



## Hotel Front Desk Agent Onboarding – Week One

### Module Name: Week 1 Training – Orientation Week

**Module Description:** 4-day blended learning program to train new Front Desk Agents including guest standards and service training and the new team members first sessions at the Front Desk with their onboarding coach.

### Participation Guidelines:

All guidelines in Black assume a training environment delivery. [Guidelines in Blue are variations for 1:1 delivery at the Front Desk.](#)

**Prerequisite:** PNK Team Member Orientation

### Room Set-up:

One computer per participant with Internet systems access including:

- LMS
- HotSOS
- Outlook
- Hotschedules
- Shared Drive
- Intranet/Portal
- ActiveNetwork

Flipchart/whiteboard and markers

### Participant Materials:

Hotel Front Desk Agent Onboarding Participant Workbook

### Performance Goals:

Front Desk Agents are able to correctly:

- Identify and model PNK's mission, vision, values and guest service culture.
- Describe the role, responsibilities and basic job operations of a Front Desk Agent.
- Demonstrate knowledge to perform essential Front Desk functions and system operations.
- Direct guests around the property and use correct verbiage to describe rooms and property features.
- Comply with all PNK policies and procedures.

### Coaching Guidelines:

Be sure demonstrate strong professional presence when setting up exercises and providing feedback to participants. Provide specific examples of what you observe and hear during exercises, linking to skills trained to reinforce concepts and learning. Ask open ended and probing questions whenever possible.

Avoid negating participant views by using "but" and "however". This will be particularly important when guiding the feedback that participants provide to one another. Build on participant strengths by instead using "and..." or "so..."

When participants are giving feedback to one another, probe for specifics as needed, if necessary, asking them how feedback links to skills discussed.

**Days 1-2: PNK Team Member Orientation**

Learning Activity	Activity Description	Time
<b>New Hire Orientation</b>	FDAs participate in Pinnacle Entertainment and Property Orientation program including PNK’s mission, vision and values, HR policies, mychoice® program information, data/property security, Magical Memorable Moments Workshops, etc.	TBD

**Day 3:**

Learning Activity	Activity Description	Time
<b>Instructor-led Front Desk Orientation Tour</b>	<p><b>Setup</b> Meet the new Front Desk Agents in the Hotel Lobby. Welcome the group and introduce yourself – name, title, length of time at the property, etc. Have the new FDAs introduce themselves and their background.</p> <p>Meet the new Front Desk Agent in the Hotel Lobby. Introduce the FDA to their coach/mentor for their Learning Journey.</p> <p><b>Delivery</b> Front Desk Facilitator or Onboarding Coach leads FDAs on a Front Desk orientation, including:</p> <ul style="list-style-type: none"> <li>• Front Desk area walk-thru including Front Office, Front Desk, Bell Desk, etc.</li> <li>• Team member introductions</li> <li>• Break areas &amp; lockers</li> <li>• Team member restrooms</li> <li>• Posted communications &amp; information</li> </ul> <p>Be sure to explain specific points of interest and introduce the new FDAs to every Hotel Operations team member you meet. Highlight any areas that team members need to check at the start of each shift. Return to the Front Office area once the tour is complete.</p> <p><b>Debrief</b> Answer any questions that team members may have about the Front Office area. Ask for them to share any general impressions that they have from the tour.</p> <p><b>Transition</b> <i>“Now that you’ve seen the environment we work to create in the Hotel, let’s check to make sure that we match that environment.”</i></p>	30 min
<b>Instructor-led Demonstration: Uniform Check &amp; Appearance Standards at the Front Desk</b>	<p><b>Setup</b> Explain to FDAs that in addition to the property uniform and appearance standards, the Front Desk has additional standards to create a professional and welcoming environment for our guests</p> <p><b>Delivery</b> Front Desk Facilitator or Onboarding Coach demonstrates Front Desk uniform and appearance standards for FDAs including:</p> <ul style="list-style-type: none"> <li>• Uniform standards:</li> </ul>	15 min

	<ul style="list-style-type: none"> <li>○ Correctly fitting uniform</li> <li>○ Clean uniform</li> <li>○ Shoes &amp; hats</li> <li>○ Smile</li> </ul> <ul style="list-style-type: none"> <li>● Appearance standards:             <ul style="list-style-type: none"> <li>○ Conservative make-up, hairstyle and nails</li> <li>○ Jewelry</li> <li>○ Facial hair standards</li> </ul> </li> <li>● Good personal hygiene i.e. washing, using deodorant, brushing teeth &amp; hair, etc.</li> </ul> <p>After the demonstration, the Front Desk Facilitator or Onboarding Coach asks each FDA to take a moment and check their appearance and make any necessary adjustments.</p> <p><b><u>Debrief</u></b> Answer any questions from the FDAs as needed.</p> <p><b><u>Transition</u></b> Lead the FDAs to a workstation and explain that you will now set them up in the Front Desk scheduling system.</p>	
<p><b>Instructor-led System Set-up &amp; Group Discussion: Hotschedules or Virtual Roster</b></p>	<p><b><u>Setup</u></b> Create a profile for each FDA in Hotschedules or Virtual Roster (TBD by property).</p> <p><b><u>Delivery</u></b> Explain your property’s policies and procedures for:</p> <ul style="list-style-type: none"> <li>● When &amp; where shifts are posted</li> <li>● Shift schedules</li> <li>● Breaks &amp; Lunches</li> <li>● Tardiness</li> <li>● Switching shifts/shift exchanges</li> <li>● Calling in procedures</li> <li>● On-call policy</li> <li>● Requesting time-off</li> <li>● Etc.</li> </ul> <p>Answer any additional questions the FDAs may have.</p> <p><b><u>Debrief</u></b> Give the FDAs a spot quiz by asking them to repeat the information you just shared. Provide information prompts as needed.</p> <p><b><u>Transition</u></b> Tell the FDAs they will now take a 15-minute break and to meet at your designated training space (TBD by property or session size). Provide directions to restrooms, break areas and training space as needed.</p>	<p>20 min</p>
<p>15 minute break</p>		
<p><b>Group Leadership Introduction &amp; Large Group Discussion</b></p>	<p><b><u>Setup</u></b> Schedule the Hotel Manager/Director/VP, Housekeeping Manager, Valet Supervisor/Lead, Bell Supervisor/Lead, Retail Manager, Spa Manager, etc. to join this session. Distribute a copy of the Front Desk Agent Onboarding Participant Workbook to each of the FDAs. Have them follow along with the introductions starting on pg. 5.</p> <p><b><u>Delivery</u></b></p>	<p>20 min</p>

	<p>Have each Hotel leaders introduce themselves, their title, which department they oversee, and how their department interacts with the other departments.</p> <p>Ask the leaders to share what their department does to ensure a magical and memorable experience for the guest and how it fits in with the PNK mission to Be the Best Casino Entertainment Company in the World®.</p> <p>Introduce the team member to the department leaders. Ask the Front Desk Manager/Director to share what their department does to ensure a magical and memorable experience for the guest and how it fits in with the PNK mission to Be the Best Casino Entertainment Company in the World®.</p> <p><b><u>Debrief</u></b> Invite the FDAs to ask the leaders any questions.</p> <p><b><u>Transition</u></b> Thank the leaders for coming and let them leave. Tell the FDAs “Let’s look at how we bring our mission and values to life at the Front Desk.”</p>	
<p><b>Large Group Discussion: Front Desk Agent Performance Calibration</b></p>	<p><b><u>Setup</u></b> Arrange the room with the so the flipchart is prominently displayed. Ask participants to use their workbook to take notes for the remainder of the day.</p> <p>Sit down one on one with the FDA and ask the participant to use their workbook to take notes for the remainder of the day.</p> <p><b><u>Delivery</u></b> Ask the FDAs to share what they learned about PNK’s mission in Team Member Orientation. Prompt the FDAs as needed:</p> <ul style="list-style-type: none"> <li>• PNK’s mission is “To Be the Best Casino Entertainment Company in the World.”</li> </ul> <p>Write the PNK mission statement on another flipchart. Ask the FDAs “What does it mean for us to be the best?” and give them 2-3 minutes to flipchart their responses.</p> <p>Ask the FDA to write in their workbook the answer to “What does it mean for us to be the best?” Give the FDA 2-3 minutes to respond then ask the FDA to share their answer.</p> <p>Look for: attractive property, excellent guest service, good restaurants, friendly team members, knowledgeable team members, exciting entertainment, great gaming experiences, etc.</p> <p>Ask the FDAs which of their answers Hotel Operations can help with. Ask probing questions like:</p> <ul style="list-style-type: none"> <li>• Why is the Hotel (specifically the Front Desk) an important point of contact for guests?</li> <li>• Where do guests turn to find out more information about our property?</li> </ul> <p>Underline any responses the FDAs select.</p> <p>Tell the FDAs that Hotel Operations helps with all the ways that PNK can be the best. For each of the flipchart responses ask the FDAs for examples of how they think the Front Desk helps fulfill the PNK mission. Look for responses including:</p> <ul style="list-style-type: none"> <li>• Welcoming guests to the property</li> <li>• Using the guest’s name</li> <li>• Answering guest questions</li> <li>• Directing guests around the property</li> <li>• Recommending amenities, entertainment and services</li> <li>• Creating Magical and Memorable Moments for guests</li> <li>• Assisting guests with problems or issues</li> </ul>	<p>30 min</p>

	<ul style="list-style-type: none"> <li>• Providing feedback to managers and leaders on how we can enhance the guest experience</li> <li>• Etc.</li> </ul> <p>Ask the FDAs to name PNK’s core values. Prompt the FDAs as needed:</p> <ul style="list-style-type: none"> <li>• Excellence</li> <li>• Ownership</li> <li>• Care</li> <li>• Innovation</li> <li>• Ownership</li> </ul> <p>Ask the FDAs to share what they learned in Orientation about each value and what we do as a company to bring it to life. Ask questions to prompt them for specific details.</p> <p>Ask the FDAs how they think we bring our values to life at the Front Desk. Using their workbooks, give the FDAs five minute to work as a group to brainstorm how they think we bring our values to life at the Front Desk.</p> <p>After 5 minutes, call time and flipchart the ideas the FDAs came up with. Ask them questions to clarify any ideas that are unclear or to learn specific details of what actions they could take.</p> <p><a href="#">Ask the FDA to write down and share their ideas on how they think we bring our values to life at the Front Desk. Look for specific examples.</a></p> <p><b><u>Debrief</u></b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Why do we want “To Be the Best Casino Entertainment Company in the World?”</li> <li>• How does our mission define how we will treat our guests?</li> <li>• How do our values influence how we interact with guests at the Front Desk?</li> <li>• What can each Front Desk Agent to live our values at the Front Desk?</li> </ul> <p><b><u>Transition</u></b> Tell the FDAs that now that they have helped defined what role the Hotel plays in helping PNK fulfill its mission, let’s take a closer look into what you/we as Front Desk Agents do to make our property successful.</p>	
<p><b>Instructor-led Group Discovery: The Role of a Front Desk Agent</b></p>	<p><b><u>Setup</u></b> Remove the flipchart from the previous activity and place it on a nearby wall leaving a clean flipchart for the next activity. Have the FDAs close their workbook for the first activity and ask the FDAs what they think it is that a Front Desk Agent is responsible for.</p> <p><b><u>Delivery</u></b> Ask the FDAs to flipchart the answers to:</p> <ul style="list-style-type: none"> <li>• What they believe the job requirements of a Front Desk Agent should be</li> <li>• What the on-the-job responsibilities of a Front Desk Agent are</li> <li>• How a Front Desk Agent should act on the job</li> </ul> <p>Give the FDAs 10 minutes to flipchart all of their ideas and be as specific as possible. At the end of ten minutes, review the items they listed and have them explain why they chose what they did.</p> <p><a href="#">Give the FDA a blank piece of paper and ask them to brainstorm what they think the role of a Front Desk Agent is. Use the questions above to help the FDA dig deeper for their response.</a></p>	<p>40 min 20 min</p>

	<p>Ask the FDAs to open their workbooks to pg. 9 and write a check mark next to each item they listed on their flipchart.</p> <p>Next, review the job description including the Position Description, Essential Functions, Minimum Requirements and Front Desk Responsibilities. Ask an FDA to read each section aloud. After reviewing each section, have the team members ask questions about specific requirements they don't understand and answer their questions.</p> <p>Have an FDA read the Front Office Professionalism Guidelines on pg. 12 in the workbook. Lead a discussion on why these guidelines need to be followed at the Front Desk by asking questions such as:</p> <ul style="list-style-type: none"> <li>• How does our language and how we speak about guests at the Front Desk set the tone for the guest's experience?</li> <li>• Why do you think we don't allow cell phones or personal calls at the Front Desk?</li> <li>• What effect would allowing food and drink at the Front Desk have on a guest's first impressions of our property?</li> </ul> <p>Flipchart the FDAs responses as they are speaking and ask follow-up and clarifying questions to understand their answers.</p> <p>Have the FDA write down their responses to the questions above prior to answering verbally. Ask questions to clarify their responses and provide feedback based on their answers.</p> <p><b>Debrief</b> Ask the FDAs the following questions:</p> <ul style="list-style-type: none"> <li>• From what we've discussed, what do you think are the main responsibilities for a Front Desk Agent?</li> <li>• Why is it important that all Front Desk Agents are able to perform all of their tasks efficiently and correctly?</li> <li>• Why do you think we set such high standards for our Front Desk Agents?</li> </ul> <p><b>Transition</b> Tell FDAs that because the Front Desk is one of the most visible positions at (property name), it takes special, guest service oriented people to be Front Desk Agents.</p>	
<p><b>Self-Directed Individual Reflection: The Role of a Front Desk Agent</b></p>	<p><b>Setup</b> Tell the FDAs it's important that they clearly understand the role of a Front Desk Agent and always keep in mind how important it is that they maintain a welcoming professional attitude at all times on the property.</p> <p><b>Delivery</b> Have the FDAs spend 5 minutes journaling about what they understand about the key responsibilities of an FDA including:</p> <ul style="list-style-type: none"> <li>• What personal behaviors/experiences they can bring to the role to be successful</li> <li>• What personal habits/behaviors they may need to improve on to meet the requirements of the FDA role</li> <li>• What additional actions they will take to make their experiences as an FDA successful</li> </ul> <p>Ask the FDAs to share their journaling entries with the group. Ask the other participants to share any comments or suggestions for their team members.</p>	<p>10 min 5 min</p>

	<p>Ask the FDA to share their journal entry. Ask questions and provide feedback based on what was written.</p> <p><b>Debrief</b> Tell the FDAs that making a commitment now to owning the role of a Front Desk Agent will help set them up to be successful and own their experiences and the experiences they create for our guests.</p> <p><b>Transition</b> Tell the FDAs they will now clock out to take a 30-minute lunch break and to meet at the Front Office. Provide directions to restrooms, break areas and the TDR as needed.</p>	
30 minute Lunch Break		
<p><b>Instructor-led Demonstration: Front Desk Best Practices Procedures Training</b></p>	<p><b>Setup</b> Explain to the FDAs that there are tasks that all FDAs must perform at the beginning and end of each shift at the Front Desk.</p> <p><b>Delivery</b> Walk the FDAs through the beginning of shift procedures including:</p> <ul style="list-style-type: none"> <li>• Storing personal items</li> <li>• Clocking-in</li> <li>• Pre-shift communication</li> <li>• Retrieving headsets, drawers, etc.</li> <li>• Opening a workstation</li> <li>• Location of items stored at a workstation (keys, printer paper, notepaper, etc.) and cleaning supplies</li> </ul> <p>Demonstrate downtime tasks including:</p> <ul style="list-style-type: none"> <li>• Restocking workstations</li> <li>• Cleaning workstations</li> <li>• Etc.</li> </ul> <p>Walk the FDAs through the end of shift procedures including:</p> <ul style="list-style-type: none"> <li>• Closing a workstation</li> <li>• Restocking and cleaning their workstation</li> <li>• Storing headsets, drawers, etc.</li> <li>• Printing and filing end of shift paperwork</li> <li>• Cashing out (overview) and deposits</li> <li>• Clocking out</li> </ul> <p>Ask the FDAs if they have any questions and repeat any information that they are unsure about.</p> <p><b>Transition</b> Ask the FDAs how comfortable they feel about the procedures and if they think they could now show you everything they just learned.</p>	<p>25 min</p> <p>20 min</p>
<p><b>Individual Practice: Beginning &amp; End of Shift Procedures</b></p>	<p><b>Setup</b> Tell the FDAs that they will now have an opportunity to show what they've learned by demonstrating the start of shift, downtime and end of shift procedures.</p> <p><b>Delivery</b> Have the FDAs work together as a group to demonstrate:</p> <ul style="list-style-type: none"> <li>• Storing personal items</li> <li>• Clocking-in</li> </ul>	<p>20 min</p> <p>15 min</p>

	<ul style="list-style-type: none"> <li>• Pre-shift communication</li> <li>• Retrieving headsets, drawers, etc.</li> <li>• Opening a workstation</li> <li>• Location of items stored at a workstation (keys, printer paper, notepaper, etc.) and cleaning supplies</li> </ul> <p>Have the FDAs work together as a group to demonstrate:</p> <ul style="list-style-type: none"> <li>• Restocking workstations</li> <li>• Cleaning workstations</li> <li>• Etc.</li> </ul> <p>Have the FDAs work together as a group to demonstrate:</p> <ul style="list-style-type: none"> <li>• Closing a workstation</li> <li>• Restocking and cleaning their workstation</li> <li>• Storing headsets, drawers, etc.</li> <li>• Printing and filing end of shift paperwork</li> <li>• Cashing out (overview) and deposits</li> <li>• Clocking out</li> </ul> <p>Ask the FDAs questions about any tasks that were not covered or lacked clarity.</p> <p><b>Debrief</b> Ask the FDAs what tasks tripped them up or were overlooked. Emphasize that all FDAs need to consistently perform these tasks correctly so that the Front Desk stays efficient and well-maintained. Ask them what they can do to ensure that they don't overlook any of the required tasks when they start working at the Front Desk</p> <p><b>Transition</b> Walk with the FDAs back to the training space. As you are walking, explain that now that they are familiar with how the manual tasks are performed at the Front Desk, they will now be introduced to the Front Desk computer systems and some of the tasks they will be performing daily using these systems.</p>	
<p><b>Instructor-led Large Group Demonstration: Hotel Systems Overview</b></p>	<p><b>Setup</b> Before this activity, make sure that all Front Desk systems are pre-loaded onto training computers in your training space.</p> <p>Check that all FDAs can sign on to a computer. If an FDA is unable to login to a workstation, log them in using training credentials obtained from Human Resources, make a note of the FDA's team member ID#, and reach out to IT to expedite that team member's login credentials.</p> <p><b>Delivery</b> Have the FDAs open their workbooks to pg. 14. Introduce and login to each of the systems show below:</p> <ul style="list-style-type: none"> <li>• <b>LMS (Lodging Management System):</b> FDAs will use this system to create reservations, check-in guests, and check-out guests. They will also use the LMS to record any special instructions, comps, and billing changes. FDAs will receive in-depth training on this system starting in Week 2 of their onboarding.</li> <li>• <b>HotSOS (Hotel Service Optimization System):</b> FDAs will use HotSOS to place orders for service with Housekeeping for cleaning requests, additional towels and room amenities, and track the orders to communicate effectively with guests.</li> <li>• <b>Outlook (Email):</b> FDAs will use Outlook for external communication with guests and internal communication with team members, leaders, and other departments. FDAs</li> </ul>	<p>25 min</p> <p>20 min</p>



	<p>will also access property communications about special events and promotions via Outlook. (TBD by property)</p> <ul style="list-style-type: none"> <li>• <b>Hotschedules/Virtual Roster:</b> FDAs will receive their weekly work schedule via Hotschedules/Virtual Roster, track their hours, and request shift changes/switches.</li> <li>• <b>Shared Drive:</b> FDAs will access Front Desk forms and documents on the shared network drive (TBD by property)</li> <li>• <b>KRONOS:</b> TBD by property and department clock-out policy</li> <li>• <b>Intranet/Portal:</b> TBD by property</li> <li>• <b>ActiveNetwork:</b> TBD by property</li> <li>• <b>mypnkonline.com</b></li> <li>• Any additional Hotel systems should be introduced here, TBD by property.</li> </ul> <p>Make a note of any team members who are unable to login to or locate any systems or locations.</p> <p><b>Transition</b> Tell the FDAs that they will now have an opportunity to individually practice access the Hotel systems.</p>	
<p><b>Self-Directed Individual Practice Session: Locating Systems &amp; Files</b></p>	<p><b>Setup</b> Tell the FDAs that they will now have some time to practice navigating to all of the Hotel systems and finding commonly used documents or files.</p> <p><b>Delivery</b> FDAs will spend 10-15 minutes practicing navigating to:</p> <ul style="list-style-type: none"> <li>• LMS</li> <li>• HotSOS</li> <li>• Outlook</li> <li>• Hotschedules</li> <li>• Shared Drive</li> <li>• KRONOS</li> <li>• Intranet/Portal</li> <li>• ActiveNetwork</li> <li>• mypnkonline.com</li> </ul> <p>Answer any questions that the FDAs have. As you observe the FDAs, stop with each participant and check that they can access each system correctly and can locate important documents on the Shared Drive. Prompt the FDAs with the correct locations as needed.</p> <p><b>Debrief</b> Call time and ask the FDAs to share how easy/difficult it was to access the systems and find the documents on their own. Ask the FDAs if they identified any shortcuts or ways to find documents faster and have them share them with the group.</p> <p><b>Transition</b> Tell the FDAs that as a group you will now take an in-depth look at how they will use HotSOS at the Front Desk.</p>	<p>15 min</p>
<p><b>Instructor-led Large Group Demonstration: HotSOS</b></p>	<p><b>Setup</b> Explain to the FDAs that the group will now take a deeper look into HotSOS and learn some of the most common actions they will be using within the system.</p> <p><b>Delivery</b> Have each FDA log back into HotSOS and follow along as they work in the system and replicate each action you take for:</p>	<p>25 min 15 min</p>

	<ul style="list-style-type: none"> <li>• Locating an Order</li> <li>• Placing an order/deferred order</li> <li>• Estimating delivery times</li> </ul> <p><b>Debrief</b> Answer any questions the FDAs have about the system. Ask the FDAs questions about the specific functions you covered.</p> <p><b>Transition</b> Tell the FDAs that they will now spend some time practicing locating orders, placing orders, and estimating delivery times in HotSOS.</p>	
<b>Self-Directed Individual Practice Session: HotSOS</b>	<p><b>Setup</b> Ask the FDAs if how comfortable they feel about these tasks in HotSOS. Answer any questions or concerns before proceeding.</p> <p><b>Delivery</b> Tell the FDAs that they will now have 10 minutes to work through the HotSOS exercises on pg. 17-18 of the workbook.</p> <p>FDAs will engage in a self-guided practice session in HotSOS for:</p> <ul style="list-style-type: none"> <li>• Locating an order</li> <li>• Placing an order/deferred order</li> <li>• Estimating delivery times</li> </ul> <p>Answer any questions the FDAs may have and provide any assistance requested.</p> <p><b>Debrief</b> Call time and tell the FDAs that you are the guest who made a housekeeping request. Have each FDAs explain how long the wait time will be for the orders they created so they practice using the correct verbiage when speaking with guests.</p> <p><b>Transition</b> Tell the FDAs they will now take a 15-minute break and provide the FDAs with a return time. Provide directions to restrooms and break areas.</p>	20 min 10 min
15 minute Break		
<b>Instructor-led Large Group Demonstration: HotSOS</b>	<p><b>Setup</b> Explain to the FDAs that the group will now take a deeper look into HotSOS and learn some of the most common actions they will be using within the system.</p> <p><b>Delivery</b> Have each FDA log back into HotSOS and follow along as they work in the system and replicate each action you take for:</p> <ul style="list-style-type: none"> <li>• Monitoring guest issues</li> <li>• Conducting call-backs for guests with completed orders</li> </ul> <p><b>Debrief</b> Answer any questions the FDAs have about the system. Ask the FDAs questions about the specific functions you covered.</p> <p><b>Transition</b> Tell the FDAs that they will now spend some time practicing monitoring guest issues and conducting call-backs for guests in HotSOS.</p>	20 min 10 min
<b>Self-Directed Individual</b>	<b>Setup</b>	15 min

<p><b>Practice Session: HotSOS</b></p>	<p>Ask the FDAs if how comfortable they feel about these tasks in HotSOS. Answer any questions or concerns before proceeding.</p> <p><b><u>Delivery</u></b> Tell the FDAs that they will now have 10 minutes to work through the HotSOS exercises on pg. 17-18 of the workbook.</p> <p>FDAs will engage in a self-guided practice session in HotSOS for:</p> <ul style="list-style-type: none"> <li>• Monitoring guest issues</li> <li>• Conducting call-backs for guests with completed orders</li> </ul> <p>To help the FDAs practice conducting call-backs, move around the room to each FDA and role play a phone call or conversation for the call-back, playing the role of the guest. Answer any questions the FDAs may have and provide any assistance requested.</p> <p><b><u>Debrief</u></b> Call time and tell the FDAs that you are the guest who made a housekeeping request. Have each FDAs explain what the status is for their order and demonstrate how they would call the guest to update them on a completed order so they practice using the correct verbiage when speaking with guests.</p> <p><b><u>Transition</u></b> Ask the FDAs what they think would happen if housekeeping requests were not responded to quickly and accurately.</p>	<p>10 min</p>
<p><b>Instructor-led Large Group Debrief: Working in HotSOS</b></p>	<p><b><u>Setup</u></b> Have the FDAs respond to your last question in the previous activity.</p> <p><b><u>Delivery</u></b> Ask the FDAs how responding to housekeeping requests quickly and accurately ties in with the PNK Mission and Values.</p> <p><i>Look for: builds a positive relationship with guests, keeps our property attractive, builds the professional reputation of our team members, etc.</i></p> <p>Ask the FDAs how giving guests and incorrect room delivery time would impact guest perception of the Hotel and the property.</p> <p>Ask the FDAs why it is important to use the correct verbiage when speaking with guests when we are working in HotSOS. Prompt the FDAs with PNK’s Mission and Values as needed.</p> <p><b><u>Transition</u></b> Walk back to the Front office with the FDAs. Remind FDAs that as they work in any of the Hotel Systems, they need to be mindful of keeping our guest information and any equipment secure.</p>	<p>10 min 5 min</p>
<p><b>Instructor-led Large Group Demonstration: Data Security &amp; Equipment Troubleshooting</b></p>	<p><b><u>Setup</u></b> Ask the FDAs to share what they learned about Data Security in New Hire Orientation. Ask them to share where they think guest information may be accessed at the Front Desk.</p> <p><b><u>Delivery</u></b> Demonstrate for the FDAs and have them assist you as you show them how to:</p> <ul style="list-style-type: none"> <li>• How to logout of all Hotel computer systems</li> <li>• How to lock a workstation if you step away for any reason/amount of time</li> <li>• How to call the IT Help Desk if your workstation freezes/crashes, if a printer jams/is out of paper or toner, or if a headset is not working</li> </ul>	<p>30 min 15 min</p>

	<ul style="list-style-type: none"> <li>• Who to notify if any of the Hotel systems are unavailable (IT, Hotel Leaders, etc.)</li> <li>• How to dispose of unused or unnecessary printouts</li> <li>• How to secure a drawer, phone or headset</li> <li>• Correct procedures for letting a guest use a phone</li> </ul> <p><b>Debrief</b> Answer any questions the FDAs may have. Reinforce that they should NEVER share login information. Ask them how they think these procedures will help keep guest and team member information secure.</p> <p><b>Transition</b> Tell the FDAs that they will now have a chance to practice securing any information they might have access to, their workstation and equipment.</p>	
<p><b>Participant-led Interactive Teach-back: Data Security &amp; Equipment Troubleshooting</b></p>	<p><b>Setup</b> Open up a workstation for each FDA to demonstrate on including opening the LMS, Outlook, Shared Drive, HotSOS, etc. Place a few sample printouts on the printer.</p> <p><b>Delivery</b> Have each FDA demonstrate:</p> <ul style="list-style-type: none"> <li>• How to logout of all Hotel computer systems</li> <li>• How to lock a workstation if you step away for any reason/amount of time</li> <li>• How to call the IT Help Desk if your workstation freezes/crashes, if a printer jams/is out of paper or toner, or if a headset is not working</li> <li>• Who to notify if any of the Hotel systems are unavailable (IT, Hotel Leaders, etc.)</li> <li>• How to dispose of unused or unnecessary printouts</li> <li>• How to secure a drawer, phone or headset</li> <li>• Correct procedures for letting a guest use a phone</li> </ul> <p>Allow the FDAs to prompt each other or provide suggestions before you answer any questions. After each demonstration, ask the FDAs if any steps were missed and share any steps that were missed.</p> <p><b>Debrief</b> Answer any questions the FDAs may have. Reinforce that they should NEVER share login information. Ask them how they think these procedures will help keep guest and team member information secure.</p> <p><b>Transition</b> Answer any questions the FDAs may have outstanding from the day. Congratulate the FDAs on completing their first day of Hotel Onboarding. Tell them to meet you in the Front Office in the morning to continue their Hotel onboarding.</p>	<p>20 min 15 min</p>

