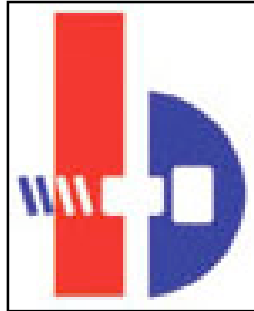


Project Report For



Boulders Climbing Gym
Change Management Project

Prepared April 20, 2007

By

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Introduction

The purpose of this document is to provide details about the change management project conducted with Boulders Climbing Gym from January-April in 2007. This introduction will present the clients and the proposed change solution.

The rest of the document will cover the:

- Analyses – Task, Learner, and Context
- Data Collection
- Data Synthesis
- Results – Successes, Improvement Needs, and Recommendations

Finally, I will summarize the change management process including my personal thoughts and reflections.

Project Client

Boulders Climbing Gym is located in Madison, WI, and is the only licensed gym in the Madison area that provides climbing facilities and training in an indoor environment. Boulders Gym is also one of only three indoor climbing businesses in the state of Wisconsin. The gym has been in business for 11 years, born from the desire of a group of rock climbers to provide an alternative training facility that would grow the climbing community in Wisconsin. The idea was backed by a group of investors who have backgrounds ranging from business to recreation management. Boulders Climbing Gym has only recently started to become profitable.

Boulders employs four managers and twelve part-time employees. Much of the current training is done through hands-on training, much like an apprenticeship. The part-time employees range from 14-25 years old, and the managers are not much older. Therefore, the employees usually do not have a lot of employment experience outside of the gym, but prefer to work at Boulders because of the casual work environment.

Sean Geib is the general manager of Boulders Climbing Gym. He has been working at the gym for four years, and his background is in public service and business. His passion is providing customers with the best service possible and fostering a casual climbing environment.

Proposed Evaluation

Recently, the management staff of Boulders Climbing Gym has been inconsistent in managing certain aspects of the daily operation of the facility. Sean fears that this is because of the casual training process, whereby a current manager trains a new employee and shows him or her how to cut corners. Therefore, Sean has decided to implement detailed training programs, that will require the participants to fulfill certain levels of success in order to become responsible for certain activities.

For the purpose of this project, Sean decided to focus on training the new managers how to properly schedule larger groups. This task is something that should be mostly new information because part-time employees are not responsible for scheduling reservations. Groups are also an excellent source of income and opportunity for repeat business, so Sean would like to emphasize the importance of customer service in this process.

Training Evaluation

Course: Boulders Climbing Gym: Booking Events **Date:** _____

Please take a few minutes to complete this form and offer your feedback. Your responses help improve the course for future Boulders Climbing Gym staff members. The responses are completely anonymous.

Read each item carefully and select the rating that most reflects your opinion. After each section, provide any additional comments.

Course Content	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The course content had information that I needed.					
The course content was up-to-date.					
The course content used real-world examples.					
The course content was well organized.					
The course content met the intended objectives.					

Comments:

Course Materials	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The course materials were understandable.					
The course materials were engaging.					
The course materials were useful.					
I will use the course materials to help me on my job.					

Comments:

Training Staff	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The trainer made the learning objectives clear.					
The trainer displayed professional behavior.					
The trainer elicited feedback from me.					
The trainer seemed knowledgeable about booking events for BCG.					
I feel comfortable following up with the trainer in the future.					

Comments:

Course Activities	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The course activities were relevant to the course content.					
The discussions were managed well.					
The simulations allowed a free exchange of knowledge within the group.					

Comments:

Program Length	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The trainer appeared rushed to get through all of the information.					
There was enough time to practice the course content.					
The trainer allowed enough time to ask questions.					
The trainer allowed enough time to interact with other learners.					

Comments:

Training Environment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The workshop area was free from distractions.					
The classroom temperature was comfortable.					
The arrangement of the classroom promoted participation.					
There was enough space for class activities.					
The training environment was appropriate for the course content.					

Comments:

Training Usefulness	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The training was relevant to my BCG responsibilities.					
I feel Boulders will support the use of the skills learned in this training.					
The course materials will help me carry the skills from this training to my everyday duties.					

What new skills will you use the *most* at Boulders?

What new skills will you use the *least* at Boulders?

Comments:

Overall Impressions

Check the best choice.

