Project Smile:

Servers Manifesting Incredible Legendary Experiences

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LDT 670 9040: Learning Design Seminar

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Table of Contents

INSTRUCTIONAL PROBLEM

The overarching theme of Norm's restaurant policies is that employee and customer satisfaction are a priority. Feedback from employees, customers, and vendors shows that Norm's, while an overall positive environment, has some identified areas of weakness.

"Orientation is one way a company communicates its culture" (Berta. 2007). Creating a cutting-edge and impactful training program will allow employees to upskill in areas of weakness and add a higher level of consistency and greater satisfaction with the environment at Norm's.

DESIGN CHALLENGE QUESTION

How can Norm's management strategies increase overall employee and customer satisfaction at Norm's by a value of 10%?

PRIOR ATTEMPTS

When a new employee comes on board at Norm's, the existing employees are asked to mentor the trainee as they step into the position. Employees hired at Norm's must have at least five years of experience at a table service restaurant. The mentoring process lasts for a week, and the employee is trained in the restaurant's procedures at the end.   During this onboarding time, the new employee may interact with any lounge staff, including five full-time bartenders, three cocktail servers, kitchen expediters, bussers, management, and the chef.

Attempts by the management staff to improve the team's overall performance included providing checklists for tasks and the distribution of standardized drink recipes. This proved to be unsuccessful and increased the level of frustration among some team members. In addition, utilizing back-office software allows managers to pull data to determine specific shifts where there are weaknesses. Staff can significantly impact the cost of goods sold (Keane, 2017).

At Norm's, there are currently no consistent ways to learn the operating procedures other than through observation. This lack of structure has led to inconsistent operational policies, which impact the overall performance of the lounge area staff. This has created team and customer frustration and a desire to create a standardized onboarding process. Creating a training program that all employees can benefit from will ensure "they have the mindset to take care of humans with extraordinary hospitality and customer service" (Newswire, 2018).

Personal Biases or Assumptions About the Problem

When implementing a new system, it is vital to check in on the impact of the changes on the stakeholders. Achieving buy-in and proving the effectiveness of the training can be a significant hurdle. Checking in with employees as the program moves forward and monitoring customer feedback can also provide insight into the program's success. Ensuring employees complete and implement the changes is crucial to ensuring the program's success. Effective onboarding improves" productivity, customer service, self-esteem, confidence, pride, and retention" (Sullivan, 2015).

Some existing staff with years of experience may resent the need to be "retrained." Modeling the new standards by management, frequently asking for feedback regarding the modules, and encouraging employees to be empowered to make suggested edits and changes to the program will increase the rate of buy-in and overall success of the program implementation.

Legal and Ethical Considerations

When designing the modules, consideration must be made for the copyright of the materials used to demonstrate procedures visually. Since this is a bar area, corporate logos for alcohol and other companies will need to be obscured in digital and print materials. In addition, individual privacy of customer reviews and employee records will need to remain confidential and protected.

Finally, it will be vital to ensure that all accessibility standards have been adhered to for full access to employees with various needs.

STAKEHOLDERS

- Employees: servers, bartenders, cocktail staff, bussers, expediters, and management
- Customers
- Business partners
- Shareholders

FOCUS STATEMENT

Norm's is a white tablecloth steak restaurant that caters to various customers. By examining customer feedback, return rates, and employee satisfaction and retention, it is apparent that Norm's requires a training module that will be used to onboard new employees and reinforce standard operating procedures (SOPs) for the bar/lounge area.

SOLUTION

Pennington Enterprises will provide end-to-end mobile application development services to Norm's. Pennington Enterprises will work with key stakeholders to develop a series of instructional modules to meet the business objectives of Norm's, which is a 10% improvement in the overall satisfaction rating of both customers and employees.

COURSE DESCRIPTION AND INTRODUCTION

The module, composed of a series of micro-learning lessons created for the Servers Manifesting Incredible Legendary Experiences or S.M.I.L.E Project, will provide a streamlined onboarding and retraining program that reinforces the SOPs of Norm's.