Day 3 Total Time: 8 Hours

Day 4:

Learning Activity	Activity Description	Approximate Timing
<p><b>Large Group Instructor-led Discussion:</b></p>	<p><b>Setup</b> Have the FDAs meet you in your designated training space.</p>	<p>15 min</p>

<p><b>Brainstorming Guest Services Operations</b></p>	<p>Setup a clean flipchart Write “Guest Services” on the top of the page.</p> <p>Have the FDA meet you in Guest Services. Sit down with the FDA and ask them to observe operations for 5 minutes. Using their workbook, ask them to write down the different services the GSAs perform.</p> <p><b><u>Delivery</u></b> Ask the FDAs: In addition to creating reservations, checking-in and checking out, what kind of services does the Front Desk provide for guests?</p> <p>Invite the FDAs to come up and flipchart their ideas. Prompt FDAs with hotel -specific services if the FDAs are unfamiliar with the hotel industry. Look for services including:</p> <ul style="list-style-type: none"> <li>• Sending a message</li> <li>• Delivering a wake-up call</li> <li>• Answering a guest call</li> <li>• Sending an email in response to a guest inquiry</li> <li>• Contacting guests with a message at the Front Desk</li> <li>• Arranging a service or amenity</li> <li>• Etc. (TBD by property)</li> </ul> <p>Ask the FDA to share their observations. Look for all of the services listed above. Share any missing services with the FDA.</p> <p><b><u>Debrief</u></b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Why are these services important to our guests?</li> <li>• How does providing these services tie in with living our Values and our commitment to provide Magical and Memorable experiences for our guests?</li> <li>• How do you think we would communicate with guests when providing these services?</li> </ul> <p><b><u>Transition</u></b> Tell the FDAs you will now demonstrate your property’s Guest Services and how these services are delivered.</p>	<p>10 min</p>
<p><b>Large Group Instructor-led Discussion &amp; Demonstration: Guest Services Operations</b></p>	<p><b><u>Setup</u></b> Explain to the FDAs that there are tasks that all Guest Services Agents must perform correctly when working with guests.</p> <p><b><u>Delivery</u></b> Demonstrate all Guest Services procedures including:</p> <ul style="list-style-type: none"> <li>• Equipment care</li> <li>• Sending a message</li> <li>• Delivering a wake-up call</li> <li>• Answering a guest call</li> <li>• Sending an email</li> <li>• Etc.</li> </ul> <p>Demonstrate the correct tone and verbiage for each procedure as appropriate.</p> <p><b><u>Transition</u></b> Ask the FDAs if they have any questions about these procedures and provide the appropriate answers.</p>	<p>25 min 10 min</p>
<p><b>Large Group Participant-led</b></p>	<p><b><u>Setup</u></b></p>	<p>20 min</p>

<p><b>Discussion &amp; Demonstration: Guest Services Operations</b></p>	<p>Ask the FDAs to show you everything they just learned about Guest Services.</p> <p><b><u>Delivery</u></b> Tell the FDAs that they will now demonstrate the correct Guest Services procedures and verbiage for:</p> <ul style="list-style-type: none"> <li>• Equipment care</li> <li>• Sending a message</li> <li>• Delivering a wake-up call</li> <li>• Answering a guest call</li> <li>• Sending an email</li> <li>• Etc.</li> </ul> <p><b><u>Debrief</u></b> Have each FDA demonstrate each procedure with their workbooks as a reference guide as needed. Ask the FDAs to provide feedback to each FDA on their performance and add your feedback/suggestions at the end of each demonstration.</p> <p><b><u>Transition</u></b> Call time and thank the FDAs. Remind the FDAs that as they continue practicing using the correct procedures, tone and verbiage that they will come naturally to them.</p> <p>Tell the FDAs that they will now have the opportunity to observe Guest Services Agents demonstrating how they have come to naturally incorporate the tone and verbiage before in their work.</p>	<p>10 min</p>
<p><b>Partner-led Small Group Discovery: Working in Guest Services</b></p>	<p><b><u>Setup</u></b> Tell the FDAs that they will now have a chance to observe how Guest Services Agents work and communicate with our guests.</p> <p><b><u>Delivery</u></b> Partnering with an FDA, have the Guest Services Agents respond to incoming phone calls or emails and deliver outgoing calls or emails as the FDAs observe. Have the FDAs monitor the calls and provide feedback on what they observe including:</p> <ul style="list-style-type: none"> <li>• Tone of voice</li> <li>• Use of correct spoken/written verbiage</li> <li>• Response time</li> </ul> <p><b><u>Debrief</u></b> Call time after 45 minutes. Pull the FDAs aside and ask the FDAs to share their feedback on the Guest Services Agents’ performance, specifically how they spoke to guests and how consistent they were in their communication.</p> <p><b><u>Transition</u></b> Tell the FDAs that when they return from their 15-minute break that they will have an opportunity to work with Guest Services to help communicate with guests. Give the FDAs a return time and release them for their break.</p>	<p>50 min 30 min</p>
<p>15-minute Break</p>		
<p><b>Self-Directed Individual Practice: Working in Guest Services</b></p>	<p><b><u>Setup</u></b> Tell the FDAs that they will now have a chance to practice interacting with guests.</p> <p><b><u>Delivery</u></b></p>	<p>30 min</p>

	<p>Partnering with a Guest Services Agent, have the FDAs respond to incoming phone calls or emails and deliver outgoing calls or emails. Have the Guest Services Agent monitor the calls and provide feedback to the FDAs on:</p> <ul style="list-style-type: none"> <li>• Tone of voice</li> <li>• Use of correct spoken/written verbiage</li> <li>• Response time</li> </ul> <p><b>Transition</b> Call time and ask the Guest Services Agents to share their feedback on the FDAs’ performance. Ask the Guest Services Agents to provide any feedback or suggestions to help the FDAs continue to improve their communication skills with guests.</p>	
<p><b>Large Group Discussion: Debrief on Individual Practice Session</b></p>	<p><b>Setup</b> Thank the FDAs for work with Guest Services. Ask the FDAs to give a brief recap of some of the highlights of working with Guest Services.</p> <p><b>Delivery</b> Ask the FDAs to evaluate their performance when speaking with guests. Ask them questions including:</p> <ul style="list-style-type: none"> <li>• Why is it important to use the correct tone of voice and verbiage when communicating with guests?</li> <li>• Why do guest email and calls need to be responded to quickly?</li> <li>• What impression does it give a guest when we don’t respond quickly?</li> </ul> <p><b>Transition</b> Thank the FDAs for their work in Guest Services. Remind them to always use the correct tone and verbiage when speaking with guests in person, on the phone or when sending an email.</p>	<p>10 min</p>
<p><b>Large Group Discovery Session: Instructor-led Hotel Room &amp; Key Locations Tour</b></p>	<p><b>Setup</b> Prior to this activity, arrange for any room keys necessary for FDAs to view all available room types.</p> <p><i>Note: As an optional Magical and Memorable Moment for the FDAs, arrange for lunch to be served for the FDAs in one of the suites/villas on your property or at one of the property restaurants. Invite the Hotel Manager/Director to join the FDAs for lunch to welcome them to the property.</i></p> <p>Tell the FDAs that that they will now have the opportunity to experience the property from a Hotel guest’s perspective.</p> <p><b>Delivery</b> Front Desk Facilitator or Onboarding Coach leads FDAs on a tour to demonstrate their knowledge of the Front Desk and property layout, room types key features. Have the FDAs take notes in their workbooks as appropriate during the tour.</p> <p>Elements of the tour should include:</p> <ul style="list-style-type: none"> <li>• Property layout and how to find features such as             <ul style="list-style-type: none"> <li>○ mychoice Desk</li> <li>○ Business Center</li> <li>○ Coffee shop</li> <li>○ Restrooms</li> <li>○ Conference Center (TBD by property)</li> <li>○ Etc.</li> </ul> </li> </ul>	<p>2 Hours <b>90 min</b></p> <p>(Includes lunch break. Adjust team member time clocks as needed.)</p>

	<ul style="list-style-type: none"> <li>• Room types (size, views, features, smoking, etc.), where each room type is located, and LMS codes</li> <li>• Correct verbiage for directing guests around the property</li> <li>• Nearby community features of interest to guests</li> </ul> <p>During the tour, share with the FDAs information about:</p> <ul style="list-style-type: none"> <li>• Dinner specials at the buffet or specific restaurants</li> <li>• Upcoming events or entertainment</li> <li>• mychoice tiers and promotions</li> <li>• Name of the drink most popular drink in the Hotel bar or specialty coffee</li> <li>• Price to send a fax at the Business Center</li> <li>• Etc.</li> </ul> <p><b>Transition</b> Lead the FDAs back to the training space and thank them for their hard work.</p> <p>Escort the FDA back to the Front Desk and answer any questions about the features of the tour.</p>	
<p><b>Self-Directed Individual Research Session: What's Available on Property</b></p>	<p><b>Setup</b> Tell the FDAs that an important part of knowing our property is knowing the details of the property that our guests and team members need to know about.</p> <p><b>Delivery</b> Tell the FDAs that they will now go out into the property and do some research about the property to be able to answer specific questions about what is available on property. Some examples may include:</p> <ul style="list-style-type: none"> <li>• Dinner specials at the buffet or specific restaurant</li> <li>• Upcoming events or entertainment</li> <li>• mychoice promotions or events</li> <li>• Name of the bartender in the casino bar</li> <li>• Specialty coffees available at the Coffee Shop</li> <li>• The cost per page of printing a document in the Business Center</li> <li>• Etc.</li> </ul> <p>Working as a group or independently, the FDAs should to go to as many outlets as possible and ask about special features/services or answers to frequently asked guest questions.</p> <p><b>Transition</b> Give the FDAs a return time and release them to their research.</p> <p><i>Note: Predetermined activities for this activity may be used such as property scavenger hunts or property-specific challenges. The object is for participants to begin to learn the relevant property information and detail that guests frequently ask about.</i></p>	<p>45 min 30 min</p>
<p><b>Large Group Discussion: Instructor-led Debrief on Individual Research Session</b></p>	<p><b>Setup</b> Ask the FDAs to share some of the specific information that they discovered during their research. Encourage the FDAs to write down any information that they hear from other FDAs that they did not find.</p> <p><b>Delivery</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Where did you go to find your information? Who did you talk to?</li> <li>• How easy was it to find the information?</li> <li>• How would you use this information to help a guest at the Front Desk?</li> </ul>	<p>15 min 10 min</p>



	<p>Look for specific, detailed information and how they would share the information with guests.</p> <p><b>Transition</b> Thank the FDAs for their hard work and give individual praise and feedback on the information they found. Encourage the FDAs to continue to learn these important details about your property.</p> <p>Tell the FDAs they will now take a 15-minute break and give them a return time.</p>	
15-minute break		
<b>Instructor-led 1-on-1 Week 1 Review &amp; Check-in</b>	<p><b>Setup</b> Set-up two chairs away from the training computers. Have the FDAs practice logging in to the Hotel Systems, locating key documents, and working in HotSOS.</p> <p><b>Delivery</b> Spend 5-10 minutes talking with each FDA and get to know the FDA. Solicit feedback on their new team member orientation and Hotel Operations onboarding training. Once each conversation is complete, have the FDA return to completing their online courses/acknowledgements.</p>	<p>30 min 10 min</p>
<b>Instructor-led 1-on-1 Week 1 Knowledge Check</b>	<p><b>Setup</b> Set-up two chairs away from the training computers. Have the FDAs login to the PNK Learning Center and start their courses.</p> <p><b>Delivery</b> Have the FDAs continue to practicing logging in to the Hotel Systems, locating key documents, and working in HotSOS. Move around the room and ask each FDA to demonstrate:</p> <ul style="list-style-type: none"> <li>• Beginning/end of shift procedures</li> <li>• Knowledge of the names of the leaders for Housekeeping and Bell Services</li> <li>• Placing an order in HotSOS</li> <li>• The correct verbiage to answer/close a call to Guest Services</li> <li>• Knowledge of 1-2 items from their individual property research</li> <li>• Etc.</li> </ul> <p><b>Transition</b> Call time after 30 minutes and thank the FDAs for their hard work. Have them close out of all Hotel Systems.</p>	<p>30 min 20 min</p>
<b>Self-Directed Web Based Learning: PCI Training</b>	<p><b>Setup</b> Have the FDAs login to the PNK Learning Center and access their learning assignments.</p> <p><b>Delivery</b> Make sure each FDA is able to access the PNK Learning Center. Tell the FDAs that they will complete their PCI Training in preparation to LMS training.</p> <p>Have the FDAs complete any outstanding new hire assignments and acknowledgements and work until time is up.</p> <p><b>Debrief</b> Ask the FDAs what assignments each of them still needs to finish. Make note of what each FDA has outstanding and tell them that you will work with them to find time for them to sit down and finish them.</p> <p><b>Transition</b></p>	<p>1 Hour</p>

	Thank the FDAs for their hard work that week. Tell the FDAs that they will begin working in-depth in the LMS when they continue. Let the FDAs know where the LMS training sessions will be held.	
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**Day 4 Total Time: 8 Hours**

## Hotel Front Desk Agent Onboarding – Week Two

### Module Name: Week 2 Training – LMS Week

**Module Description:** One-week blended learning program to train new Front Desk Agents including LMS training, LMS guest service role-playing and on-the-job learning in Guest Services and as a Lobby Greeter.

### Participation Guidelines:

All guidelines in Black assume a training environment delivery. [Guidelines in Blue are variations for 1:1 delivery at the Front Desk.](#)

**Prerequisite:** PNK New Hire Orientation

### Room Set-up:

- One computer per participant with LMS & Internet access
- Headphones
- Sample cash drawer, cash bag & forms
- Sample luggage
- Car or other form of transportation
- Flipchart/whiteboard and markers

### Participant Materials:

Hotel Front Desk Agent Onboarding Participant Workbook

### Performance Goals:

Front Desk Agents are able to correctly:

- Identify and model PNK's mission, vision, values and guest service culture.
- Demonstrate knowledge to perform essential Front Desk system operations to assist guests
- Perform seamless guest service with all Hotel Operations departments
- Effectively communicate with guests at all stages of their stay

### Coaching Guidelines:

Be sure demonstrate strong professional presence when setting up exercises and providing feedback to participants. Provide specific examples of what you observe and hear during exercises, linking to skills trained to reinforce concepts and learning. Ask open ended and probing questions whenever possible.

Avoid negating participant views by using "but" and "however". This will be particularly important when guiding the feedback that participants provide to one another. Build on participant strengths by instead using "and..." or "so..." to drive the discussion.

When participants are giving feedback to one another, probe for specifics as needed, if necessary, asking them how feedback links to skills discussed.

When additional team members are asked to participate in role plays, coach these team members to challenge the FDAs with realistic guest behavior in challenging situations. When performing role plays, encourage scenarios that include both positive and negative interactions.

**DAY 1: Navigating the LMS & Creating a Reservation**

Learning Activity	Activity Description	Time
<p><b>Participant Led Large Group Discussion: Week 1 Review</b></p>	<p><b>Setup</b> Welcome the FDAs back. Give a brief summary of the previous week of onboarding.</p> <p><b>Delivery</b> FDAs lead discussion with Front Desk Facilitator or Onboarding Coach on review/recap of what they learned in Week 1 training including:</p> <ul style="list-style-type: none"> <li>• Front Desk grooming standards</li> <li>• Where the Front Desk schedule is posted</li> <li>• Correct verbiage for answering calls at Guest Services</li> <li>• Placing an order in HotSOS</li> <li>• Names of leaders at the Bell Desk &amp; Housekeeping</li> <li>• Current/Upcoming entertainment or casino events (or where to find the information)</li> <li>• PNK and Hotel Operations policies</li> <li>• Etc.</li> </ul> <p>Prompt the FDAs with any information they may have overlooked. Ask questions to encourage detailed responses.</p> <p><b>Debrief</b> Ask the FDAs if they have any questions about anything they learned during Week 1. Answer any questions they may have.</p> <p><b>Transition</b> Tell the FDAs that the primary focus this week will focus on learning how to assist guests in the Lodging Management System (LMS) and guests who are in-house.</p>	<p>30 min 20 min</p>
<p><b>Large Group Instructor-Led Interactive Demonstration: Navigating the LMS &amp; Locating a Reservation</b></p>	<p><b>Setup</b> Tell the FDAs that most of the services they will be providing at the Front Desk will be done in the LMS so it is critical that they are able to perform all of these functions seamlessly and accurately.</p> <p><b>Delivery</b> FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Navigating the LMS</li> <li>• Locating a Reservation</li> </ul> <p>FDAs will follow along in the LMS (or test system), replicating the steps as the Front Desk Facilitator or Onboarding Coach demonstrates them and taking notes in their workbook.</p> <p>As you demonstrate each action, explain all details, tools and shortcuts that will benefit the FDAs. Also share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• When the LMS is down/unavailable</li> <li>• When an FDA is unable to locate a reservation in the LMS</li> </ul> <p>As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b>Debrief</b> Answer any questions the FDAs have about the system. Ask the FDAs questions about the specific functions you covered.</p>	<p>45 min 30 min</p>

	<p><b>Transition</b> Tell the FDAs that you'll now take a 15-minute break and give them return time. Let them know that when they return they will be leading a demonstration of what they just learned about navigating the LMS and locating a reservation.</p>	
<b>15-minute Break</b>		
<p><b>Participant-led Interactive Teach-back: Navigating the LMS &amp; Locating a Reservation</b></p>	<p><b>Setup</b> Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b>Delivery</b> FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Navigating the LMS</li> <li>• Locating a Reservation</li> </ul> <p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• When the LMS is down/unavailable</li> <li>• When an FDA is unable to locate a reservation in the LMS</li> </ul> <p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b>Debrief</b> Ask the FDAs questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p> <p><b>Transition</b> Thank the FDAs and congratulate them on explaining the system and using the correct verbiage. Let them know that being able to successfully navigate and find reservations in the LMS is the first step in helping guests plan their experiences with PNK.</p>	<p>30 min 15 min</p>
<p><b>Large Group Instructor-Led Interactive Demonstration: Creating a Reservation &amp; Creating a Comp Reservation</b></p>	<p><b>Setup</b> Tell the FDAs that ensuring a guest's reservation is created correctly is key to having a guest's stay start out seamlessly.</p> <p><b>Delivery</b> FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Creating a Reservation</li> <li>• Property room type codes</li> <li>• Creating a Comp Reservation</li> </ul> <p>FDAs will follow along in the LMS (or test system), replicating the steps as the Front Desk Facilitator or Onboarding Coach demonstrates them and taking notes in their workbook.</p> <p>As you demonstrate each action, explain all details, tools and shortcuts that will benefit the FDAs. Also share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• When a guest requests a room type that is unavailable <ul style="list-style-type: none"> <li>○ Room reservation</li> <li>○ Comp reservation</li> </ul> </li> <li>• When a guest requests a comp rate that is unavailable</li> </ul>	<p>45 min 30 min</p>

	<ul style="list-style-type: none"> <li>When a guest doesn't qualify for a comp or comp rate</li> </ul> <p>As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b>Debrief</b> Answer any questions the FDAs have about the system. Ask the FDAs questions about the specific functions you covered.</p> <p><b>Transition</b> Tell the FDAs that they will now switch roles again and the FDAs will demonstrate how to create reservations in the LMS.</p>	
<p><b>Participant-led Interactive Teach-back: Creating a Reservation &amp; Creating a Comp Reservation</b></p>	<p><b>Setup</b> Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b>Delivery</b> FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>Creating a Reservation</li> <li>Creating a Comp Reservation</li> </ul> <p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>When a guest requests a room type that is unavailable <ul style="list-style-type: none"> <li>Room reservation</li> <li>Comp reservation</li> </ul> </li> <li>When a guest requests a comp rate that is unavailable</li> <li>When a guest doesn't qualify for a comp or comp rate</li> </ul> <p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b>Debrief</b> Ask the FDAs questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p> <p><b>Transition</b> Thank the FDAs and congratulate them on explaining the system and using the correct verbiage. Let them know that creating accurate reservations for guests also gives Hotel Operations the opportunity to find ways to make the guest's stay Magical and Memorable.</p> <p>Give the FDAs 30 minutes for lunch and a return time.</p>	<p>30 min</p> <p>15 min</p> <p>Use on-the-desk observation and feedback for 1:1 onboarding</p>
<b>30-minute Lunch Break</b>		
<p><b>Large Group Instructor-Led Interactive Demonstration: Additional Reservation Features,</b></p>	<p><b>Setup</b> Tell the FDAs that ensuring all the details in a guest's reservation can make sure that guests are able to quickly check in and help all team members find opportunities to create "Wow" moments for our guests.</p> <p><b>Delivery</b></p>	<p>45 min</p> <p>25 min</p>

<p><b>Checking &amp; Confirming a Reservation, Cancelling a Reservation</b></p>	<p>FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Additional Reservation Features – F11 Notes</li> <li>• Checking &amp; Confirming a Reservation</li> <li>• Cancelling &amp; Reinstating a Reservation</li> </ul> <p>FDAs will follow along in the LMS (or test system), replicating the steps as the Front Desk Facilitator or Onboarding Coach demonstrates them and taking notes in their workbook.</p> <p>As you demonstrate each action, explain all details, tools and shortcuts that will benefit the FDAs. Also share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Adding a MMM prompt in F11 Notes</li> <li>• Guest who want to use a pre-paid debit or credit card</li> <li>• Adding names to reservations</li> <li>• Cancelling a reservation within 24-48 hours of check-in</li> </ul> <p>As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b>Debrief</b> Answer any questions the FDAs have about the system. Ask the FDAs questions about the specific functions you covered.</p> <p><b>Transition</b> Tell the FDAs that they will now switch roles again and the FDAs will demonstrate how to check, confirm and cancel reservations in the LMS.</p>	
<p><b>Participant-led Interactive Teach-back: Additional Reservation Features, Checking &amp; Confirming a Reservation, Cancelling a Reservation</b></p>	<p><b>Setup</b> Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b>Delivery</b> FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Additional Reservation Features – F11 Notes</li> <li>• Checking &amp; Confirming a Reservation</li> <li>• Cancelling &amp; Reinstating a Reservation</li> </ul> <p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Adding a MMM prompt in F11 Notes</li> <li>• Guest who want to use a pre-paid debit or credit card</li> <li>• Adding names to reservations</li> <li>• Cancelling a reservation within 24-48 hours of check-in</li> </ul> <p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b>Debrief</b> Ask the FDAS questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p> <p><b>Transition</b></p>	<p>30 min 15 min Use on-the-desk observation and feedback for 1:1 onboarding</p>

	<p>Thank the FDAs and congratulate them on explaining the system and using the correct verbiage. Let them know that being able to successfully navigate and find reservations in the LMS is the first step in helping guests plan their experiences with PNK.</p> <p>Tell the FDAs to take a 15-minute break and give them a return time.</p>	
<b>15-minute break</b>		
<p><b>Self-Guided LMS Practice Lab Session: Navigating the LMS &amp; Creating a Reservation</b></p>	<p><b>Setup</b> Have the FDAs open their workbooks to pg. 21 and login to the LMS. Tell the FDAs that they will now have some time to practice working in the LMS and practice engaging with guests.</p> <p><b>Delivery</b> FDAs will engage in a self-guided practice lab session for the LMS. Participants will work in the LMS using a workbook with scenarios to guide them through:</p> <ul style="list-style-type: none"> <li>• Navigating the LMS</li> <li>• Locating a Reservation</li> <li>• Creating a Reservation (all types)</li> <li>• Adding Reservation Features</li> <li>• Checking &amp; Confirming a Reservation</li> <li>• Cancelling a Reservation</li> </ul> <p>Answer any questions that the FDAs have. As you observe the FDAs, stop with each participant more than once and have them role play creating a reservation with you as if you are the guest. Prompt the FDAs with the correct verbiage and system actions as needed.</p> <p><b>Debrief</b> What was it like working in the LMS on your own for the first time? When we were role playing making a reservation, how did that effect your concentration in the LMS? What part of creating a reservation did you find easy or difficult?</p> <p><b>Transition</b> Explain to the FDAs that while they have been practicing with dummy credit card numbers, that one of their critical responsibilities at the Front Desk is to protect all of our guest's personal data.</p>	<p>2 Hours</p> <p>1 hour</p> <p>Also use on-the-desk observation and feedback for 1:1 onboarding</p>
<p><b>Large Group Instructor-Led Interactive Demonstration: Finding LMS Demos on Hotel SharePoint</b></p>	<p><b>Setup:</b> Tell the FDAs that all LMS SOPs are available to review as video demos on the Hotel SharePoint.</p> <p><b>Delivery:</b> Navigate to the Hotel SharePoint and play one of the videos featuring SOPs you shared today. Explain to the FDAs that they can review the SOPs at any time on the job at the Front Desk to develop their skills and review any actions they are unclear on.</p>	<p>10 min</p>
<p><b>Self-Directed Web Based Learning: PCI Security Training</b></p>	<p><b>Setup</b> Let the FDAs know that because they will be accessing a guest's credit card information that they are required to complete annual Payment Card Industry (PCI) compliance training through the PNK Learning Center. Explain that the course includes a knowledge check which has an 80% minimum passing score.</p> <p><b>Delivery</b> FDAs will log in to the PNK Learning center and complete the Payment Card Industry (PCI) Compliance Training online class. As needed, assist FDAs to login to the PNK Learning Center. Answer any questions the FDAs have about the course.</p> <p><b>Debrief</b></p>	<p>60 min</p>



	Ask the FDAs if they have any questions about credit card safety and data security.  <b>Transition</b> Thank the FDAs for their participation and willingness to learn. Tell them to meet again in your designated training space in the morning to continue mastering the LMS.	
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**DAY 1 TOTAL TIME: 8 HOURS**

**DAY 2: Checking In, Checking Out & Assisting In-House Guests**

<b>Learning Activity</b>	<b>Activity Description</b>	<b>Time</b>
<b>Participant Led Large Group Discussion: Week 2 Day 1 Review</b>	<p><b>Setup</b> Welcome the FDAs back. Give a brief summary of their previous LMS training.</p> <p><b>Delivery</b> FDAs lead discussion with Front Desk Facilitator or Onboarding Coach on review/recap of what they learned in Week 1 training including:</p> <ul style="list-style-type: none"> <li>• Navigating the LMS</li> <li>• Creating a reservation</li> <li>• Creating a comp reservation</li> <li>• Additional reservation features</li> <li>• Checking &amp; confirming a reservation</li> <li>• Cancelling &amp; reinstating a reservation</li> <li>• Credit card compliance policies</li> </ul> <p>Prompt the FDAs with any information they may have overlooked. Ask questions to encourage detailed responses.</p> <p><b>Debrief</b> Ask the FDAs if they have any questions about anything they learned during Day 1 of LMS training. Answer any questions they may have.</p> <p><b>Transition</b> Tell the FDAs that the primary focus for today will be on checking-in guests and assisting guests while they are in-house.</p>	30 min  15 min
<b>Large Group Instructor-Led Interactive Demonstration: Checking-in a Guest</b>	<p><b>Setup</b> Tell the FDAs that check-in is the Front Desk’s first chance to interact with the guest face-to-face and making sure their experience is seamless is an important factor in starting their experience off with a “WOW” moment and preventing issues before they happen.</p> <p><b>Delivery</b> FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Checking-in a guest</li> </ul> <p>FDAs will follow along in the LMS (or test system), replicating the steps as the Front Desk Facilitator or Onboarding Coach demonstrates them and taking notes in their workbook.</p> <p>As you demonstrate each action, explain all details, tools and shortcuts that will benefit the FDAs. Also share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• When the LMS is down/unavailable</li> <li>• Making sure to “in-house” the guest correctly</li> <li>• Checking the room is “Vacant, Clean, Inspected” status</li> <li>• Guest wants credit card deposit waived</li> </ul>	1 Hour  45 min

	<ul style="list-style-type: none"> <li>• Guest wants to use a pre-paid debit or credit card</li> <li>• Guest credit card is declined</li> <li>• Non-registered guests (NRG)</li> <li>• Tax exempt guests</li> <li>• Host booked a different room type than the guest was told they would receive</li> <li>• Room not ready</li> <li>• Back to back reservations</li> <li>• OTA/Expedia pre-paid scenarios (CRID number)</li> <li>• Check-in for non-primary guest</li> <li>• Pre-registered guests</li> </ul> <p>As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b>Debrief</b> Answer any questions the FDAs have about the system or the guest service scenarios that accompany checking-in. Ask the FDAs questions about the specific functions and scenarios you covered.</p> <p><b>Transition</b> Let the FDAs know that checking-in guests correctly can help prevent critical guest issues from arising during their stay and a friendly, positive check-in experience sets the tone for their overall on-property experience.</p> <p>Tell the FDAs to take a 15-minute break and give them a return time.</p>	
<p><b>Participant-led Interactive Teach-back: Checking-in a Guest</b></p>	<p><b>Setup</b> Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b>Delivery</b> FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Checking-in a guest</li> </ul> <p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• When the LMS is down/unavailable</li> <li>• Making sure to “in-house” the guest correctly</li> <li>• Checking the room is “Vacant, Clean, Inspected” status</li> <li>• Guest wants credit card deposit waived</li> <li>• Guest wants to use a pre-paid debit or credit card</li> <li>• Guest credit card is declined</li> <li>• Non-registered guests (NRG)</li> <li>• Tax exempt guests</li> <li>• Host booked a different room type than the guest was told they would receive</li> <li>• Room not ready</li> <li>• Back to back reservations</li> <li>• OTA/Expedia pre-paid scenarios (CRID number)</li> <li>• Check-in for non-primary guest</li> <li>• Pre-registered guests</li> </ul>	<p>30 min</p> <p>20 min</p> <p>Also use on-the-desk observation and feedback for 1:1 onboarding</p>

