



“Trainer’s Guide” Job Skills Training Certification Process Package

- **Introduction**
- **The Job Skills Training Certification Process**
- **The Four-Step Training Method**
- **Frequently Asked Questions**



“Trainer’s Guide”

Job Skills Training Certification Process

The Job Skills Training Certification Process has three components:

1. New Hire Celebration Module
2. Trainer's Guide and Job Skills Checklists
3. Certification Material(Job Skills Rehearsals & Engagement Tools)

Introduction

Explain

The checklists and certification process work in conjunction with your New Hire Celebration program to serve as documentation that every team member has been trained to perform their job skills with proficiency and serve your hotel's guests. Your goal is to have each team member certified in his or her position. Here are guidelines to follow when using the Job Skills Training Certification Process.

Before you Begin Job Skills/Departmental Training

Review the individual checklists for the positions you will be training.

Ensure that each checklist is in agreement with your own departmental and hotel expectations.

Discuss the specifics with the appropriate Department Head.

Ask for suggestions from experienced team members in the position.

Ensure that the checklists and job descriptions reflect the same skills.

Add Property/Brand Standards, Procedures, and Skills to the Checklist in the area provided.

Develop a Job Skills Checklist for any additional positions in your department/hotel.

Review the Job Skills Rehearsals, Engagement Tools , Certification Requirements and ensure that **you** know the answers.

The Job Skills Checklists have been prepared with standard items *and* an area to customize. This provides each hotel with a consistent format for Job Skills training and also the ability to address specific property and/or brand standards. If a position title does not match your current job descriptions, please adjust it. It is the obligation of the person responsible for training to customize this section. The Regional Trainer or Brand Training Manager should be utilized as a resource for recommendations and details regarding customization.

If you require additional copies of any materials, please contact go to ONQ Insider>Brand>Brand Education/Training.





Suggestions for Selecting a Departmental Trainer

"Trainer" could be a supervisor, line level team member, or a specific departmental trainer. If your property has an effective selection process in place, please continue it. If you do not, contact your Regional Field Trainer or Global Brand Training Manager for assistance in establishing one. In either case, keep in mind the following **qualities** when selecting your trainers from among your hotel's best team members:

- Does job very well
- Outgoing, motivated, and confident
- Good communication skills
- Enjoy working for your hotel
- Patient and organized
- Sets a good example
- Good sense of humor
- Interested in training
- "Subject Matter Expert" in position

Keeping your Departmental Trainers Motivated

It is important to take an active role in keeping the trainers within each department motivated. A trainer who is motivated will project a positive image and increase his or her ability to lead by example. Since a well-trained team member is the key to guest satisfaction and to the overall success of the enterprise, an effective trainer is critical. Here are a few points to consider:

Rotate your departmental trainers if necessary or possible.

Develop an incentive or reward program based on the number of certified team members or green zone scores.

Post the trainers name as well as certified team members on the departmental bulletin board.

Bring trainers from a variety of departments together to share "best practices".





The Job Skills Training Certification Process

A) Hotel New Hire Celebration

The following items should occur either during or immediately following the New Hire Celebration:

- Give each team member the Job Skills Checklist for his or her position.
- Describe the three parts of the Certification process – New Hire Celebration, Job Skills/Departmental Training and Certification (Job Skills Rehearsals and Engagement Tools).
- Assign a trainer to the new team member.
- Set a date for the anticipated completion of the Job Skills Training Certification Process (within 45 days).

B) Job Skills/Departmental Training

The Job Skills Checklists you have customized should be used as a guide when conducting the job skill portion of your training. We suggest you utilize the Four-Step Training Method outlined below when conducting Job Skills training. For further information or if you have questions, please contact a Regional Field Trainer or your Global Brand Training Manager.

It is strongly suggested that the training be broken into a minimum of 2-3 days of training, preferably 2-3 weeks based on the position. This will provide the new hire with the opportunity to digest each facet of their new position. Work with new hires, coach them, and give them multiple opportunities to successfully complete certification process. This process has been designed to benefit both the individual team member and the hotel through consistent training standards.

C) Evaluation and Certification

Within the first 45 days, the trainer/supervisor and the team member should review the team member's performance together and complete the Certification process. This is accomplished using the **Two-Component** Certification Requirements format.

A team member needs to **successfully complete both components in order to be certified**. These are the minimum requirements, as such it is acceptable for your property to expand the certification process or incorporate existing programs.