What percentage of the course content was new to you?

0-20% 21-40% 41-60% 61-80% 81-100%

What percentage of the course content do you feel you will use on a regular basis when booking events?

0-20% 21-40% 41-60% 61-80% 81-100%

Short answers: Use the space provided to submit additional information about the course.

What was the most valuable part of this course?

What do you wish you learned more about?


What recommendations do you have to improve this training?

Thank you for taking time to fill out this survey. Please leave this survey with the trainer.

Patron Questionnaire

BCG staff will provide this questionnaire to all customers when they come in for their scheduled event. The purpose of the questionnaire is to rate the booking process, but it will also allow for suggestions regarding the overall event.

The questionnaire is printed on 4"x6" cards which allow for ease of storage and physical handling.

	Rate Your Event!	Good	Neutral	Bad
	Event Service			
	Reservation Service			
	Reservation Information			
	Reservation Accuracy			
	Gym Cleanliness			
	Party Room Cleanliness			
	Event Value			

We are dedicated to providing you with the best possible service. In order to improve on our current services, we are asking for your assistance. Please take a moment to fill out this card and drop it in our "Suggestions Box." Feel free to contact Boulders Climbing Gym at any time with your comments or suggestions by calling 608-244-8100 or visiting our website: www.bouldersgym.com.

Date of event: _____ Time of Event: _____ Type of Event: B-Day Group

Staff that assisted with your event: _____

Is this your first event at Boulders? Yes No Would you book another event? Yes No

Additional Comments: _____

Staff Questionnaire

This questionnaire is for all employees of Boulders Climbing Gym in order to gain more information about what is most important to employees, or what is critical for developing change management solutions. The questionnaire gathers information about your feelings about training, the work environment at Boulders and your general feelings about working at Boulders Climbing Gym.

Please do not put your name on this questionnaire; all responses will be anonymous.

General Information

(check all that apply)

What positions have you held at Boulders Climbing Gym?

- Manager
- Desk Staff
- Routesetter
- Portable Wall Staff

How long have you worked at Boulders Climbing Gym?

- Less than 6 months
- 7-12 months
- 13-18 months
- 19-24 months
- 25-36 months
- More than 36 months (3 years)

What is your age?

- under 16 years
- 16-18 years
- 19-23 years
- older than 23 years

Training Attitudes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
I feel prepared to train clip-in customers.					
I feel prepared to check in customers.					
I feel prepared to assist with events.					
I feel prepared to answer phone calls whenever needed.					
I feel prepared to sign up new members.					
I feel prepared to book events.					
I feel prepared to enforce gym safety policies at all times.					
I feel prepared to talk with customers casually about climbing.					
I feel prepared to work with customers under the age of 10.					
I feel prepared to conduct certification tests.					
I feel prepared to instruct new climbers in climbing techniques.					
I feel prepared to instruct new climbers in belaying techniques.					
I feel prepared to maintain a clean gym environment.					

Any Additional Comments:

Work Environment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
I feel that Boulders provides a comfortable indoor climbing environment.					
I feel that Boulders provides a clean climbing environment.					
I feel that Boulders provides a safe indoor climbing environment.					
I feel that Boulders provides me with enough resources to do my job well.					
I feel that Boulders provides a comfortable work environment.					

Any Additional Comments:

Work Attitudes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
I feel that Boulders's staff supports me while at work.					
I feel that management appreciates my effort at work.					
I feel that my coworkers are on my "team."					
I feel that Boulders compensates me well for my work.					
I feel that Boulders provides flexible shifts.					
I feel that management listens to my suggestions.					
I take pride in the work I do at Boulders Climbing Gym.					

Any Additional Comments:

Data Collection

Data was gathered about the effectiveness of the new training program, the needs and attitudes of current staff members, and the reactions of the customers who have booked events at Boulders Climbing Gym.

Training Program Effectiveness

The main method of determining the training program effectiveness was with the activity assessments for lessons 2 and 3. These documents are located in the instructor materials at the end of each of those lessons. (These materials are also in the *Analysis Materials for Boulders Climbing Gym* document.) The purpose of these assessments was to evaluate the *product* more than the *process*. A checklist was provided for exercise #2, and 100% accuracy was required for each learner. The instructor was provided with space to make comments on the process and product on exercise #3, but not a definitive checklist. Based on the instruction materials, the exercises were collaborative, so learners could also learn from each other.