	<p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b>Debrief</b> Ask the FDAs questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p> <p><b>Transition</b> Thank the FDAs and congratulate them on explaining the system and using the correct verbiage. Let them know that being able to successfully check-in a guest in the LMS is the will help ensure a positive start to their stay.</p>	
<b>15-minute Break</b>		
<p><b>Large Group Instructor-Led Interactive Demonstration: Special Check-in Scenarios</b></p>	<p><b>Setup</b> Tell the FDAs that there are some unique scenarios that may occur during check-in that every FDA must be aware of and know how to assist guests with.</p> <p><b>Delivery</b> FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Special Check-in Scenarios</li> </ul> <p>FDAs will follow along in the LMS (or test system), replicating the steps as the Front Desk Facilitator or Onboarding Coach demonstrates them and taking notes in their workbook.</p> <p>As you demonstrate each action, explain all details, tools and shortcuts that will benefit the FDAs. Also share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Upselling a room</li> <li>• Changing rooms for a guest due to room issues (noise, damage, etc.)</li> </ul> <p>As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b>Debrief</b> Answer any questions the FDAs have about the system or the guest service scenarios that accompany checking-in. Ask the FDAs questions about the specific functions and scenarios you covered.</p> <p><b>Transition</b> Tell the FDAs that upselling a guest on a better room will help make their experience more memorable and being able to assist guests with all check-in scenarios will prepare them to be able to help all guests with anything unexpected during the check-in process.</p>	<p>40 min 20 min</p> <p>Also use on-the-desk observation and feedback for 1:1 onboarding</p>
<p><b>Participant-led Interactive Teach-back: Special Check-in Scenarios</b></p>	<p><b>Setup</b> Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b>Delivery</b> FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Special Check-in Scenarios</li> </ul> <p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p>	<p>20 min 15 min</p> <p>Also use on-the-desk observation and feedback for 1:1 onboarding</p>

	<ul style="list-style-type: none"> <li>• Upselling a room</li> <li>• Changing rooms for a guest due to room issues (noise, damage, etc.)</li> </ul> <p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b>Debrief</b> Ask the FDAS questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p> <p><b>Transition</b> Thank the FDAs and congratulate them on explaining the system and using the correct verbiage. Let them know that being able to assist a guest with all check-in scenarios will help ensure a seamless beginning to the guest’s stay.</p> <p>Release them for a 30-minute lunch break and give them a return time.</p>	
<p><b>Self-Guided LMS Practice Lab Session: Checking-in a Guest &amp; Special Check-in Scenarios</b></p>	<p><b>Setup</b> Have the FDAs open their workbooks to pg. 34 and login to the LMS. Tell the FDAs that they will now have some time to practice working in the LMS and practice engaging with guests.</p> <p><b>Delivery</b> FDAs will engage in a self-guided practice lab session for the LMS. Participants will work in the LMS using a workbook with scenarios to guide them through:</p> <ul style="list-style-type: none"> <li>• Checking-in a Guest</li> <li>• Special Check-in Scenarios</li> </ul> <p>Answer any questions that the FDAs have. As you observe the FDAs, stop with each participant more than once and have them role play checking-in with you as if you are the guest. Prompt the FDAs with the correct verbiage and system actions as needed.</p> <p><b>Debrief</b> What was it like working in the LMS completing check-ins compared to creating reservations? When we were role playing checking-in a guest, how did that effect your concentration in the LMS? What part of checking-in did you find easy or difficult?</p> <p><b>Transition</b> Explain to the FDAs that while they have been practicing checking-in, a lot of key guest service scenarios at the Front Desk occur once the guest is in-house.</p>	<p>1 Hour 45 min</p> <p>Also use on-the-desk observation and feedback for 1:1 onboarding</p>
<p><b>30-minute Lunch Break</b></p>		
<p><b>Large Group Instructor-Led Interactive Demonstration: Checking-Out a Guest</b></p>	<p><b>Setup</b> Tell the FDAs that creating a smooth check-out for our guests gives us a final opportunity to build a positive and professional reputation and make the overall Hotel experience something they want to repeat.</p> <p><b>Delivery</b> FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Checking-Out a Guest</li> <li>• Basic cashiering</li> </ul> <p>FDAs will follow along in the LMS (or test system), replicating the steps as the Front Desk Facilitator or Onboarding Coach demonstrates them and taking notes in their workbook.</p> <p>As you demonstrate each action, explain all details, tools and shortcuts that will benefit the FDAs. Also share and additional or manual processes for:</p>	<p>30 min</p>

	<ul style="list-style-type: none"> <li>• Guest requests a late checkout (4pm)</li> <li>• Room deposit is forfeit due to damage in guest room</li> <li>• Room charge discrepancies (gratuities, unauthorized charges, etc.)</li> </ul> <p>As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b><u>Debrief</u></b> Answer any questions the FDAs have about the system or the guest service scenarios that accompany checking-out. Ask the FDAs questions about the specific functions and scenarios you covered.</p> <p><b><u>Transition</u></b> Tell the FDAs that providing exceptional guest service when a guest checks-out is just as critical as any point during their stay. Explain to the FDAs that this is usually the last opportunity for the Front Desk to create a magical and memorable experience.</p>	
<p><b>Participant-led Interactive Teach-back: Checking-Out a Guest</b></p>	<p><b><u>Setup</u></b> Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b><u>Delivery</u></b> FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Checking-Out a Guest</li> <li>• Basic cashiering</li> </ul> <p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Guest requests a late checkout (4pm)</li> <li>• Room deposit is forfeit due to damage in guest room</li> <li>• Room charge discrepancies (gratuities, unauthorized charges, etc.)</li> </ul> <p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b><u>Debrief</u></b> Ask the FDAS questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p> <p><b><u>Transition</u></b> Thank the FDAs and congratulate them on explaining the system and using the correct verbiage. Let them know that being able to assist a guest at check-out will help them leave the property with a positive last impression.</p>	<p>20 min</p> <p>Also use on-the-desk observation and feedback for 1:1 onboarding</p>
<p><b>Instructor-led Group Discovery: Assisting In-House Guests</b></p>	<p><b><u>Setup</u></b> Tell the FDAs that many guests, especially those who are staying in the Hotel, see the Front Desk as an Information Desk for the property as well as the point of contact for any room requests or issues during their stay. To ensure that they are always ready to assist guests with any requests, all FDAs need to identify the types of assistance they will need to offer.</p> <p><b><u>Delivery</u></b> Ask the FDAs “What kind of requests do you think we get from guests at the Front Desk?”</p>	<p>30 min</p> <p>20 min</p>

	<p>Flipchart the FDAs responses. Look for scenarios like:</p> <ul style="list-style-type: none"> <li>• Assisting guests with messy/damaged rooms</li> <li>• Assisting guests with special requests</li> <li>• Guest wants to setup reservations/amenity for a special occasion</li> <li>• Assisting guests with finding an on-property amenity or mychoice® Desk</li> <li>• Guest wants to change/upgrade room</li> <li>• Guest wants to extend their stay</li> <li>• Assisting guests when rooms are oversold</li> <li>• Assisting guests when reservations are incorrect or missing</li> <li>• Early check-ins/late check-outs</li> </ul> <p>Ask the FDA to write their responses on pg.44 of their workbook.</p> <p>Ask the FDAs “What other types of request do you think we assist guests with at the Front Desk?”</p> <p><i>Note: Front Desk Facilitator or Onboarding Coach may need to prompt FDAs with hotel-specific services if the FDAs are unfamiliar with the hotel industry. Scenarios should include:</i></p> <ul style="list-style-type: none"> <li>• Guest requests services we don’t provide (daycare, floral, etc.)</li> <li>• Guest whose credit card is declined</li> <li>• Guests having on-property relationship issues (verbal arguments, physical arguments)</li> <li>• Having to cut off room charging privileges</li> <li>• Changing the credit card on a room</li> <li>• Guest wants to extend their stay and have it comped</li> <li>• Room is accidentally double-occupied (<i>Guest incorrectly in-housed at check-in and room resold</i>)</li> <li>• Room charge discrepancies</li> <li>• Guest wants a neighboring guest moved</li> <li>• Assisting guests with disabilities</li> <li>• Guest asking if another guest is in-house</li> <li>• Inquiries about non-registered guests</li> <li>• Etc.</li> </ul> <p>Ask the FDAs to come up to the flipchart(s) and check next to the requests they think happen the most frequently. Give the FDAs 2-3 minutes to check next to the request then call time. Tell the FDAs that all of these requests and more are regularly received at the Front Desk.</p> <p>Ask the FDA to write a check mark next to the requests they think happen the most frequently. Tell the FDAs that all of these requests and more are regularly received at the Front Desk.</p> <p>Ask the FDAs what other guest interactions FDAs have with guests staying in the hotel. Look for examples like:</p> <ul style="list-style-type: none"> <li>• Unhappy/grumpy on arrival guests</li> <li>• Intoxicated guests</li> <li>• Angry guests</li> <li>• Guests who have experienced guest service issues</li> <li>• Guests who are feeling unwell</li> <li>• Impatient/frustrated guests</li> <li>• Etc.</li> </ul>	
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	<p>Tell the FDAs that they will be working with guests who are experiencing all kinds of emotions and situations. Ask the FDAs what the goal of each guest interaction should be? What do we want our guests to walk away from a conversation with us feeling? Look for responses like:</p> <ul style="list-style-type: none"> <li>• Satisfied</li> <li>• Concerns resolved</li> <li>• Happy/excited</li> <li>• That we have taken care of their issue</li> <li>• Etc.</li> </ul> <p><b>Debrief</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• What are some common themes that you see in the requests that guests share with us at the Front Desk?</li> <li>• What do you think our guests are looking for when they come to us for assistance?</li> </ul> <p><b>Transition</b> Tell the FDAs that as a group, you'll now look at some basic steps you can take as you work with guests to get to the root of an issue so you can find a way to take care of our guests. Tell the FDAs that these scenarios that they've just identified will be used during the guest service training module as some of their role-playing scenarios.</p> <p><i>Note: These scenarios will also be used for Week 3 guest service training and role plays. Save the flipchart sheets or record the scenarios for use in Week 3.</i></p>	
<p><b>Instructor-led Group Discussion: Providing Assistance to In-House Guests</b></p>	<p><b>Setup</b> Open a new flipchart page. Restate the FDAs' answers to the questions for the Debrief in the previous activity. Tell the FDAs you will now discuss as a group some basic steps to help them in their interactions with in-house guests.</p> <p><a href="#">Ask the FDA to open pg.44 of their workbook.</a></p> <p><b>Delivery</b> Ask the FDAs what they think the first thing they need to do when any guest contacts them at the Front Desk is. Flipchart all responses. Prompt the FDAS with additional questions as needed and prompt them to think about the <i>first</i> thing that needs to be done to help the guest. Give the FDAs 1-2 minutes to respond. At the end of two minutes, circle the word "listen" if you have already written it on the flipchart. If it is not already on the flipchart, write it on the flipchart.</p> <p><a href="#">Ask the FDA to brainstorm what they think the first thing they need to do when any guest contacts them at the Front Desk is. Prompt the FDAS with additional questions as needed and prompt them to think about the first thing that needs to be done to help the guest. Give the FDA one minute to respond. Look for the word "listen" in their response.</a></p> <p>Ask the FDAs why "listen" needs to be the first thing they do to help a guest. Look for any responses and prompt the FDAs as needed to the idea that listening will help them understand what the guest needs from you – information, emotional connection, understanding, etc.</p> <p>Ask the FDAs what else you need to show/do when a guest contacts you at the Front Desk. Flipchart the FDAs responses. Give the FDAs 1-2 minutes to respond. At the end of two minutes, circle the word "empathize" if you have already written it on the flipchart. If it is not already on the flipchart, write it on the flipchart.</p>	<p>20 min  15 min</p>

	<p>Ask the FDA to brainstorm what else you need to show/do when a guest contacts you at the Front Desk. Give the FDA one minute to respond. Look for the word “empathize” in their responses.</p> <p>Ask the FDAs why the guests need you to empathize with them. Look for any responses and prompt the FDAs as needed to making an emotional connection, showing you care, etc. Ask the FDAs if an apology is always needed when empathizing with the guest. When would giving an apology not be necessary? What are some of the ways you can show empathy for the guest without directly apologizing?</p> <p>Ask the FDAs what they can do while listening and empathizing to find out more information that you can use to help the guest. What can you do to find out more information? Flipchart the FDAs responses. Give them FDAs time to respond and prompt the FDAs with “ask questions” as needed. Ask the FDAs what you are trying to do when you ask the guest questions. Look for answers that include get more information/details, determine what you can do to help the guest, find additional ways you can help take care of the guest, etc.</p> <p>Ask the FDA to brainstorm what they can do to find out more information you can use to help the guest. Give the FDA one minute to respond. Look for “ask questions” in their responses.</p> <p>Ask the FDAs what they can do next after listening, empathizing, and asking the guest questions. Flipchart the FDAs responses. Give the FDAs 1-2 minutes to respond. At the end of two minutes, circle the words “provide options or solutions” if you have already written it on the flipchart. If it is not already on the flipchart, write it on the flipchart. Ask the FDAs why they need to provide options or a solution when a guest contacts the Front Desk. What do you think would happen if you didn’t find and carry out a solution for the guest?</p> <p>Ask the FDA to brainstorm what they can do to find out more information you can use to help the guest. Give the FDA one minute to respond. Look for “provide options or solutions” in their responses. Ask the FDA why they need to provide options or a solution when a guest contacts the Front Desk. What do you think would happen if you didn’t find and carry out a solution for the guest?</p> <p><b>Debrief</b> How does each of these steps (Listen, Empathize, Ask questions, and Provide a solution) help us take care of our in-house guests? What happens when you don’t follow through on all of these steps or leave one or more steps out? What else can we do to take care of a guest once we’ve provided a solution for them? How should every guest feel when they walk away from an interaction with you or hang up the phone? What can you do to make sure they feel that way?</p> <p><b>Transition</b> Tell the FDAs that now that they understand some of the basic ways they can help our in-house guests, they will now have a chance to practice listening, empathizing, asking questions, and providing a solution for our guests.</p>	
<b>15-minute Break</b>		
<p><b>Instructor-led Role Play: Providing Assistance to In-House Guests</b></p>	<p><b>Setup</b> Tell the FDAs that you will practice assisting in-house guests. The FDAs will act as Front Desk Agents to help the guest. Additional FDAs or Front Desk leaders should participate as “guests” to make the role-plays more effective. Tell the guests that they will be role-playing the in-house guest service scenarios identified by the FDAs in an earlier activity.</p> <p><b>Delivery</b> Tell the FDAs that they will now simulate assisting in-house guests at the Front Desk. While they are interacting with the guests, they should concentrate on listening to the guest,</p>	<p>30 min</p> <p>20 min</p> <p>Also use on-the-desk observation and feedback</p>



	<p>showing empathy, asking questions to get additional information or details, and working with the guest to find/deliver a solution. The emphasis for this exercise is for the FDAs to focus on listening, showing empathy, and asking questions to draw out more details about the guest service situation. You (their Front Desk Facilitator or Onboarding Coach) will act as the Front Desk “lead” for the activity that they can call over for assistance.</p> <p>Have the FDAs and “guests” start the role plays. As you walk around as the “lead” observe the role-plays and feedback sessions. Answer any questions that they FDAs may have and prompt the FDAs with the correct actions/verbiage as needed. Call time time for each role play after 3 minutes. Next, have the “guest” provide 1-2 minutes of feedback to the FDAs on how well the FDA listened, showed empathy, and the quality of the questions asked. If the FDA provided a solution, the “guest” should also provide feedback on the solution. Depending on the size of the group, have the guests move between the FDAs after each role-play so the FDAs experience a variety of interactions. Continue the cycle of role-play and feedback until there are 5 minutes left in the class.</p> <p><b><u>Debrief</u></b> Ask the FDAs what they struggled the most with</p> <p><b><u>Transition</u></b> Tell the FDAs that they will have more opportunities in their upcoming training to practice assisting in-house and guests with difficult issues. They will also receive additional training and practice with recognizing and using PNK’s service recovery tools to help challenging situations become opportunities to create Magical &amp; Memorable Moments.</p>	for 1:1 onboarding
<p><b>Instructor-led Group Discovery: Identifying &amp; Assisting Guests with Special Circumstances</b></p>	<p><b><u>Setup</u></b> Reveal a clean flipchart page. Welcome the FDAs back from their break. Tell the FDA that part of taking care of our in-house guests is assisting guests who have special needs. <a href="#">Ask the FDA to go to pg.45 in their workbook.</a></p> <p><b><u>Delivery</u></b> Ask the FDAs what kinds of special needs guests or special guest requests they think they will be assisting with at the Front Desk. Flip chart their responses. Prompt the FDAs with scenarios such as:</p> <ul style="list-style-type: none"> <li>• Guests who cannot speak English or have limited understanding of English</li> <li>• Guests who request a wheelchair or scooter</li> <li>• Guests with medical emergencies or issues</li> <li>• Guest who requests to speak with a team member or for information on a team member</li> <li>• Guests who request to speak with a property leader</li> <li>• Directing guests/applicants to Human Resources or other Heart of House offices</li> <li>• Etc.</li> </ul> <p><a href="#">Ask the FDA to brainstorm what kinds of special needs guests or special guest requests they think they will be assisting with at the Front Desk. Prompt the FDAS with additional questions as needed and prompt them to think about the circumstances they have observed at the Front Desk.</a></p> <p>Ask the FDAs to share their ideas on how they would assist guests with any of the scenarios on the flipchart. Have them share their ideas then tell the FDAs additional or preferred options including:</p> <ul style="list-style-type: none"> <li>• Maintain a professional and respectful attitude at all times</li> <li>• Speak slowly and clearly; ask another FDA or supervisor for assistance; ask a supervisor if there is another team member who can translate</li> </ul>	20 min

	<ul style="list-style-type: none"> <li>• Wheelchairs are available for guests on a first come, first served basis; Requests are entered into HotSOS and delivered by the Bell Desk; Scooters are not available at all properties; FDAs should contact their supervisor for more information</li> <li>• Call 911 and notify Security; notify EVS in case of biohazard or bodily fluids; notify a manager of the situation</li> <li>• Never pass out team member information; notify a manager for assistance</li> <li>• Notify a supervisor or manager to assist the guest</li> <li>• Contact the team member or department the guest wants to meet with and have them come to the Front Desk to escort the guest to the Heart of House; Notify Security that a guest needs an escort to the Heart of House; direct applicants to the external Human Resources entrance</li> <li>• Etc.</li> </ul> <p>Ask the FDA to brainstorm ideas on how they would assist guests with any of the scenarios they observed. Prompt the FDAs with additional questions as needed to clarify their ideas.</p> <p><b><u>Debrief</u></b> Ask the FDAs why they would need to maintain a respectful and professional attitude at all times. How does keeping a professional attitude help you and the guest work towards a positive outcome? When would Security need to become involved with these types of guest scenarios? When would Security not need to be notified?</p> <p><b><u>Transition</u></b> Tell the FDAs that sometimes it is necessary to contact Security to help ensure guest and team member safety and that there are guidelines for all team members who work in the Hotel to help ensure guest safety and confidentiality during their stay with us.</p>	
<b>Instructor-led Group Tour: Emergency Procedures</b>	<p><b><u>Setup</u></b> Walk with the FDAs to the Front Desk to meet the Front Desk Manager or Supervisor. As you are walking to the Front Desk, explain that in the event of an emergency, there are defined procedures that must be followed to take care of our guests and keep them safe. Tell the FDAs that with the correct preparation, all Front Desk Agents will be able to quickly execute these procedures.</p> <p><b><u>Delivery</u></b> Ask the Front Desk Manager or Supervisor to explain how the Front Desk prepares for an emergency including:</p> <ul style="list-style-type: none"> <li>• Running the Expected Arrivals, Expected Departures, In-House, and Physically Impaired reports every 2 hours</li> <li>• Where these reports are kept</li> <li>• Correct procedure for directing guests to evacuate the hotel</li> <li>• Securing their station</li> <li>• Emergency exit routes</li> </ul> <p>Lead the FDAs to the nearest emergency exit from the Front Desk. Lead them through any alternate routes as applicable.</p> <p><b><u>Debrief</u></b> Ask the FDAs why they need to know this information. Ask them to share suggestions of things they can do to review these procedures.</p> <p><b><u>Transition</u></b></p>	20 min

	Lead the FDAs back to the training space. Ask you are walking, explain to the FDAs that they will be responsible for maintaining guest safety and security at all times, including to help protect our guests' everyday safety and the safety of their belongings.	
<b>Instructor-led Group Discussion &amp; Video: Maintaining In-House Guest Safety</b>	<p><b>Setup</b> Ask the FDAs why it is important for all team members to follow all safety and privacy policies.</p> <p><b>Delivery</b> Show the video: <i>Dateline - Hotel Safety and Security</i> (run time: 9:15) <a href="https://www.youtube.com/watch?v=udcZjs9_g80">https://www.youtube.com/watch?v=udcZjs9_g80</a></p> <p>Ask the FDAs what their impressions were of the situations shown in the video. How easy was it for the investigator to gain access to guest rooms? How do you balance wanting to help a guest with keeping guest rooms and information secure? What questions could you ask to verify someone's identity before letting them access a room? How can each of us keep a guest's information confidential during the check-in process?</p> <p>Ask the FDAs what the Hotel policy is on releasing in-house guest information to other guests. If needed, prompt the FDAs with the correct answer (do not release information). What about adding an additional name onto a reservation? What authorization do you need to add an additional name onto a reservation? If needed, prompt the FDAs that the original guest must be present to authorize any additional names on their reservation?</p> <p>Ask the FDAs what they should do if a guest asks you to page another guest. Listen to their ideas and if needed, prompt the FDAs that they should ask the guest to leave a message at the Front Desk and you will deliver it if possible.</p> <p>Ask the FDAs what they would do if they receive a call from a concerned family member or Housekeeping about a guest's welfare. Listen to their ideas and if needed, prompt the FDAs that they should create a welfare check in HotSOS for Security to perform a welfare check on the guest. Once you have alerted Security, they will check the guest and update the concerned party.</p> <p><b>Debrief</b> After viewing the video, what can you do to ensure that unauthorized individuals do not gain access to guest rooms and information? What checks can you perform when someone is asking for a room key for a room that's not in their name? What about if a guest just wants you to contact another guest, what should you do?</p> <p><b>Transition</b> Answer any questions the FDAs have about guest safety and security. Tell the FDAs that they will receive additional and frequent refresher training about these types of issues because safety and security is so important at the Front Desk. Ask the FDAs if they have any questions about anything covered in today's training. Thank the FDAs for their participation. Tell them to meet again in your designated training space in the morning to learn about helping guests check out in the LMS.</p>	30 min

**DAY 2 TOTAL TIME: 8 HOURS**

**DAY 3: Posting & Adjusting Folios**

Learning Activity	Activity Description	Time
<b>Participant Led Large Group</b>	<p><b>Setup</b> Welcome the FDAs back. Give a brief summary of their second day of LMS training.</p>	10 min

<p><b>Discussion: Week 2 Day 2 Review</b></p>	<p><b><u>Delivery</u></b>          FDAs lead discussion with Front Desk Facilitator or Onboarding Coach on review/recap of what they learned in Week 1 training including:</p> <ul style="list-style-type: none"> <li>• Checking-in guests</li> <li>• Special check-in scenarios           <ul style="list-style-type: none"> <li>○ Guest wants credit card deposit waived</li> <li>○ Guest wants to use a pre-paid debit or credit card</li> <li>○ Guest credit card is declined</li> <li>○ Non-registered guests</li> <li>○ Host booked a different room type than the guest was told they would receive</li> </ul> </li> <li>• Checking-out guests</li> <li>• Making sure to “in-house” the guest correctly</li> <li>• Assisting in-house guests</li> </ul> <p>Prompt the FDAs with any information they may have overlooked. Ask questions to encourage detailed responses. Review any helpful shortcuts.</p> <p><b><u>Debrief</u></b>          Ask the FDAs if they have any questions about anything they learned during Day 2 of LMS training. Answer any questions they may have.</p> <p><b><u>Transition</u></b>          Tell the FDAs that the primary focus for today will be on checking-out guests, billing/posting and adjusting guest folios.</p>	
<p><b>Group Instructor-Led Interactive Demonstration: Settlement Folio Screen &amp; Posting Charges</b></p>	<p><b><u>Setup</u></b>          Tell the FDAs that creating a smooth check-out for our guests gives us a final opportunity to build a positive and professional reputation and make the overall Hotel experience something they want to repeat.</p> <p><b><u>Delivery</u></b>          FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Settlement Folio Screen</li> <li>• Posting Charges</li> </ul> <p>As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b><u>Debrief</u></b>          Answer any questions the FDAs have about the system or the guest service scenarios that accompany posting charges. Ask the FDAs questions about the specific functions and scenarios you covered.</p> <p><b><u>Transition</u></b>          Tell the FDAs that posting charges can be a little tricky which is why we will take the time to focus on making sure all FDAs are comfortable performing all the steps and functions involved.</p>	<p>45 min</p>
<p><b>Participant-led Interactive Teach-back: Settlement Folio Screen &amp; Posting Charges</b></p>	<p><b><u>Setup</u></b>          Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b><u>Delivery</u></b>          FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Posting Charges</li> </ul>	<p>45 min</p>

	<p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Billing/Comping disputes</li> </ul> <p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b><u>Debrief</u></b> Ask the FDAs questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p>	
<b>15-minute Break</b>		
<p><b>Group Instructor-Led Interactive Demonstration: Adjusting a Folio</b></p>	<p><b><u>Setup</u></b> Tell the FDAs that creating a smooth check-out for our guests gives us a final opportunity to build a positive and professional reputation and make the overall Hotel experience something they want to repeat.</p> <p><b><u>Delivery</u></b> FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Adjusting a Folio</li> </ul> <p>FDAs will follow along in the LMS (or test system), replicating the steps as the Front Desk Facilitator or Onboarding Coach demonstrates them and taking notes in their workbook.</p> <p>As you demonstrate each action, explain all details, tools and shortcuts that will benefit the FDAs. Also share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Room charge discrepancies (gratuities, unauthorized charges, etc.)</li> <li>• Paid Outs</li> <li>• Suppress Print Guest Pay Folio</li> </ul> <p>As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b><u>Debrief</u></b> Answer any questions the FDAs have about the system or the guest service scenarios that accompany checking-in. Ask the FDAs questions about the specific functions and scenarios you covered.</p> <p><b><u>Transition</u></b> Tell the FDAs that adjusting folios and comps can be a little tricky which is why we will take the time to focus on making sure all FDAs are comfortable performing all the steps and functions involved.</p>	50 min
<p><b>Participant-led Interactive Teach-back: Adjusting a Folio</b></p>	<p><b><u>Setup</u></b> Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b><u>Delivery</u></b> FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Adjusting a Folio</li> </ul>	50 min  Use on-the-desk observation and feedback

	<p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Billing/Comping disputes</li> <li>• Room charge discrepancies (gratuities, unauthorized charges, etc.)</li> <li>• Paid Outs</li> <li>• Suppress Print Guest Pay Folio</li> <li>• Deactivate/Reactivate Folios</li> </ul> <p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b>Debrief</b> Ask the FDAs questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p> <p><b>Transition</b> Thank the FDAs and congratulate them on explaining the system and using the correct verbiage. Let them know that while billing and comping disputes can frequently occur, when they assist the guest correct they can turn what could be a frustrating experience for the guest into an easy and friendly interaction.</p>	for 1:1 onboarding
<b>30-minute Lunch Break</b>		
<p><b>Group Instructor-Led Interactive Demonstration: Applying Comps and Transferring Charges</b></p>	<p><b>Setup</b> Tell the FDAs that creating a smooth check-out for our guests gives us a final opportunity to build a positive and professional reputation and make the overall Hotel experience something they want to repeat.</p> <p><b>Delivery</b> FDAs participate in Front Desk Facilitator or Onboarding Coach-led interactive demonstrations for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Applying Comps to a Reservation</li> <li>• Transferring Charges</li> </ul> <p>FDAs will follow along in the LMS (or test system), replicating the steps as the Front Desk Facilitator or Onboarding Coach demonstrates them and taking notes in their workbook.</p> <p>As you demonstrate each action, explain all details, tools and shortcuts that will benefit the FDAs. Also share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Billing/Comping disputes</li> </ul> <p>Room charge discrepancies (gratuities, unauthorized charges, etc.)As you demonstrate each action, remember to demonstrate the correct verbiage that the FDAs would use with guests at all times.</p> <p><b>Debrief</b> Answer any questions the FDAs have about the system or the guest service scenarios that accompany checking-in. Ask the FDAs questions about the specific functions and scenarios you covered.</p> <p><b>Transition</b></p>	45 min

