



ELIJAH'S

Casual American Grill and Oyster Bar

On the Cape Fear River

Project Proposal

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Executive Summary

Elijah's American Grill and Oyster Bar has been located at Chandler's Wharf, in Wilmington, NC, since 1977. Elijah's is one of two restaurants owned and operated by River Enterprises. Elijah's main emphasis is providing customers with a memorable dining experience regardless of the time of day or time of year. During the tourist season Elijah's serves approximately 1,000 people daily and 150 people daily during the off-season.

The front-end analysis revealed that performance problems are caused by workflow problems and employees' inability to meet high quality food and performance standards. The workflow problems in the back-of-the-house and the front-of-the-house stem from a lack of managerial oversight. Training materials and procedures are outdated and management is unable to properly train employees. There is also a lack of motivation to properly train existing employees as well as new employees in job responsibilities.

The project team carefully considered all elements within the front-end analysis and compared possible solutions. It is our recommendation as the best solution for Elijah's is to revise the employee-training program and design and develop supplemental materials which include a managerial checklist that monitors employee performance and job aids concerning the work flow of the restaurant. The revisions to the employee-training program and supplemental materials will be presented to Elijah's management team through a train-the-trainer approach. The instructional design team will work with the management team to design and development products, instructional materials and assessments. There will then be a one day instructor-led training in which the instructional designers will train the management team. The management team can then complete the training for the remaining employees. This approach will enable the management team to take ownership of the products and materials and ensure refresher training and new employee training is successful after implementation.

Problem Statement

Due to its beautiful atmosphere, Elijah's restaurant serves tourists to the area, as well as, local clientele. The clientele ranges from middle-class families to actors, such as John Travolta, that visit the area when on vacation. Therefore, the restaurant strives to present clientele with a memorable dining experience every time they visit. River Enterprises Inc. has the mission of providing clientele with high quality service, high quality food, and an aesthetically pleasing

atmosphere. Elijah's serves 1,000 people daily during the tourist season and 150 people daily during the off-season. The clientele base declined 30 percent last year.

Restaurant revenues have declined 30 percent and customer satisfaction has declined 10 percent in the last year. Management would like to increase satisfaction and the quality of service that is provided as well as the physical atmosphere of the restaurant. Elijah's management has set a goal of acquiring at least 90 percent customer satisfaction within 90 days after the business reopens. Management also established a goal of increase the customer base by 15 percent within 90 days after the business opens and 30 percent within 6 months.

The instructional design team has determined after careful review of the front-end analysis that the performance and workflow problems can be corrected. Analysis revealed poor employee performance, managerial oversight and workflow issues are the basic cause of the problems at Elijah's. If these problems are not addressed, customer satisfaction, employee turnover and revenues may continue to decline. It is important for Elijah's to implement the recommended solution as soon as possible before the end of the summer season. During the summer, Elijah's has more customers and more staff available for training and implementation. A well trained staff and a smooth business operation will ensure Elijah's continued success during the slow winter months.

Recommended Solution and Rationale

After careful review of the front-end analysis, the recommended solution is to revise the employee-training program and supplement the training program with a managerial checklist that monitors employee performance and job aids concerning the work flow of the restaurant. Training will occur in three different ways. Existing employees and new hires will be given the new training packet as well as the new supplemental materials. All of the materials will be explained to the employee at the weekly staff meeting. Also, management will be required to fill out employee performance checklists to ensure that employees are properly doing their jobs.

The new training materials will be easy to understand and the three managers will call a meeting for each of their sections of the restaurant. All the employees will report to their specified manager and the manager will also explain the new employee performance checklist as well as the optimal workflow job aids that will be posted throughout the restaurant.

This solution provides employees with materials that are user-friendly and help employees get a true understanding of the expectations, quality of service required, and the optimal work flow procedures. As a result, the employees will be able to provide customers with a higher quality of service and customer satisfaction will increase. With training that focuses on customer satisfaction and overall higher expectations in regards to quality of the food, service, and atmosphere; Elijah's can once again be successful.

In order to develop the training materials, the shareholders at River Enterprises Inc., the General Manager of Elijah's, the three other managers, and the instructional designers will collaborate on the design and development of the necessary materials. The three managers will serve as subject matter experts for their section of the restaurant. The managers will be responsible for collaborating with the instructional designers so that appropriate materials are developed to help increase the performance standards in each section of the restaurant. The materials that will include a revised employee training manual, a new performance checklist for employees, and job aids that outline the optimal work flow of each section of the restaurant.

There will then be a one day instructor-led training in which the instructional designers will train the management team. The management team can then complete the training for the remaining employees. This approach will also enable the management team to take ownership of the products and materials and ensure refresher training and new employee training is successful after implementation.

