No one can learn how to work at Domino’s just by sitting in front of a computer all day. New Drivers and CSRs need on-the-job training to practice what they learn…and that’s where you come in.

You’ve already got the knowledge and experience to be an On-the-Job Trainer—you model the behavior and attitude that your managers want to see in every member of your team. Now you just need to learn a few training basics that will help you transfer all your knowledge, skill, and passion to your trainees.

**WHAT DOES AN ON-THE-JOB TRAINER DO?**
- Coaches and mentors new team members using proper technique
- Executes Coaching Guides
- Upholds all *operational* and *image* standards...all the time!

**WHAT’S IN IT FOR YOU?**
- You get to help develop a team of people you *want* to work with
- Great professional experience

**INTERESTED? THEN DO THE FOLLOWING:**
1. Read and understand the information in this packet
2. Perform the exercises with a manager
3. Sign the agreement at the end of the packet
4. Get super familiar with High Performance University (HPU) and all Coaching Guides

**HOW TO TRAIN...ON-THE-JOB**
On-the-Job Training (OJT) is easy when you use these techniques and tools:
- The 5 Steps of OJT
- Praise—Correct—Praise & the 3-to-1 Feedback Ratio
- Coaching Guides

**THE 5 STEPS OF ON-THE-JOB TRAINING (OJT)**
The best way to train is by using a 5-step method. This method give trainees the information they need, it builds their confidence, and it’s easy for you to use, even with simple tasks like **folding a pizza box**:

<table>
<thead>
<tr>
<th>OJT Step</th>
<th>Definition</th>
<th>Example</th>
</tr>
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<tbody>
<tr>
<td>Create a Positive Atmosphere</td>
<td>Connect with trainees as real people. Set them at ease, make it personal, and explain what’s in it for them.</td>
<td>“Welcome! I’m going to show you how to fold a pizza box. It’s pretty easy. You’ll pick it up quickly. Are you ready?”</td>
</tr>
<tr>
<td>Preview the Task</td>
<td>Talk through the task step by step so the trainee can visualize what the task looks like when it’s complete.</td>
<td>“I’m going to talk you through each of the steps, then show you exactly how I fold a box, and then I’m going to have you fold boxes until you feel comfortable.”</td>
</tr>
<tr>
<td>Demonstrate the Task</td>
<td>Demonstrate the task the correct way. Break the task into small steps so it’s easy to follow.</td>
<td>“Now I’ll show you how to fold the box.”</td>
</tr>
<tr>
<td>Practice</td>
<td>Let the trainee do it! Encourage questions and point out what they do well.</td>
<td>“Now you try folding one.”</td>
</tr>
<tr>
<td>Feedback &amp; Recognition</td>
<td>Provide feedback, encouragement, and tips on how they can improve. Check to make sure they understand.</td>
<td>“Great. Try turning the box the other way when you start. It makes it faster and easier to close the box when you finish. Any questions? Try folding another one.”</td>
</tr>
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</table>
Now, you try! Fill in the Example column with some of the words you’d use when teaching a trainee how to answer a phone and use your store’s phone greeting.

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**PRAISE—CORRECT—PRAISE & THE 3-TO-1 FEEDBACK RATIO**

Offering guidance is a big part of being an OJT Trainer. Giving feedback can feel awkward, so here are some ways to give trainees the help they need:

- **Set a great example**—it’s easy to take advice from someone who does things right.
- **Focus your feedback on the task, not the person:**
  - Task-focused: “Try grabbing the right amount of onions the first time, and you’ll go faster.”
  - Person-focused: “You’re too slow.”
- **Start with Praise—Correct—Praise:** a good way to remember to offer more praise than criticism is to remember praise—correct—praise. If you’re going to offer correction, make sure you offer something positive before and after. But make sure the praise is genuine—don’t make up something nice to say just to say it. Identify what trainees do well, and make sure they hear about it!
- **The ultimate goal is to offer at least 3 positive comments to every 1 corrective criticism:**
  - That doesn’t mean: “I like your shoes. Your uniform looks good. You rang up that order correctly. I think you’re rude!”
  - 3-to-1 does not have to be all at once. In general, you should be saying lots of positive things to trainees—everything they do right should be reinforced by something you say. Then, when they do something wrong (or could do something better), it’s easy for you to correct/guide them without making them feel bad.