These modules will be completed by all staff that will be working in the lounge area, including but not limited to:

- Servers
- Bartenders
- Management

The module will be complete and reinforced with informative, interactive, and real-world scenarios. After completing the modules, employees will be observed completing the tasks in real time in the lounge area. Retraining will occur as needed to reinforce SOPs and increase service, customer, and employee satisfaction.

COURSE OBJECTIVES

Norm's management strategies increase overall employee and customer satisfaction at Norm's by an overall satisfaction score of 10%

LEARNING OBJECTIVES

Course Goal:

Customer-facing employees working in the lounge area at Norm's will follow the SOPs for Norm's, resulting in an average increase in customer and employee satisfaction across all survey categories by ten percent.

Objectives:

Existing and newly hired employees that work in the lounge area at Norm's will successfully conclude this course by completing a summative assessment with a grade of 90% or more on the topics below:

1. Describe and consistently demonstrate the Core Values and SOPs of Norms when serving in the lounge area

2. Communicate an understanding of your role within the Norm's ecosystem

3. Effectively follow the outlined procedures for prepping the bar before service

4. Successfully wait on customers

5. Consistently follow the mixology standards and measurements

LEARNING ACTIVITIES AND ASSESSMENTS

Activities included in each microlesson of the module will consist of the following:

- Hands-on learning activities that step the learner through real-world scenarios

- Interactive scenarios that demonstrate the SOPs

- Knowledge checks throughout the modules

- Opportunities to repeat material as needed

- Surveys to collect feedback from the learner to adjust the module as needed and verify buy-in with stakeholders

Overview of Module

The module will be broken down into a series of lessons designed to help the learner succeed in following established SOPs for Norm's. As the learner steps through the module, they will be asked to respond to content-specific questions, correctly order step-by-step instructions, choose the best options in real-world scenarios, and provide feedback for each lesson. In addition, Norm's employees will complete tasks in the lounge area to demonstrate understanding and maximize the impact of the module.

The following is an overview of the Enabling objectives for each of the sections of the module:

1. Describe and consistently demonstrate the Core Values and SOPs of Norms when serving in the lounge area

2. Communicate an understanding of your role within the Norm's ecosystem

3. Effectively follow the outlined procedures for opening the Bar by consistently following the SOPs for prep work

4. Consistently follow the mixology standards and measurements by learning the five signature cocktails served at Norm's

5. Demonstrate effective food service procedures

6. Successfully wait on customers

Section 1:

- Describe and consistently demonstrate the Core Values and SOPs of Norms with 100% accuracy when serving in the lounge area
- Communicate an understanding of your role within the Norm's ecosystem

Lesson 1:

- Understanding the History of Norm's high standards
    a. Summarize the History of Norm's
    b. State Norm's Vision Statement
    c. Demonstrate with 100% accuracy the temperance that embodies the culture of Norm's

Lesson 2:

- State Norm's Vision Statement and Core values
    a. Explain how Norm's vision statement applies to you
    b. Describe how the three core values of Norm's impact you

Lesson 3:

- Explain why it is essential to follow SOPs
    a. Explain how the SOPs were created at Norm's
    b. List chain of command order
    c. Describe ways to achieve success in service

The section will conclude with a summative assessment with a passing score of 100% before the learner will be permitted to continue to the next area of the course.

Section 2:

- Effectively follow the outlined procedures for opening the Bar by consistently following the SOPs for the bar area (prep work/stocking) with 100% accuracy.
- Consistently follow the mixology standards and measurements (glasses/prep) with 90% accuracy.

- Correctly sequence the process involved in serving a bottle of wine.

Lesson 1:

- Effectively follow the outlined procedures for opening the Bar by consistently following the SOPs for the bar area (prep work/stocking) with 100% accuracy
    a. Demonstrate the procedure to create mixers of simple syrup, demerara syrup, lemon juice, lime juice, sour mix, and olive juice
    b. Describe and demonstrate the steps in prepping blue-cheese stuffed olives, olives, oranges, lemons, lime, wedge and wheels, raspberries, blackberries, and blueberries to be used as garnishes with drinks

Lesson 2:

- Consistently follow the mixology standards and measurements (glasses/prep) with 90% accuracy
    a. Select the proper pour amount by volume when making mixed drinks
    b. Demonstrate the appropriate way to present, open, and pour wine to a guest
    c. Accurately create the following Norm's designer cocktails
        i. Norm's Classic Margarita
        ii. Pretty in Pink Mimosa
        iii. Yes, Norm is Old Fashioned
        iv. Pink Martini
        v. Norm's Coffee with a Kick

Lesson 3:

- Correctly sequence the process involved in serving a bottle of wine.
    a. Describe how wine is presented to the table
    b. Sequence the steps in the presentation of the wine
    c. Explain how to store open bottles of wine

The section will conclude with a summative assessment with a passing score of 100% before the learner will be permitted o continue to the next area of the course.

