

THE
CUSTOMER
CARE

SERIES

GRIMIE
DOESN'T
PAY



INSTRUCTOR GUIDE

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DOESN'T
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INSTRUCTOR GUIDE

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Program Purpose

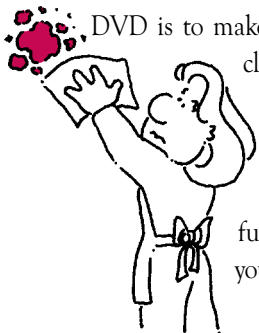
To motivate your employees to be concerned about cleanliness issues and to have them design their own program to improve cleanliness in your restaurant.



Overview

The *Grime Doesn't Pay* Training Program includes three components: *The Grime Doesn't Pay DVD*, this *Instructor Guide* and *Trainee Workbooks*, available from www.servicethatsells.com under 'downloads'.

The *Grime Doesn't Pay DVD* serves as the introduction to the program. Approximately eight minutes in length, the DVD illustrates, from the customer's point of view, a series of unclean and unappetizing dining experiences. The negative effects on the restaurant are clearly shown even though the customers never voice their concerns to the restaurant's staff or management. The purpose of the DVD is to make your employees sensitive to issues of cleanliness and how they affect customer service and customer traffic.



The *Instructor Guide* you're reading provides what you'll need to successfully pass the cleanliness message on to your staff: Training guidelines and tips,

schedules, sample responses to activities in the *Trainee Workbook* and group exercises.

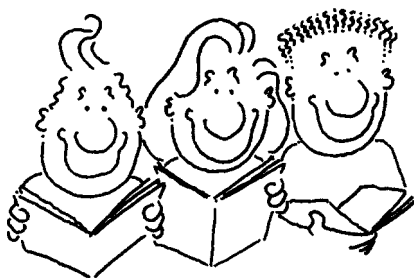
The *Trainee Workbooks* will take your staff through a series of learning exercises to help them build a cleanliness plan that includes basic guidelines, places to insert your restaurant's specific cleanliness policies and places for everyone to add their own ideas. All of these pieces come together in the Cleanliness Action Plan and Checklist at the end of the *Trainee Workbook*.

Training Options

This program can be used in either of two ways.

Option 1 - Self Study

Using the *Grime Doesn't Pay* DVD and the *Trainee Workbooks*, your staff can complete the training at their own



pace. This method, however, doesn't offer an opportunity for managers or trainers to highlight their restaurants' own policies.

Option 2 - Group Training with Trainee Workbooks

In this situation, your staff combines group activities with individual work in the *Trainee Workbooks*. This option offers the most powerful learning possibilities for several reasons:

- Your staff receives the information from several sources, thereby multiplying its impact, retention and application back on the job.
- Your staff can interact with co-workers, exchanging ideas and learning from one another.
- Your staff will have the opportunity to build individual cleanliness plans and, therefore, have a higher level of commitment to them.
- You, the instructor, can share your experiences and insights.

We strongly encourage you to go with Option 2, using this *Instructor Guide* to effectively lead your staff through the *Grime Doesn't Pay DVD* and the *Trainee Workbooks*.

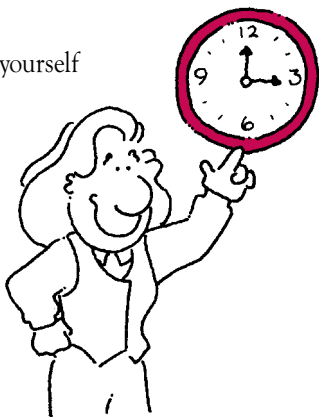
How To Use This Instructor Guide

This *Instructor Guide* leads you step-by-step through the training program. Simply follow the steps in the order they are numbered. In addition, several features will help you conduct the training:

- A section on how to prepare for the training
- A suggested schedule
- A getting started checklist
- Suggested opening exercise
- Related training tips
- Sample responses showing how a workbook might be completed
- Space for reminder notes to yourself

“Plan your work and work your plan.”

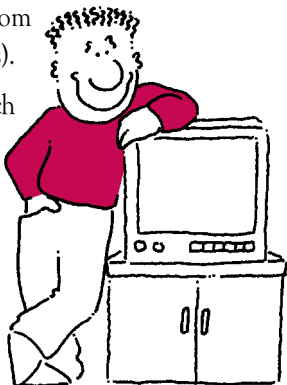
– *Anonymous*



Before You Get Started

Prepare Yourself:

1. Read the *Instructor Guide*.
2. View the *Grime Doesn't Pay* DVD.
3. Read and complete the *Trainee Workbook*.
4. Write reminder notes in the *Instructor Guide*.
5. Be sure to download the *Trainee Workbooks* (visit www.servicethatsells.com and click on downloads).
6. Do any additional research you feel is necessary, especially regarding your restaurant's policies on cleanliness.