	Tell the FDAs that adjusting folios and comps can be a little tricky which is why we will take the time to focus on making sure all FDAs are comfortable performing all the steps and functions involved.	
<b>Participant-led Interactive Teach-back: Applying Comps and Transferring Charges</b>	<p><b>Setup</b> Allow the FDAs 2-3 minutes to review and determine who demonstrate each function within the LMS.</p> <p><b>Delivery</b> FDAs lead interactive demonstration for LMS training modules:</p> <ul style="list-style-type: none"> <li>• Applying Comps to a Reservation</li> <li>• Transferring Charges</li> </ul> <p>The Front Desk Facilitator or Onboarding Coach will follow along in the LMS (or test system), replicating the steps as the FDA demonstrates them and taking notes.</p> <p>As the FDAs demonstrate each action, prompt them to explain all details, tools and shortcuts that can be used. Have them share and additional or manual processes for:</p> <ul style="list-style-type: none"> <li>• Billing/Comping disputes</li> </ul> <p>As they demonstrate each action, they should demonstrate the correct verbiage that they would use with guests at all times.</p> <p><b>Debrief</b> Ask the FDAs questions about system functions that were unclear in their demonstration. Prompt them as needed with correct verbiage, functions, shortcuts, etc. Provide feedback about any specific areas that the FDAs may need to focus on for improvement.</p> <p><b>Transition</b> Thank the FDAs and congratulate them on explaining the system and using the correct verbiage. Let them know that while billing and comping disputes can frequently occur, when they assist the guest correct they can turn what could be a frustrating experience for the guest into an easy and friendly interaction.</p>	45 min
<b>Self-Guided LMS Practice Lab Session: Checking-out a Guest</b>	<p><b>Setup</b> Have the FDAs open their workbooks* to pg. 44 and login to the LMS. Tell the FDAs that they will now have some time to practice working in the LMS and practice engaging with guests on checking-out and billing.</p> <p><b>Delivery</b> FDAs will engage in a self-guided practice lab session for the LMS. Participants will work in the LMS using a workbook with scenarios to guide them through:</p> <ul style="list-style-type: none"> <li>• Posting Charges</li> <li>• Adjusting a Folio</li> <li>• Applying Comps to a Reservation</li> <li>• Transferring Charges</li> </ul> <p>Answer any questions that the FDAs have. As you observe the FDAs, stop with each participant more than once and have them role play checking-out with you as if you are the guest or as if you have a billing/comping dispute. Prompt the FDAs with the correct verbiage and system actions as needed.</p> <p><b>Debrief</b> What was it like working in the LMS checking-out guests compared to checking guests in? When we were role playing checking-out a guest, how did that effect your concentration in the LMS? How did your concentration and interaction change when the</p>	40 min

	<p>guest had a billing or comping issue? What functions around billing and comping are you still unsure about?</p> <p><b>Transition</b> Explain to the FDAs that they will have additional practice with billing and comping adjustments after their break. Tell them that they will now take a 15-minute break and give them a return time.</p> <p><i>*Workbook scenarios will consist primarily of adjusting folios, applying comps, and posting/transferring charges as these areas have been identified as requiring extra practice.</i></p>	
<b>15-minute break</b>		
<p><b>Self-Guided LMS Practice Lab Session: Posting &amp; Adjusting Folios</b></p>	<p><b>Setup</b> Have the FDAs open their workbooks* to pg. 44 and login to the LMS. Tell the FDAs that they will now have some time to practice working in the LMS and practice engaging with guests on checking-out and billing.</p> <p><b>Delivery</b> FDAs will engage in a self-guided practice lab session for the LMS. Participants will work in the LMS using a workbook** with scenarios to guide them through:</p> <ul style="list-style-type: none"> <li>• Posting Charges</li> <li>• Adjusting a Folio</li> <li>• Applying Comps to a Reservation</li> <li>• Transferring Charges</li> </ul> <p>Answer any questions that the FDAs have. As you observe the FDAs, stop with each participant more than once and have them role play checking-out with you as if you are the guest or as if you have a billing/comping dispute. Prompt the FDAs with the correct verbiage and system actions as needed.</p> <p><b>Debrief</b> What was it like working in the LMS checking-out guests compared to checking guests in? When we were role playing checking-out a guest, how did that effect your concentration in the LMS? How did your concentration and interaction change when the guest had a billing or comping issue? What functions around billing and comping are you still unsure about?</p> <p><b>Transition</b> Explain to the FDAs that they will have additional practice with billing and comping adjustments in the morning. For the remainder of the day they will look at how they will close their workstation cash drawer at the end of their shift.</p> <p><i>*Workbook scenarios will consist primarily of adjusting folios, applying comps, and posting/transferring charges as these areas have been identified as requiring extra practice.</i></p> <p><i>** Participants should also practice checking out by checking out reservations on the daily Due Out report.</i></p>	1 Hour
<p><b>Group Instructor-Led Demonstration: Hotel Cashier Best Practices Training</b></p>	<p><b>Setup</b> Pull out the sample cash drawer, cash bag, and sample copies of any forms the FDAs would use during their shift. Explain to the FDAs that they must correctly follow each step to complete their end-of day closeout and the consequences for the FDA and Front Desk if not performed correctly.</p> <p><b>Delivery</b> Demonstrate each step your property's end of shift closeout and blind drop procedures. Explain the where the closeouts are required to happen and where the FDAs drop their</p>	15 min  <a href="#">Move to first day on Front Desk as needed</a>



	<p>cash bag (TBD by property). Tell the FDAs where all paperwork must be filed and/or updated.</p> <p><b><u>Debrief</u></b> Ask the FDAs what steps they didn't understand and answer any questions they may have about the closeout process.</p> <p><b><u>Transition</u></b> Tell the FDAs that they will now teach you how to closeout a cash drawer, deposit any cash, and file Front Desk forms.</p>	
<p><b>Self-Guided Practice Session: Hotel Cashier Best Practices Training</b></p>	<p><b><u>Setup</u></b> Give the FDAs the sample cash drawer, cash bag, and new sample copies of any forms the FDAs would use during their shift. Have the FDAs explain why you must correctly follow each step to complete their end-of day closeout and the consequences for you and Front Desk if not performed correctly.</p> <p><b><u>Delivery</u></b> Have the FDAs demonstrate each step your property's end of shift closeout and blind drop procedures. They should explain the where the closeouts are required to happen and where you will drop your cash bag (TBD by property). Have the FDAs show you where all paperwork must be filed and/or updated. Prompt the FDAs with any information as needed during the demonstration.</p> <p><b><u>Debrief</u></b> Ask the FDAs questions about any steps they missed and provide feedback on how well they demonstrated the closeout process.</p> <p><b><u>Transition</u></b> Thank the FDAs for their hard work for the day. Ask them to share any outstanding questions that they may have and answer the questions. Tell them to meet you in your designated training space in the morning where you will continue to work on sharpening their LMS skills</p>	<p>15 min</p> <p>Move to first day on Front Desk as needed</p>

**DAY 3 TOTAL TIME: 8 HOURS**

**DAY 4: Assisting Hotel Guests in the LMS**

Learning Activity	Activity Description	Time
<p><b>Individual Practice &amp; Feedback: Working in the LMS</b></p>	<p><b><u>Setup</u></b> Welcome the FDAs back. Ask them to give a quick recap of what they learned the day before. Have the FDAs share any questions that they have and flip chart them. Let the FDAs know that their questions will be answered in the course of the day. Let them know that they will now practice the actions that they learned in the LMS.</p> <p><b><u>Delivery</u></b> Tell the FDAs that for the next hour they will only practice the actions they learned how to perform in the LMS including:</p> <ul style="list-style-type: none"> <li>• Navigating the LMS</li> <li>• Creating a reservation</li> <li>• Checking-in</li> <li>• Checking-out</li> <li>• Posting charges</li> <li>• Billing/Comping adjustments</li> </ul>	<p>1 Hour</p> <p>Use on-the-desk observation and feedback for 1:1 onboarding</p>

	<p>Tell the FDAs that once they believe they have mastered an action, to call you over to observe. Have the FDAs demonstrate each function. For each correct action, initial the correct space in their workbook. If the FDA gets stuck, have them continue practicing that action until they feel ready to demonstrate it again. Continue observing and checking off actions until you have 5-10 minutes left in the activity time. Make a note of all completed functions and record them in the participant's Mastery Checklist in the mydevelopment Portal.</p> <p><b><u>Debrief</u></b> Ask the FDAs what they still found challenging about working the LMS. How was working without having to interact with a guest change their working style and speed in the LMS? How could they use a conversation with the guest to make the actions in the LMS seem like they happen faster? What questions could they ask the guest to create working time within the LMS?</p> <p><b><u>Transition</u></b> Ask the FDAs who completed all of their demonstrations. Let the FDAs know that it's OK if they didn't complete all of their demonstrations as they will have additional practice time today and tomorrow. Tell the FDAs to take a 15-minute break and give them a return time.</p> <p><i>* Depending on the size of the group, ask a Front Desk Supervisor or experienced FDA to assist you.</i></p>	
<p><b>Participant-led Large Group Discussion: LMS Q&amp;A</b></p>	<p><b><u>Setup</u></b> Pull out the flipchart with the FDA's LMS questions and add any questions they asked you during the previous activity. Ask the FDAs if they have any additional questions about working in the LMS and add them to the flipchart.</p> <p><b><u>Delivery</u></b> Tell the FDAs that they will now work together as a group to answer the questions shown on the flipchart. Have the FDAs add the question answers to the flipchart.</p> <p>Let the FDAs know you will only provide prompts if they hit a roadblock. Give the FDAs 10 minutes to work through the answers then call time.</p> <p><b><u>Debrief</u></b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Which of the questions were you able to find the answer for by pooling your knowledge?</li> <li>• How easy was it to find the answer to a question once you pooled your knowledge?</li> <li>• What does this tell you about being able to find answers to questions when you're working at the Front Desk?</li> </ul> <p><b><u>Transition</u></b> Tell the FDAs that one of the best resources for getting answers at the Front Desk will be each other and that if you don't know an answer, your teammates at the Front Desk do.</p>	<p>15 min 10 min</p>
<p><b>15-minute Break</b></p>		
<p><b>Instructor-Led Group Role-Plays: Working in the LMS &amp; Assisting Guests</b></p>	<p><b><u>Setup</u></b> During the break, adjust the layout of the training space to simulate a Front Desk layout is possible, with the computers on one side of a table with space for guests to stand on the other side. Have the additional FDAs or leaders who are assisting you join you in the training space.* Make sure they understand to simulate typical guest attitudes and responses during their role plays to make them challenging for the FDAs. At the conclusion of each role play, have the guest share their feedback from the role-play with the FDAs and ask the FDAs questions about their personal observations about the</p>	<p>1 Hour, 30 min Use on-the-desk observation and feedback</p>

	<p>interaction. Provide the guests with a list of previously identified guest service needs that require actions in the LMS.</p> <p><b><u>Delivery</u></b>  Tell the FDAs that they will now simulate working with guests to help them check-out at the Front Desk. While they are interacting with the guests, they should concentrate on making sure they perform all functions in the LMS correctly and using the correct verbiage with the guests about the actions you are performing. The emphasis for this exercise is for the FDAs to work on balancing their work in the LMS (using dummy accounts) with interacting with their guest. The FDAs will follow the lead of the guest on if they are adjusting, posting to, or comping a folio. You (their Front Desk Facilitator or Onboarding Coach) will act as the Front Desk “lead” for the activity that they can call over for assistance. Depending on the size of the group, have the guests move between the FDAs after each role-play so the FDAs experience a variety of interactions.</p> <p>Have the FDAs and “guests” start the role plays. As you walk around as the “lead” observe the role-plays and feedback sessions. Answer any questions that they FDAs may have and prompt the FDAs with the correct actions/verbiage as needed.</p> <p><b><u>Debrief</u></b>  Call time on the role-plays and have the “guests” share their overall observations and feedback on the activity. Have the “guests” also share what their thoughts and emotions were as the FDAs were assisting them and how their reactions were similar to what a real guest would be experiencing during an interaction.</p> <p><b><u>Transition</u></b>  Thank the Front Desk leaders and/or FDAs for their help and let them leave. Have the FDAs move so that they are sitting as a group by a blank flipchart.</p> <p><i>* Additional FDAs or Front Desk leaders should participate as “guests” to make the role-plays more effective.</i></p>	<p>for 1:1 onboarding</p>
<p><b>Instructor-led Debrief: Working in the LMS &amp; Assisting Guests</b></p>	<p><b><u>Setup</u></b>  Tell the FDAs that you want to hear what they thought and felt during the previous simulation.</p> <p><b><u>Delivery</u></b>  Ask the FDAs reflective questions like:</p> <ul style="list-style-type: none"> <li>• Was every interaction was smooth and easy to complete?</li> <li>• Why didn’t every guest interaction go smoothly?</li> <li>• What mistakes did you make in the LMS? When talking with the guest?</li> <li>• What was your reaction when things started to go wrong?</li> <li>• What did you do to try and keep the interaction with the guest on track?</li> <li>• What happened to your responses when the guests began to get frustrated?</li> <li>• What can you do to help you manage a tough interaction better?</li> </ul> <p>Let the FDAs answer in their own words and flipchart their responses. Look for mistakes or reactions that they have in common and underline them.</p>	<p>15 min 5 min</p>
<p><b>30-minute Lunch Break</b></p>		
<p><b>Individual Practice &amp; Feedback: Working in the LMS</b></p>	<p><b><u>Setup</u></b>  Welcome the FDAs back. Let them know that they will now take a little time to finish the practice exercise that they began earlier in the day. FDAs who already completed the exercise can use the time to continue practicing any actions that they feel they need extra work on.*</p> <p><b><u>Delivery</u></b></p>	<p>TBD Use on-the-desk observation and feedback</p>

	<p>Have the FDAs open their workbook to pg. #. Tell the FDAs that for the next hour they will only practice the actions they learned how to perform in the LMS including:</p> <ul style="list-style-type: none"> <li>• Navigating the LMS</li> <li>• Creating a reservation</li> <li>• Checking-in</li> <li>• Checking-out</li> <li>• Posting charges</li> <li>• Billing/Comping adjustments</li> </ul> <p>Tell the FDAs that once they believe they have mastered an action, to call you ** over to observe. Have the FDAs demonstrate each function. For each correct action, initial the correct space in their workbook. If the FDA gets stuck, have them continue practicing that action until they feel ready to demonstrate it again. Continue observing and checking off actions until it his time for the FDAs to attend the Living Our Service Culture Module. Make a note of all completed functions and record them in the participant’s Mastery Checklist in the mydevelopment Portal.</p> <p><b>Debrief</b> Ask the FDAs what they still found challenging about working the LMS. How was working without having to interact with a guest change their working style and speed in the LMS? How could they use a conversation with the guest to make the actions in the LMS seem like they happen faster? What questions could they ask the guest to create working time within the LMS?</p> <p><b>Transition</b> Ask the FDAs who completed all of their demonstrations. Let the FDAs know that it’s OK if they didn’t complete all of their demonstrations as they will have additional practice time today and tomorrow. Tell the FDAs to take a 15-minute break and give them a return time.</p> <p><i>* Additional FDAs or Front Desk leaders should participate as “guests” to make the role-plays more effective.</i></p> <p><i>** Participants should also practice checking out by checking out reservations on the daily Due Out report.</i></p>	for 1:1 onboarding
<b>Instructor-Led Group Discussion: Magical &amp; Memorable Guest Service/Activity (TBD)</b>	<p>Living Our Service Culture Orientation Module</p> <p><i>Note: Adjust training schedule as needed to allow FDAs to attend this module on the date/time it is offered at your property. Work with your property’s Learning &amp; Development Business Partner or Specialist to determine the schedule and location of this module.</i></p> <p><i>Skip this activity and the following debrief if not available and use the time for additional LMS practice as needed.</i></p>	≈ 2 hours
<b>15-minute Break (as needed)</b>		
<b>Instructor-Led Group Role-Plays: Working in the LMS &amp; Assisting Guests</b>	<p><b>Setup</b> Tell the FDAs that you will practice checking out guests and adjusting folios. This time the FDAs will alternate playing the guest role. Provide the FDAs with a list of previously identified guest service needs that require actions in the LMS.</p> <p><b>Delivery</b> Tell the FDAs that they will now simulate working with guests to help them check-out at the Front Desk. While they are interacting with the guests, they should concentrate on making sure they perform all functions in the LMS correctly and using the correct verbiage with the guests about the actions you are performing. The emphasis for this exercise is for the FDAs to work on balancing their work in the LMS (using dummy</p>	TBD  Use on-the-desk observation and feedback for 1:1 onboarding

	<p>accounts) with interacting with their guest. The FDAs will follow the lead of the guest on if they are adjusting, posting to, or comping a folio. You (their Front Desk Facilitator or Onboarding Coach) will act as the Front Desk “lead” for the activity that they can call over for assistance. Depending on the size of the group, have the guests move between the FDAs after each role-play so the FDAs experience a variety of interactions.</p> <p>Have the FDAs and “guests” start the role plays. As you walk around as the “lead” observe the role-plays and feedback sessions. Answer any questions that they FDAs may have and prompt the FDAs with the correct actions/verbiage as needed.</p> <p><b><u>Debrief</u></b> Ask the FDAs if these role-plays were easier or harder than the earlier role-plays? Why were they easier/harder?</p> <p><b><u>Transition</u></b> Thank the FDAs for their hard work. Tell them that you are pleased with the progress that they have been making in such a short amount of time. Tell them that tomorrow they will have a little more practice time and then they will be switching gears to give them a greater feel of what our guests experience when they come to the hotel. Advise the FDAs to wear comfortable shoes as they will be spending most of their time walking or standing.</p>	
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DAY 4 TOTAL TIME: 8 HOURS

**DAY 5: The Hotel Experience**

Learning Activity	Activity Description	Time
<p><b>Instructor-Led Group Role-Plays: Working in the LMS &amp; Assisting Guests</b></p>	<p><b><u>Setup</u></b> During the break, adjust the layout of the training space to simulate a Front Desk layout is possible, with the computers on one side of a table with space for guests to stand on the other side. Have the additional FDAs or leaders who are assisting you join you in the training space. Make sure they understand to simulate typical guest attitudes and responses during their role plays to make them challenging for the FDAs. At the conclusion of each role play, have the guest share their feedback from the role-play with the FDAs and ask the FDAs questions about their personal observations about the interaction. Provide the guests with a list of previously identified guest service needs that require actions in the LMS.</p> <p><b><u>Delivery</u></b> Tell the FDAs that they will now simulate working with guests to help them create reservations, check-in, and check-out guests at the Front Desk. While they are interacting with the guests, they should concentrate on making sure they perform all functions in the LMS correctly and using the correct verbiage with the guests about the actions you are performing. The emphasis for this exercise is for the FDAs to work on balancing their work in the LMS (using dummy accounts) with interacting with their guest. The FDAs will follow the lead of the guest on if they are creating a reservation, checking-in, or checking-out. You (their Front Desk Facilitator or Onboarding Coach) will act as the Front Desk “lead” for the activity that they can call over for assistance. Depending on the size of the group, have the guests move between the FDAs after each role-play so the FDAs experience a variety of interactions.</p> <p>Have the FDAs and “guests” start the role plays. As you walk around as the “lead” observe the role-plays and feedback sessions. Answer any questions that they FDAs may have and prompt the FDAs with the correct actions/verbiage as needed.</p> <p><b><u>Debrief</u></b></p>	<p>1 hour, 15 min</p> <p>Use on-the-desk observation and feedback for 1:1 onboarding</p>

	<p>Call time on the role-plays and have the “guests” share their overall observations and feedback on the activity. Have the “guests” also share what their thoughts and emotions were as the FDAs were assisting them and how their reactions were similar to what a real guest would be experiencing during an interaction.</p> <p><b>Transition</b> Thank the Front Desk leaders and/or FDAs for their help and let them leave.</p> <p><i>* Additional FDAs or Front Desk leaders should participate as “guests” to make the role-plays more effective.</i></p> <p><i>** Participants should also practice checking out by checking out reservations on the daily Due Out report.</i></p>	
<p><b>Self-Directed Individual Reflection: LMS Best Practices</b></p>	<p><b>Setup</b> Ask the FDAs what functions in the LMS they still feel uncertain about. What do you think you need to do to become better/more effective at working in the LMS?</p> <p><b>Delivery</b> Have the participants open their workbooks to pg. 65. Tell the FDAs that you would like them to think about and write their answers the questions in their workbook, including:</p> <ul style="list-style-type: none"> <li>• What functions they are comfortable performing in the LMS</li> <li>• What functions they need to continue practicing in the LMS</li> <li>• What guest service best practices while working in the LMS they need to improve</li> <li>• What resources they have to improve their understanding of the LMS</li> <li>• Specific actions they will take to improve their skills in the LMS</li> </ul> <p>Ask the FDAs to be as specific as possible. Give the FDAs 10 minutes to journal their responses.</p> <p><b>Debrief</b> Ask each of the FDAs to share one of their journal entries. Have the FDAs ask each other questions about their journal entries such as:</p> <ul style="list-style-type: none"> <li>• What part of (LMS function) do you get stuck on?</li> <li>• What helped you figure out how to easily do (LMS function)?</li> <li>• How do you think doing X will help you improve your skills?</li> </ul> <p><b>Transition</b> Thanks the FDAs for their honesty and willingness to own their experience as a Front Desk Agent. Tell them they will now take a 15-minute break and give them a return time. Tell them to meet you at the Hotel Entrance after the break for a guided tour of the Hotel experience from the guest perspective.</p>	<p>15 min 10 min</p>
<p><b>15-minute Break</b></p>		
<p><b>Instructor-Led Hotel Operations Experience Tour – Valet &amp; Door (Incomplete)</b></p>	<p><b>Setup</b> While the FDAs are on break have a car, van or other vehicle waiting for you and the FDAs at the Hotel Entrance. Also arrange for some sample luggage for the FDAs to use during the tour. Arrange with the Valet and Bell* services to display incomplete or poor guest service for your first arrival.</p> <p><b>Delivery</b> Welcome the FDAs and explain that your group will be taking a tour of the guest experience of all Hotel Operations to see what Magical and Memorable guest service should be like. Ask the FDAs that they should pay close attention to the guest service they receive.</p> <p>Have the FDAs get in the vehicle and pull around the front of the property. If you are using Transportation services, drivers should not introduce themselves and provide</p>	<p>10 min Omit if your property does not have an attached Valet</p>

	<p>minimal communication. Park the car in the Valet area and wait for an attendant to assist you. Once your vehicle has been taken care of, walk to the door and enter the hotel without engaging with the Door team. In the Hotel Lobby, pause the tour.</p> <p><b><u>Debrief</u></b> Ask the FDAs to share their observations of Valet and Door services. What was this guest experience like for you? How welcome do you feel at this property?</p> <p>Ask the Valet Lead/Supervisor or Door Lead/Supervisor to come and speak with the FDAs to share with them what the Valet and Door experience should be for guests, including:</p> <ul style="list-style-type: none"> <li>• Valet reacts quickly when new car pulls up and is visible at all times</li> <li>• Valet and Doorperson smile and greet the guest at their vehicle, welcoming them to the property</li> <li>• Door person unloads all luggage from the vehicle and transports it to the Bell Desk</li> <li>• Door person opens doors for guests and offers directions to the Front Desk</li> </ul> <p><b><u>Transition</u></b> Tell the FDAs that in a real guest experience, our team members only have one opportunity to ensure the arrival of our guests is welcoming and caring. Tell the FDAs that because this is a simulation, they can have a second chance to get things right.</p> <p><i>* If your property offers Transportation services, please include these in this portion of the guest experience tour.</i></p>	
<p><b>Instructor-Led Hotel Operations Experience Tour – Valet &amp; Door (Complete)</b></p>	<p><b><u>Setup</u></b> Have the FDAs go back to the car and reload the luggage. Arrange with the Valet and Bell* services to display excellent guest service for your second arrival.</p> <p><b><u>Delivery</u></b> Welcome the FDAs again and ask the FDAs that they should pay close attention to the guest service they receive this time.</p> <p>Have the FDAs get in the vehicle and pull around the front of the property. If you are using Transportation services, drivers should provide share their name, welcome the guest, and share information about the property including restaurant or amenity recommendations. Park the car in the Valet area and have the attendant welcome you and assist you from your vehicle. Have the Door Person greet you and take your luggage. Once your vehicle has been taken care of, walk to the door and be greeted by the Door person stationed there. In the Hotel Lobby, pause the tour.</p> <p><b><u>Debrief</u></b> Ask the FDAs to share their observations of Valet and Door services. What was this guest experience like for you? How welcome do you feel at this property?</p> <p>Ask the Valet Lead/Supervisor or Door Lead/Supervisor to come and speak with the FDAs and have the FDAs share their observations about what was different and how that made them, as guests, feel. Allow the FDAs to ask the Valet and/or Door Lead questions about how they maintain a high level of service in such a busy area of the Hotel.</p> <p><b><u>Transition</u></b> Tell the FDAs that excellent guest service should always be our everyday service and that when the Valet and Door welcome the guest to the property correctly, that the guest should expect the same standard of service through their entire Hotel experience.</p> <p><i>* If your property offers Transportation services, please include these in this portion of the guest experience tour.</i></p>	<p>10 min</p> <p>Omit if your property does not have an attached Valet</p>

<p>Instructor-Led Hotel Operations Experience Tour – Door &amp; Bell Desk (Incomplete)</p>	<p><b>Setup</b> Prior to the activity, arrange with the Bell Desk to provide incomplete guest service your first arrival and “rooming.” Arrange for a room and key to make the simulation complete. Walk with the FDAs to the Bell Desk. Explain to the FDAs that you will now experience how the Bell Desk continues that welcoming guest experience.</p> <p><b>Delivery</b> At the Bell Desk, wait for an attendant to greet you and retrieve your luggage. Have the attendant walk with you to deliver your group’s luggage to the room. The attendant should not introduce themselves and should offer minimum communication with the group.</p> <p><b>Debrief</b> Ask the FDAs to share their observations of this level of Bell services. What was this guest experience like for you? How welcome do you feel at this property?  As you walk back to the Hotel Lobby, ask the Bell Person to share with the FDAs to what the Bell Desk experience should be for guests, including:</p> <ul style="list-style-type: none"> <li>• All guests are greeted quickly and welcomed to the property</li> <li>• All luggage is correctly tagged, stored and quickly retrieved</li> <li>• If the guest is leaving the property, all luggage is taken and delivered to the guest’s vehicle</li> <li>• While escorting guests to their rooms, Bell Persons will engage in conversation with the guests and offer property amenities</li> <li>• On arriving at the room, the Bell Person will “room” the guest: opening the door for the guest, turning on lights, describing the room amenities to the guest, and unloading/storing the luggage for the guest</li> </ul> <p><b>Transition</b> Walk back to the Hotel Lobby with the FDAs and Bell Person. Tell the FDAs that in a real guest experience, the Bell Person’s responsibility is to make the guest feel welcomed like they are staying in friend or family member’s home. Tell the FDAs that they will now see how every Bell experience should be.</p>	<p>15 min 10 min</p>
<p>Instructor-Led Hotel Operations Experience Tour – Door &amp; Bell Desk (Complete)</p>	<p><b>Setup</b> Walk over to the Front Desk and explain that the Front Desk Agent and Bell Desk work closely together to ensure a seamless experience for the guest once they have checked in.</p> <p><b>Delivery</b> Have a working Front Desk Agent call over the Bell Person. Have the Bell Person introduce themselves and welcome the group to the hotel. Have the Bell Person ask if the group would like to go up to their room now or if they would like their luggage delivered to the room while they enjoy the property amenities. Have the Bell Person escort you to the room and have them describe the property features on the way, including any current entertainment or events. Have the Bell Person open the room door, explain the room features to the group, offer to unload the luggage and thank the guests for staying at the property.</p> <p><b>Debrief</b> Ask the FDAs to share their observations of this level of Bell services. What was this guest experience like for you? How welcome do you feel at this property?  Ask the Bell Person to speak with the FDAs and have the FDAs share their observations about what was different and how that made them, as guests, feel. Allow the FDAs to ask the Bell Person questions about how they maintain a high level of service in such a busy area of the Hotel.</p>	<p>15 min 10 min</p>



	<p><b>Transition</b> Ask the Bell Person to transport the luggage to VIP Services. Walk back to the Valet area and take the FDAs back to the vehicle.</p>	
<p><b>Instructor-Led Hotel Operations Experience Tour – VIP Services *</b></p>	<p><b>Setup</b> Tell the FDAs that as a group you will now experience what our VIP guests experience when they arrive on the property. Tell the FDAs that they will only be experiencing the best guest service in VIP Services. Ask them to pay close attention to the differences between what the agents do here and at the Front Desk.</p> <p><b>Delivery</b> Have the FDAs get into the vehicle and drive over to the VIP entrance. Have the FDAs enter and be greeted by the VIP Services Representative and welcomed to the property. Have the VIP Services Representative check the group in and explain the additional features in VIP Services, how to access the VIP Lounge, etc. Have the Bell Person escort the group to the room. When possible, have the Hotel Butler meet the group in the room to “room” the guest. Then ask the Butler to explain what he does to assist our VIP guests.</p> <p><b>Debrief</b> Ask the FDAs to share their observations of VIP Services. What was this guest experience like for you? How welcome do you feel at this property as a VIP?  Allow the FDAs to ask questions to the Butler and VIP Representative about their services and the VIP accommodations. Thank the Butler, VIP Services Representative, and Bell Person. Ask the Bell Person to return the luggage to the Front Office and walk to the Concierge Desk.</p> <p><b>Transition</b> Tell the FDAs that we want every guest to feel like a VIP on our property. Part of providing that level of service for our guest is to provide a Concierge for the guests to help arrange any special services, dining or entertainment for the guest.  <i>*If you property does not have a separate VIP Services department or Butler service, omit this activity.</i></p>	<p>20 min 10 min</p>
<p><b>Instructor-Led Hotel Operations Experience Tour – Concierge</b></p>	<p><b>Setup</b> Prior to the tour, arrange for the Concierge Desk to be open if it is outside normal hours. Ask the Concierge to greet your group as they would a guest and offer the full range of concierge services. Tell the FDAs that as a group you will now experience what the Concierge Desk does to help our guests have a rich experience at your property.</p> <p><b>Delivery</b> Walk over to the Concierge Desk and have the Concierge greet the FDAs. Have them ask the FDAs questions as if they were real guests and recommend dining, amenities, and entertainment opportunities. Have the Concierge simulate booking dinner at the property’s best restaurant for the guest. Ask the Concierge about nearby attractions.</p> <p><b>Debrief</b> Ask the FDAs to share their observations of the Concierge. What was this guest experience like for you? How would a visit to the Concierge help you feel welcome or enhance your experience as a guest?  Allow the FDAs to ask questions to the Concierge about their services. Thank the Concierge and walk over to the Hotel Lobby. Ask the FDAs how the Front Desk can work with Valet, Door, Bell, VIP, and Concierge to make the guest’s arrival seamless? What happens if the guest experiences excellent service everywhere except the Front Desk?</p> <p><b>Transition</b></p>	<p>15 min Omit if your property does not have a separate Concierge</p>

	<p>Repeat to the FDAs that we want every guest to feel welcome when they arrive on our property and that we want them to return when they leave us. Tell the FDAs that in the afternoon they will have the opportunity to observe how all the departments work together and to have their first interactions with guests and to meet back in the training space. Tell the FDAs they now have 30 minutes for lunch and give them a meeting time.</p> <p><i>* If your property does not have Concierge service, omit this activity and use this transition at the end of the Bell Desk activity.</i></p>	
<b>30-minute Lunch Break</b>		
<p><b>Instructor-Led Demonstration: Hotel Front Desk Lobby Etiquette Review</b></p>	<p><b>Setup</b> In the training space, welcome the FDAs back from lunch. In the back office, tell the FDAs that for the afternoon, they will be working as Lobby Greeters in the Hotel Lobby. Because they will be interacting with guests, they will be participating in a review of Hotel Lobby team member etiquette.</p> <p><b>Delivery</b> Have the FDAs stand up and spread out in the training space. Have them stretch for a few seconds. Ask the FDAs to show you how they think a Lobby Greeter should stand. Give the FDAs 5-10 seconds to shift their pose then have them freeze in position. Ask the FDAs to look around evaluate each other. Ask the FDAs about their posture, arm position, facial expression: What can you do to show in your body language that you are welcoming the guest and still a professional? Have the FDAs adjust their body language to relaxed, open stance: standing up straight, arms uncrossed and out of pockets, arms resting comfortably at their sides. Ask the FDAs to change their body language based on your description.</p> <p>Ask the FDAs what kind of facial expression would be welcoming to our guests. Remind the FDAs that they learned on their first day at the Front Desk that a smile is a part of their uniform. Explain to the FDAs that their smile doesn't have to be big and toothy; their smile should be professional and relaxed.</p> <p>Ask the FDAs, based on the past verbiage they've learned in their training, how they would greet a guest in the Hotel Lobby. Have each FDA demonstrate their greeting and provide feedback.</p> <p>Tell the FDAs that one of the ways we like to welcome our guest and make our service more personal is to use the guest's name whenever possible. Ask the FDAs what they would do to try and find out the guest's name. Listen to their suggestions and ask the FDAs if introducing themselves by name would prompt the guest to share their name.</p> <p>Other than checking in or out, what additional services can you offer to guests who are in the Hotel Lobby? Have the FDAs share their ideas and prompt them with:</p> <ul style="list-style-type: none"> <li>• Bell or Valet assistance</li> <li>• Complimentary coffee or water</li> <li>• Newspaper</li> <li>• Property information</li> <li>• Etc.</li> </ul> <p>Ask the FDAs what they would say to guests who are leaving the property. Why would we always want to thank the guest for staying with us? What does it tell our guest about their value to us when we invite them to return?</p> <p><b>Debrief</b> Ask the FDAs what questions they have about working as a Lobby Greeter and answer and questions or concerns that they raise.</p> <p><b>Transition</b></p>	<p>30 min 10 min Omit as needed by staffing needs</p>

	Tell the FDAs to smile, relax and treat the guests like they are guests in the FDAs' own homes.	
<b>On the Job Learning: Working as a Lobby Greeter</b>	<p><b>Setup</b> Rotate the FDAs to work as a Lobby Greeter. Tell them that not only should they greet guests, but they should also observe how the Valet, Door, Bell and Front Desk work together to enhance the guest's experience. Also ask the FDAs to observe the experienced Front Desk Agents and how they interact with guests while working in the LMS. Challenge the guests to also look at what happens in the Hotel Lobby from the guest perspective. Tell the FDAs to quietly signal you if they need assistance with a guest. FDAs not working as Lobby Greeters should practice working in the LMS.</p> <p><b>Delivery</b> Observe the FDAs as they interact with the guests. Answer any questions or requests for assistance. Model all Hotel guest service standards while observing the FDAs. When possible, assume a support role when assisting the FDAs with guest questions. Provide constructive feedback to the FDAs on their interactions. Ask the Hotel Manager to come over to the Lobby to observe and interact with the FDAs and ask the manager to provide feedback to the FDAs.</p> <p><b>Transition</b> At the end of time, quietly gather the FDAs and return to the training space. Tell them to take a 15-minute break and give them a return time.</p>	2 Hours 45 min Omit as needed by staffing levels
<b>15-minute Break</b>		
<b>Instructor-Led Feedback Session &amp; Debrief: Working as a Lobby Greeter</b>	<p><b>Setup</b> Invite the Hotel Manager to join you for this debrief and they following knowledge checks. Sit down with the FDAs and tell them that you want to hear what they thought of working as a Lobby Greeter.</p> <p><b>Delivery</b> Ask the FDAs questions including:</p> <ul style="list-style-type: none"> <li>• How easy/hard was it to work as a Lobby Greeter?</li> <li>• What did you find challenging about working in the Lobby?</li> <li>• Looking from the guest's perspective, what was the environment in the Front Desk Lobby like?</li> <li>• What questions did you ask to learn the guest's name?</li> <li>• What did you observe as you watched the other Front Desk Agents assist guests?</li> <li>• What do you think we can do to make the Hotel Front Desk &amp; Lobby more welcoming for the guest?</li> </ul> <p>Allow the Hotel Manager to ask the FDAs questions about the experience and have the FDAs provide feedback on working with guests for the first time.</p> <p><b>Debrief</b> Ask the Hotel Manager to share how they want every guest to feel when they arrive or leave the property. Ask the FDAs to share what they can do as Front Desk Agents to make the Front Desk a welcoming place.</p> <p><b>Transition</b> Tell the FDAs that they will now have the opportunity to demonstrate for the Hotel Manager what they have learned so</p>	15 min 10 min
<b>Large Group Discussion &amp; Role Play: Week 2 Knowledge Check</b>	<p><b>Setup</b> Have the FDAs login to the training computers and to open the LMS, HotSOS and SharePoint.</p> <p><b>Delivery</b></p>	30 min 20 min

	<p>Tell the FDAs that they will take turns role-playing the following interactions with the Hotel Manager while working in the LMS:</p> <ul style="list-style-type: none"> <li>• Greeting a guest who has arrived on property</li> <li>• Answering the phone at the Front Desk/Guest Services</li> <li>• Creating a reservation</li> <li>• Checking-in a guest</li> <li>• Checking out a guest</li> <li>• Placing an order in HotSOS</li> </ul> <p>Ask the FDAs to provide prompts to the other FDAs as needed. Have the Hotel Manager provide feedback to each FDA on their performance.</p> <p><b><u>Debrief</u></b> Ask the Hotel Manager to share their overall feedback for the group. Allow the FDAs to ask questions to the Hotel Manager.</p> <p><b><u>Transition</u></b> Tell the FDAs that they will now finish up any online policy acknowledgements and courses in the PNK Learning Center. During this time, the Hotel Manager would also call each FDA over for a 1-on-1 check-in on their onboarding.</p>	
<p><b>Small Group Discussion: Week 2 1-on-1 Check-in</b></p>	<p><b><u>Setup</u></b> Set-up two chairs away from the training computers. Have the FDAs login to the PNK Learning Center and start their courses.</p> <p><b><u>Delivery</u></b> Have the manager spend 5-10 minutes talking with each FDA and get to know the FDA. Have the manager solicit feedback on their onboarding training. Once each conversation is complete, have the FDA return to completing their online courses/acknowledgements.</p> <p><b><u>Transition</u></b> Once the Hotel Manager has met with everyone, ask the FDAs to thank the Hotel Manager for joining them.</p>	<p>45 min 15 min</p>
<p><b>Self-Directed Web Based Learning: Online policy Review and Acknowledgement II</b></p>	<p><b><u>Setup</u></b> Have the FDAs login to the PNK Learning Center and access their learning assignments.</p> <p><b><u>Delivery</u></b> Make sure each FDA is able to access the PNK Learning Center. Tell the FDAs that they will complete any remaining Hotel &amp; Front Desk policy acknowledgements and any outstanding new hire assignments. Have the FDAs work on their assignments until time is up.</p> <p><b><u>Debrief</u></b> Ask the FDAs what assignments each of them still needs to finish. Make note of what each FDA has outstanding and tell them that you will work with them to find time for them to sit down and finish them.</p> <p><b><u>Transition</u></b> Thank the FDAs for their hard work that week. Tell the FDAs that they will begin working on their guest service training when they continue. Let the FDAs know where the guest service training sessions will be held and the name of the leader who will be hosting them.</p>	<p>45 min 20 min (With above activity)</p>

**TOTAL DAY 5 TIME: 8 HOURS**



## Hotel Front Desk Agent Onboarding – Week Three

### Module Name: Week 3 Training – Creating Magical & Memorable Experiences

**Module Description:** 1-week blended learning program to train new Front Desk Agents including guest standards and service training facilitated by a Hotel Manager or Supervisor and the new team members' first sessions at the Front Desk with their onboarding coach.

*Note: During this week, FDAs will attend the Flawless Service Recovery Module of PNK New Hire Orientation. Adjust training schedule as needed to allow FDAs to attend this module on the date/time it is offered at your property. Work with your property's Learning & Development Business Partner or Specialist to determine the schedule and location of this module.*

### Participation Guidelines:

All guidelines in Black assume a training environment delivery. [Guidelines in Blue are variations for 1:1 delivery at the Front Desk.](#)

**Prerequisite:** Hotel Front Desk Agent Onboarding – Week 2

### Room Set-up:

- 1 computer per participant with Internet and LMS access
- Flipchart paper & markers

### Participant Materials:

Hotel Front Desk Agent Onboarding Participant Workbook

### Performance Goals:

Front Desk Agents are able to correctly:

- Demonstrate correct guest service and sequence of service skills to Hotel Operations standards.
- Practice proactive guest assistance and correct issue escalation to Hotel Operations leadership.
- Navigate the property, direct guests around the property, and describe amenities and services.
- Demonstrate their knowledge of Front Desk systems operations, guest service procedures, and the property and their readiness to work at the Front Desk.

### Coaching Guidelines:

Be sure demonstrate strong professional presence when setting up exercises and providing feedback to participants. Provide specific examples of what you observe and hear during exercises, linking to skills trained to reinforce concepts and learning. Ask open ended and probing questions whenever possible.

Avoid negating participant views by using "but" and "however". This will be particularly important when guiding the feedback that participants provide to one another. Build on participant strengths by instead using "and..." or "so..." to drive the discussion.

When participants are giving feedback to one another, probe for specifics as needed, if necessary, asking them how feedback links to skills discussed.

When additional team members are asked to participate in role plays, coach these team members to challenge the FDAs with realistic guest behavior in challenging situations. When performing role plays, encourage scenarios that include both positive and negative interactions.

**DAY 1: Foundations of Guest Service**

Learning Activity	Activity Description	Time
<p><b>Group Discussion: Guest Service Introduction and Q&amp;A Session</b></p>	<p><b>Setup</b>                      Front Desk Facilitator or Onboarding greets the FDAs and welcomes them to the start of their guest service training modules and introduces the Hotel Leader (Manager or Director). Hotel Leader explains that this week, FDAs will be learning about how guest service is critical to working at the Front Desk and how each of them can deliver Magical and Memorable guest service.</p> <p><i>Greet the FDA and welcome them. Explain to the FDA that your will now be focusing on delivering Magical and Memorable guest service as they work at the Front Desk.</i></p> <p><b>Delivery</b>                      The Hotel Leader asks the FDAs to share a guest service experience they personally experienced that left a lasting impression on them. Then have the Hotel Leader share a story of a recent guest service success at the Front Desk, emphasizing what the team member was able to do to take care of the guest by either creating a Magical and Memorable Moment or through a Service Recovery. Ask the Hotel Leader to share what they have committed to do, as a leader and team member, to ensure our guests and team members have a positive experience at the Front Desk and in the Hotel.</p> <p><b>Debrief</b>                      Have the FDAs ask any questions they have for the Hotel Leader. If the FDAs don't have any questions, have the Hotel Leader ask the FDAs what they think of when they think of "guest service."</p> <p><b>Transition</b>                      Thank the Hotel Leader for coming to kick off the guest service training. Front Desk Facilitator or Onboarding Coach gives the FDAs an overview of what they will be learning in guest service training, i.e. Hotel service standards, how FDAs can create Magical and Memorable Moments for our guests, and what each team member can do to take ownership of the guest experience.</p> <p>Front Desk Facilitator or Onboarding tells the FDAs that they are going to explore the idea of what "the best guest service" really means.</p>	<p>20 min 15 min</p>
<p><b>Individual Discovery Session: What is "The Best Guest Service?"</b></p>	<p><b>Setup</b>                      Front Desk Facilitator or Onboarding asks the FDAs how they would define "the best guest service." Spend 1-2 minutes flip charting the response they share.</p> <p><i>Set the FDA up at a computer with internet access. Ask the FDA how they would define "the best guest service" and provide feedback on their response. Ask them to write any keywords they hear on pg.69 of their workbook.</i></p> <p><b>Delivery</b>                      Tell the team members that they will now have 7-8 minutes to search on the internet for information on "the best guest service". Ask the FDAs to pay close attention to the stories where company employees went above and beyond for their customers/guests and to make notes on any stories that really inspired them and to make a note of any common themes or behaviors that they observe.</p>	<p>10 min</p>

	<p>Working alone or as a team, have the FDAs search on the internet and independently explore their topic. Casually observe where they are looking and their conversations.</p> <p><b>Transition</b> Call time and have the FDAs close their searches.</p>	
<p><b>Instructor Led Group Discussion: Debrief on What is “The Best Guest Service?”</b></p>	<p><b>Delivery</b> Ask the FDAs to share a few of the stories they found about “the best guest service” and why each story inspired with them. Flipchart any key words that stick out in the FDAs descriptions. Ask them what each company employee did to go above and beyond their normal guest service to take care of their customer/guest and flipchart any keywords that you hear.</p> <p>Show the video – “The Milkshake Moment”: <a href="https://www.youtube.com/watch?v=cmbgN2pqgdc">https://www.youtube.com/watch?v=cmbgN2pqgdc</a></p> <p><b>Debrief</b> Ask the FDAs to review the keywords on the flipchart.</p> <p><a href="#">Ask the FDA to review the keywords in the workbook.</a></p> <ul style="list-style-type: none"> <li>• What common themes do they see in each story?</li> <li>• What did each employee do to make the experience special for their customer/guest?</li> <li>• Why did they do what they did for the guest?</li> <li>• What difference did it make for the person receiving that guest service?</li> <li>• What does it say about us when we don’t own that guest service moment?</li> </ul> <p><b>Transition</b> Tell the FDAs that at your property, all team members are committed to creating Magical and Memorable Moments for our guests and team members. To meet this commitment at the Front Desk, we have set standards for how treat our guests AND how we perform the tasks that are a part of each team member’s specific role.</p>	<p>15 min 10 min</p>
<p><b>Instructor Led Group Discussion: Introduction to Hotel &amp; Front Desk Service Standards</b></p>	<p><b>Setup</b> Have the FDAs open their participant workbooks to pg. 66. Ask the FDAs what they think you are talking about when you talk about service standards. Ask them how service standards relate to providing “the best guest service.”</p> <p><b>Delivery</b> Tell the FDAs that, like everything we do at your property, our service standards are defined by our values and at the Front Desk, all team members should be an example the specific values of Excellence, Care and Ownership.</p> <p>Ask the FDAs why those three values are so important for team members working at the Front Desk. Based on what they have learned so far, why do Front Desk Agents need to live all the values but especially Excellence, Care and Ownership? Look for any answers.</p> <p>Tell the FDAs that part of living our values at the Front Desk is to hold ourselves to best industry standards for Hotel Operations and that at PNK, we use the AAA standards to measure ourselves against other companies and properties.</p> <p>Ask the FDAs if any of them know where the AAA standards came from. Give the FDAs a brief overview of AAA standards including:</p> <ul style="list-style-type: none"> <li>• AAA started as a club for early car drivers</li> </ul>	<p>15 min 10 min</p>

	<ul style="list-style-type: none"> <li>The group would publish guides for drivers including where to find good hotels and would rate the hotels based on the value and quality of the property, service and visitor feedback</li> <li>Properties are awarded 1-5 “Diamonds” based on the defined AAA standards</li> </ul> <p>Tell the FDAs that all properties currently follow the AAA 4 Diamond standards which you will be exploring as part of today’s guests service training.</p> <p><b>Debrief</b> Ask the FDAs why our values are important for helping to determine our services standards. Based on our values, what would they expect our service standards to be?</p> <p><b>Transition</b> Tell the FDAs that you’ll now take a 15-minute break and give them return time. Let them know that after the break you will guide them through some of the specifics of your property’s service standards for the Hotel and Front Desk.</p>	
<b>15-minute Break</b>		
<p><b>Instructor Led Group Discussion: Defining Our Hotel &amp; Front Desk Service Standards</b></p>	<p><b>Setup</b> Ask a participant to give a brief recap of your discussion on why service standards are important at the Front Desk. Ask the FDAs what standards we use (AAA).</p> <p><b>Delivery</b> Review the AAA Four and Five Diamond standards on pg.71-74 of their workbook with the FDAs, focusing on the following sections:</p> <ul style="list-style-type: none"> <li>Reservation Services</li> <li>Check-in Services</li> <li>Wake-up Services</li> <li>Check out Services</li> <li>Departure Services</li> <li>Concierge Services</li> </ul> <p><b>Debrief</b> Ask the FDAs to think back to their Hotel Operations tour. How well did what they experienced on the tour match the AAA and PNK standards? How did the different departments work together to meet the standards? How would you feel if you were a guest and you always received this level of service when you stayed at a hotel? Why do we need to provide this level of service for every guest?</p> <p><b>Transition</b> Tell the FDAs that now that we have a clear understand of our standards for taking care of our guests, let’s learn how to put these standards into how we interact with guests at the Front Desk during check-in.</p>	<p>30 min 20 min</p>
<p><b>Instructor-led Group Discussion: Guest Service &amp; Sequence of Service Training – Check-in</b></p>	<p><b>Setup</b> Ask the FDAs to open their workbook to pg. 75. Tell the FDAs that when guests approach the Front Desk to check-in or for other assistance, there are specific steps and verbiage we always want to use to make sure their experience is consistently positive.</p> <p><b>Delivery</b> Review the sequence of service standards and verbiage for checking-in with the FDAs for the following scenarios. As you read each scenario, ask an FDA to use the appropriate verbiage to as if they were speaking with a guest.</p> <ul style="list-style-type: none"> <li>Acknowledging &amp; welcoming the guest (thanking them for waiting if needed)</li> </ul>	<p>40 min 25 min</p>



	<ul style="list-style-type: none"> <li>• Asking for the guest’s name to locate reservation</li> <li>• Asking for payment method</li> <li>• Recognizing tier level, dominant property and repeat status</li> <li>• Welcoming the guest to the property</li> <li>• Asking about mychoice card and offer replacement</li> <li>• Checking for MMM prompt &amp; other notes and acknowledging the MMM to the guest as appropriate</li> <li>• Reviewing room details &amp; card authorization/charging privileges</li> <li>• Relaying messages &amp; printing keys</li> <li>• Offering luggage assistance</li> <li>• Curbside check-in (TBD by property)</li> </ul> <p>Tell the FDAs that the verbiage shown in their workbook is suggested language. As they gain experience working with the guests, they should add their own style and personality to the interactions with guests within the guidelines of our service standards.</p> <p><b>Debrief</b> Ask the FDAs why maintaining these standards are important.</p> <ul style="list-style-type: none"> <li>• How does the way we interact with our guests reflect on us as an organization?</li> <li>• What are some of the advantages to using the sequence of service when assisting guests? (i.e. regular verbal check-ins with the guest while you are working in the LMS and other systems)</li> <li>• Why does each guest need to be treated in a welcoming, respectful, and personal way?</li> <li>• What can you do to personalize working within these standards?</li> </ul> <p><b>Transition</b> Tell the FDAs that now that we have a clear understand of our standards for taking care of our guests, let’s practice adding the service standards and sequence of service into how we interact with guests at the Front Desk during check-in.</p>	
<p><b>Instructor-led Role Plays: Sequence of Service – Check- in</b></p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays.</p> <p><b>Delivery</b> Have the FDAs role play assisting a guest at check-in using the correct sequence of service using their participant workbook as a guide. Have them work through a complete check-in sequence then switch roles as needed until time is up. After each role play, have the FDA give feedback about how well they did and what points they struggled with.</p> <p>Run through 2-3 role plays with the FDAs, asking the FDAs to give feedback about how well they did and what they struggled with. Provide any additional feedback that the FDA did not mention.</p> <p><b>Debrief</b> After 25 minutes, call time and ask the FDAs what they found challenging about using the sequence of service to guide the check-in process.</p> <ul style="list-style-type: none"> <li>• What challenges did you experience with the flow of check-in?</li> <li>• How did the sequence of service guidelines help you manage the interaction with your guest?</li> </ul>	<p>30 min 15 min</p>

	<ul style="list-style-type: none"> <li>• What are some points in the interaction where you can add your own style or personality into the interaction?</li> </ul> <p><b>Transition</b> Remind the FDAs that it may take some practice working with guests to get the sequence of service for check-in to a more natural flow. Continually using the check-in and check-out sequence of service will increase your comfort level when working with the guests.</p>	
<b>30-minute Lunch Break</b>		
<p><b>Instructor-led Group Discussion: Guest Service &amp; Sequence of Service Training – Check-out</b></p>	<p><b>Setup</b> Ask the FDAs to open their workbook to pg. 77. Tell the FDAs that, just like when guests approach the Front Desk to check-in or for other assistance, there are specific steps and verbiage we always want to use to make sure their experience is consistently positive when guests are checking-out.</p> <p><b>Delivery</b> Review the sequence of service standards and verbiage for checking-in with the FDAs for the following scenarios. As you read each scenario, ask an FDA to use the appropriate verbiage to as if they were speaking with a guest.</p> <ul style="list-style-type: none"> <li>• Acknowledging the guest &amp; apologizing for any wait time</li> <li>• Asking for name or room number</li> <li>• Reviewing the folio</li> <li>• Determining method of payment</li> <li>• Printing or emailing folio</li> <li>• Holding the room or collecting keys</li> <li>• Offering luggage &amp; transportation assistance</li> <li>• Thanking the guest for staying &amp; inviting them to return</li> </ul> <p>Remind the FDAs that the verbiage shown in their workbook is suggested language. As they gain experience working with the guests, they should add their own style and personality to the interactions with guests within the guidelines of our service standards.</p> <p><b>Debrief</b> Ask the FDAs why maintaining these standards are important.</p> <ul style="list-style-type: none"> <li>• Why do we need to be consistent with how we interact with our guests at both check-in and check-out?</li> <li>• What additional questions can you ask to personalize this interaction and connect with the guest?</li> <li>• Why do we want to thank the guest for staying with us and invite them to return?</li> </ul> <p><b>Transition</b> Tell the FDAs that now that we have a clear understand of our standards for taking care of our guests, let’s practice adding the service standards and sequence of service for checking out.</p>	<p>30 min 20 min</p>
<p><b>Instructor-led Role Plays: Sequence of Service – Check- out</b></p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays.</p> <p><b>Delivery</b></p>	<p>30 min 20 min</p>

	<p>Have the FDAs role play assisting a guest at check-out using the correct sequence of service using their participant workbook as a guide. Have them work through a complete check-out sequence then switch roles as needed until time is up. After each role play, have the FDA give feedback about how well they did and what points they struggled with.</p> <p>Run through 2-3 role plays with the FDAs, asking the FDAs to give feedback about how well they did and what they struggled with. Provide any additional feedback that the FDA did not mention.</p> <p><b>Debrief</b> After 25 minutes, call time and ask the FDAs what they found challenging about using the sequence of service to guide the check-out process.</p> <ul style="list-style-type: none"> <li>• What challenges did you experience with the flow of check-out?</li> <li>• How did the sequence of service guidelines help you manage the interaction with your guest?</li> <li>• What are some points in the interaction where you can add your own style or personality into the interaction?</li> <li>• Did you remember to thank the guest and invite them to visit again?</li> </ul> <p><b>Transition</b> Remind the FDAs that it may take some practice working with guests to get the sequence of service for check-out to a more natural flow. Continually using the check-in and check-out sequence of service will increase your comfort level when working with the guests.</p>	
<p><b>Instructor-led Group Discussion: Guest Service &amp; Sequence of Service Training – Elite, Owners Club, and VIP Guests</b></p>	<p><b>Setup</b> Ask the FDAs to explain how they think the sequence of service would change for our Preferred, Elite and Owner’s Club mychoice members or other VIP guests.</p> <p><b>Delivery</b> Give the FDAs 5 minutes to review the sequence of service standards for check-in and check-out then ask what they would they would add or change when assisting a VIP.</p> <p><i>Note: If your property has additional sequence of service procedures for Preferred, Elite and Owner’s Club mychoice members or other VIP guests, please review them during this activity.</i></p> <p><b>Debrief</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Why do we need to be consistent with how we treat our guests at both check-in and check-out?</li> <li>• Why would we want to treat a cash/transient guest as well as we would treat an Owner’s Club guest?</li> <li>• <i>Why do we need to go above and beyond when assisting our Preferred, Elite and Owner’s Club mychoice members or other VIP guests?</i></li> <li>• <i>What extra services do we offer these guests?</i></li> </ul> <p>Ask the FDAs why maintaining these standards are important.</p> <p><b>Transition</b> Tell the FDAs that now that they understand what our basic standards are for taking care of all of our guests, let’s discover what each of us can do to elevate our service from excellent to Magical and Memorable.</p>	<p>20 min 15 min</p>

	<p>Tell the FDAs that now that we have a clear understand of our standards for taking care of our guests, let's practice adding the service standards and sequence of service when assisting our VIP Guests</p>	
<p>Instructor-led Role Plays: Sequence of Service – Elite, Owners Club, and VIP Guests</p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays.</p> <p><b>Delivery</b> Have the FDAs role play assisting a guest at check-out using the correct sequence of service using their participant workbook as a guide. Have them work through a complete check-out sequence then switch roles as needed until time is up. After each role play, have the FDA give feedback about how well they did and what points they struggled with.</p> <p><b>Debrief</b> After 15 minutes, call time and ask the FDAs what they found challenging about using the sequence of service to guide the check-out process.</p> <ul style="list-style-type: none"> <li>• What challenges did you experience with the flow of check-out?</li> <li>• How did the sequence of service guidelines help you manage the interaction with your guest?</li> <li>• What are some points in the interaction where you can add your own style or personality into the interaction?</li> <li>• Did you remember to thank the guest and invite them to visit again?</li> </ul> <p><b>Transition</b> Tell the FDAs that even though we want to go above and beyond to make our Elite, Owner's Club and other VIP guests feel valued by us, all guest interactions are an opportunity to make the guest feel special and give them a Magical and Memorable Moment that will keep them coming back to visit us.</p>	<p>Omit this activity if not applicable to your property</p> <p>20 min</p>
<p>Instructor-led <b>Group Discovery: Creating Magical and Memorable Moments at the Front Desk</b></p>	<p><b>Setup</b> Ask the FDAs to briefly share what they learned in New Hire Orientation about our Service Standards and how they tie into creating Magical and Memorable Moments (MMM) for our guests. Flipchart their responses.</p> <p>Ask the FDAs to briefly share what they learned in New Hire Orientation about our Service Standards and how they tie into creating Magical and Memorable Moments (MMM) for our guests. Ask the FDA to write their responses in their workbook.</p> <p><b>Delivery</b> Ask the FDAs to share what they believe are the major points of contact for the property and why they are a point of contact. Flip chart any responses. Ask the FDAs to rank the importance of the points of contact.</p> <p><i>Note: Front Desk Facilitator or Onboarding Coach may need to prompt FDAs with casino resort-specific locations and help them rank the importance with the top three points of contact being: mychoice Desk(s), Front Desk, and Casino Cage.</i></p> <p>Tell the FDAs that because the Front Desk is a key point of contact for guests, we have a unique opportunity to provide our guests with a wide variety of Magical and Memorable Moments.</p> <p>Share 3-4 examples of Hotel Operations MMMs from your property (or from other departments or properties) and have the FDAs determine for each MMM:</p>	<p>30 min</p> <p>20 min</p>

	<ul style="list-style-type: none"> <li>• How the team member created a MMM for the guest (how this went above and beyond standard guest service)</li> <li>• What specific actions the team member performed to make the MMM happen</li> <li>• Which of our Values each team member displayed when they created the MMM for the guest</li> <li>• What alternate actions the team member could have performed to still create a MMM or what additional actions the team member could have performed to make the experience ever better for the guest</li> </ul> <p><b><u>Debrief</u></b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Why it is important to make every interaction at the Front Desk an opportunity for a MMM?</li> <li>• Which of our Values are we bringing to life when we create Magical and Memorable Moments?</li> <li>• Thinking back to your experience of arrival/departure services, what impact does creating MMMs at the Front Desk have on the guest’s overall experience?</li> <li>• What kind of MMMs can be created at the Front Desk?</li> <li>• How did the team members in the examples you saw go above and beyond to make a Magical and Memorable experience for the guest?</li> </ul> <p><b><u>Transition</u></b> Remind the FDAs that creating Magical and Memorable Moments is a key part of living our PNK Service Standards and an important way for us to show our appreciation for our guests and fellow team members.</p>	
<p><b>Instructor-Led Group Discussion: How to Create Magical and Memorable Moments at the Front Desk</b></p>	<p><b><u>Setup</u></b> Ask the FDAs to think back to the examples you shared on how to create MMMs at the Front Desk.</p> <p><b><u>Delivery</u></b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• How easy/difficult was it for these team members to create the MMM for the guest?</li> <li>• How do you think these team were able to identify that the guest had an opportunity to create a MMM?</li> </ul> <p>Flipchart their responses. Circle or underline any responses that include <i>looking for opportunities, listening to the guest, and consistently delivering a “Wow” moment</i> when you find an opportunity. Asking probing questions to guide the FDAs towards these answers as needed.</p> <p><b><u>Debrief</u></b> Ask the FDAs how each of these actions will help them find MMM opportunities.</p> <ul style="list-style-type: none"> <li>• Why would you always need to look for an opportunity for a MMM?</li> <li>• What kind of information can you learn from active listening that will help you identify a potential MMM?</li> <li>• Why do you need to be consistent about delivering MMMs for guests?</li> </ul> <p><b><u>Transition</u></b> Tell the FDAs that by consistently looking for the opportunity to create a MMM, asking the guest questions to find those opportunities and then delivering that “Wow” moment will enable you to continually surprise and delight our guests.</p>	<p>10 min</p>

	Tell the FDAs that they will now take a 15 minute break and give them a return time.	
<b>15-minute Break</b>		
<p><b>Instructor-led Group Discussion: Finding “Wow” Moments Through Active Listening</b></p>	<p><b>Setup</b> Ask which of the FDAs have heard of active listening. If one of the FDAs has heard of it, ask s/he to explain it in their own words.</p> <p><a href="#">Take the FDA to observe guest service interactions at the Front Desk. Have them observe for 15 minutes looking for the active listening attributes shown below.</a></p> <p><b>Delivery</b> Tell the FDAs that active listening is a communication technique to help improve understanding. Active listening requires that the listener fully concentrates, understands, responds and then remembers what is being said.</p> <p>Ask the FDAs to stand up and demonstrate with what active listening looks like including:</p> <ul style="list-style-type: none"> <li>• Facing the speaker and maintaining eye contact (have the FDAs face you or each other using good eye contact)</li> <li>• Relaxed posture (have the FDAs relax their posture to a comfortable standing position)</li> <li>• Acting visibly interested, attentive and focused</li> <li>• Look for non-verbal cues (posture, finger tapping, facial expression, tone of voice, etc.)</li> </ul> <p>Tell the FDAs that an important part of active listening is how you act by:</p> <ul style="list-style-type: none"> <li>• Don’t interrupt</li> <li>• Ask clarifying questions to learn details to connect with the guest and learn what matters to them.</li> <li>• Respond to what the speaker is saying in a way that demonstrates empathy.</li> </ul> <p>Tell the FDAs that the final key components of active listening are about attitude:</p> <ul style="list-style-type: none"> <li>• Paying attention to the speaker (ask the FDAs to explain how you show you are paying attention)</li> <li>• Keeping an open mind and not being defensive</li> </ul> <p>Ask the FDAs how their attitude about a conversation can influence the conversation:</p> <ul style="list-style-type: none"> <li>• What types of conversations do you have when you’re tired or in a bad mood?</li> <li>• What types of conversations do you have when you’re happy or excited?</li> <li>• Why is having an open mind important to active listening?</li> </ul> <p><a href="#">After completing their observations, ask the FDA to share what s/he saw including good examples of active listening and opportunities where active listening can be improved at the Front Desk.</a></p> <p><b>Debrief</b></p> <ul style="list-style-type: none"> <li>• How can you use active listening to find clues to an opportunity to “Wow” a guest? What should you be actively listening for?</li> <li>• How can you adjust your active listening style to change the interaction to better meet the guest’s needs (i.e. guest in a hurry, tired/irritated guest, etc.)?</li> </ul> <p><b>Transition</b></p>	20 min

	<p>Tell the FDAs that active listening, like other skills, needs practice and regular use to become a natural part of your interactions with guests.</p>	
<p><b>Instructor-Led Role Play: Finding “Wow” Moments Through Active Listening</b></p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays.</p> <p><i>Note: Additional FDAs, Guest Experience Manager, and Front Desk leaders may participate as “guests” as needed.</i></p> <p>During a slow time at the Front Desk, have another agent approach the FDA to role play using active listening with a guest.</p> <p><b>Delivery</b> Have the FDAs role play active listening skills by having one FDA talk for 2-3 minutes about an upcoming trip/event/occasion they are looking forward to or something that happened recently that upset them. The other FDA should serve as the listener and model all the components of active listening they learned.</p> <p>Observe the role plays, give feedback, and answer any questions from the FDAs. At the end of 2-3 minutes, have the speaker provide feedback to the listener about how well they perceived their active listening during the conversation. Have the FDAs switch roles and repeat the process so each FDA has been the speaker and the listener at least twice.</p> <p><b>Debrief</b> After 12 minutes, call time and ask the FDAs what was helpful or challenging when using active listening in a conversation.</p> <p>After 2-3 role plays, thank the agent(s) who helped with the role plays. Ask the FDA what was helpful when using active listening in a conversation.</p> <ul style="list-style-type: none"> <li>• How easy/hard was it to maintain active listening during the conversation?</li> <li>• What questions could you have asked to learn more about what mattered to the guest?</li> <li>• What are some challenges you may experience with practicing active listening while working at the Front Desk?</li> <li>• What can you do to overcome some of these challenges?</li> </ul> <p><b>Transition</b> Remind the FDAs that active listening does require practice and can be an important tool in helping you not only create Magical and Memorable Moments for our guests, but it is also a tool that you can use to improve your overall communication skills.</p>	<p>15 min TBD</p>
<p><b>Participant-led Group Discussion: Consistently Delivering Magical and Memorable Moments</b></p>	<p><b>Setup</b> Ask the FDAs to think back to what they’ve learned about our Service Standards and Expectations for creating Magical and Memorable Moments and ask the FDAs to tell you why you, as a Front Desk Agent, need to consistently deliver Magical and Memorable “WOW” moments.</p> <p><b>Delivery</b> Tell the FDAs to open their workbooks to pg. 81 and ask them to read the three questions shown there. Then, as a group, determine the best answer is to each question:</p> <ul style="list-style-type: none"> <li>• Why is it important that each of us consistently provides MMM for our guests and team members?</li> </ul>	<p>15 min 10 min</p>

	<ul style="list-style-type: none"> <li>• What are some of the consequences for us individually, as team, as a department, and as a property if we don't create "WOW" moments for our guests and team members?</li> <li>• How can you consistently deliver MMM for our guests or team members and help others deliver MMM?</li> </ul> <p>Give the FDAs time to discuss the questions and prompt the discussion with the concepts from earlier discussions and role plays.</p> <p>As the FDAs share their answers with you, ask clarifying questions to get to specific reasons or ideas why they need to consistently deliver "WOW" moments for our guests and team members.</p> <p><b><u>Debrief</u></b> After 10 minutes, call time and have the FDAs recap their answers to the three questions. Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• How does consistently delivering Magical and Memorable Moments for our guests and team members help each of us live up to PNK's Service Standards and support our mission "To Be the Best Casino Entertainment Company in the World"?</li> </ul> <p>Have each FDA answer the question for themselves and provide feedback on their answer.</p> <p><b><u>Transition</u></b> Tell the FDAs that consistently delivering Magical and Memorable Moments requires each of us making a personal commitment to living our values and acting on that commitment.</p>	
<p><b>Self-Directed Individual Reflection: Consistently Delivering "Wow" Moments</b></p>	<p><b><u>Setup</u></b> Ask the FDAs: What actions can you stop doing, start doing, or continue doing to make sure you as an individual consistently deliver Magical and Memorable Moments?</p> <p><b><u>Delivery</u></b> Give the FDAs 5 minutes to journal their Stop, Start, Continue commitment/actions to consistently delivering Magical and Memorable Moments. Tell them to name specific <i>actions</i> they can do. Walk around the room and observe the FDAs as they write and answer any questions they may have.</p> <p><b><u>Debrief</u></b> Call time after 5 minutes and ask each FDA to share one of their commitments/actions from each section. Have the other FDAs provide feedback and then share your feedback.</p> <p><b><u>Transition</u></b> Tell the FDAs that now that each of them has made a commitment to specific actions they can take to deliver on Magical and Memorable moments, let's look at how to overcome some of the challenges we may encounter to delivering "Wow" moments at the Front Desk.</p>	<p>10 min</p>
<p><b>Instructor-Led Group Brainstorm Discussion: Overcoming Challenges to</b></p>	<p><b><u>Setup</u></b> Setup two clean flipchart pages. Write "Challenges" on the top of one page and "Solutions" on the top of the second page.</p> <p><a href="#">Ask the FDA to open their workbook to pg.83.</a></p> <p><b><u>Delivery</u></b></p>	<p>20 min 15 min</p>



<p><b>Delivering the “WOW”</b></p>	<p>Ask the FDAs: What challenges would working at the Front Desk create for consistently delivering Magical and Memorable Moments?</p> <p>Flipchart all responses but encourage the FDAs to be as specific as possible and prompt the FDAs with any challenges they may not be familiar with. Add additional flipchart pages as needed. Once you have a good list, go through each challenge to brainstorm the causes of each challenge and add them to the flipchart. Number each challenge.</p> <p>Ask the FDA to brainstorm, based on their experiences at the Front Desk, on the challenges that working at the Front Desk could create to consistently delivering MMMs at the Desk. Give the FDA 3-4 minutes to write down their ideas then discuss the list s/he came up with and the causes of each challenge.</p> <p><i>Note: If the FDAs mention money or cost, circle it and hold it for the following activity.</i></p> <p>Next, on the Solutions flipchart, work through each challenge with the FDAs to find a matching solution or workaround that will help them overcome the challenge. Prompt the FDAs with any solutions they may not be familiar with.</p> <p>Ask the FDA to brainstorm solutions or workarounds for each challenge they came up with. Prompt the FDAs with any solutions they may not be familiar with.</p> <p><b>Debrief</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• How well do you think the solutions they came up with will meet or overcome the challenges to creating Magical and Memorable Moments?</li> <li>• How can you use these solutions with your personal commitment to delivering Magical and Memorable Moments?</li> <li>• How can you use these solutions to help you overcome challenges we haven’t identified here?</li> </ul> <p><b>Transition</b> Tell the FDAs that in addition to being aware of and knowing how to overcome potential challenges to delivering Magical and Memorable Moments, it’s important to recognize and deliver a Magical and Memorable Moment that fits the opportunity and our business needs.</p>	
<p><b>Instructor-Led Group Brainstorm Discussion: Delivering the “WOW” Within Reason</b></p>	<p><b>Setup</b> Keep the Challenges and Solutions flipcharts up for this activity and pull out a blank page. Tell the FDAs that because we are a business, we need to be mindful of keeping our operations moving smoothly and to be financially responsible in sticking to our budget.</p> <p><b>Delivery</b> Ask the FDAs to think back the team member examples they looked at earlier in the day and ask the following questions:</p> <ul style="list-style-type: none"> <li>• What was the cost associated with what the team member did?</li> <li>• When did the team member deliver the Magical and Memorable Moment?</li> <li>• How easy was it for the team member to put together each Magical and Memorable Moment?</li> </ul> <p>Flipchart the responses and underline keywords including <i>free, inexpensive, immediate</i>, etc. Ask the FDAs:</p>	<p>15 min 10 min</p>

	<ul style="list-style-type: none"> <li>• What are some ideas of actions we can take to “Wow” our guests at the Front Desk that are easy to put together and have little/no cost?</li> </ul> <p>Look for ideas such as: using the F11 prompt to greet the guest at check-in, getting and signing a card and having it delivered to the guest’s room, get a couple of Front Desk Agents together and sing “Happy Birthday,” etc.</p> <p>Tell the FDAs that while they do need to make sure they control the cost and time involved in creating a Magical and Memorable Moment, they are free to use their imagination to come up with amazing experiences for our guests.</p> <p><b><u>Debrief</u></b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• What concerns do you have about finding ways to deliver Magical and Memorable Moments quickly and without associated cost?</li> <li>• What additional ideas can you think of to find a creative way to celebrate with our guests?</li> <li>• What can you do if you’re not sure about the cost or setup for an idea you have for a Magical and Memorable Moment?</li> </ul> <p><b><u>Transition</u></b> Tell the FDAs that if they have any questions about what kind of Magical and Memorable Moments they can create, their team members or supervisor will have some suggestions they can share and that they should check with their supervisor if they think a situation requires going above and beyond to create something extraordinary.</p> <p>Thank the FDAs for their hard work that day. Let them know that tomorrow they should wear comfortable shoes as the activities will involve a lot of walking around the property, including the FDAs leading a tour of the property to showcase their property knowledge and hotel room type knowledge.</p>	
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**Day 1 Total Time: 8 Hours**

**DAY 2: Bringing Guest Service to Life**

Learning Activity	Activity Description	Time
<p><b>Self-Paced Individual Activity: Creating a Magical and Memorable Moment – Part 1</b></p>	<p><b><u>Setup</u></b> Preload a dummy LMS reservation with an F11 note with a MMM prompt for each participant, making sure that each opportunity is unique from the other accounts. Write down the name of the “guest” account to hand out to each of the FDAs.</p> <p>Welcome the FDAs back. Tell them that today is going to be about going out on the property and putting into action what they have been learning.</p> <p><b><u>Delivery</u></b> Tell the FDAs that today they will practice creating a Magical and Memorable Moment found in an F11 note.</p> <p>Distribute the guest accounts and tell the FDAs to open the reservation and check the F11 note. Once they have read the note, come up with an appropriate Magical and Memorable Moment, then go out into the property and put the Moment together, bringing any props or materials back to the training room.</p> <p>Give the FDAs 15 minutes to find the prompt and create their Magical and Memorable Moment and a return time.</p>	<p>20 min</p>

	<p><b>Transition</b> After each FDA has returned, have them share the Magical and Memorable Moment they created and why they created it.</p>	
<p><b>Instructor-Led Group Discussion: Debrief from Creating a Magical and Memorable Moment Activity – Part 1</b></p>	<p><b>Setup</b> Thank the FDAs for creating their Magical and Memorable Moments.</p> <p><b>Delivery</b> Ask the FDAs the following questions:</p> <ul style="list-style-type: none"> <li>• How easy/difficult was it to identify the MMM opportunity using the F11 prompt?</li> <li>• What are some circumstances where you may need to be more careful about checking for the MMM prompt?</li> <li>• Where did you go to find resources to put your MMM together?</li> <li>• What challenges did you encounter as you were creating your MMM?</li> <li>• How well did your MMM fit the opportunity? If not well, what would you have done differently when putting together your MMM?</li> </ul> <p>If an FDA was unsuccessful in creating a Magical and Memorable Moment, ask them to share what barriers they encountered and have the other FDAs share solutions to use in the future.</p> <p><b>Transition</b> Tell the FDAs that they will now have a chance to practice identifying a Magical and Memorable Moment opportunity from an interaction with a guest.</p>	<p>10 min 5 min</p>
<p><b>Self-Paced Individual Activity: Creating a Magical and Memorable Moment – Part 2</b></p>	<p><b>Setup</b> Write out common guest service scenarios at the Front Desk for each FDAs to role play with guests to find a Magical and Memorable Moment opportunity. Within each role play, add small clues for the guest to add to the role play. Ask additional FDAs, Supervisors, the Hotel Manager, or other leaders to act as the guests in the role plays and to stay to help debrief the activity.</p> <p><a href="#">Write out a common guest service scenario at the Front Desk. Role play the scenario with the FDA then have the FDA go out into the property to deliver the Magical and Memorable Moment for their guest.</a></p> <p><b>Delivery</b> Tell the FDAs that today they will practice creating a Magical and Memorable Moment using clues provided in a guest service interaction and they will have to ask questions and actively listen to identify possible opportunities.</p> <p>Give the FDAs 5 minutes for the role plays, 15 minutes to create their Magical and Memorable Moment, and a return time.</p> <p><b>Transition</b> After each FDA has returned, have them share the Magical and Memorable Moment they created and what clues they found in the role play that helped inspire it.</p>	<p>25 min 20 min</p>
<p><b>Instructor-Led Group Discussion: Debrief from Creating a Magical and Memorable</b></p>	<p><b>Setup</b> Thank the FDAs for creating their Magical and Memorable Moments.</p> <p><b>Delivery</b> Ask the FDAs the following questions:</p> <ul style="list-style-type: none"> <li>• How easy/difficult was it to identify the MMM opportunity by talking with your “guest”?</li> </ul>	<p>10 min</p>

<p><b>Moment Activity – Part 2</b></p>	<ul style="list-style-type: none"> <li>• What different questions could you have asked your “guest” to identify their MMM opportunity?</li> <li>• What are some circumstances where you may need to be more careful about asking questions and listening to a guest to identify a MMM opportunity?</li> <li>• How easy/difficult was it for you to put together your MMM compared to the first time?</li> <li>• What challenges did you encounter as you were creating your MMM this time?</li> <li>• What did you do differently when putting together your MMM?</li> </ul> <p>If an FDA was unsuccessful in correctly recognizing the MMM opportunity, ask them to share what questions they asked their guest. Ask the “guest” who worked with that FDA to provide feedback on the role play, specifically noting clues the FDA may have missed in the role play.</p> <p><b>Transition</b> Thank the team members who served as the guests for the role plays. Thank the FDAs again for the Magical and Memorable Moments. Tell the FDAs that they will now take a 15 minute break and give them a return time.</p>	
<p><b>15-minute Break</b></p>		
<p><b>Instructor-Led Group Discovery: Assisting Guests With Challenging Interactions or Circumstances – Assisting Unhappy Guests</b></p>	<p><b>Setup</b> Set out two clean flipcharts. Tell the FDAs that as much as we may want our guests to have a Magical and Memorable experience with us, sometimes circumstances happen, through no fault of their experience on the property, that make our guests unhappy.</p> <p><i>During a slow period, take the FDA aside and ask them about their observations of guest service interactions with unhappy guests.</i></p> <p><b>Delivery</b> First, ask the FDAs: How do we recognize when a guest is upset/angry/irritated? What signs indicate that a guest is upset/angry/irritated. Look for any answers from the FDAs.</p> <p>Ask the FDAs to flipchart circumstances that may cause a guest to be upset/angry/irritated through no fault of their experience on our property. Give them 2-3 minutes to flipchart their ideas then call time and then review their list as a group. Have the FDAs explain any items on the list that are unclear.</p> <p><i>Ask the FDA to brainstorm and reflect on the circumstances that may cause a guest to be upset/angry/irritated through no fault of their experience on our property. Ask the FDA to write down their ideas on pg.84 of their workbook. Give them 2-3 minutes to brainstorm their ideas then call time and then review their list together. Have the FDA explain any items on the list that are unclear.</i></p> <p>Next, ask the FDAs to think back to orientation and the PNK Service Standards and Expectations they practiced. Ask them to flipchart ideas on how we can respond to or help guests who are upset/angry/irritated through no fault of their experience on property. Give the FDAs 2-3 minutes to flipchart their ideas then call time and then review their ideas as a group. Ask questions about the ideas/solutions that the FDAs came up with.</p> <p><i>Next, ask the FDA to think back to their orientation and the PNK Service Standards and Expectations they practiced. Ask the FDA to brainstorm ideas on how they can respond to or help guests who are upset/angry/irritated through no fault of their experience on property. Give the FDA 2-3 minutes to write down their ideas then call</i></p>	<p>25 min 15 min</p>

	<p>time and then review their ideas together. Ask questions about the ideas/solutions that the FDA came up with.</p> <p>Note: If the FDAs struggle to come up with ideas, ask the FDAs to think back to a time when they were upset/angry/irritated and the cause of your upset/angry/irritation couldn't be helped. Ask the FDAs: what were the responses (words / emotions / actions) that they wanted/needed from the people around them? Have the FDAs circle the top 3 responses that they wanted/needed? <i>Look for: someone to listen, empathy, hassle-free environment, etc.</i></p> <p>Ask the FDAs how these needs can be translated into actions. What can we <u>do</u> to turn the negative experience to a positive experience for the guest? <i>Look for: use active listening to show interest and Care, show empathy to the guest, provide appropriate assistance to the guest's individual needs, etc.</i></p> <p>Ask the FDAs: How would using active listening help you show Ownership and Care in the guest's situation? <i>Look for any responses</i></p> <p>Ask the FDAs to demonstrate empathy to you including:</p> <ul style="list-style-type: none"> <li>• What does it look like? (i.e. attentive, mirroring body language, etc.)</li> <li>• What does it sound like? (i.e. sincere, sympathetic, asking questions, etc.)</li> </ul> <p><b><u>Debrief</u></b></p> <p>Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• How does active listening help you assist guest throughout scenarios like these?</li> <li>• When displaying empathy to a guest, when is it appropriate (or inappropriate) to say "I'm sorry"?</li> <li>• How would a scenario like these be a great opportunity to create a Magical and Memorable Moment? What kind of Moments could you create?</li> </ul> <p><b><u>Transition</u></b></p> <p>Tell the FDAs that these types of scenarios happen fairly often and are a great opportunity to show our Ownership and Care by building the relationship with the guest and displaying empathy to help turn a negative service experience into a positive and creating an appropriate Magical and Memorable Moment opportunity with the guest.</p>	
<p><b>Instructor-led</b>  <b>Role Plays:</b>  <b>Assisting</b>  <b>Unhappy Guests</b></p>	<p><b><u>Setup</u></b></p> <p>Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays.</p> <p><i>During a slow time at the Front Desk, have another agent approach the FDA to role play assisting unhappy guests.</i></p> <p><i>Note: Additional FDAs, Guest Experience Manager, and Front Desk leaders may participate as "guests" as needed.</i></p> <p><b><u>Delivery</u></b></p> <p>Recap the solutions from the discovery activity and have the FDAs role play assisting a guest who is upset/angry/irritated by:</p> <ul style="list-style-type: none"> <li>• Using active listening</li> <li>• Using the PNK Service Standards and Expectation skills they learned in orientation</li> <li>• Providing appropriate assistance to the guest's individual need</li> </ul>	<p>20 min  10 min</p>

	<p>Observe the role plays, give feedback, and answer any questions from the FDAs. At the end of 2-3 minutes, have the speaker provide feedback to the listener about how well they listened to the guest, displayed empathy, and provided assistance to the guest. Have the FDAs switch roles and repeat the process so each FDA has been the Front Desk Agent and the guest at least twice.</p> <p>After 2-3 role plays, thank the agent(s) who helped with the role plays. Ask the FDA which guest service expectations they used during their interaction with an unhappy guest.</p> <p><b>Transition</b> After 15 minutes, call time and ask the FDAs what was helpful or challenging when assisting a guest who is upset/angry/irritated.</p>	
<p><b>Instructor-Led Group Discussion: Debrief on Assisting Unhappy Guests</b></p>	<p><b>Setup</b> Ask the FDAs to sit down and share their feedback from the role plays.</p> <p><b>Delivery</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• How easy/hard was it to gauge the guest’s mood or emotions?</li> <li>• What are some challenges you may experience when determining the best way to show empathy?</li> <li>• What are some challenges you may experience when trying to determine the appropriate assistance to provide the guest?</li> <li>• What can you do to overcome some of these challenges?</li> <li>• What other actions can you take to help improve their experience?</li> </ul> <p>Make sure each FDA has a chance to provide feedback about each question and ask additional questions to discover additional details.</p> <p><b>Transition</b> Remind the FDAs that providing empathy and assistance to guests who are upset/angry/irritated through no fault of anything that occurred at our property is a crucial skill to help us build a relationship with the guest and help turn the guest’s experience into a positive one.</p>	<p>10 min 5 min</p>
<p><b>Instructor-Led Group Discovery: Assisting Guests With Challenging Interactions or Circumstances – What to Do When You Can’t Say Yes</b></p>	<p><b>Setup</b> Set out two clean flipcharts. Tell the FDAs that sometimes guests come to the Front Desk with requests that we are not able to say “Yes” to and how we respond to those requests is key to fulfilling our value of Care.</p> <p>During a slow period, take the FDA aside and ask them about their observations of guest service interactions when we can’t fulfill a guest’s request.</p> <p><b>Delivery</b> Ask the FDAs to flipchart requests from a guest that Front Desk Agents would not be able to say “Yes” to. Give the FDAs 2-3 minutes to flipchart their ideas. Have the FDAs explain any items on the list that are unclear.</p> <p>Ask the FDA to brainstorm and reflect on the requests from a guest that Front Desk Agents would not be able to say “Yes” to. Ask the FDA to write down their ideas on pg.85 of their workbook. Give them 2-3 minutes to brainstorm their ideas then call time and then review their list together. Have the FDA explain any items on the list that are unclear.</p> <p><i>Note: Instructor may need to prompt FDAs with additional casino resort-specific scenarios if the FDAs are unfamiliar with the gaming industry.</i></p>	<p>30 min</p>