Here are some additional feedback tips:

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<td>• Praise behaviors you want them to continue</td>
<td>“Check out the way Jordan hustles to answer the phone within 2 rings. This is what makes our customers feel important...and it improves our service! Thanks Jordan!”</td>
</tr>
<tr>
<td>• Praise in public—let other people hear the good stuff</td>
<td></td>
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<tr>
<td>• Reinforce the “whys” when you praise</td>
<td></td>
</tr>
<tr>
<td>• Be specific: “I really like the way you...” is better than, “Great job.”</td>
<td></td>
</tr>
</tbody>
</table>
On-The-Job Trainer Agreement

Corrective Feedback
- Correct any behaviors you need the trainee to stop
- Correct in private (or at least quietly)—nobody likes to be embarrassed in front of others
- Explain why it’s important to change the behavior
- Provide clear direction for next steps
- Ask questions, and have them display or explain the proper procedure immediately so you’re sure they know what to do

Example
“Can I give you some feedback? When you don’t make eye contact with customers, it can seem like you don’t care about them. Customers need to feel appreciated, so our greeting needs to be genuine. That starts with good eye contact and a smile. Let me see you nail that with the next customer.”

Coaching Guides
Executing Coaching Guides is an OJT Trainer’s primary responsibility. Here are some tips to get you started:
- Read through each Coaching Guide several times before you teach it—don’t wing-it with new trainees!
- Use the Coaching Guide! It’s okay to hold the guide and read from parts of it—that’s what it’s there for!
- Trust the Coaching Guide!
  - The guides incorporate good training techniques and the right amount of information for trainees. When you follow them, your trainees get what they need.
  - Don’t be overwhelmed by the text. The guides look intimidating at first because they’re very detailed. After you read through them a few times and teach them once or twice, you’ll realize that you already know all the details.
  - Make them your own! Follow the script the first few times so you can get a feel for the timing and to ensure you hit the most important details, but then find a way to accomplish the same objectives in your own way. Stay on task and on time, but use your experiences and examples—your managers asked you to do this because of who you are, not because you can read a script.
- Understand the different elements of the guide:

**INTRO:** This sums up what’s in the guide. Trainees should read this on their own, so you don’t need to read it to them...but you should know it so you can reinforce the concepts as you teach the guide.

**MANAGER or TRAINER:** When you see either term, it means YOU! Perform, say, or demonstrate whatever the guide tells you to do.

**TRAINEE:** Your trainee should perform, say, or demonstrate whatever the guide says.

**EXERCISE:** The steps that make up the learning for an individual topic. Complete all STEPS in each exercise.

**ROLE PLAYS and DEMONSTRATIONS:** Role plays can be fun and educational or they can feel awkward. YOU determine whether or not they’re gonna work by setting a positive tone and committing to the roles you play.
- Have fun, but don’t try to be funny. Be a real guest, not a real pest!
- Don’t try to stump your trainees. Give them realistic, simple situations.
- When you demonstrate, don’t over-do it. Demonstrate in a way that makes them feel like they’ll be able to do it too.
- Acknowledge that role plays feel weird at first. Tell your trainees, “I know this doesn’t feel normal, but it’s important to practice. Don’t worry, it’ll get easier after we do it a few times.”

On-The-Job Trainer Agreement | pub. 6/22/2015 | exp. 6/22/2017
PERFORMING A COACHING GUIDE
Practice makes perfect, so take a look at the Upselling Coaching Guide attached to this document. Follow the steps outlined in this document (read through it, make it your own, etc.), and when you’re ready, let your managers know that you’d like to perform the Coaching Guide with one of them acting as your trainee.

Managers: Evaluate and offer feedback using the following criteria:

- Knew the information
- Created a good connection with the trainee
- Got the main points across
- Made the guide his/her own in some way
- Seemed comfortable
- Stayed on task and on time
- Gave positive and corrective feedback effectively
- Used the Coaching Guide but didn’t read word-for-word

Additional Feedback:

If being an OJT Trainer in your store sounds like something you’d like to do, and you’re up for the challenge, sign below.

By signing here, I agree to honor and execute the type of OJT training outlined in this document.