- Demonstrate effective food service procedures with 100% accuracy
- Successfully serve customers with a satisfaction rate of 90%
- Demonstrate the specific steps in the action plan to de-escalate a demanding customer with 100% accuracy

Lesson 1:

- Demonstrate effective food service procedures with 100% accuracy

    a. Explain the importance of a good first impression
    b. Outline the expectations of professionalism at Norm's

Lesson 2:

- Successfully serve customers utilizing table touches with a satisfaction rating of 95%

    a. Describe and demonstrate how to correctly make first contact with the customer
    b. List the steps to take when taking and putting in a customer order
    c. Describe the process and timing for service throughout the experience with the customer

Lesson 3:

- Demonstrate the specific steps in the action plan to de-escalate a demanding customer with 100% accuracy

    a. Demonstrate actions that can be taken before escalating an issue to a manger
    b. Identify situations where a manager intervention is required
   c. Explain the steps to take after manager intervention has occurred

The section will conclude with a summative assessment with a passing score of 100% before the learner

will be permitted to continue to the next area of the course.

USABILITY TESTING DATA

The usability data showed that, overall, the course was functional. There were a few issues that the reviewers mentioned, and those were corrected.

Thirteen reviewers took the course and made the following suggested edits:

1. Corrected formatting and spelling errors
2. Added more assessments support the retention of learning
3. Added a survey at the end of the course
4. Added an additional scenario
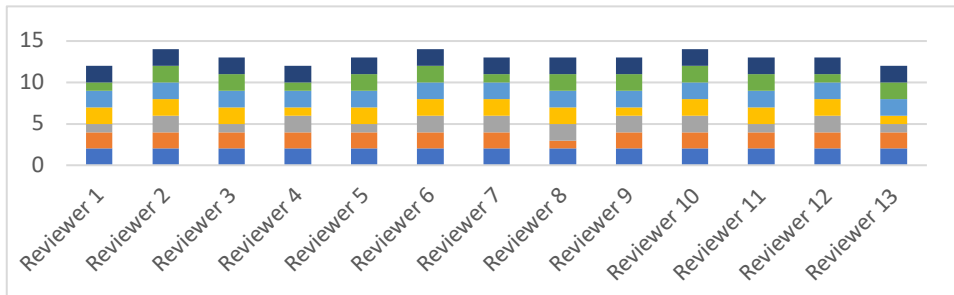
The reviewers' additional recommendations were beyond this project's scope. Those suggestions are as follows:

1. More video walkthroughs of SOPs
2. Gamification of the training program that is connected to promotion at work
3. Images of actual current employees working in the lounge

These suggestions are being noted so that when the management updates the course, these can be addressed at that time.

Design Structure and Elements

This section lists the elements used to create this course.

Software Packages:

1. Microsoft PowerPoint
2. Rise 360
3. Storyline
4. Learning Management System, LMS

LMS:

1. Norm's Existing Training LMS
2. Norm's assumes all responsibility and costs associated with the LMS

Font sizes:

1. Titles: Calibri Bold/42-42 Points
2. Subtitles: Calibri/42 Points
3. Text: Calibri/14-16 Points

ADA Compliant:

1. The course will be gauged against the WCAG Color Contrast at accessibleweb.com to ensure it is ADA Compliant.
2. All course sections will include a "Read Me" feature for the visually impaired and auditory learners.

Copyrights:

1. All rights to the course remain with course designer Pennington Enterprises
2. All images and videos used will be Creative Commons, Original Creations, or Licensed for Use

Speech:

1. All voices used in the course are generated by and licensed by the designer, LOVO Studio, or Real-Time Voice Cloning

Budget

Pennington Enterprises will be responsible for the development of the course materials.