The training delivery system will begin with the managers and senior staff as trainers. Each of the managers will be in charge of the people that work directly under them. The back of the house manager is responsible for training the Chief Executive Chef, the Executive Chef, and the remaining kitchen staff. The front of the house manager will be responsible for training the shift leaders and the hostesses and hosts. The floor manager will be responsible for training the Head Wait Staff, the wait staff, and the busboys. This training system will also have senior employees serve as trainers. For example, senior wait staff will be paired with co-workers that are new or performing poorly in order to train the appropriate ways to serve the customer base. Initial trainers will be responsible for communicating to lower skilled workers and new hires so that every employee has the same set of knowledge and skills.

By using the training solution, the organization, as a whole, benefits. The employees benefit because they are able to provide a higher quality of service to the customer base. As a

result, the customer base is satisfied by the higher quality of service and they continue to eat at Elijah's restaurant. With a steady flow of customers, there is a smaller rate of employee turnovers which decreases the amount of organizational change that will occur due to having to hire new employees. Therefore, the training program solution provides the restaurant with less employee turnovers, higher customer satisfaction, and an increase in revenue from returning customers.

Analysis of the observations and interviews conducted with the employees, managers, and General Manager during this front-end analysis found that all employees were receptive to a revised training program. Given that all employees are willing to learn and change their current practices, Elijah's will benefit from the design, development, and implementation of a new training program. With successful implementation of the project, Elijah's will be better prepared to overcome any financial and performance challenges in the future.

Products

Instructor Manual

The Instructor Manual will be organized into three sections; front-end materials, presentation guide and reference materials. The front-end material will include a table of contents, instructions on how to use the manual, an overview of content and instructional procedures, a list of materials and equipment, glossary of terms and bibliography of references. The presentation guide will include lessons grouped by topic. Each lesson will contain an objective, instructional activities, the managerial checklist, the job aids, any equipment or materials needed for each lesson, a description of procedures, answer keys and time estimates for lesson completion. The reference materials will include a student guide, student handouts, and a copy of the PowerPoint printout showing the important slides with comments on what should be emphasized during training.

Student Manual

The Student Manual will be organized into two sections; front-end materials and lesson materials. The front-end materials will include a table of contents, instructions on how to use this manual, an overview of the training, the managerial checklist and the job aids. The lesson material will include a list of objectives, a list of materials or equipment needed to complete each lesson, a time schedule or agenda, activity instructions for each lesson, evaluation materials and a printed copy of the PowerPoint slides for note taking.

Instructional Materials

Managerial Checklist

This checklist assists management in monitoring employee performance. There will be a separate checklist for each division, the back of the house, the front of the house and the floor. Each checklist will contain the job duties for each staff position. Each job duty will have a check box the manager can either check as Performance Complete or leave the box unchecked if the performance was inadequate.

Job Aids

The Job Aids will be developed to improve the work flow of the restaurant. They will include work flow descriptions which would describe the job title and job responsibilities for each staff position. They would also include work flow diagrams which would describe the flow of work from one workstation to the next. Another job aid will be an index card provided to each Wait Staff indicating daily special menu items created by the Chief Executive Chef.

PowerPoint Presentation

The PowerPoint will be developed based on the content of the Instructor's Manual. The presentation will contain an outline of the important information the instructor should highlight during the training and will contain the objectives for each lesson presented in the Student Manual.

Awareness Materials

The awareness materials will contain information on the formal training and briefly list the topics covered. The materials will consist of flyers posted onsite at Elijah's and also postcard mailers will be sent to each employee as the training date approaches to remind them of the upcoming training. The flyer will contain the date, time and location of the training as well as topics covered. The postcard will contain the date, time and location of the training as a reminder.

Formative Evaluation Materials

The formative evaluation will consist of one-on-one and small group evaluation. The one-on-one materials package will include the instructional analysis, performance objectives, instructional materials, tests and assessment instruments. The small group evaluation materials package will include pretest instruments, instructional materials, post test instruments and attitude questionnaire.

Summative Evaluation Materials

The summative evaluation materials will consist of a checklist for content analysis to evaluate the accuracy of the materials, a checklist for design analysis to evaluate instructional strategies, and a checklist for the expert evaluation of feasibility and usability.

Certificate of Completion

A template will be developed for use by instructors to award students a certificate of completion at the end of each training session. The certificate will be customized to include each student's name and the date of completion and signatures from Elijah's management and River Enterprises CEO.

Project Description

This project proposal is comprised of five phases. In each phase, there are multiple tasks that are organized by critical order and also if they can be completed simultaneously. Each phase has specific team members that work together to design, develop, implement, and evaluate this project. For additional information refer to the following documents in the Appendices section: Appendix A: Milestone Events and Activities, Appendix B: Staff Plan, and Appendix C: Budget.

Phase One Project Planning May 6, 2009 – May 14, 2009

Steps in the Project Flowchart:

Project Planning, Develop Project Plan, Delegate Project Tasks, Distribute Project Plan, Select Training Location, Arrange Training Space, Arrange Presentation Equipment, Set Date and Time for Training

Team Members:

- Project Manager
- Graphics Designer
- Instructional Designer
- Test Developer
- Subject Matter Expert

Following the completion of the front-end analysis for the Elijah's project, the project is proposed to begin at beginning of May. This is so that the project can be fully implemented before the major tourist season begins in July. During this time, the project plan will be

developed. The project manager and the instructional designer will meet to determine the different team members needed to complete each phase of this project plan. Then the project manager, the instructional designer, and the subject matter expert will meet to decide the milestone events and sub-tasks that would occur during the project implementation process. These same people will delegate project tasks to the different people such as the graphics designer and the test developer, which are going to be part of the project implementation plan. The subject matter expert will help determine the training location and training space. Then the project manager and instructional designer will arrange presentation equipment and determine the date and time for the project training sessions. A draft of the project plan will be written and distributed to all team members so that they understand what will be happening during the project implementation process. All team members will review the draft and make changes to the development plan. Then a final draft of the development plan will be written that incorporates any suggested changes.

Phase Two
Plan Content

May 14, 2009 – June 17, 2009

Steps in the Project Flowchart for Part One: May 14, 2009 – May 14, 2009

Decide on Content – Topics, Procedure

Team Members:

- Project Manager
- Instructional Designer
- Subject Matter Expert

During this phase, the project manager, the instructional designer, and the subject matter expert will meet to plan and decide on the content of the instructional packages. The subject matter expert will provide information concerning the present training materials provided to the

staff members at Elijah's. The instructional designer, project manager, and the subject matter expert will take into consideration the gap that exists between optimal and actual performance levels at Elijah's. Using the gap analysis, the team will determine what content will need to be included in the training instructional packages in order to close the gap. The team members will also determine the tasks associated with closing the gap and use this task list to decide on the ideas that will be present in the training package.

Steps in the Project Flowchart for Part Two: May 14, 2009 – May 21, 2009

Design Instructional Strategies, Prepare Objectives, Design Graphics/Images, Design Formative Evaluation, Design Test Items

Team Members:

- Project Manager
- Graphics Designer
- Instructional Designer
- Test Developer
- Subject Matter Expert

The project manager, instructional designer, test developer, and subject matter expert will now take on the task of designing the instructional strategies. After they have decided how the training materials will be presented they will decide on the training delivery system. The instructional designer and the subject matter expert will have a meeting to create learning objectives. The learning objectives will be written in a clear and concise way that addresses the problem that needs to be solved. After objectives and instructional delivery have been determined the graphics designer will begin to design the layout of the job aids, including any graphics or images. Designing the formative evaluation will be based on the comparison of the project goals and the actual project plan. At this phase the design of the formative evaluation is to make sure that the project does not diverge from the project plan. Also, it is important in this stage to determine which tools are going to be used for the formative evaluation. All team

members for this part of phase two will work together to determine that one on one evaluation and small group evaluation will take place in order to revise the instructional materials prior to packaging and distributing them. The test developer, subject matter expert, and instructional designer will then develop the test items for the instructional objectives that will be addressed in the instructional materials.

Steps in the Project Flowchart for Part Three: May 22, 2009 – May 28, 2009

Develop Materials, Develop Test Items, Develop Graphics, Develop Job Aids, Develop Managerial Checklist, Develop Formative Evaluation

Team Members:

- Graphics Designer
- Instructional Designer
- Test Developer

During this phase, the instructional designer, test developer, and graphics designer will use the information and materials that the subject matter expert provided to develop the materials, test items, graphics, job aids, managerial checklists, and the formative evaluation of the products after they are developed. The instructional designer will work alongside the graphics designer to develop the job aids that will be used to improve the work flow of the restaurant. The graphics designer will be responsible for making sure the job aids are easy to comprehend and the graphics are relevant. The instructional designer will make sure that all job titles and responsibilities are listed shown on the work flow job aid. The instructional designer will also develop the daily special job aids. The managerial checklist for employee performance will be determined by the test developer and the instructional designer. The test developer will help determine performance criteria and ways to evaluate employee performance based on the required performance objectives for each employee's position. The instructional designer and graphics designer will take the test developer suggestions and develop the managerial checklist. The test developer and the instructional designer will work together to review the instructional

objectives and the instructional materials in order to develop the appropriate assessments. At this time, the certificate of completion will be developed by the instructional designer and the graphics designer. The certificate will be given at the time of successful completion of the training.