Prepare the Training Site:

1. Choose a location appropriate to the size of the group.
2. Arrange the chairs to encourage interaction among your employees. A U-shape often works well.
3. Place the monitor where everyone can see it.
4. Make sure the DVD player and monitor are working and adjusted properly.

Suggested Time Schedule for Group Training Sessions

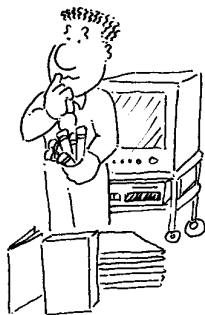
<i>Who</i>	<i>What</i>	<i>How Long</i>
Instructor	Welcome and Icebreaker Exercise (<i>Instructor Guide</i>)	5 minutes
All	View <i>Grime Doesn't Pay</i> DVD	8 minutes
All	Review and discuss DVD	3 minutes
Trainees	Read Chapter 1 (<i>Trainee Workbook</i>)	1 minute
Instructor	Discuss restaurant's policies (<i>Instructor Guide</i>)	3 minutes
Trainees	Develop personal ideas (<i>Trainee Workbook</i>)	2 minutes
Trainees	Complete "What's Wrong With This Picture?" Quiz (<i>Trainee Workbook</i>)	2 minutes
Trainees	Read Chapter 2 (<i>Trainee Workbook</i>)	1 minute
Instructor	Discuss restaurant's policies (<i>Instructor Guide</i>)	3 minutes

<i>Who</i>	<i>What</i>	<i>How Long</i>
Trainees	Develop personal ideas (<i>Trainee Workbook</i>)	2 minutes
Trainees	Complete “Lock-On Your Target” Quiz (<i>Trainee Workbook</i>)	2 minutes
Trainees	Read Chapter 3 (<i>Trainee Workbook</i>)	1 minute
Instructor	Discuss restaurant’s policies (<i>Instructor Guide</i>)	3 minutes
Trainees	Develop personal ideas (<i>Trainee Workbook</i>)	2 minutes
Trainees	Complete “Eliminate the Problem” Quiz (<i>Trainee Workbook</i>)	2 minutes
Trainees	Complete Cleanliness Action Plan and Checklist (<i>Trainee Workbook</i>)	3 minutes
Instructor	Summarize and wrap-up (<i>Instructor Guide</i>)	1 minute

Total estimated time for the training is 45 minutes. Use your judgment regarding breaks. If you don't have a 45-minute block of time, consider dividing the program into three or four segments and doing each one at a different time. Another option is to divide the program into small segments and cover each one in a pre-shift meeting. At the first meeting, show the DVD. At the next meeting, have your employees read Chapter One and complete all the exercises that go with it. At the next meeting, have them pick up at Chapter Two and complete its exercises. The same with Chapter Three. Then, at the final meeting, have your employees complete their Cleanliness Action Plan and Checklist.

What You'll Need To Get Started Checklist

- *Instructor Guide*
- *The Grime Doesn't Pay DVD*
- Printouts of *Trainee Workbooks* (or digital copies)
- DVD player and monitor
- Extra supply of pens or pencils
- Room arranged as you want



Are You Ready For Some Training?

Start here and place a check mark next to each step as you complete it

- 1.** Once your staff has gathered for the training, try this icebreaker exercise:
- Have each person (or as many as time permits) describe a dining experience that was lousy because of an unclean person, place or thing.
 - Ask them if the experience changed their loyalty to that restaurant.
 - Ask them what could have been done to make the experience better.

- 2.** Give a brief overview of the program. For example:

“This is a 45-minute training program that will give you the chance to develop practical ways to deal with the issue of cleanliness. Cleanliness does not necessarily mean the same thing as sanitation, which deals primarily with issues of proper food preparation, garbage disposal and matters regulated by the health department. Although a dining environment that is unclean or is perceived as unclean may affect tips, our primary concern is with customer loyalty and word-of-mouth advertising. A guest who experiences dirty silverware and a messy



restroom may not change the tip because he or she may not feel the server was the responsible person. This same guest, however, may decide to never return to our restaurant and tell his or her friends about their unpleasant experience. Repeat customers who bring in their friends, family or associates are the most valuable customers we can have. Losing these customers affects every one of us – negatively. A clean dining environment is one important step we can take to keep 'em coming back.”