The course designer, Pennington EntNerprises, takes no responsibility for the costs of implementing the course materials and training.

IMPLEMENTATION AND SUSTAINABILITY PLAN

This course will need to be updated as SOPs change at Norm's. This will happen annually and be driven by the management.
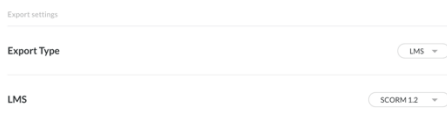
EXPORTING THE COURSE TO AN LMS

The SMILE project was created in Articulate Rise 360. The course can be exported and uploaded to the company's LMS system for full implementation.

The file can be exported in SCORM and then uploaded in Canvas by following the steps below:

1. Locate the export button in the upper right-hand corner of the Articulate design page for The SMILE Project.

EXPORT

2. Click that link, and you will see a page with the settings in the image below.

Export settings	
Export Type	LMS ▾
LMS	SCORM 1.2 ▾

3. Make sure it indicates the Export type as LMS and is in SCORM 1.2.

   ** Please note that this number could change as software dates occur.

4. Go to Canvas and import the file using the scoring tool, and you are ready.

5. Canvas will allow for the tracking of responses, time spent on each section, and completion of tasks. You will also be able to read the feedback that the learner is leaving regarding the modules.

UPDATING COURSE MODULES

Updates to the course should be completed using Articulate Rise 360. The management will complete this at Norm's.

Some suggestions for updating the modules:

1. Assign a team lead and a subject matter expert from the lounge area to consult.

2. Allocate the time to complete the updates thoughtfully.

3. Look back at the framework and mapping completed in the initial project. This will help organize the ideas into understandable chunks.

4. Ensure that there are assessments and pre- and post-surveys to verify the validity of the updates.

Articulate Tips

Articulate does have some excellent self-help tools. When it comes time to edit the content, asking one manager to become the hero for Canvas and Articulate would be a good idea. This will make editing the course easier in the long run. In addition, if possible, a second person should be trained in using the software.

Editing in Articulate

This is the organizational structure of the project in Articulate.

For any of the portions of the module, you can click on the edit content, which will take you to an area where you can modify the details for each lesson.

Things such as multimedia, images, written content, and even interactive assessments and scenarios can all be adjusted.
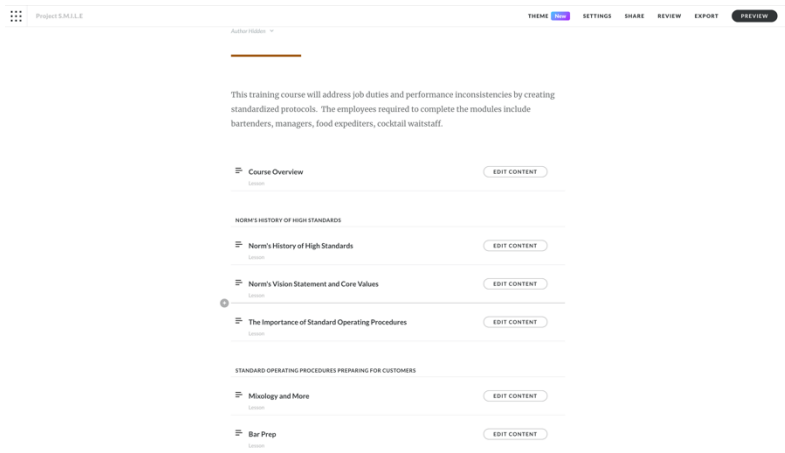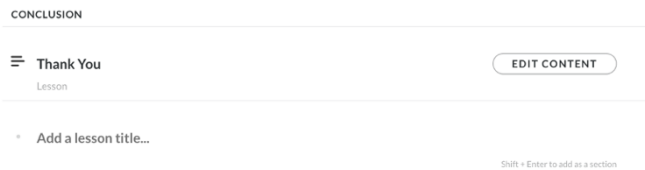

If you hoover the mouse just below the headings, you will see a +

This will allow you to add new sections to each module area.
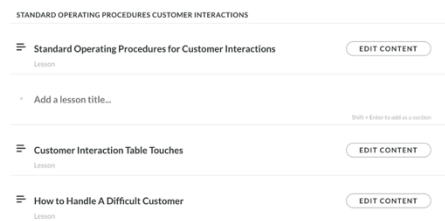
In addition, you can add a new lesson area, for a new topic, by adding a lesson title under this last piece and then hitting the shift and entering. This will create a new section.