Steps in the Project Flowchart for Part Four: May 29, 2009 – June 5, 2009

Prepare Training Materials, Design Student Manual, Design Instructor Manual, Develop 1st Draft Products - Beta

Team Members:

- Graphics Designer
- Instructional Designer
- Test Developer

The team begins the process of developing the student and instructor manuals because they are the training materials need by the short instructor-led training of the management at Elijah's. The team will work together to develop the two manuals. The student manual will be organized into two sections; front-end materials and lesson materials. The front-end materials will include a table of contents, instructions on how to use this manual, an overview of the training, the managerial checklist and the job aids. The lesson material will include a list of objectives, a list of materials or equipment needed to complete each lesson, a time schedule or agenda, activity instructions for each lesson, evaluation materials and a printed copy of the PowerPoint slides for note taking.

The instructor manual will be organized into three sections; front-end materials, presentation guide and reference materials. The front-end material will include a table of contents, instructions on how to use the manual, an overview of content and instructional procedures, a list of materials and equipment, glossary of terms and bibliography of references. The presentation guide will include lessons grouped by topic. Each lesson will contain an objective, instructional activities, the managerial checklist, the job aids, any equipment or

materials needed for each lesson, a description of procedures, answer keys and time estimates for lesson completion. The reference materials will include a student guide, student handouts, and a copy of the PowerPoint printout showing the important slides with comments on what should be emphasized during training.

After successful design and development of all the necessary instructional materials, the instructional materials will be reviewed in their draft form in part five of phase two.

Steps in the Project Flowchart for Part Five: June 8, 2009 – June 9, 2009

Evaluation of Products and Revisions, Expert Review 1st Draft Products, Revise Products

Team Members:

- Project Manager
- Instructional Designer
- Test Developer
- Subject Matter Expert

The phase of this development will begin by reviewing and revising the first draft of the instructional materials. The project manager will oversee the review process and examine the quality and design of the deliverables. The instructional designer, test developer, and subject matter expert will edit the materials for content accuracy and grammatical errors. Each member will be provided a copy of all materials developed including the instructor manual, student manuals, job-aids, managerial checklist, test items, and formative evaluation plans and materials. Once the revisions have been finalized, the writer will make necessary changes made in part five of the project. This will occur during part six of the project plan while assisting the instructional designer.

Steps in the Project Flowchart for Part Six: June 9, 2009 – June 10, 2009

Prepare Awareness Activities, Design Presentation and Activities, Develop Presentation and Activities

Team Members:

- Instructional Designer

- Writer

During this phase the instructional designer and the writer work together to make the changes to the revised products from part five of phase two. Then the team prepares the awareness materials that will contain information on the formal training and briefly list the topics covered. The materials will consist of flyers posted onsite at Elijah's and also postcard mailers will be sent to each employee as the training date approaches to remind them of the upcoming training. The flyer will contain the date, time and location of the training as well as topics covered. The postcard will contain the date, time and location of the training as a reminder.

The instructional designer and the writer will then work together to design and develop the presentation and the activities that are a part of the presentation. The PowerPoint will be developed based on the content of the instructor's manual. The presentation will contain an outline of the important information the instructor should highlight during the training and will contain the objectives for each lesson presented in the student manual.

Steps in the Project Flowchart for Part Seven: June 10, 2009 – June 15, 2009

Conduct Formative Evaluation – Materials, One on One Evaluation, Small Group Evaluation of Materials, Revise Materials, Print Materials

Team Members:

- Instructional Designer
- Test Developer
- Subject Matter Expert
- Printer

The formative evaluation of the materials will consist of one-on-one and small group evaluation. The one-on-one materials package will include the instructional analysis, performance objectives, instructional materials, tests and assessment instruments. The small group evaluation materials package will include pretest instruments, instructional materials, post test instruments and attitude questionnaire. After the evaluation packages are put together the

formative evaluations will begin. During this process, the team is trying to find material errors and instructional flaws. Based on the problems found during the one on one and small group evaluations, the team will work together to revise the material. The small group evaluations will provide insight into the length of time needed to complete the training, how the sequence develops when training (does it stay on the intended path or does it diverge from the determine sequence of instruction), whether or not the instructional strategies were appropriate, and the materials are looked over again by a different group of people for errors.

Based on the formative evaluation and the revisions suggested, the final draft of instructional materials will be changed. Then the final draft of the instructional materials will be taken to the printer to print the materials.

Steps in the Project Flowchart for Part Eight: June 16, 2009 – June 17, 2009

Packaging and Distribution, Package Products, Distribute Products

Team Members:

- Instructional Designer

After the final revisions have been made and the materials are printed, the instructional designer will oversee the packaging of the final products. The products will be arranged according to the order in which they are needed. They will then be organized into a final package based on who is going to be using them. For example, each manager will receive an organized package of all of the materials they will need to use and give to employees when they are conducting the training. The project team will distribute the materials to the managers in a meeting. During this meeting the instructional designer will explain the purpose for each of the materials and ensure managers can identify and locate the necessary materials in their package.

Phase Three
Train Instructors

June 18, 2009 – June 19, 2009

Steps in the Project Flowchart:

Train Instructors, Conduct Training, Complete Training

Team Members:

- Instructional Designer

During the initial part of this phase a one day instructor-led training will be conducted to train the managers. This workshop will use the materials previously developed to teach the managers the content so that they can conduct their own training and workshops. Once the initial training of the managers has been completed, the managers will have all of the information and materials they need to train their employees. After the workshop training of the managers, managers will conduct training with newly hired employees and the current employees.

Once manager training has been completed, the managers will conduct training with identified senior staff that will assist in training of newly hired employees or current low performing employees. Once managers have conducted this training, the managers will conduct training with the employees working directly under them. Each manager will schedule their own training and conduct it with their identified group of employees. Senior staff that has been trained will serve as a support to instruction and will work with assigned newly hired staff or who have been identified as performing poorly. The managers will utilize the instructor manual, student manual, job-aids, and formative evaluation materials to complete this portion of the phase.

Phase Four

Evaluate Training

June 19, 2009 – June 19, 2009

Steps in the Project Flowchart:

Evaluate Training, Prepare Evaluation Materials

Team Members:

- Instructional Designer

- Test Developer
- Subject Matter Expert

During this phase the instructional designer and test developer will develop an evaluation instrument for the training using various applicable models to determine the effectiveness of the training. They will develop the evaluation materials with the aid of the subject matter expert. The instructional designer and test developer will then conduct an evaluation of the training in which the managers were participants. In this phase they will also develop evaluation materials for the summative evaluation, which will be conducted at the end of the project.

Phase Five

Conduct Summative Evaluation
June 19, 2009 – June 30, 2009

Steps in the Project Flowchart:

Conduct Summative Evaluation, Evaluate Transfer of Skills and Knowledge, Evaluate Impact on Performance Decrement, Write Report, Submit Completed Report to Owner and General Manager

Team Members:

- Project Manager
- Instructional Designer
- Test Developer
- Subject Matter Expert

This phase in the project consists of conducting the summative evaluation, evaluating the transfer of skills and knowledge, and evaluating the impact on performance. During this phase the project manager, instructional designer, and test developer will conduct the summative evaluation while the managers are training the employees using the product deliverables. The project manager, instructional designer, test developer, and subject matter expert will then compile the results, analyze them, and produce a final report. The project manager will then submit the report to the owner and general manager of Elijah's, who will review the results of the summative evaluation.

Appendix A: Milestone Events and Activities

Click on the following link to access the Elijah's Gantt Chart PDF file.

[Elijah's Gantt Chart](#)

Click on the following link to access the Elijah's Flow Chart PDF file.

[Elijah's Flow Chart](#)

Appendix B: Staffing Plan

Click on the following link to access the Staffing Plan PDF document.

[Elijah's Staffing Plan](#)

Project Manager

The project manager is experienced in design and development and will oversee the entire project.

Instructional Designer

The instructional designer is a professional who will be responsible for the design, development, implementation and evaluation of the project.

Graphics Designer

The graphics designer will work part time on the visual design elements of the project including logos and images.

Test Developer

The test developer will work part time on the evaluation elements of the project.

Writer/Editor

The writer/editor will work with the instructional designer, graphics designer and test developer to write and edit the products designed.

SME

The Subject Matter Expert (SME) will be the General Manager of Elijah's and will be responsible for formative evaluation throughout the project and approving each phase of the

project. The SME will also be involved with the summative evaluation and approve all products before going to the printer.

Printer

The graphics designer will get the materials printed at the printer after approval from the SME.

Appendix C: Budget

Click on the following link to access the Budget PDF document.

[Elijah's Budget](#)

Appendix D: Project File

Click on the following link to access the Microsoft Office Project file.

[Elijah's Project](#)