Even though the evaluation method was collaborative, the instructor needed to evaluate the learners for 100% accuracy in scheduling the event, or a 100% completed product. The learners were provided booking sheets and job aids to help them make wise decisions, so the learners should have scored high on the assessments. Each learner was given multiple opportunities to complete different scenarios. Since some of the scenarios contained traps (by the designer and Sean's recommendation), each learner should have scored 100% on at least 2 of their scenarios.

Another method of collecting data for the training program effectiveness was with the reactionnaire at the end of the training program. The reactionnaire contained survey information about the course content, course materials, training staff, course activities, program length, training environment, training usefulness, and overall impressions of the program. Each category contained a Likert scale, with 5 possible choices ranging from "Strongly Agree" to "Strongly Disagree." Each section also allowed space for the learner to write his or her own comments. Since only 4 managers were participating in the training program, all of their responses were used for synthesis.

Staff Attitudes

The other method for collecting staff attitudes was with the staff questionnaire. The questionnaire collected very basic demographic information, as well as information about training attitudes, the work environment, and work attitudes. The same Likert scale as the training evaluations was used for determining staff attitudes toward Boulders Climbing Gym. The questionnaire also provided plenty of space for additional

comments. The questionnaire was given to all Boulders staff members, and all data was used for synthesis.

Customer Reactions

The main method of obtaining customer reactions was with the Patron Questionnaire, which was given to the person in charge of the event at Boulders Climbing Gym. This collected general reaction data about the gym aesthetics, service and overall impressions of how well the event went. Most importantly, it inquired about repeat business likelihood.

Data Synthesis

The synthesis methods included calculating the reliability of the new training program, the validity of the training program, and the descriptive and inferential statistics of the training evaluations, employee attitudes and customer reactions after their events.

Reliability

For this type of training, I looked for internal consistency using the Kuder-Richardson method for evaluating the pass/fail sections of the training evaluation. Much of the training evaluation was set up as either pass or fail, so the K-R method seemed to be most effective for measuring the reliability in this situation.

For this type of training, I used the Kuder-Richardson formula 21 for evaluating the section #2 exercise. The reliability of exercise #3 was not calculated because all learners met the criteria for passing the exercise (100% accuracy on at least 2 simulations). Each exercise measured only one learner, so an accurate reliability of each specific simulation could not be determined. However, the exercise as a whole would measure a reliability score of 1.0 since everyone met the passing criteria.

Exercise #2 KR21 Reliability			
Learner (n=4)	X (Score)	$x = X - \text{mean}$	x^2
1	7	-2.25	5.06
2	10	0.75	0.56
3	10	0.75	0.56
4	10	0.75	0.56
	Mean = 9.25		Sum of $x^2 = 6.75$

$$\text{Variance} = 6.75 / (4-1) = 2.25$$

Reliability of exercise #2 = 0.77

This reliability score meant that Exercise #2 could be considered reliable, but might still need some revision.

Validity

The most important validity tests for these data-collection materials was for face and content validity.

Face Validity

According to Sean and other experienced managers (3+ years), the testing materials for exercises 2 and 3 were deemed valid forms of obtaining data about the effectiveness of the new training program. They believed that the exercises and testing materials were appropriate for the intended learners and for the instructional objectives. Based on the reactionnaire, the learners agreed that the exercises measured what they were supposed to measure and that they were appropriate for the type of tasks they will be required to undertake at BCG.

Content Validity

I used a test planning matrix to help determine content validity. This matrix is displayed on the following page.

Test Planning Matrix – Exercise #2

Performance Objectives	Level		Type of Test							
			Written				Practical		Observation	
	(✓)	Check One	T/F & MC	Match	Fill-In	Essay/SA	Process	Product	Frequency	Quality
1. Recall the elements of booking events	✓	Knowledge								
		Comprehension								
		Application						4		
		Analysis/Synthesis								
		Evaluation								
2. Describe the 3:1 ratio	✓	Knowledge								
		Comprehension								
		Application								
		Analysis/Synthesis						1		
		Evaluation								
3. Inform customers of optimal booking times	✓	Knowledge								
		Comprehension								
		Application								
		Analysis/Synthesis						2		
		Evaluation								
4. