



SUPERCHARGED MIT DEVELOPMENT: MAKING THE MOVE TO 100% ONLINE

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Supercharged MIT Development

Making The Move to 100% Online

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The Credit Belongs to...



Golden Corral

- Tanya Hill, Manager of Learning Technologies
- Kimberly Johnson, Sr. Instructional Developer
- Gina Scarcella, Sr. Instructor
- Manuel Gomez, Sr. Operations Instructor
- Lisa Schweickert, VP of Training

DiscoverLink

- Mary Polley-Berte
- Michelle Killian
- Stuart Campbell
- Clint Kent
- Josh Lowry
- Tom Tankelewicz
- John Poulos

Golden Corral (2015)



484 Restaurants

- 390 Franchise/94 Company

System-wide
Volume

- \$1.74 Billion

Average Unit
Volume

- \$3,540,000

of Guests

- 166,265,639

Average Ticket

- \$10.47

New Training System



GOAL

Develop the best trained
Manager Candidates

2013 Benchmarking



Large companies are not bringing MITs to corporate office for training



13 week program



8 ½ week program



12 week program



13 week program

Corporate headquarters workshops for GM and Multi-unit Operators

Key Benchmarking Learnings



- ✓ Same training required for company & franchise managers
- ✓ Elearning, hands-on, manual-based learning
- ✓ Offer on-going training once initially certified
- ✓ Utilize both field trainers and multi-unit personnel
 - On-line testing & Candidate evaluation of training
 - Training GM assessment of performance
 - Multi-unit director works one shift for final sign-off
- ✓ Conduct workshops regionally for various levels of training

Golden Corral Program Comparison



Levels Program

10 weeks

Candidate driven

Linear/sequential path

Structured by shifts/days

Pass/fail milestones

Different restaurants for Levels 1 & 3

New Tier Program

13 weeks

Candidate driven

Non-sequential design

Structured by performance

Pass/fail milestones

Single training location

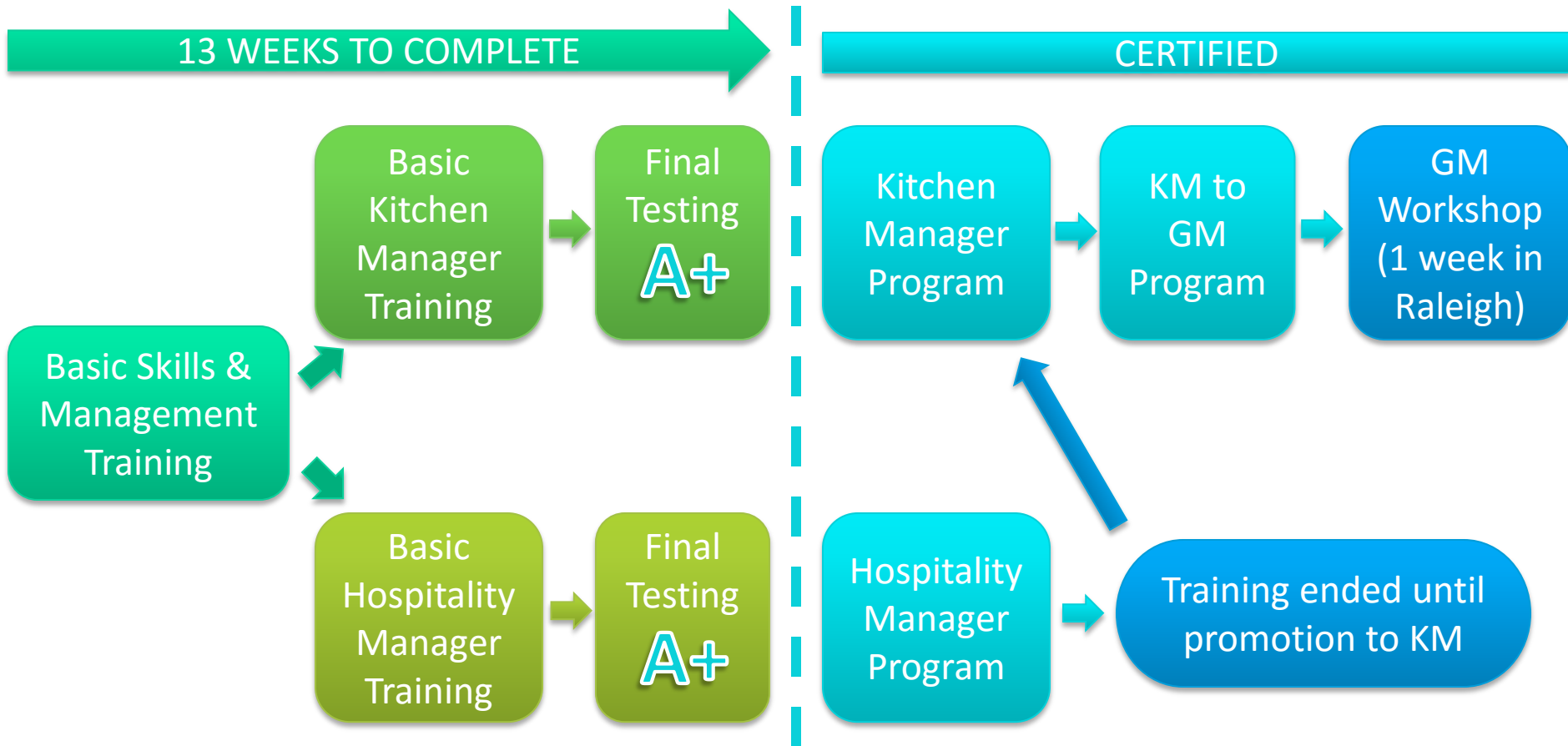
Training content delivered closer to actual need

New Tier Training Program



13 WEEKS TO COMPLETE

CERTIFIED



Training Delivery



On-the-job
Training

Traditional
eLearning

On Demand
eLearning

Virtual
Classrooms

Discussion
Board

Field
Workshops

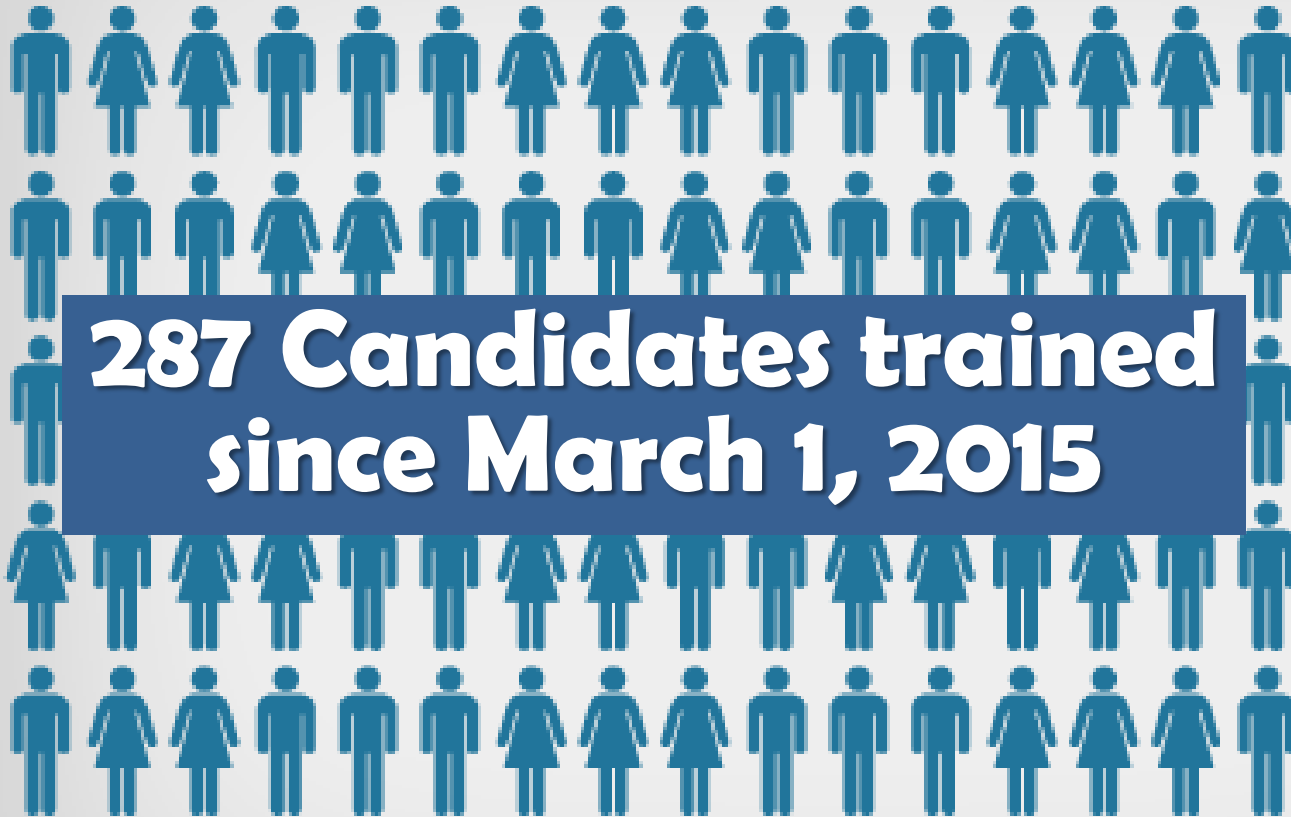
Individual Training Status Report Sample