Once you have added a new lesson or section area, you can start adding new content.
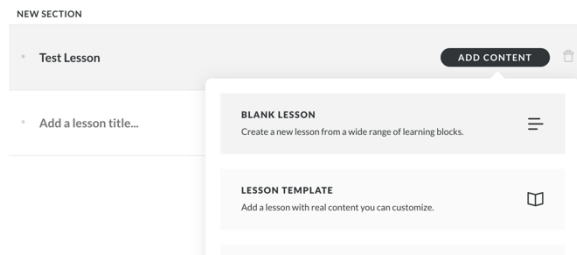
Adding Content or Changing Content

The tools in Articulate are relatively easy to navigate.

If you add a new section with a new lesson, you can either start from starch or follow a template.

I tend to use the blank lesson since I have already created a storyboard for this step in the development process.

The blank page will look like this.

Notice the tools at the bottom of the page. These are only some of the tools.

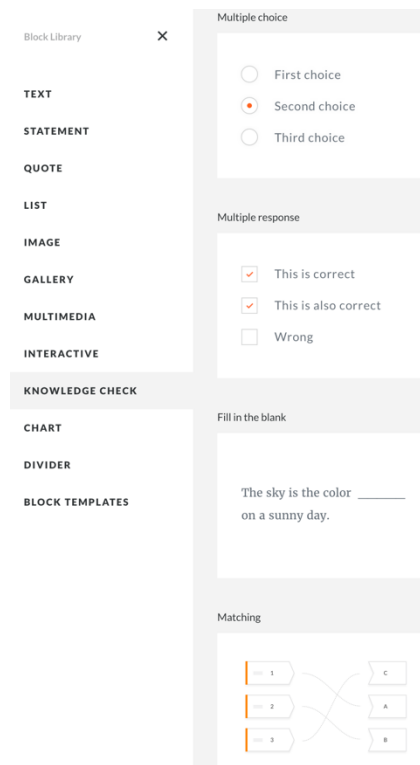By clicking all blocks, you can see the entire list of tools.

When you click on each tool in the library, you can scroll through different configurations.

Simply choose the best one for whatever you are trying to convey.

You can configure images, media, text, and more.

Supporting Resource Recommendations

When designing new content for the module, it is essential to follow some standard practices in e-learning experiences. The following websites can provide additional insights into the creation of content.

Quality Matters Scorecard

Online Learning Consortium

Data Analytic Recommendations

Norm's currently utilizes the Canvas Instructure LMS. This LMS has several data analysis tools. These tools can be used for several purposes beyond simply tracking the successful completion of course materials.

- Justification – Tools in the LMS collect data that can be used to justify the continuation or the deactivation of the training program. Comparing server success with the time spent in the module will determine the project's overall success.

- Intervention – As learners progress through the module, data regarding the pace at which the material is being covered, the number of attempts at questions, and feedback from the learner. These tools can intervene with struggling learners who need additional assistance. This data will also be helpful in future edits of the module when discussing roadblocks to success.

- Learning – This data will look specifically at the outcome and effectiveness of the program for all learners. By comparing the time to achieve competence with customer feedback, tips, return rates, and social media posts, the program's overall success can be determined.

References

Berta, D. (2007). The crucial importance of job orientations for new unit managers challenges companies' training creativity: nation's Restaurant News, 41(11), 14.

Keane, N. (2017). 4 metrics every restaurant should track. *FastCasual.Com*, 38.

PR Newswire. (2019, October 28). Aloha Hospitality Professionals First in Hawaii to Launch Virtual Interview and Onboarding System. PR Newswire US.

Sullivan, J. (2015). Finding keepers: The art of new employee orientation. Nation's Restaurant News, 49(6), 42–43.