	<p>Evaluate any ideas that can be done by working with other departments and eliminate those from the list. Give the FDAs an additional 1-2 minutes to add (or remove) any ideas then review the list again. Prompt as needed with additional scenarios including:</p> <ul style="list-style-type: none"> <li>• Guest wants room upgrade when they don't qualify or room type is unavailable</li> <li>• Guest wants to extend their stay and have it comped</li> <li>• Guest requests a late (4pm) check-out</li> <li>• Host books a different room type than the guest was told they would receive</li> </ul> <p>Next, ask the FDAs to think back to New Hire Orientation and the PNK Values and ask them to share what Values they can use to help them determine how to help the guest. Prompt the FDAs with:</p> <ul style="list-style-type: none"> <li>• <b>Care:</b> <ul style="list-style-type: none"> <li>○ Use effective questioning and listening to understand what matters most to each guest.</li> <li>○ Demonstrate empathy.</li> <li>○ When you have to say "No", apologize for or acknowledge the inconvenience, offer a personalized explanation, and ask for understanding.</li> </ul> </li> <li>• <b>Innovation:</b> <ul style="list-style-type: none"> <li>○ Find creative ways to say "Yes!" with personalized options that make experiences truly Magical &amp; Memorable.</li> </ul> </li> </ul> <p>Have the FDAs flipchart ideas on how they can find creative ways to say "Yes" and provide appropriate options for the guest for the scenarios they have identified. Give them 2-3 minutes to flipchart their ideas then call time and then review their ideas as a group. Ask questions about the ideas/solutions that the FDAs came up with and provide additional suggestions the FDAs may not be familiar with or explain why a proposed option may not be appropriate.</p> <p><a href="#">Next, ask the FDA to think back to their orientation and the PNK Service Standards and Expectations they practiced. Ask the FDA to brainstorm ideas on how they can find creative ways to say "Yes" and provide appropriate options for the guest for the scenarios they have identified. Give the FDA 2-3 minutes to write down their ideas then call time and then review their ideas together. Ask questions about the ideas/solutions that the FDA came up with.</a></p> <p>Select one of the scenarios from that they determined doesn't have an appropriate option or alternative. Ask and FDA to demonstrate what they would say to the guest. Review the Care Service Standards and Expectations and ask the FDAs to evaluate the demo based on the correct behaviors. Ask the FDA to demonstrate the interaction again modeling the value of Care. Have the FDAs provide feedback on the demo and provide suggestions for improvements.</p> <p>Tell the FDAs that offering a clear explanation in your own words of why we can't fulfill a request will help the guest understand why we have to say "No" and that providing options based on what matters to the guest will help soften the "No".</p> <p><b>Debrief</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• How can you correctly determine if a request is not something we can say "Yes" to? What resources can you use to help you?</li> <li>• Why is it important to do everything we can to find a way to say "Yes" to the guest? How can knowing what is available on your property help you provide appropriate options for the guest?</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Why do we need to apologize to the guest when we can't fulfill a request? When would we not want to apologize for the guest's inconvenience?</li> <li>• How does a personalized explanation of the reason behind the "No" and asking for understanding from the guest help us maintain a good relationship with the guest?</li> <li>• When is it appropriate to cite a property or PNK policy as the reason to not fulfill a request?</li> </ul> <p><b>Transition</b> Tell the FDAs that while we work hard to make sure these types of scenarios don't happen often, each of them needs to feel comfortable in being able to find a way of saying "Yes" to the guest by providing options or by saying "No" along with an apology for the inconvenience, providing a personal, relevant explanation of why the guest is hearing a "No" and asking for the guest's understanding.</p>	
<p><b>Instructor-led Role Plays: What to Do When You Can't Say Yes</b></p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays.</p> <p><i>During a slow time at the Front Desk, have another agent approach the FDA to role play saying "No" to a guest.</i></p> <p><i>Note: Additional FDAs, Guest Experience Manager, and Front Desk leaders may participate as "guests" as needed.</i></p> <p><b>Delivery</b> Recap the solutions from the discovery activity and have the FDAs role play assisting a guest by providing alternative options or resources to assist a guest when we can't say "Yes" to a request.</p> <p>Observe the role plays, give feedback, and answer any questions from the FDAs. At the end of 2-3 minutes, have the speaker provide feedback to the listener about how well they listened to the guest, avoided telling the guest "No," and provided at least one alternative solution to help take care of the guest. Have the FDAs switch roles and repeat the process so each FDA has been the Front Desk Agent and the guest at least twice.</p> <p>Have the FDAs switch up the role plays by having the guest make a request that we are unable to meet and the Front Desk Agent apologizing and appropriately explaining the reason why they must say "No".</p> <p><i>After 2-3 role plays, thank the agent(s) who helped with the role plays. Ask the FDA which guest service expectations they used during their interaction when saying "No" to a guest.</i></p> <p><b>Transition</b> After 15 minutes, call time and ask the FDAs what was helpful or challenging when you can't say "Yes" to a guest or when you need to say "No" with an apology, explanation, and request for understanding.</p>	<p>20 min 10 min</p>
<p><b>Instructor-Led Group Discussion: Debrief on What to Do When You Can't Say Yes</b></p>	<p><b>Setup</b> Ask the FDAs to sit down and share their feedback from the role plays.</p> <p><b>Delivery</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• How easy/difficult was it to interact with the guest without saying "No"?</li> </ul>	<p>10 min 5 min</p>



	<ul style="list-style-type: none"> <li>• Why is it important for you to know what resources are available when assisting guests with finding alternative solutions?</li> <li>• What other actions can you take to help a guest when you can't fulfill their request?</li> <li>• What additional property resources do you think you need to learn more about to better assist a guest? What will you do to learn more about them?</li> <li>• What additional resources do you have to help you find a solution when you can't say "Yes" to the guest?</li> </ul> <p>Make sure each FDA has a chance to provide feedback about each question and ask additional questions to discover additional details.</p> <p><b>Transition</b> Remind the FDAs that Innovation and Integrity are key values to remember when you can't say "Yes" to a guest. Tell the FDAs that they should always be honest with a guest when a request can't be fulfilled and they should always look for and provide the guest alternatives when what they requested is not available.</p> <p>Tell the FDAs that you will now take a 30-minute lunch break and give them a return time.</p>	
<b>30-minute Lunch Break</b>		
<p><b>Instructor-Led Group Discovery: Assisting Guests With Challenging Interactions or Circumstances – Assisting Guests with Challenging Guest Service Scenarios</b></p>	<p><b>Setup</b> Welcome the FDAs back. Set out two clean flipcharts. Tell the FDAs that there will be situations when you are working with a guest that may be more challenging to resolve the issue to prevent any negative feelings or embarrassment for our guests.</p> <p><i>During a slow period, take the FDA aside and ask them about their observations of guest service interactions when it's challenging to resolve the issue to prevent negative feelings or embarrassment for our guests.</i></p> <p><b>Delivery</b> Ask the FDAs what scenarios that they have discovered so far may be challenging while balancing assisting a guest while working in the LMS. If the FDAs are unsure of any scenarios, ask them to think back to their LMS training and some of the room check-in or check-out requirements.</p> <p><i>Note: Front Desk Facilitator or Onboarding Coach may need to prompt FDAs with Front Desk-specific scenarios including:</i></p> <ul style="list-style-type: none"> <li>• Guest wants to use a pre-paid credit/debit card on their room</li> <li>• Guests required to pay room deposit on credit card – <i>OR</i> – the room is comped but guests are still required to have a credit card on the room but wants the deposit waived</li> <li>• Guest's credit card is declined at check-in/check-out</li> </ul> <p>Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Why might these scenarios be challenging in terms of guest service?</li> <li>• What are some possible stumbling points in how we communicate with the guest about these scenarios?</li> </ul> <p>Next, have the FDAs work together to come up with a strategy for how they would resolve each scenario and work with the guest to minimize any potential discomfort or negative feelings while still following correct Front Desk policies and procedures.</p> <p>Give the FDAs 5 minutes to work on the scenarios. Observe their discussion and answer any questions they may have about Front Desk policies and procedures. Call</p>	<p>20 min 15 min</p>

	<p>time and have the FDAs share their solutions. Based on the solutions the FDAs provided, prompt the FDAs with the following solutions:</p> <ul style="list-style-type: none"> <li>• Guest wants to use a pre-paid credit/debit card on their room             <ul style="list-style-type: none"> <li>○ Set expectation at time of reservation that guest must provide at credit card on the reservation</li> <li>○ Explain to the guest that “For security reasons, we require a credit card...”</li> </ul> </li> <li>• Guests required to pay room deposit on credit card – <i>OR</i> – the room is comped but guests are still required to have a credit card on the room but wants the deposit waived             <ul style="list-style-type: none"> <li>○ Set expectation at time of reservation that guest must provide at credit card on the reservation</li> <li>○ Explain to the guest that “For security reasons, we require a credit card for a deposit on the room...”</li> <li>○ Emphasize to the guest that the deposit will be refunded</li> </ul> </li> <li>• Guest’s credit card is declined at check-in/check-out             <ul style="list-style-type: none"> <li>○ Minimize guest embarrassment</li> <li>○ Apologize</li> <li>○ Say to the guest “We couldn’t get authorization for your card...” and request an alternate card</li> </ul> </li> </ul> <p>Ask the FDAs for their feedback on these possible solutions. Ask the FDAs what additional explanations they could provide a guest.</p> <p>Next, ask the FDA to think back to their orientation and the PNK Service Standards and Expectations they practiced. Ask the FDA to brainstorm ideas on how they can resolve each scenario with minimal discomfort or potential negative feelings on the part of the guest. Give the FDA 2-3 minutes to write down their ideas then call time and then review their ideas together. Ask questions about the ideas/solutions that the FDA came up with.</p> <p><b><u>Debrief</u></b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• What advantages does having a thorough knowledge of the LMS and Front Desk operations bring when speaking to a guest while working to resolve a challenging guest service scenario?</li> <li>• Why is it important to always set the correct expectations on what we need from guests when creating a reservation or at check-in/check-out? How does this prevent challenging guest service situations in the future?</li> <li>• Why would we want to minimize guest discomfort or negative feelings at the Front Desk?</li> <li>• When is it appropriate to cite a property or PNK policy during a challenging guest service interaction? How could we better explain a situation than citing a policy?</li> </ul> <p><b><u>Transition</u></b> Tell the FDAs that correctly navigating and resolving challenging guest interactions is an important guest service skill that will also help you as you work with guests during more routine interactions and help you model better communication with all guests.</p>	
<p><b>Instructor-Led Group Discovery: Assisting Guests With Challenging Interactions or Circumstances –</b></p>	<p><b><u>Setup</u></b> Tell the FDAs that most of the times they will be assisting guest service scenarios, they will have to balance providing excellent guest service with performing jobs or tasks at the same time.</p> <p><b><u>Delivery</u></b></p>	<p>10 min 5 min</p>

<p><b>Assisting Guests While Performing Job Functions/ Tasks</b></p>	<p>Remind the FDAs that while this guest service scenario is happening, they will be working in the LMS, HotSOS, printing registrations, making keys or completing other tasks to help the guest. Ask the FDAs to brainstorm their ideas on a flipchart for what strategies they can use to stay on task while using active listening to maintain a connection with the guest. Look for strategies including:</p> <ul style="list-style-type: none"> <li>• Remembering to use the guest name during the interaction</li> <li>• Using the sequence of service guidelines for frequent verbal check-ins with the guest</li> <li>• Making regular eye contact with the guest</li> <li>• Etc.</li> </ul> <p>Give the FDAs 2-3 minutes to flipchart their strategies then review them as a group. Ask the FDAs to provide details on how each strategy would work and how they would measure its effectiveness. Next, ask the FDAs how they would make sure they were consistently using these strategies.</p> <p>Give the FDA 2-3 minutes to write down their strategies and then review their ideas together. Ask questions about the ideas/solutions that the FDA came up with. Next, ask the FDA how they would make sure they were consistently using these strategies.</p> <p><b>Debrief</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Is it more important to pay attention to guest service or LMS operations during challenging guest service interactions? Why?</li> <li>• What are some clear signals you can give the guest that you are still paying attention to them?</li> <li>• How can you incorporate the sequence of service you learned previously to help you balance completing tasks at the Front Desk and interacting with the guest?</li> </ul> <p><b>Transition</b> Tell the FDAs that finding a working balance between completing job tasks and working with the guest should always favor maintaining the guest service connection with the guest. Tell the FDAs that as they gain experience performing tasks at the Front Desk that they will become easier to do and allow them to pay more attention to the guest.</p>	
<p><b>Instructor-led Role Plays: Assisting Guests with Challenging Guest Service Scenarios &amp; Assisting Guests While Performing Job Functions/ Tasks</b></p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays. When possible, have the FDAs work in the LMS during the role plays to simulate actual working conditions.</p> <p>During a slow time at the Front Desk, have another agent approach the FDA to role play assisting guests with challenging guest service interactions or while performing other job functions and tasks.</p> <p><i>Note: Additional FDAs, Guest Experience Manager, and Front Desk leaders may participate as “guests” as needed.</i></p> <p><b>Delivery</b> Recap the solutions from the Assisting Guests with Challenging Guest Service Scenarios and Assisting Guests While Performing Job Functions/ Tasks activities and have the FDAs role play assisting a guest with a guest service issue while working in the LMS.</p> <p>Observe the role plays, give feedback, and answer any questions from the FDAs. At the end of 2-3 minutes, have the speaker provide feedback to the listener about how</p>	<p>20 min 10 min</p>

	<p>well they actively listened to the guest and determined a solution to the issue while balancing implementing the solution in the LMS or other system. Have the FDAs switch roles and repeat the process so each FDA has been the Front Desk Agent and the guest at least twice.</p> <p>After 2-3 role plays, thank the agent(s) who helped with the role plays. Ask the FDA which guest service expectations they used during their interactions when assisting guests with challenging guest service interactions or while performing other job functions and tasks.</p> <p><b>Transition</b> After 15 minutes, call time and ask the FDAs what was helpful or challenging when assisting a guest with a guest service issue while working in the LMS or performing other tasks.</p>	
<p><b>Instructor-Led Group Discussion: Debrief on Assisting Guests with Sensitive Guest Service Scenarios While Performing Job Functions/ Tasks</b></p>	<p><b>Setup</b> Ask the FDAs to sit down and share their feedback from the role plays.</p> <p><b>Delivery</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• How easy/difficult was it to interact with the guest while working in the LMS or performing another task at the Front Desk?</li> <li>• What did you find challenging about splitting your focus between your tasks and interacting with the guest?</li> <li>• What did you do to establish and maintain a connection with the guest?</li> <li>• When is it appropriate to cite a property or PNK policy as the reason to not fulfill a request?</li> <li>• What other actions/verbiage can use to help the feel comfortable/satisfied during these interactions?</li> <li>• How does changing up how we talk about a situation change how the guest feels during the interaction?</li> </ul> <p>Make sure each FDA has a chance to provide feedback about each question and ask additional questions to discover additional details.</p> <p><b>Transition</b> Remind the FDAs that it’s critical for them to master the skill of maintaining a focus on providing excellent guest service while effectively performing tasks in the LMS, other Front Desk systems or other Front Desk tasks. Being able to balance guest service and Front Desk functions/tasks will help us live up to our guest service standards and provide Magical and Memorable Moments for our guests.</p>	<p>10 min 5 min</p>
<p><b>Instructor-Led Group Discussion: Magical &amp; Memorable Guest Service - Flawless Service Recovery</b></p>	<p>Flawless Service Recovery Module</p> <p><i>Note: Adjust training schedule as needed to allow FDAs to attend this module on the date/time it is offered at your property. Work with your property’s Learning &amp; Development Business Partner or Specialist to determine the schedule and location of this module.</i></p> <p><i>For greatest training effectiveness, arrange the following activity to occur after FDAs attend this onboarding module.</i></p> <p><i>Skip this activity and the following debrief if not available, move up the Day 3 and 4 activities, and use the time to expand the role-plays and readiness checks on Days 3 and 4.</i></p>	<p>≈ 2-2.5 Hours</p>

<p><b>Instructor-Led Group Discussion: Debrief on Flawless Service Recovery Module</b></p>	<p><b>Setup</b> Ask the FDAs to sit down and share their feedback from the Flawless Service Recovery module.</p> <p><b>Delivery</b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• Why is a Service Recovery not appropriate for helping with every guest service issue?</li> <li>• How does using active listening help you to determine if you should use a Service Recovery?</li> <li>• What other options/actions can you use to help take care of the guest?</li> <li>• What additional resources can you use if you're not sure how to assist the guest?</li> </ul> <p><b>Transition</b> Remind the FDAs that while a Service Recovery is an effective tool in helping us take care of a guest, it's not always the best option for each situation. By using your active listening skills and the additional resources (other Front Desk Agents, Leads or Supervisors, etc.) at the Front Desk, you can provide the best option for the guest when things go wrong.</p> <p>Tell the FDAs they now have a 15-minute break and give them a return time.</p>	<p>5 min</p>
<p><b>15-minute Break</b></p>		
<p><b>Self-Directed Discovery: Participant-led Property &amp; Room Tour Final Preparations</b></p>	<p><b>Setup</b> Tell the FDAs that they have 40 minutes to work on their preparations for their property tour and that they should work as a group to determine who will lead which sections of the tour.</p> <p><b>Delivery</b> Let the FDAs work together to set up their room and property tour including:</p> <ul style="list-style-type: none"> <li>• Property layout</li> <li>• Room types (size, views, features, smoking, etc.) and LMS codes</li> <li>• Amenities</li> <li>• Correct verbiage for directing guests around the property</li> <li>• Dinner specials at the buffet or specific restaurant</li> <li>• Events or entertainment</li> <li>• mychoice promotions or events</li> <li>• Etc.</li> </ul> <p>Tell the FDAs that they are free to move around the property as needed and give them a return time.</p> <p><b>Transition</b> Welcome the FDAs back and answer any questions they may have.</p>	<p>40 min 20 min</p>
<p><b>Instructor-Led Group Discussion: Instructor-led Group Discussion: Preparing for Activities and Tours</b></p>	<p><b>Setup</b> Tell the FDAs that they will have additional time to finalize their tour plans before leading the tour the next day.</p> <p><b>Delivery</b> Tell the FDAs that the remainder of the week will be highly interactive and they should prepare accordingly including making sure they are wearing comfortable shoes.</p> <p><b>Transition</b></p>	<p>5 min</p>

	Answer any questions the FDAs have about the tour and any upcoming activities. Thank the FDAs for their hard work and tell them where to meet you in the morning.	
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**Day 2 Total Time: 8 Hours**

**DAY 3: Taking Ownership**

Learning Activity	Activity Description	Time
<p><b>Instructor-Led Group Discovery Discussion: Utilizing Correct Escalation Procedures at the Front Desk – Resolving the Issue Without a Lead/Supervisor or Manager</b></p>	<p><b>Setup</b>                      Welcome the FDAs back. Ask the FDAs to recap some of the guest service scenarios they have become familiar with during the course of their LMS and guest service training.</p> <p style="color: blue;">During a slow period, take the FDA aside and ask them about their observations of guest service interactions they have been able to resolve without calling over a Lead/Supervisor or Manager.</p> <p><i>Note: For the activities on Days 3-4, participants will need a computer with access to the LMS to participate in role play simulations. Also, reach out to invite the Hotel Manager, Guest Experience Manager, and any other appropriate guests to participate in the property tour.</i></p> <p><b>Delivery</b>                      Ask the FDAs which of these scenarios they believe they can successfully resolve without having to speak with a manager or supervisor. Flipchart the FDAs responses.</p> <p>Ask them why these scenarios can be solved without a manager or supervisor. Listen to their responses then ask them what actions they would use to determine if and how they can provide assistance. Prompt the FDAs with answers such as:</p> <ul style="list-style-type: none"> <li>• Asking the guest questions about their stay</li> <li>• Asking how they can help guests who ask to speak to a manager directly</li> <li>• Actively listening to the guest’s responses</li> <li>• Empathizing with the guest</li> <li>• Offering assistance and clear solutions to the guest</li> <li>• Contacting the guest’s host to help with a solution</li> </ul> <p>Ask which of the scenarios they explored from the “Assisting Guests in Challenging Circumstances” activity can be resolved without a lead/supervisor/manager. Ask each FDA to describe how they would assist a guest in one of the scenarios.</p> <p>Ask the FDAs why each of the scenarios they selected would be able to be resolved by a Front Desk Agent. Ask the FDAs for specific examples of how guests could be assisted in each scenario.</p> <p style="color: blue;">Ask the FDA how they determined if they needed additional assistance. Look for answers including:</p> <ul style="list-style-type: none"> <li>• Asking the guest questions about their stay</li> <li>• Asking how they can help guests who ask to speak to a manager directly</li> <li>• Actively listening to the guest’s responses</li> <li>• Empathizing with the guest</li> <li>• Offering assistance and clear solutions to the guest</li> <li>• Contacting the guest’s host to help with a solution</li> </ul>	<p>20 min</p> <p style="color: blue;">10 min</p>

	<p>Ask which of the scenarios they explored from the “Assisting Guests in Challenging Circumstances” activity can be resolved without a lead/supervisor/manager. Ask each FDA to describe how they would assist a guest in one of the scenarios.</p> <p>Ask the FDAs why each of the scenarios they selected would be able to be resolved by a Front Desk Agent. Ask the FDAs for specific examples of how guests could be assisted in each scenario.</p> <p><b>Debrief</b> Ask the FDAs what each of them can do to take ownership of when a guest comes to them with an issue or request. How can they use their own expertise to ensure the guest has a positive experience?</p> <p><b>Transition</b> Tell the FDAs that they will now have a chance to practice owning the guest interaction and resolving guest issues.</p>	
<p><b>Instructor-led Role Plays: Resolving the Issue Without a Lead/Supervisor or Manager</b></p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays.</p> <p>During a slow time at the Front Desk, have another agent approach the FDA to role play resolving an issue without a Lead/Supervisor or Manager.</p> <p><b>Delivery</b> Have the FDAs role play 2-3 of the scenarios that they identified can be resolved without a supervisor or manager with the FDA acting to assist a guest. As they role play the scenarios, observe how well they use the actions the group identified to determine if they can provide assistance. Provide feedback to the FDAs on their performance including additional best practices they can use to correctly identify the guest’s issue and provide an appropriate solution.</p> <p>After 2-3 role plays, thank the agent(s) who helped with the role plays. Ask the FDA which guest service expectations they used during their interactions when working to resolve the issue(s) without calling over a Lead/Supervisor or a Manager.</p> <p><b>Debrief</b> Ask the FDAs what they found challenging about trying to assist guests without calling over a Lead, Supervisor or Manager. What helped you to be successful? Which of the actions were the most effective in helping you understand what the guest needed?</p> <p><b>Transition</b> Remind the FDAs that it may take some practice on the Front Desk to build up your skills to successfully help every guest.</p>	<p>10 min</p>
<p><b>Instructor-Led Group Discussion: Utilizing Correct Escalation Procedures at the Front Desk – When to Contact a Supervisor or Manager</b></p>	<p><b>Setup</b> Ask a Supervisor or the Hotel Manager in advance to join you for the next three activities. Tell the FDAs that while most of the guest service scenarios can be resolved by a Front Desk Agent, there are circumstances and scenarios when a Lead, Supervisor or Manager should become involved to help take care of a guest.</p> <p><b>Delivery</b> Ask the FDAs which of the scenarios of they came up with may need a Lead, Supervisor or Manager to resolve and flipchart the answers. Look for scenarios including:</p> <ul style="list-style-type: none"> <li>• Guest checks in and the room is dirty</li> </ul>	<p>20 min 10 min</p>

	<ul style="list-style-type: none"> <li>• Room is accidentally double-occupied (Guest is incorrectly in-housed at check-in and room resold)</li> <li>• Guests having on-property relationship issues (verbal arguments, physical arguments, etc.)</li> </ul> <p>Tell the FDAs that for all other scenarios, the Front Desk Agent has the tools to take care of the guest and resolve the issue.</p> <p><b><u>Debrief</u></b> Ask the FDAs:</p> <ul style="list-style-type: none"> <li>• What are some of the actions they can do to still keep ownership when needing assistance from a Lead, Supervisor or Manager?</li> <li>• How does knowing the types of scenarios that would require assistance help you recognize the scenarios that would not require a manager?</li> <li>• What can you do to make sure your leader understands what s/he needs to help with?</li> <li>• What can you do to keep the interaction running smoothly as your leader helps the guest?</li> </ul> <p><b><u>Transition</u></b> Tell the FDAs that they will now have a chance to practice how and when to call over a Lead, Supervisor or Manager to help you assist a guest.</p>	
<p><b>Instructor-led Role Plays: When to Contact a Supervisor or Manager</b></p>	<p><b><u>Setup</u></b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with the role plays.</p> <p><b><u>Delivery</u></b> Have the FDAs role play 2-3 of the scenarios that require a supervisor or manager to assist a guest. Have the Front Desk Manager act as the “Manager” in the role plays. As they role play the scenarios, observe how well they balance their interactions with the guest and the Manager. Provide feedback to the FDAs on their performance including additional best practices they can use to correctly communicate with the manager to effectively help the guest.</p> <p><b><u>Debrief</u></b> After 2-3 role plays, call time and ask the FDAs what they found challenging about having to call over a Lead, Supervisor or Manager. What did you observe if more than one of you called the Manager over at the same time? What effect did that have on your efforts to take care of the guest?</p> <p><b><u>Transition</u></b> Remind the FDAs that they can also turn to the other agents at the desk before calling over a supervisor or manager.</p>	<p>10 min</p>
<p><b>Instructor-Led Group Discussion: Utilizing Correct Escalation Procedures at the Front Desk – When and How to Escalate Issues to Senior Leadership</b></p>	<p><b><u>Setup</u></b> Tell the FDAs that there may be very rare occasions when a senior property leader may need to become involved to help assist a guest or take care of an issue.</p> <p><b><u>Delivery</u></b> Ask the Hotel Manager what guest service or property scenarios may require contacting the VP of Operations or members of the Executive Team. Have the Hotel Manager explain what the communication procedures are for your property when those types of situations occur.</p>	<p>10 min 5 min</p>



	<p>Ask the Hotel Manager what their procedures and priority should be for guest service issues or requests come from a senior property leader.</p> <p><b>Debrief</b> Ask the FDAs why they think these communication procedures need to be followed. Why would Front Desk Agents want to immediately escalate a guest service or property issue themselves? What should you do if you think a situation may need the attention or assistance of a property executive?</p> <p><b>Transition</b> Tell the FDAs that knowing when and how to correctly involve senior property leadership will help them to make the best decisions when assisting with a difficult guest service issue.</p> <p>Thank the Hotel Supervisor or Manager for their assistance. Tell the FDAs that you will now take a 15-minute break and give them a return time.</p>	
<b>15-minute Break</b>		
<p><b>Instructor-Led Role Play/ Practice: Combining Elements of Front Desk Service – Creating MMMs, Handling Challenging Guest Interactions &amp; Appropriately Elevating Service Issues</b></p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with role playing different guest service scenarios at the Front Desk including creating Magical and Memorable Moments, handling challenging guest service interactions, and appropriately elevating service issues.</p> <p>If the FDAs are paired up, have them alternate the roles of guest and Front Desk Agent.</p> <p><i>Note: Additional FDAs, Guest Experience Manager, and Front Desk leaders should participate as “guests” using real-world scenarios to make the role-plays more effective. Team members participating as guests should be prepared to challenge the FDA during the role play.</i></p> <p>Tell the FDAs that you will act as the “Manager” for any role plays that they determine would require a manager.</p> <p><b>Delivery</b> As they role play the scenarios, observe how they interact with the “guest” during the scenarios. Provide feedback to the FDAs on their performance including additional best practices they can use to correctly assist the guest or correctly involve a supervisor or manager.</p> <p>After 45 minutes, call time and ask the FDAs to wrap up any role play they are acting out. Ask each FDA to come up to the front of the room to act out a role play with you. The other FDAs or role play helpers will observe the role play and provide feedback once the role play is complete. Ask the FDAs to provide feedback before any more experienced role play helpers. Ask the FDAs in the role play to share what they found challenging in the scenario and what best practices they can use in the future in a similar interaction. Repeat the individual role plays and feedback sessions with each FDA.</p> <p><b>Debrief</b> Ask the FDAs questions including:</p> <ul style="list-style-type: none"> <li>• What did you hear in your interactions that helped you recognize an opportunity to create a Magical and Memorable Moment?</li> <li>• When having a challenging interaction with a guest, what helped you navigate the issue to find a solution? How successful do you think you were at finding a solution?</li> </ul>	<p>1 hour</p> <p>Use on-the-desk observation and feedback for 1:1 onboarding</p>

	<ul style="list-style-type: none"> <li>• What information did you use to determine if you needed a manager’s assistance?</li> <li>• How successful do you think you were at taking care of your “guests”?</li> </ul> <p><b>Transition</b> Thank the FDAs and provide encouragement. Remind the FDAs that as they have additional practice and begin interacting with guests, their interactions with guests will become easier and they will be able to determine solutions faster.</p>	
<p><b>Instructor-Led Role Play/ Practice: Combining All Elements of Front Desk Service</b></p>	<p><b>Setup</b> Have the FDAs pair off for this role play or ask a Front Desk Agent or Supervisor to join you to assist with role playing all elements of Front Desk service including working in the LMS, creating Magical and Memorable Moments, handling challenging guest service interactions, and appropriately elevating service issues.</p> <p>If the FDAs are paired up, have them alternate the roles of guest and Front Desk Agent.</p> <p><i>Note: Additional FDAs, Guest Experience Manager, and Front Desk leaders should participate as “guests” using real-world scenarios to make the role-plays more effective. Team members participating as guests should be prepared to challenge the FDA during the role play.</i></p> <p>Tell the FDAs that you will act as the “Manager” for any role plays that they determine would require a manager.</p> <p><b>Delivery</b> As they role play the scenarios, observe how they interact with the “guest” during the scenarios. Provide feedback to the FDAs on their performance including additional best practices they can use to correctly assist the guest or correctly involve a supervisor or manager.</p> <p>After 45 minutes, call time and ask the FDAs to wrap up any role play they are acting out. Ask each FDA to come up to the front of the room to act out a role play with you. The other FDAs or role play helpers will observe the role play and provide feedback once the role play is complete. Ask the FDAs to provide feedback before any more experienced role play helpers. Ask the FDAs in the role play to share what they found challenging in the scenario and what best practices they can use in the future in a similar interaction. Repeat the individual role plays and feedback sessions with each FDA.</p> <p><b>Debrief</b> Ask the FDAs questions like:</p> <ul style="list-style-type: none"> <li>• What challenges did you encounter as you worked in the LMS and interacted with your guest? How did you balance the two elements?</li> <li>• What functions in the LMS did you find challenging?</li> <li>• If you called over a manager, what was the issue and what information did you use to determine if you needed a manager’s assistance?</li> <li>• How successful do you think you were at taking care of your “guests”?</li> <li>• What elements of your interactions (LMS functions, finding a solution, creating a Magical and Memorable Moment, etc.) could you improve on? What would you change/do to make the improvement?</li> </ul> <p><b>Transition</b> Thank the FDAs and provide positive feedback to each FDA. Tell the FDAs that they will have additional practice time tomorrow before they have their first working sessions on the Front Desk.</p>	<p>1 hour</p> <p>Use on-the-desk observation and feedback for 1:1 onboarding</p>

	<p>Tell the FDAs that after lunch, you will be switching gears to check each FDAs knowledge about your property with the FDAs leading a tour of the property for you and several property leaders. Tell them that after which they will have some prep time to organize their tour. Tell the FDAs they have 30 minutes for lunch and give them a return time.</p>	
<b>30-minute Lunch Break</b>		
<p><b>Self-Directed Discovery: Participant-led Room &amp; Property Tour Final Preparations</b></p>	<p><b>Setup</b> Tell the FDAs that they have 30 minutes to finalize their preparations for their property tour and that they should work as a group to determine who will lead which sections of the tour.</p> <p><b>Delivery</b> Let the FDAs work together to finalize their property tour including:</p> <ul style="list-style-type: none"> <li>• Property layout</li> <li>• Room types (size, views, features, smoking, etc.) and LMS codes</li> <li>• Amenities</li> <li>• Correct verbiage for directing guests around the property</li> <li>• Dinner specials at the buffet or specific restaurant</li> <li>• Events or entertainment</li> <li>• mychoice promotions or events</li> <li>• Etc.</li> </ul> <p>Answer any questions the FDAs have and arrange for any room keys as needed. Ask the invited tour participants to join the group.</p> <p><b>Transition</b> Call time and check if the FDAs need any questions or additional set-up assistance.</p>	<p>30 min 20 min</p>
<p><b>Self-Directed Discovery: Participant-led Front Desk and Property Tour &amp; Room Overview</b></p>	<p><b>Setup</b> Turn the time over to the FDAs to lead.</p> <p><b>Delivery</b> FDAs lead Front Desk Facilitator or Onboarding Coach and guests on a tour to demonstrate their knowledge of the Front Desk and property layout, room types and amenities, and local (community) features.</p> <p>Elements of the tour should include:</p> <ul style="list-style-type: none"> <li>• Property layout and how to find features such as             <ul style="list-style-type: none"> <li>○ mychoice Desk</li> <li>○ Business Center</li> <li>○ Coffee shop</li> <li>○ Restrooms</li> <li>○ Conference Center (TBD by property)</li> <li>○ Etc.</li> </ul> </li> <li>• Room types (size, views, features, smoking, etc.), where each room type is located, and LMS codes</li> <li>• Correct verbiage for directing guests around the property</li> <li>• Nearby community features of interest to guests</li> </ul> <p>During the tour, share with the FDAs information about:</p> <ul style="list-style-type: none"> <li>• Dinner specials at the buffet or specific restaurants</li> <li>• Upcoming events or entertainment</li> <li>• mychoice tiers and promotions</li> <li>• Name of the drink most popular drink in the Hotel bar or specialty coffee</li> </ul>	<p>Appx. 1 hour 30 min TBD by property size</p>

	<ul style="list-style-type: none"> <li>• Price to send a fax at the Business Center</li> <li>• Etc.</li> </ul> <p><b>Transition</b> Ask the FDAs to lead the group back to the training space or Front Desk and thank them for their hard work.</p>	
<p><b>Instructor-led Large Group Discussion: Feedback on Participant-led Front Desk and Property Tour &amp; Room Overview</b></p>	<p><b>Setup</b> Thank the FDAs for their hard work on the tour. Give a brief recap of some of the highlights from the tour and any elements that stood out for you.</p> <p><b>Delivery</b> Ask the FDAs to evaluate their performance on delivering the tour.</p> <ul style="list-style-type: none"> <li>• What went well?</li> <li>• What do they wish they had studied more before the tour?</li> <li>• What was something they learned about the property before or during the tour that surprised them?</li> <li>• If they had to do the tour over, what would they change? Why would they change it?</li> </ul> <p>Ask the other tour participants to share their feedback on the tour with the FDAs and why having a strong knowledge of everything on our property is important to creating Magical and Memorable experiences for our guests. Have them ask the FDAs any questions they have from the tour and ask the FDAs to provide answers. Ask each tour participant to share one thing the FDAs did well and one suggestion for improvement.</p> <p><b>Transition</b> Thank the tour participants and let them leave. Thank the FDAs again for their work on the tour. Tell them they now have a 15-minute break and give them a return time.</p>	<p>20 min 10 min</p>
<p><b>15-minute Break</b></p>		
<p><b>Instructor-led Knowledge Check: Preparing to Work at the Front Desk</b></p>	<p><b>Setup</b> Have the Hotel Manager stay for the remainder of the time and have the FDAs login to the LMS and work on any unfinished LMS practice exercises.</p> <p><b>Delivery</b> Ask the Hotel Manager to sit down and spend 5-10 minutes talking with each FDA to check their knowledge on their training so far, asking them questions about:</p> <ul style="list-style-type: none"> <li>• Front Desk systems operations</li> <li>• Guest service and service standards training</li> <li>• The property layout</li> <li>• Amenities hours of operation and details</li> <li>• Any unresolved questions or concerns</li> </ul> <p>Solicit feedback on their guest service training. Once each conversation is complete, have the FDA return to completing any unfinished practice exercises.</p> <p><b>Debrief</b> Once the Hotel Manager has met with everyone, have s/he thank the FDAs for their hard work and feedback. Share answers to any open questions and work with the FDAs to resolve any outstanding concerns.</p> <p><b>Transition</b></p>	<p>30 min 10 min</p>

	Ask the FDAs to continue working on the practice exercises for the remainder of today’s time.	
<b>Self-Directed Individual Practice: Working in the LMS &amp; Leadership Feedback Review</b>	<p><b>Setup</b> Have the FDAs continue working on the practice exercises in the LMS.</p> <p><b>Delivery</b> While the FDAs are practicing, review the progress of each FDA with the Front Desk Facilitator or Onboarding Coach looking for specific information on:</p> <ul style="list-style-type: none"> <li>• LMS proficiency</li> <li>• Understanding and execution of guest service best practices</li> <li>• General readiness for working at the Front Desk</li> </ul> <p>Make sure each FDA is able to access the PNK Learning Center. Tell the FDAs that they will complete any remaining Hotel &amp; Front Desk policy acknowledgements and any outstanding new hire assignments. Have the FDAs work on their assignments until time is up.</p> <p><b>Debrief</b> Consult with the Hotel Manager to determine the focus for the final practice session the next day. Determine specific scenarios and functions to check the FDAs on.</p> <p><b>Transition</b> Call time and tell the FDAs to meet you in the training space in the morning for their final practice sessions before their first working sessions at the Front Desk.</p>	30 min 20 min

**Day 3 Total Time: 8 Hours**

**DAY 4: Practice Session Working at the Front Desk**

Learning Activity	Activity Description	Time
<b>Instructor-led Role Play Activity: Preparing to Work at the Front Desk</b>	<p><b>Setup</b> Have the FDAs meet you in the training space. Tell the FDAs that they will have their first working sessions at the Front Desk and that before they start working, they will have a final knowledge-check role-playing session to make sure they are ready to start working on their own.</p> <p><i>Additional FDAs, Guest Experience Manager, and Front Desk leaders should participate as “guests” to make the role-plays more effective. Team members participating as guests should be prepared to challenge the FDA during the role play.</i></p> <p><b>Delivery</b> FDAs, with their Front Desk Facilitator or Onboarding Coach, role play the following scenarios while incorporating their systems training, sequence of service training, and guest service training:</p> <ul style="list-style-type: none"> <li>• Checking-in a guest</li> <li>• Assisting a guest with a room issue (TBD)</li> <li>• Directing a guest to an on-property location</li> <li>• Checking-out a guest</li> <li>• Assisting a guest who requests to speak with a supervisor/manager</li> </ul> <p>Specific role-playing scenarios may also be determined by feedback from supervisor knowledge check.</p>	TBD (based on FDA readiness)  Use on-the-desk observation and feedback for 1:1 onboarding

	<p>Provide feedback to the FDAs following each role play. Encourage the FDAs to provide suggestions for how they can improve their performance for each specific scenario.</p> <p><b>Debrief</b> Ask the FDAs to assess their own readiness to work at the Front Desk. Ask the group to share any questions they may have or functions within the LMS they feel they need more practice with.</p> <p><b>Transition</b> Once the FDAs are ready, congratulate the FDAs and thank them for their hard work and preparation. Walk with them to the Front Office.</p>	
<b>15-minute Break (as scheduled by Front Desk Lead)</b>		
<b>Action Learning: Working Session at Front Desk</b>	<p><b>Setup</b> Have the FDAs prepare and their workstation and cash drawer. Tell the FDAs you will be working with them to help and coach them as needed. Tell them you will also be providing regular feedback as they work.</p> <p><b>Delivery</b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p>	TBD (based on FDA readiness)
<b>Action Learning: Working Session at Front Desk</b>	<p><b>Delivery</b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p><b>Transition</b> Invite the FDAs to join you for lunch. While you eat, conduct an informal debriefing session over lunch with the FDAs.</p>	2 hours
<b>30-minute Lunch Break (as scheduled by Front Desk Lead)</b>		
<b>Action Learning: Working Session at Front Desk</b>	<p><b>Delivery</b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p>	2 hours
<b>15-minute Break (as scheduled by Front Desk Lead)</b>		
<b>Action Learning: Working Session at Front Desk</b>	<p><b>Delivery</b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p><b>Transition</b> Have the close out their stations and cash out their drawers. Gather the FDAs in the Front Office and ask the Hotel Manager join you. Ask the Hotel Manager to provide feedback on the FDAs’ overall performance.</p>	2 hours

**Day 4 Total Time: 8 Hours**

**DAY 5: Practice Session Working at the Front Desk**

Learning Activity	Activity Description	Time
<b>Action Learning: Working Session at Front Desk</b>	<p><b>Setup</b> Have the FDAs prepare and their workstation and cash drawer. Tell the FDAs you will be working with them to help and coach them as needed. Tell them you will also be providing regular feedback as they work.</p> <p><b>Delivery</b></p>	2 hours

	FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.	
<b>15-minute Break (as scheduled by Front Desk Lead)</b>		
<b>Action Learning: Working Session at Front Desk</b>	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p><b><u>Transition</u></b> Invite the FDAs to join you for lunch. While you eat, conduct an informal debriefing session over lunch with the FDAs.</p>	1 hour
<b>30-minute Lunch Break (as scheduled by Front Desk Lead)</b>		
<b>Action Learning: Working Session at Front Desk</b>	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p>	2 hours
<b>15-minute Break (as scheduled by Front Desk Lead)</b>		
<b>Action Learning: Working Session at Front Desk</b>	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p><b><u>Transition</u></b> Have the close out their stations and cash out their drawers. Gather the FDAs in the Front Office and ask the Hotel Manager join you.</p>	1 hour
<b>Instructor-led Large Group Discussion: Onboarding Q&amp;A Session</b>	<p><b><u>Setup</u></b> Tell the FDAs that the during the next 30 minutes, the time is theirs to ask you and the Hotel Manager any questions or bring up any concerns that have not been address during the training process. Let the FDAs know that they are also welcome to share any feedback they have about their training so far.</p> <p><b><u>Delivery</u></b> Let the FDAs ask questions to you and the Hotel Manager. Listen to and make note of any feedback the FDAs share.</p> <p>If needed, ask the Hotel Manager to share some of the best practices they have gained on working at the Front Desk or in the Hotel during their career.</p> <p><b><u>Debrief</u></b> Ask the Hotel Manager share their feedback on what they have observed during the FDAs’ working sessions at the Front Desk.</p> <p><b><u>Transition</u></b> Thank the Hotel Manager. Tell the FDAs that you would like to spend some 1-on-1 time with each of them and get their personal feedback and share some insights you have gained on their individual performance by working next to them.</p>	30 minutes  15 min
<b>Instructor-led 1-on-1: Week 3 Knowledge Check</b>	<p><b><u>Setup</u></b> Set-up two chairs away from the training computers. Have the FDAs login to the PNK Learning Center and start their courses.</p> <p><b><u>Delivery</u></b> Have the manager spend 5-10 minutes talking with each FDA and get to know the FDA. Have the manager solicit feedback on their onboarding training. Once each conversation is complete, have the FDA return to completing their online courses/acknowledgements.</p>	30 minutes  15 min

	<p><b>Debrief</b> Once you have met with everyone, thank the FDAs for their hard work and feedback.</p> <p><b>Transition</b> Tell the FDAs that to finish up their training they will complete cross-training by job shadowing in the other Hotel Operations departments. Also tell the FDAs that they have also been assigned a final online knowledge-check in the PNK Learning Center which they must pass before being allowed to work at the Front Desk independently.</p>	
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**Day 5 Total Time: 8 Hours**



## Hotel Front Desk Agent Onboarding – Week Four

### Module Name: Week 4 Training – Cross Training & Readiness

**Module Description:** 1-week blended learning program to train new Front Desk Agents to identify and utilize best practices when collaborating with all Hotel Operations departments and apply what they've learned throughout their onboarding by carrying out their responsibilities as an FDA with coaching.

### Participation Guidelines:

All guidelines in Black assume a training environment delivery. [Guidelines in Blue are variations for 1:1 delivery at the Front Desk.](#)

**Prerequisite:** Hotel Front Desk Agent Onboarding – Week 3

### Room Set-up:

- 1 computer per participant with Internet access (as needed)

### Participant Materials:

Hotel Front Desk Agent Onboarding Participant Workbook

### Performance Goals:

Front Desk Agents are able to correctly:

- Pass a comprehensive knowledge check for:
  - Front Desk policies & procedures
  - LMS and Front Desk systems operations
  - Cashiering & Comping
  - Front Desk service standards
  - Guest Service standards and procedures
- Demonstrate all system knowledge and guest service behaviors of a Front Desk Agent
- Demonstrate their overall readiness to work at the Front Desk

### Coaching Guidelines:

Prior to this training module, work with the appropriate Hotel Operations departments to arrange the schedule for cross-training. Whenever possible, rotate the FDAs through each department to prevent overlap and maximize each FDAs individual learning within each department.

When having FDAs self-evaluate at the Front Desk, ask probing questions to get detailed, actionable performance feedback and suggestions for improvement.

**Module Name: Week 4 Training – Cross-Training & Readiness**

**Description:** 1-week blended learning program to assess and enhance the skills of the new Front Desk Agent. FDAs will be required to pass a comprehensive online knowledge check before receiving cross-department training within Hotel Operations and will complete a final policy review and acknowledgement.

**DAY 1:**

Learning Activity	Activity Description	Approximate Timing
Self-Directed Assessment: Comprehensive Online Knowledge Assessment	<p><b>Delivery</b></p> <p>FDAs complete comprehensive online knowledge check in the PNK Learning Center covering all aspects of learning to date including:</p> <ul style="list-style-type: none"> <li>• Front Desk policies &amp; procedures</li> <li>• LMS and Front Desk systems operations</li> <li>• Cashiering &amp; Comping</li> <li>• Front Desk service standards</li> <li>• Guest Service standards and procedures</li> </ul> <p><i>Note: FDAs must pass the knowledge check to move on to Week 4 Action Learning: Working at the Front Desk. Instructors and supervisors may conduct review sessions with FDAs as needed.</i></p>	1 hour (as needed)
Action Learning: Hotel Department Cross-Training - Valet	<p><b>Delivery</b></p> <p>FDAs will work in the Valet/Transportation department to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Tagging Keys</li> <li>• Answering phone calls</li> <li>• Assisting arriving &amp; departing guests</li> <li>• Dispatching transportation services</li> <li>• Etc.</li> </ul>	1 hour 30 min <i>Omit this activity if your Hotel does not offer Valet</i>
15-minute Break		
Action Learning: Hotel Department Cross-Training - Door	<p><b>Delivery</b></p> <p>FDAs will work in the Door/Bell Services department to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Greeting guests</li> <li>• Opening doors</li> <li>• Contacting Valet or Bell Desk</li> <li>• Etc.</li> </ul>	30 min
Action Learning: Hotel Department Cross-Training – Bell Desk	<p><b>Delivery</b></p> <p>FDAs will work in the Bell Services department to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Tagging &amp; storing luggage</li> <li>• Answering phone calls</li> <li>• Using the radio system</li> <li>• Etc.</li> </ul>	1 hour 30 min <i>(TBD by property size)</i>
30-minute Lunch Break		
Action Learning: Hotel Department	<p><b>Delivery</b></p> <p>FDAs will work in the VIP Services department to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Greeting guests</li> </ul>	2 hours 1 hour

Cross-Training – VIP Services	<ul style="list-style-type: none"> <li>• Reviewing the differences between Front Desk &amp; VIP</li> <li>• Review suite &amp; villa types (TBD)</li> <li>• Creating VIP reservations</li> <li>• Criteria for comp rooms</li> <li>• Etc.</li> </ul>	<i>Omit this activity if your Hotel does not offer separate VIP Services</i>
15-minute Break		
Action Learning: Hotel Department Cross-Training - Concierge	<p><b><u>Delivery</u></b> FDAs will work with Concierge Services to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Making reservations to property amenities</li> <li>• Cancelling reservations to property amenities</li> <li>• Overview of suggesting/upselling property amenities to guests</li> <li>• Assisting guests</li> <li>• Amenity Forms</li> <li>• Etc.</li> </ul>	2 hours 1 hour <i>Omit this activity if your Hotel does not offer Concierge Services</i>
8 HOURS		

**DAY 2:**

Learning Activity	Activity Description	Approximate Timing
Action Learning: Hotel Department Cross-Training – Housekeeping Dispatch	<p><b><u>Delivery</u></b> FDAs will work with the Housekeeping Dispatcher to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Review Housekeeping opening procedures</li> <li>• Attend Housekeeping pre-shift</li> <li>• Answer phones</li> <li>• Sign keys in &amp; out</li> <li>• Etc.</li> </ul>	2 hours 1 hour
15-minute Break		
Action Learning: Hotel Department Cross-Training – Housekeeping Dispatch	<p><b><u>Delivery</u></b> FDAs will work with the Housekeeping Dispatcher to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Answer phones</li> <li>• Sign keys in &amp; out</li> <li>• Review Due Out rooms</li> <li>• Review Turn Down cards</li> <li>• Etc.</li> </ul>	1 hour <i>Omit this activity based on your property size</i>
30-minute Lunch Break		
Action Learning: Hotel Department Cross-Training – Housekeeping Inspector	<p><b><u>Delivery</u></b> FDAs will work with the Housekeeping Inspectors to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Room inspection criteria</li> <li>• Inspecting cleaned rooms</li> <li>• Reviewing reported issues</li> </ul>	2 hours 1 hour <i>Omit this activity based</i>

	<ul style="list-style-type: none"> <li>• Etc.</li> </ul>	<i>on your property size</i>
15-minute Break		
Action Learning: Hotel Department Cross-Training – Housekeeping Inspector	<p><b><u>Delivery</u></b> FDAs will work with the Housekeeping Inspectors to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Room inspection criteria</li> <li>• Inspecting cleaned rooms</li> <li>• Reviewing reported issues</li> <li>• Etc.</li> </ul>	<p>1-2 hours 30 min <i>(TBD by completion of Comprehensive Knowledge Check)</i></p>
Self-Directed Assessment: Comprehensive Online Knowledge Assessment	<p><b><u>Delivery</u></b> FDAs complete comprehensive online knowledge check in the PNK Learning Center covering all aspects of learning to date including:</p> <ul style="list-style-type: none"> <li>• Front Desk policies &amp; procedures</li> <li>• LMS and Front Desk systems operations</li> <li>• Cashiering &amp; Comping</li> <li>• Front Desk service standards</li> <li>• Guest Service standards and procedures</li> </ul> <p><i>Note: FDAs must pass the knowledge check to move on to Week 4 Action Learning: Working at the Front Desk. Instructors and supervisors may conduct review sessions with FDAs as needed.</i></p>	<p>1 hour (as needed) <i>If the team member has already passed the knowledge check, skip this activity.</i></p>
8 HOURS		

**DAY 3:**

Learning Activity	Activity Description	Approximate Timing
Action Learning: Hotel Department Cross-Training – Housekeeping Guest Room Attendant	<p><b><u>Delivery</u></b> FDAs will work with the Housekeeping Guest Room Attendants to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Cleaning rooms</li> <li>• Requesting inspection for cleaned rooms</li> <li>• Assisting with guest requests</li> <li>• Etc.</li> </ul>	<p>2 hours 1 hour</p>
15-minute Break		
Action Learning: Hotel Department Cross-Training – Housekeeping Guest Room Attendant	<p><b><u>Delivery</u></b> FDAs will work with the Housekeeping Guest Room Attendants to receive hands-on training on all functions including:</p> <ul style="list-style-type: none"> <li>• Cleaning rooms</li> <li>• Requesting inspection for cleaned rooms</li> <li>• Assisting with guest requests</li> <li>• Etc.</li> </ul>	<p>2 hours <i>Omit this activity based on your property size or with 1 participant</i></p>
30-minute Lunch Break		

Action Learning: Hotel Department Cross-Training – Retail	<b>Delivery</b> FDAs will work with the Retail Department to receive hands-on training on all functions including: <ul style="list-style-type: none"> <li>Assisting guests with purchases</li> <li>Restocking merchandise</li> <li>Displaying merchandise</li> <li>Etc.</li> </ul>	2 hours  1 hour  <i>Omit this activity based on your property size or number of Retail outlets</i>
15-minute Break		
Action Learning: Hotel Department Cross-Training – Retail	<b>Delivery</b> FDAs will work with the Retail Department to receive hands-on training on all functions including: <ul style="list-style-type: none"> <li>Assisting guests with purchases</li> <li>Restocking merchandise</li> <li>Displaying merchandise</li> <li>Etc.</li> </ul>	1-2 hours  <i>(TBD by completion of Comprehensive Knowledge Check)</i>
Self-Directed Assessment: Comprehensive Online Knowledge Assessment	<b>Delivery</b> FDAs complete comprehensive online knowledge check in the PNK Learning Center covering all aspects of learning to date including: <ul style="list-style-type: none"> <li>Front Desk policies &amp; procedures</li> <li>LMS and Front Desk systems operations</li> <li>Cashiering &amp; Comping</li> <li>Front Desk service standards</li> <li>Guest Service standards and procedures</li> </ul> <p><i>Note: FDAs must pass the knowledge check to move on to Week 4 Action Learning: Working at the Front Desk. Instructors and supervisors may conduct review sessions with FDAs as needed.</i></p>	1 hour  (as needed)  <i>If the team member has already passed the knowledge check, skip this activity.</i>
8 HOURS		

**DAY 4:**

Learning Activity	Activity Description	Approximate Timing
Self-Directed Assessment: Comprehensive Online Knowledge Assessment	<b>Delivery</b> FDAs complete comprehensive online knowledge check in the PNK Learning Center covering all aspects of learning to date including: <ul style="list-style-type: none"> <li>Front Desk policies &amp; procedures</li> <li>LMS and Front Desk systems operations</li> <li>Cashiering &amp; Comping</li> <li>Front Desk service standards</li> <li>Guest Service standards and procedures</li> </ul> <p><i>Note: FDAs must pass the knowledge check to move on to Week 4 Action Learning: Working at the Front Desk. Instructors and supervisors may conduct review sessions with FDAs as needed.</i></p>	1 hour  (as needed)  <i>If the team member has already passed the knowledge check, skip this activity.</i>

Action Learning: Working at the Front Desk	<p><b>Setup</b> Have the FDAs prepare and their workstation and cash drawer. Tell the FDAs you will be working with them to help and coach them as needed.</p> <p><b>Delivery</b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p>During the working session, regularly check-in with the FDA and have them self-evaluate their performance and provide self-feedback. Provide any additional performance feedback given by the FDA's self-evaluation</p>	2 hours
Final Front Desk Readiness Check	<p><b>Setup</b> One at a time, ask each FDA to come with you to a location where you can meet 1-on-1 without being interrupted.</p> <p><b>Delivery</b> Sit down with the FDA and ask for feedback on:</p> <ul style="list-style-type: none"> <li>• The training/onboarding process</li> <li>• Their comfort level with: <ul style="list-style-type: none"> <li>○ LMS</li> <li>○ Hot SOS</li> <li>○ Common guest service scenarios</li> </ul> </li> <li>• Their Front Desk Facilitator or Onboarding Coach</li> <li>• All departments included in their cross-training</li> <li>• Etc.</li> </ul> <p>Ask the FDAs to share with you:</p> <ul style="list-style-type: none"> <li>• What they will do to bring Our Values to life at the Front Desk</li> <li>• Their commitment to using the best practices they learned for the LMS and other Front Desk Systems</li> <li>• What they will do to consistently deliver Magical and Memorable Moments for our guests and team members</li> <li>• How they can use what they learned in their cross-training to effectively assist guests</li> </ul> <p>Provide each FDA on:</p> <ul style="list-style-type: none"> <li>• Their overall performance during the training/onboarding process</li> <li>• Any specific areas to focus on for performance improvement</li> </ul> <p><b>Transition</b> Ask the FDAs if they have any questions about transitioning to working at the Front Desk. Thank the FDAs and welcome them to the Front Desk team.</p>	30 min per FDA  To run at the same time as above activity
Supervisors will check-in with the FDA's Front Desk Facilitator or Onboarding Coach for their feedback on the FDA's readiness.		
15-minute Break		
Action Learning: Working at the Front Desk	<p><b>Delivery</b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p>During the working session, regularly check-in with the FDA and have them self-evaluate their performance and provide self-feedback. Provide any additional performance feedback given by the FDA's self-evaluation.</p>	2 hours

30-minute Lunch Break		
Action Learning: Working at the Front Desk	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p>During the working session, regularly check-in with the FDA and have them self-evaluate their performance and provide self-feedback. Provide any additional performance feedback given by the FDA's self-evaluation.</p>	2 hours
15-minute Break		
Action Learning: Working at the Front Desk	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p>During the working session, regularly check-in with the FDA and have them self-evaluate their performance and provide self-feedback. Provide any additional performance feedback given by the FDA's self-evaluation.</p>	2 hours
8 HOURS		

**DAY 5:**

Learning Activity	Activity Description	Approximate Timing
Action Learning: Working at the Front Desk	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out</p> <p>During the working session, regularly check-in with the FDA and have them self-evaluate their performance and provide self-feedback. Provide any additional performance feedback given by the FDA's self-evaluation.</p>	2 hours
15-minute Break		
Action Learning: Working at the Front Desk	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p>During the working session, regularly check-in with the FDA and have them self-evaluate their performance and provide self-feedback. Provide any additional performance feedback given by the FDA's self-evaluation.</p>	2 hours
30-minute Lunch Break		
Action Learning: Working at the Front Desk	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p>During the working session, regularly check-in with the FDA and have them self-evaluate their performance and provide self-feedback. Provide any additional performance feedback given by the FDA's self-evaluation.</p>	2 hours
15-minute Break		

Action Learning: Working at the Front Desk	<p><b><u>Delivery</u></b> FDAs, working next to their Front Desk Facilitator or Onboarding Coach, work at the Front Desk creating reservations and checking guests in and out.</p> <p>During the working session, regularly check-in with the FDA and have them self-evaluate their performance and provide self-feedback. Provide any additional performance feedback given by the FDA’s self-evaluation.</p> <p><b><u>Transition</u></b> Have the close out their stations and cash out their drawers</p>	1 hour, 50 min
Individual Research Session: Participant Feedback & Checking their Schedule	<p><b><u>Delivery</u></b> Invite participants to take a short survey, so their facilitator and Learning and Development can continue to grow and evolve, and provide better experiences in the future. Remind participants the survey is a measurement tool to align their thoughts on intended performance outcomes. Assist the group in navigating to the Survey Monkey Link: <a href="https://www.surveymonkey.com/r/HOTELLJ">https://www.surveymonkey.com/r/HOTELLJ</a></p> <p>Instruct participants to enter the name of the facilitator and today’s date. Instruct participants to leave specific feedback on question #10.</p> <p>Have each FDA check their working schedule for the next week and share with you the days and times they will be working. Thank the FDAs for their hard work and congratulate them on completing the first steps on their Front Desk Agent Learning Journey.</p>	10 min
8 HOURS		

**Post Training Continuous Learning & Relationship-Building**

FDAs will continue to work at the Front Desk with an onboarding coach to build experiential knowledge and receive assistance as needed. Onboarding coaches will focus on coaching for items FDAs did not score well on in the final knowledge check and any knowledge or behaviors as directed by the Hotel Manager. Supervisors will complete training verification for FDAs through on-the-job observation checklists. FDAs will also provide feedback on their department training and overall learning experience. Instructors and leaders use the feedback to enhance future training and address learning gaps.

Two weeks after the end of a participant’s learning journey, invite the direct leader(s) of participants to take a short survey, so their facilitator and Learning and Development can continue to grow and evolve, and provide better experiences in the future. Remind participants the survey is a measurement tool to align their thoughts on intended performance outcomes. Send the leader(s) this link, referencing their specific team member’s performance:

<https://www.surveymonkey.com/r/HOTELLDR>

Onboarding coaches will continue to work with their assigned FDA(s) for continuous performance improvement and building a lasting working relationship. FDAs will also receive post-training check-ins with their onboarding coach and supervisor (schedule TBD) with property or department recognition upon completing their 90-day probationary period.