	67%
No	N/A	33%

How is training content on the following topics delivered?

	Limited Service	Full Service
Basic Job Skills		
On-the-job	100%	95%
Classroom: instructor-led with printed materials	20%	47%
Classroom: Instructor-led with mixed media (print/video)	15%	37%
E-learning	50%	26%
Blended learning: classroom and e-learning	15%	21%
Other	5%	0%
Not applicable	0%	0%
Culinary Skills		
On-the-job	61%	94%
Classroom: instructor-led with printed materials	22%	17%
Classroom: Instructor-led with mixed media (print/video)	6%	22%
E-learning	17%	17%
Blended learning: classroom and e-learning	11%	0%
Other	6%	0%
Not applicable	28%	0%
Financial Management		
On-the-job	58%	65%
Classroom: instructor-led with printed materials	42%	41%
Classroom: Instructor-led with mixed media (print/video)	5%	35%
E-learning	26%	18%
Blended learning: classroom and e-learning	11%	0%
Other	5%	6%
Not applicable	11%	0%
Marketing		
On-the-job	76%	67%
Classroom: instructor-led with printed materials	35%	33%
Classroom: Instructor-led with mixed media (print/video)	12%	20%
E-learning	18%	13%
Blended learning: classroom and e-learning	0%	0%
Other	6%	0%
Not applicable	6%	7%
Customer Service		
On-the-job	95%	82%
Classroom: instructor-led with printed materials	50%	41%
Classroom: Instructor-led with mixed media (print/video)	20%	35%
E-learning	35%	24%
Blended learning: classroom and e-learning	30%	12%
Other	5%	0%
Not applicable	0%	0%

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

	Limited Service	Full Service
Leadership/Executive Development		
On-the-job	65%	53%
Classroom: instructor-led with printed materials	41%	41%
Classroom: Instructor-led with mixed media (print/video)	6%	35%
E-learning	29%	18%
Blended learning: classroom and e-learning	18%	18%
Other	18%	6%
Not applicable	18%	6%
HR Programs – Diversity, Harassment, etc.		
On-the-job	35%	59%
Classroom: instructor-led with printed materials	47%	41%
Classroom: Instructor-led with mixed media (print/video)	24%	65%
E-learning	29%	35%
Blended learning: classroom and e-learning	24%	24%
Other	0%	12%
Not applicable	6%	0%
Compliance – OSHA, Fire Prevention, Workplace Safety		
On-the-job	56%	56%
Classroom: instructor-led with printed materials	44%	28%
Classroom: Instructor-led with mixed media (print/video)	19%	33%
E-learning	38%	17%
Blended learning: classroom and e-learning	19%	22%
Other	6%	17%
Not applicable	0%	6%
Supervisory Skills – Interviewing, Coaching		
On-the-job	63%	71%
Classroom: instructor-led with printed materials	63%	47%
Classroom: Instructor-led with mixed media (print/video)	16%	35%
E-learning	16%	18%
Blended learning: classroom and e-learning	5%	18%
Other	5%	0%
Not applicable	0%	0%
Train-the-Trainer		
On-the-job	63%	67%
Classroom: instructor-led with printed materials	68%	50%
Classroom: Instructor-led with mixed media (print/video)	16%	33%
E-learning	16%	17%
Blended learning: classroom and e-learning	5%	0%
Other	0%	0%
Not applicable	0%	0%

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	89%	76%
Classroom: instructor-led with printed materials	39%	35%
Classroom: Instructor-led with mixed media (print/video)	6%	24%
E-learning	28%	12%
Blended learning: classroom and e-learning	11%	12%
Other	6%	0%
Not applicable	0%	0%
Desktop and Laptop Computers, etc.		
On-the-job	59%	79%
Classroom: instructor-led with printed materials	12%	7%
Classroom: Instructor-led with mixed media (print/video)	0%	21%
E-learning	0%	14%
Blended learning: classroom and e-learning	6%	0%
Other	0%	0%
Not applicable	35%	7%
New Employee Orientation		
On-the-job	78%	58%
Classroom: instructor-led with printed materials	39%	58%
Classroom: Instructor-led with mixed media (print/video)	28%	47%
E-learning	17%	21%
Blended learning: classroom and e-learning	17%	11%
Other	0%	0%
Not applicable	0%	0%
Interpersonal Skills – Conflict Management, Teamwork, etc.		
On-the-job	61%	53%
Classroom: instructor-led with printed materials	44%	65%
Classroom: Instructor-led with mixed media (print/video)	22%	41%
E-learning	22%	12%
Blended learning: classroom and e-learning	11%	12%
Other	0%	6%
Not applicable	6%	0%
Food Safety/Sanitation		
On-the-job	74%	53%
Classroom: instructor-led with printed materials	42%	53%
Classroom: Instructor-led with mixed media (print/video)	5%	47%
E-learning	37%	16%
Blended learning: classroom and e-learning	16%	32%
Other	0%	11%
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	52%	41%
Culinary skills	7%	15%
Financial management	1%	0%
Marketing	1%	0%
Customer service	16%	18%
Leadership/executive development	2%	1%
HR programs – diversity, harassment, etc.	1%	3%
Compliance – OSHA, fire prevention, workplace safety	3%	4%
Supervisory skills – interviewing, coaching	1%	1%
Train-the-trainer	2%	2%
Technology and systems – POS, BOH Systems	3%	3%
Desktop and laptop computers, etc.	0%	0%
New employee orientation	3%	4%
Interpersonal skills – conflict mgmt, teamwork, etc.	2%	0%
Food safety/sanitation	5%	6%
Other	1%	0%

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	26%	23%
Culinary skills	5%	11%
Financial management	9%	8%
Marketing	6%	4%
Customer service	15%	15%
Leadership/executive development	8%	5%
HR programs – diversity, harassment, etc.	5%	5%
Compliance – OSHA, fire prevention, workplace safety	3%	5%
Supervisory skills – interviewing, coaching	6%	6%
Train-the-trainer	3%	0%
Technology and systems – POS, BOH Systems	4%	3%
Desktop and laptop computers, etc.	1%	1%
New employee orientation	2%	3%
Interpersonal skills – conflict mgmt, teamwork, etc.	5%	4%
Food safety/sanitation	3%	5%
Other	0%	0%

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

	Limited Service	Full Service
Vice president of training	N/A	N/A
Training director	\$85,000	\$85,000
Training manager	\$60,000	\$70,000
Facilitator/classroom trainer	\$45,000	N/A
Training team member	N/A	N/A
Operations or field-based trainer	\$45,000	\$50,000
Instructional designer	\$55,000	N/A

^ Reported as the Median

What is the average bonus potential (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	13%	N/A
Training manager	6%	N/A
Facilitator/classroom trainer	N/A	N/A
Training team member	N/A	N/A
Operations or field-based trainer	3%	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	30%	42%
Spanish	70%	53%
Other ^	0%	5%

^ Other includes: Portuguese

What training materials are bi-lingual?

	Limited Service	Full Service
BOH materials	93%	92%
FOH materials	47%	25%
Management materials	7%	8%

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

	Limited Service	Full Service
Written test	81%	85%
Demonstration test	86%	85%
Trainee feedback	67%	80%
Manager feedback	86%	85%
ROI	5%	10%
Secret shopper reports	52%	50%
Turnover rates	29%	45%
Labor costs	24%	30%
Store profitability	33%	40%
Guest experience feedback	62%	75%

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	21%	11%
Monthly	21%	5%
Every 3 months	11%	21%
Occasionally / as needed	42%	58%
No on-going basis	5%	5%

Does your company conduct employee engagement surveys?

	Limited Service	Full Service
Yes	60%	68%
No	40%	32%

How often does your company conduct employee engagement surveys?

	Limited Service	Full Service
More than once a year	8%	8%
Once a year	67%	75%
Every two years	17%	17%
Every three years or longer	8%	0%

Survey Participants

Hotel & Lodging	
Best Western International	Brown Palace Hotel and Spa
Choice Hotels International	Coakley & Williams Hotel Management
HVS Hotel Management	Marriott International
Navy Gateway Inn and Suites	Newport Hospitality Group
Resort Lifestyle Communities	Rosen Hotels & Resorts
The BROADMOOR	
Restaurants	
Limited Service	Full Service
Boston Market	Abuelo's
Checkers/Rally's Restaurants	Brinker International
CiCi's Pizza	Brixx Wood Fired Pizza
Cinergy Cinemas and Entertainment	Clyde's Restaurant Group
Cinnabon	Colonial Café & Ice Cream
Cousins Subs	Cooper's Hawk Winery & Restaurants
Dickey's Barbecue Pit	Crave
Farmer Boys Restaurants	Del Frisco's Restaurant Group
Fazoli's	Fogo de Chao
Gosh Enterprises, dba Charley's Philly Steaks/	Frisch's Restaurants
Charley's Grilled Subs	Logan's Roadhouse
K&N Management	Monical's Pizza
Pizza Ranch	Ovation Brands
Rubio's Restaurants	Ram International
Sprinkles	Shari's Management Corporation
Taco Cabana	Silver Diner, Inc.
The Habit Burger Grill	Taco Mac
Tom + Chee	The Cheesecake Factory
White Castle Management Co.	The Common Man
Wildflower Bread Company	Tony Roma's
Zaxby's Franchising, Inc.	Vine Dining Enterprises
Zoës Kitchen	
Both Limited and Full Service	
Concessions International, LLC	Ivar's Restaurants
Both Hotel & Lodging and Restaurants	
Delaware North	

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 enthusiastic and close-knit 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. Members include all facets of hospitality training, learning and performance professionals; from entry level to senior executive. CHART's mission is to develop hospitality training professionals 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