Component One is the trainer/supervisor's opportunity to observe the team member performing the actual job skills. **Observe and then date the appropriate box for each job skill on the Certification column of the Job Skills Checklist if it is performed to 100% of standard. The trainer and trainee will then place their initials in the appropriate box for each job skill.**

After the observation, verbally offer areas of strength and areas for additional development on each of the skill areas. For areas requiring additional development, a plan should be attached to the form outlining what activities will be used and a follow-up date for re-evaluation. Be sure to get signatures from the team member and trainer/supervisor as noted on each of the forms.





Component Two is an oral question and answer format. The trainer/supervisor must ask all of the certification requirement questions to every team member. If a team member is unclear on a response, discuss the “correct” answer and then return to the question at the end to provide another opportunity for completion. The goal is to evaluate their understanding of core concepts. A suggested response key has been provided for you in this packet. **To achieve certification, the team member must answer all of the questions in Component Two correctly.**

For convenience, you may use two-sided copies for the certification checklist and Components One and Two. A template for a certificate has been provided and should be given to each new hire to recognize their new status as certified to their position. Keep the completed certification forms on file per your Brand Standards and available for review by Quality Assurance. Celebrate certifications as they are achieved and make this an honor worth working toward.

The Four-Step Training Method

For years, professional trainers have followed a four-step training process for training-on-the-job.

Step 1 ... Preparation

Two people need to be prepared for training ... the trainer and the team member. For a training session to be effective, the trainer needs to know how to do the job and what resources (*or other people*) are needed to complete it.

Set up the training environment and practice the skills against the standard

It is important to think through what will be covered, the logical order of things and all of the details involved. The trainer should start by breaking the whole process into parts using the Job Skills Checklists. The trainer needs to make sure that they have a clear picture of how things should be broken down for each job in the hotel.

Put the team member at ease. Five minutes of warm up discussion can help a team member relax and give the trainer insight into their level of confidence, motivation, and intelligence. The trainer will also pick up other clues that will help them modify training to the team member's needs.

Review the job tasks. It is important that the team member first has an understanding of the total job and how each part fits. Inform the team members what skills they are going to learn and apply.

Have the team member tell you why they think the task is important. The team member is to **discover** “What’s in it for me?” in learning this skill. **Add any additional reasons why the skill is important that the team member has not covered.**





Step 2 ... Demonstration

No one learns to ride a bike by reading about it or watching a video. Someone needs to show them how and let them practice. The trainer should make sure that they can do the skill correctly **(with no modifications or short cuts)**. Then show the team member how to do the task. A trainer should:

- Begin with something that is familiar to each team member
- Take one step at a time
- Make the training realistic
- Use clear terms
- Stress each key point
- Answer any questions the team member has
- Ask questions to ensure team member understands how to perform the task

Step 3 ... Practice

Now is the team member's chance to PRACTICE or DO the skill until they have achieved proficiency with the skill. During Step 3, the trainer/supervisor lets the team member do the job as much as possible. Some trainer/supervisors have to fight the urge to jump in at the first sign of trouble and do the job right. People learn by making mistakes, and a good trainer/supervisor knows how to help a team member recover from their mistakes.

Have the team members explain the key steps as they do the task. Compliment team members as they perform specific steps in the skill correctly. Be constructive and supportive.

Confirm understanding. Ask and answer questions providing enough practice to achieve proficiency.

Step 4 ... Follow Up

Ask the team member to evaluate how they performed the task using specific steps they did well and steps they will do differently the next time. Once the team member has provided a self-evaluation, provide your feedback.

- What did you do well?
- What would you do differently next time?
- Encourage questions.
- Inform the team member of the performance standard for each skill.
- Inform the team member of the number of times it will take to gain mastery in performing the skill.

There isn't anything mysterious about the four-step training method. It is straight forward and it works. By preparing up front, showing the team member how to do it, letting them practice, and following up with feedback and reinforcement, a good trainer/supervisor can improve the chances that their training will have a lasting impact on the team member.





Frequently Asked Questions

- 1. Do we use the Job Skills Checklist format for training supervisors and managers?** No, these checklists have been developed for line level training only.
- 2. Who should be conducting the Job Skills training?** It is strongly suggested that someone with strong knowledge of the job conduct the training. Typically this is not the HR person. Please refer to the first section in this guide or contact your Global Brand Education Manager or Regional Field Trainer for assistance in selecting a Departmental Trainer.
- 3. What should I customize on the Job Skills Checklists?** Several items need to be reviewed and customized, most notably the "Property/Brand Standards, Procedures or Skills" section. This information is available in the Brand Standards manual and in the hotel's SOP's. You may also customize the titles in order to match the current position descriptions. Finally, some of the questions in Component Two are property specific and need to be researched. **As a reminder, this certification process represents the minimum requirements for training a new hire. Your property may broaden this training as needed**





DoubleTree By Hilton Certification Requirements

Component One: Certification Requirements

The trainer/supervisor should use the Certification column of the Job Skills Checklist to record completion of this section.

1. Each new hire should be observed performing the job skills for their position where the department standards and procedures are followed 100%.
2. Each new hire should complete two internal or external guest transactions where the department standards and procedures are followed 100%. These transactions should be "acted out" with a department trainer/supervisor not with a guest.

Component Two: Certification Quiz

The trainer/supervisor should ask each team member the following questions and ensure from their answers that they fully comprehend the concepts involved.

Note: To achieve certification, the questions must be answered 100% correctly.

1. What is Hilton's Vision statement? What does that mean to you?
2. What does C.A.R.E stand for?
3. What is the DoubleTree Brand Promise? How do you deliver this promise to our Guests in your role at the hotel?
4. What are the 7 Brand Promise Values
5. What is the gift we give our guest upon arrival? Hint...It is our icon!
6. What is the CARELINE? What is our CARELINE extension?
7. Name three of the fifteen Moments of Truth that you impact on the DoubleTree by Hilton Brand Promise Scorecard.
8. What is one of the most common Guest requests in your department and how should you respond?
9. What is the CARE Committee? Who is the representative from your department?
10. Provide an example of a problem that a Guest might encounter in our hotel and how you would Make It Right for the Guest.
11. If a guest asks you a question and you do not know the answer, what should you say and do?

Component Two Completion Date: _____

Signature of Trainee: _____

Signature of Trainer/Supervisor: _____

Example Job Skills Certification Requirement Page:






Example Job Skills Checklist (page 1):

		Accounting Clerk	
Team Member Name: _____		Initial Training <input type="checkbox"/>	Re-Training <input type="checkbox"/>
Date of Hire: _____			
		Dates Complete: _____ Certification: Initials of Trainer and Trainee _____	
Welcome and Introductions	Tour of Department Introduction to Department Head & Supervisor Introduction to co-workers and key support staff		
Departmental Orientation & Training Period	Purpose of Department Departmental Responsibilities Be Hospitable CARE Culture /CARELINE CRM Arrivals Report CRM Tool Box CRM Engagement Tools Hilton HHonors Delivering the Doubletree Brand Promise Owning the Welcomer™10" Program Moments of Truth 7 Brand Promise Values Service Animal Training Hotel layout, facilities and features		
Departmental Policies	Uniform Procedures Attendance Policy Schedule Change & Request Policies Break Periods Pre-shift Meetings Departmental Meetings Feedback Process - Team Members and Guests Timekeeping Process Review Process Laptop, Ipad, and MP3 Player Policy Cell phone Policy Smoking Policy Pay Day Process		
Safety & Security	Fire, Evacuation & Emergency HAZCOM/Bloodborne Pathogens Accident Reporting Lost & Found Lock-out/tag-out procedures Guestroom Key procedures Suspicious persons		
Guest/Internal Customer Skills	Service Basics - 5/10 Foot Rule, Smile, Greeting Anticipatory Gestures - Escort vs. pointing, "Is there anything else I can do for you?" Expectant Body Language - Eye Contact & Smile Telephone Etiquette-"At Your Service or Certainly" Exceeding Expectations - "WOW" the guest Handling Special Requests & Inquiries Recognizing or Welcoming the return guest Use of Guest Name Service Recovery & 100% Satisfaction Guarantee		
Job Skills	Professionalism & Your Appearance Starting Your Shift Computer hardware and software operation Accounts payable/receivable and payroll procedures General Ledger and City Ledger Completing required reports Direct billings Invoicing and Receiving procedures Filing system Posting to Guest Accounts Internal Audit Compliance Group/House Accounts Collection procedures Cash Handling procedures Ending Your Shift		
Property/Brand Standards, Procedures or Skills	Green Team Program - Reduce Reuse Recycle Audit and meet with your Department Head for departmental or property specifics		





Example Job Skills Checklist Completion Certificate:



Certificate of Completion
Presented to

Who has successfully completed all of the
requirements for Job Skills Certification as a

<Job Title>

<GM Name>
<Title>
<Hotel Name>