- **3.** Distribute the *Trainee Workbooks*.
- **4.** Have your employees glance through the Table of Contents in the *Trainee Workbooks*, then complete the Sign In page. This will get them used to writing in the workbook and familiar with its contents.
- **5.** Briefly introduce the DVD by describing what they can expect to see. For example:

“The first step in our training will be watching this DVD, called “Grime Doesn’t Pay.” You will see from the customer’s point of view how a couple, looking forward to a pleasurable dining experience, had their experience turn into an evening they would like to forget. What made the experience so miserable wasn’t bad food or lousy weather or a nearby table of rowdy partiers. What ruined the evening was a series of unclean and untidy occurrences. Please pay attention to how the guests express their dissatisfaction.”

- **6.** Play the DVD.
- **7.** When the DVD is finished, have a brief discussion with your staff. You may wish to ask questions to get the conversation started.

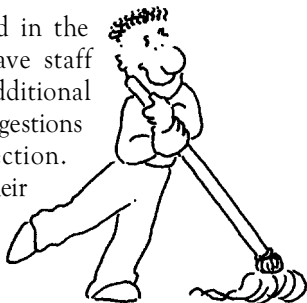
For example: “*What did the guests say that expressed their dissatisfaction?*” (Answer: Nothing, non-verbal language said it all.) Another possible question: “*If you had this experience, would you return to this restaurant?*”

- 8.** Have everyone read the Introduction and How To Use This Book sections in their *Trainee Workbooks*. Ask for any questions.
- 9.** Have everyone read Chapter One of the *Trainee Workbook*, “Turn On Your Radar.”
- 10.** Discuss your restaurant’s policies that apply to Chapter One of the *Trainee Workbook*. Space is provided below to write anything you want to discuss. Be sure to cover any mandatory behaviors you expect of your staff. Have your employees write in their *Trainee Workbooks* all the policies you want them to remember and practice.

Sample ideas:

- One person is assigned to check the parking lot at the beginning of each shift.
- Uniform inspection at the beginning of each shift.
- Rotating assignments to check the restrooms.

- 11.** In the space provided in the *Trainee Workbooks*, have staff members write any additional activities, ideas or suggestions they have for this section. Emphasize that this is their opportunity to shape the cleanliness program to fit their own needs and interests.

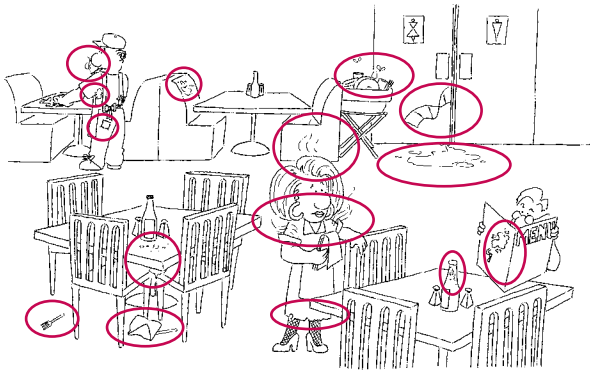


- 12.** Per the instructions in the *Trainee Workbooks*, have each person place a check next to the one guideline in each section (general, restaurant policies and personal) that he or she feels needs the most work (three total).

- 13.** Have your staff turn to the “What’s Wrong With This Picture?” Quiz. Following the instructions in their *Trainee Workbooks*, they should circle the 15 unclean things in the drawing. These things are based on what they just saw in the DVD. Allow 2 minutes to complete the puzzle. Ask how many found all 15 of the dirty things. If there are some who could not find them all, either have one of their colleagues help them or use your answer sheet (next page) to show the right answers. If people need more time to complete the quiz, have them finish on their own time after training.

- 14.** Have everyone read Chapter Two of the *Trainee Workbook*, “Lock-On Your Target.”

- 15.** Discuss your restaurant’s policies that apply to Chapter Two. Space is provided to write anything you want to discuss (we’ve put down



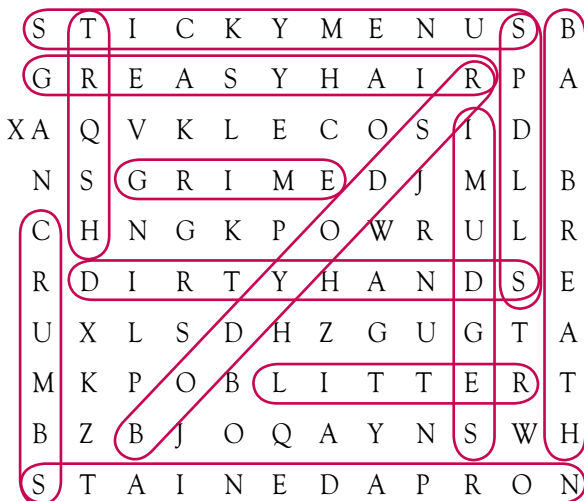
a few ideas to get you started). Be sure to cover any mandatory behaviors you expect of your staff. Have your employees write in their workbooks all the policies you want them to remember and practice.