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	Course	Status	Status Date	Grade	Total Time (min)	Attempts	Sign-Off	Credited By
⊖	MICHELLE							
⊕	Safe Tracks							
⊕	Hazard Communication							
⊕	PCI Compliance							
⊕	Core Competency							
⊕	MIT Tier 1 Surveys							
⊕	Manager in Training							
	27810 MIT Tier 1 Final	Complete	2/11/2016 6:12:57 PM	95%	53	1	Matt	
	27811 MIT Manager Sign-Off Tier 1	Complete	2/11/2016 6:16:38 PM			1	Matt	
	27814 MIT DM/FSC Sign-Off Tier 1	Complete	2/11/2016 6:17:16 PM	100%	1	1	Matt	
	27820 MIT Hands-On Shadowing Syllabus - Week 7	Complete	2/15/2016 7:59:56 AM			1	0800 Manager	
	27818-07 MIT Hands-On Shadowing Training Survey - Week 7 Web	Complete	2/15/2016 1:03:01 PM			1		
	10302 Providing a Pleasurable Dining Experience - Cleanliness (Manager)	Complete	9/16/2015 8:00:00 PM					
	27822 MIT Security Quiz - Administrative Guide	Complete	2/15/2016 1:43:56 PM	100%	27	2		
	27824 MIT Food Safety Tier 2 Quiz - Operation Manual	Complete	2/24/2016 12:21:45 PM	100%	5	1		
	27828 MIT Handling Guest Complaints	Complete	11/16/2011 7:00:00 PM					
	27830 Pre-shift Meeting (Resource Library) Sign-Off	Complete	2/16/2016 10:33:29 AM			1	0800 Manager	
	27832 Creating the Hospitable Environment	Complete	2/16/2016 10:44:34 AM		10			
	27834 Guest Service Exam	Fail	3/2/2016 10:11:00 AM	90%	23	2		
	27836 MIT Hands-On Shadowing Manager Sign-Off	Complete	2/16/2016 11:05:04 AM			1	0800 Manager	

Training Statistics



Challenges



Culture change

New training approach

New eLearning system

System wide rollout

Dual systems to support initially

Success Metrics



Financial/
People/
Guest
Impact



Candidate
Feedback



Multi-unit
Operator
Feedback



Cost Savings
on
Candidate
Training



Comparison Methodology



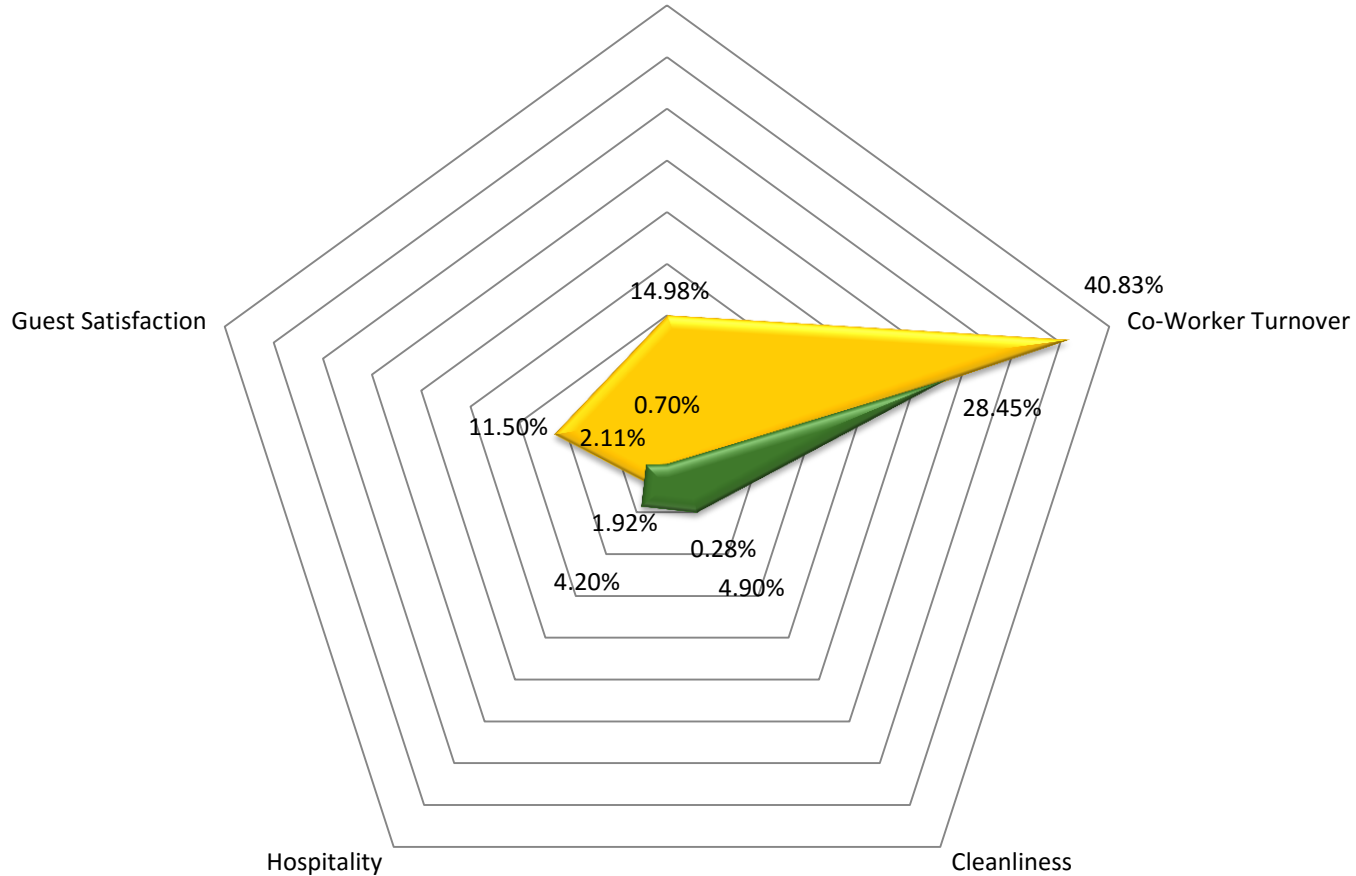
- Examined factors used to measure manager success
- Compared candidates to peers with more than 6 months' experience
- But, over time the numbers became incomparable:
 - Changes in measurement systems
 - Labor pressures impacting turnover
 - Commodity prices impacting food cost
- Used % variance between inexperienced and experienced managers as comparison point
 - Goal is for inexperienced managers (<6 months) to be closer to performance of experienced peers (>6 months)

Hospitality Manager

% Variance: <6 Months vs. > 6 Months



Labor Hours/100 Meals



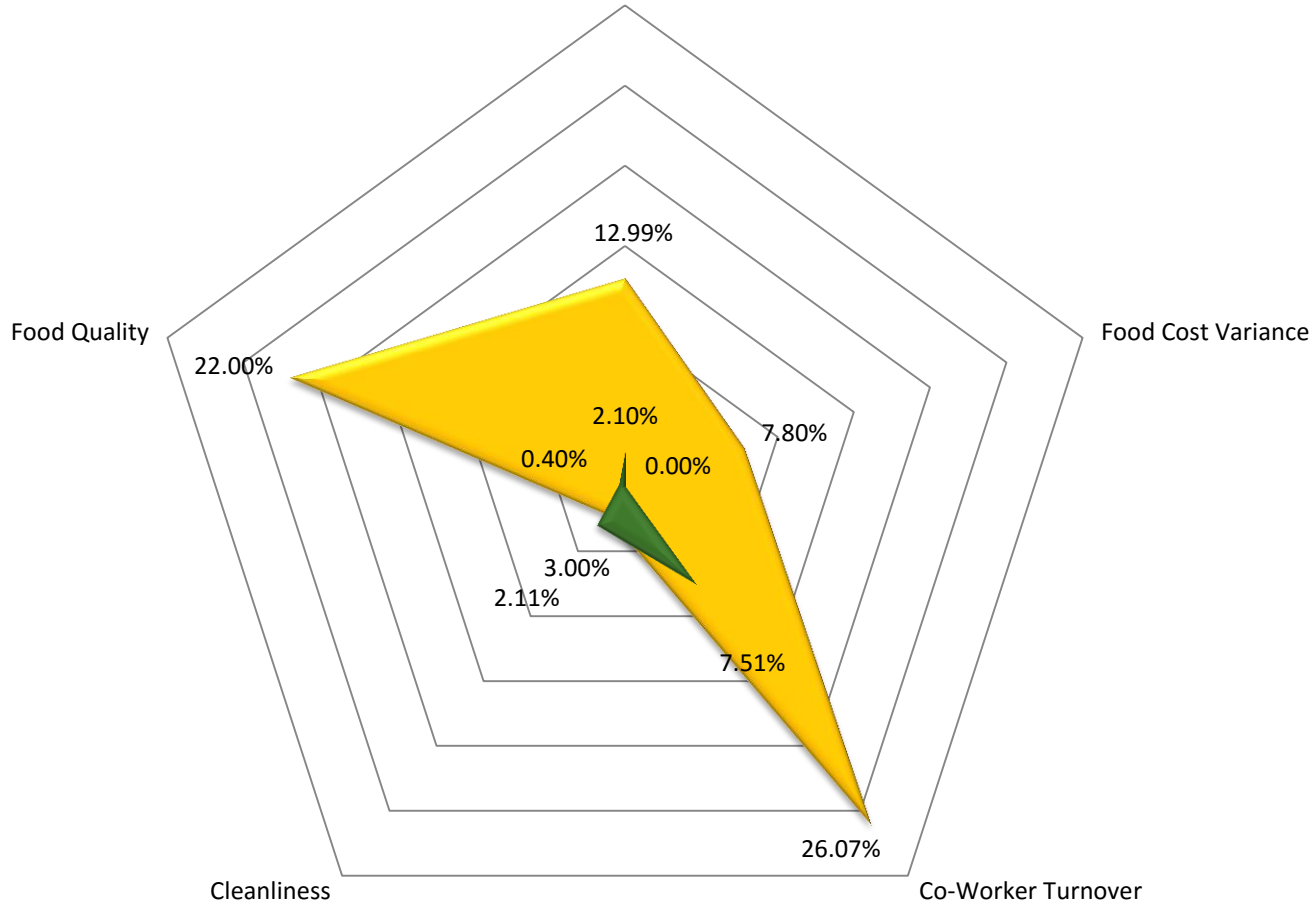
■ Old Levels Program ■ New Tier Program

Kitchen Manager

% Variance: <6 Months vs. > 6 Months



Labor Hours/100 Meals



■ Old Levels Program ■ New Tier Program

Cost Savings



Although not an objective of the program, experiencing cost savings of about \$1,000 per candidate

