

Case Study for Human Resources Training and Development

Description:

You are the training director of a hotel chain, Noe Suites. Each Noe Suites hotel has 100 to 150 rooms, a small indoor pool, and a restaurant. Hotels are strategically located near exit ramps of major highways in college towns such as East Lansing, Michigan and Columbus, Ohio. You receive the following e-mail message from the vice-president of operations.

TO: You, Training Director

FROM: Vice President of Operations, Noe Suites

As you are probably aware, one of the most important aspects of quality service is known as “recovery”—that is, the employee’s ability to respond effectively to customer complaints. There are three possible outcomes to a customer complaint:

- 1) The customer complains and is satisfied by the response;
- 2) The customer complains and is dissatisfied by the response;
- 3) The customer does not complain and remains dissatisfied.

Many dissatisfied customers do not complain because they want to avoid confrontation, there is no convenient way to complain, or they do not believe that complaining will do much good.

I have decided that to improve our level of customer service we need to train out hotel staff in the “recovery” aspect of customer service. My decision is based on the results of recent focus groups we held with customers. One theme that emerged from these focus groups was that we had some weaknesses in the recovery area. For example, last month in one of the restaurants, a waiter dropped the last available piece of blueberry pie on a customer as he was serving her. The waiter did not know how to correct the problem other than offering an apology.

I have decided to hire two well-known consultants in the service industry to discuss recovery and provide an overview of different aspects of quality customer service. These consultants have worked in service industries as well as manufacturing industries.

I have scheduled the consults to deliver a presentation in three training sessions. Each session will last three hours. There will be one session for each shift of employees (day, afternoon, and midnight shifts).

The sessions will consist of a presentation and question-and-answer session. The presentation will last one and a half hours and the question-and-answer session approximately 45 minutes. There will be a half-hour break.

My expectations are that following the training, the service staff will be able to successfully recover from service problems.

Because you are an expert on training, I want your feedback on the training session. Specifically, I am interested in your opinion regarding whether our employees will learn about service recovery from attending this program. Will they be able to recover from service problems in their interactions with customers? What recommendations do you have for improving the program?

Answer:

Training Module	Description	Time Spent (180 mins or 3 hours)
Introduction	Training participants will be welcomed, and briefed about the training program with a short presentation- discussing 'recovery'- its purpose and importance.	15 minutes
Hotel policies on customer service	Participants will listen to another presentation regarding the hotel's model for customer service and elevating the experience of the guests.	30 minutes

Activity 1: Being the guest	Participants will write down their expectations when they would check into a hotel and what they feel their experience should be like. They will be role playing the guest, where they will be placed into hypothetical scenarios of bad customer service to understand the guests' perspective.	45 minutes
Activity 2: On the staff's side	Participants will get into another role play activity where they play the staff's role. They will come up with solutions to effectively resolve issues that the hypothetical guests are facing- during check in, complaints about their room (food and service), and during check out.	60 minutes (1 hour)
Survey and Takeaways	Participants will take a short survey which will evaluate the material learnt during the training session, and then write down 5 takeaways from this experience that will be useful to improve their future performance.	30 minutes

Pework or pre training involves preparing, motivating, and energizing trainees to attend the learning event. Pework or pretraining assignments such as readings, cases, or asking trainees to email trainers or bring to class work- related problems

or issues that will be used as examples or discussed during class aim to increase the meaningfulness of the course and motivation to learn, and help trainees come to the course or program with a sense of purpose and focus.

Pre-Work

The pre work assignment here would be a reading providing an example of a customers' complaint on their hotel room and the way the staff handled this complaint so that the customer was satisfied. The goal here is to make the participants understand the reasons behind negative guest experiences and the way to address these in an effective way.

Learning Objectives

Learning objectives are a description of the outcomes trainees are expected to acquire through the program and the conditions under which that learning will be demonstrated. It covers the competencies needed to perform the specific task.

2 learning objectives include:

- Make employees familiar with hotel customer service protocols and the behaviors used to apply them in various situations.
- Demonstrate these behaviors through staff-customer interaction role plays without errors.

Room Arrangement

For this training, I would use the fan-type seating arrangement since this arrangement allows trainees and the consultants to see from any point in the room. They can easily listen to the presentations as well as switch to participate in the role play activities in small groups without having to move around too much and can be easily monitored by consultants. The training will become more valuable because everyone can communicate effectively in groups in this type of seating to analyze and solve problems and also acquire information from the presentations.