New OJT Trainer’s Name ______________________ New OJT Trainer’s Signature ______________________ Date ____________

OJT TRAINER SIGN-OFF
If being an OJT Trainer in your store sounds like something you’d like to do, and you’re up for the challenge, sign below.

By signing here, I agree to honor and execute the type of OJT training outlined in this document.

MANAGER SIGN-OFF
If you’d like your OJT Trainers to do a thorough and thoughtful job preparing your trainees to be awesome, evaluate them regularly using the following (and other store-specific) criteria:

- Upholds all operational and image standards
- Performs Coaching Guides to the store’s standards
- Demonstrates effective feedback methods
- Is familiar with all HPU CSR and Driver information, tools and materials

By signing here, I agree that the above OJT Trainer is ready to train new trainees in my store.

Manager’s Name ______________________ Manager’s Signature ______________________ Date ____________
Believe it or not, customers actually want us to offer them additional items, which seems strange considering that no one likes a pushy salesperson. We want you to “upsell” because we know it’s good for customers and great for our business, but you have to think of upselling as being helpful, not selling. After all, reminding people that we sell icy cold Cokes and sweet Cinnamon Bread Twists might lead to them bringing home a more complete and fun meal for their families.

**EXERCISE #1: DESCRIPTIVE WORDS**

**Manager:** Customers respond to the tone of your voice and the words that you say. They can tell the difference between someone trying to *sell* them something and someone trying to *help* them. Saying, “You want some Cinnamon Bread Twists?” is not as helpful as saying, “I notice you don’t have anything sweet on your order. Our Cinnamon Bread Twists are easy to share and they taste amazing.”

**Ask the trainee:**
- What is your favorite thing in the world to eat?
- Describe it to me in a way that would make me want to eat it.

When people talk about food they like, they naturally add descriptive words:
- Sweet
- Tasty
- Awesome
- Juicy
- Spicy
- Cheesy
- Gooey
- Flavorful
- Crispy
- Satisfying

- What are some descriptive words you like to use when you talk about food?

**Trainee:** Think of at least 1 descriptive word for each of the following items:
- BBQ Wings
- Coke
- Fiery Hawaiian Pizza
- Chicken Bacon Ranch Sandwich
- Parm Bread Bites
- Spin. & Feta Cheesy Bread

**EXERCISE #2: EASY ADD-ONS**

**STEP 1** Know What You’re Selling

**Manager:** The best way to gain confidence for upselling is to focus on a few simple add-ons:
- Extra cheese
- Drinks
- Desserts

If you know what we sell, it’s actually pretty easy to recommend the items in a helpful way.

**Trainee:** Write down all the drinks and desserts your store sells.
Drinks:

Desserts:
Practice Upselling Simple Add-Ons

Manager: Good upselling fills the holes in your customers’ orders. Just think of what we offer at Domino’s as a complete meal, just like what families eat at home and in restaurants:
- Drink
- Appetizer
- Entree
- Dessert

If you notice one of these “courses” missing in an order, offer to fill the hole.

To keep things simple, and to get you in the habit of upselling, let’s practice using 4 simple add-ons:
- Icy Cold Coke
- Buttery Parmesan Bread Bites
- Extra Cheese
- Sweet Lava Crunch Cakes

I’m going to call out an order, and I want you to tell me what you’d recommend to help me create a complete meal.

For instance, if I ordered a Large Pepperoni Pizza and an 8-piece Hot Wings, what might you recommend? (extra cheese, icy cold Coke, sweet Lava Crunch Cakes)

Remember that we’re being helpful, not pushy, so only recommend 1 add-on for now. Once you get comfortable, you’ll be able to offer more based on how many people the customer is feeding.

Manager: Call out the order
Trainee: Respond with how you would make this order a complete meal

Manager orders:
- 2 LG Pepperoni & Sausage pizzas and a 2 ltr of Coke
- 14-piece BBQ Wings and a 20oz Diet Coke
- Bacon Jalapeno Stuffed Cheesy Bread, Medium Pepperoni pizza, and Cinnamon Bread Twists
- 2 Medium Philly Cheesesteak pizzas, a 2 ltr Coke Zero, and Cinnamon Bread Twists

Manager: Continue to add as many scenarios as you like.