Dusty chairs, stray
coffee grounds, dirty aprons

- 16. In the space provided in the *Trainee Workbooks*, have everyone write any additional activities, ideas or suggestions they have for this section. Emphasize that this is an opportunity to shape the cleanliness program to fit their own needs and interests.

□ **17.** Following the instructions in the workbook, have each person place a check next to the three items in each category (general, restaurant policies and personal) that he or she feels needs the most work (nine total).

□ **18.** Following the instructions in the *Trainee Workbook*, have everyone complete the “Lock-On Your Target” Quiz. If people need more time to complete the quiz, have them finish on their own time after training.



Training Tip:

- Try the “Golden Bow” incentive to reinforce flipping on the radar and targeting the right problem areas. It’s simple to do. Buy or make a golden bow and place it in one (or more) of the overlooked messy areas you want to target. Reward the employee who finds the bow, provided he or she also cleans the area where the bow was found. Cash, lottery tickets or other prizes make excellent incentives. The “Golden Bow” game can be especially effective if done toward the end of a shift when your staff may have a tendency to turn their radar off early.*

19. Have everyone read Chapter Three of the *Trainee Workbook*, “Eliminate the Problem.”

20. Discuss your restaurant’s policies that apply to Chapter Three. Space is provided below to write anything you want to discuss (we’ve put down a few ideas to get you started). Be sure to cover any mandatory behaviors you expect of your staff. Have your employees write in their workbooks all the policies you want them to remember and practice.

Dress code, personal appearance
code, sidework assignments

* This incentive can be found in *Playing Games at Work* (available at www.servicethatsells.com).

□ 21. In the space provided in the *Trainee Workbooks*, have each staff person write any additional activities, ideas or suggestions they have for this section. Emphasize that this is their opportunity to shape the cleanliness program to fit their own needs and interests.

□ 22. Following the instructions in the workbook, have each person place a check next to the five items in each category (general, restaurant policies and personal) that he or she feels needs the most work (15 total). Be sure they understand that the 15 tasks they circle will be transferred into the Cleanliness Checklist at the end of the workbook, and that they will be asked to perform these tasks for the next 21 days.

□ 23. Following the instructions in the *Trainee Workbook*, have everyone complete the “Eliminate the Problem” Quiz.

Answers:

- | | | |
|-----------------------|---------------------|--------------|
| 1. f, teeth | 6. e, windows | 11. b, water |
| 2. j, deodorant | 7. g, crumbs | 12. i, menus |
| 3. d, shower | 8. a, light bulbs | |
| 4. k, uniform | 9. l, restroom | |
| 5. h, cigarette butts | 10. c, window sills | |

Training Tip:

- Try a “Mystery Chore” contest to keep your employees’ radar turned on: Each day, think of two chores that your staff frequently overlooks. Write out one for the kitchen staff and one for the front of the house staff. Seal them in an envelope and place

the envelope in the register. At the end of the shift, award \$5 to the two employees who “solve the daily mystery” by cleaning those two areas.

- **24.** Have everyone read the Summary for some final thoughts, including guidelines on when to bring out-of-control cleanliness problems to the manager’s attention. Hold a brief discussion on your restaurant’s policies on what matters to report to management. You may also want to discuss the paragraph on empowering the employee to go to the source of the cleanliness problem to keep it from happening again.
- **25.** Now it’s time to have everyone fill out the Cleanliness Action Plan and Checklist in the back of their *Trainee Workbook*. For the Cleanliness Action Plan, have them return to the appropriate pages in the workbook and write down the items they checked there under the corresponding headings. For the Cleanliness Checklist, have trainees return to Chapter Three, “Eliminate the Problem” (pages 16-19) and review the 15 tasks they checked, then write five tasks under each of the headings shown in the Checklist. Be sure they re-phrase each task so it starts with the phrase “I will...”; for example: Personal: “I will...*shower every day before I come to work.*” See page 21 for a sample Cleanliness Checklist.
- **26.** When the Checklists have been completed, have each person tear his or her checklist from the workbook and turn it in to you.

27. Indicate where the Checklists will be posted or kept and remind everyone they are responsible for updating it each day for 21 work days. You or other managers will be responsible for following up on the checklist.

28. Review the training session to highlight any items you feel are especially important. Use the space provided below to write any points you wish to cover.

29. Send 'em on their motivated and trained way.



Sample Cleanliness Checklist

(Full-size checklist with boxes for 21 days is included in the *Trainee Workbook*.)

Tasks:

Days:

	1	2	3
General: I will...			
1.			
2.			
3.			
4.			
5.			
Restaurant: I will...			
1.			
2.			
3.			
4.			
5.			
Personal: I will...			
1.			
2.			
3.			
4.			
5.			

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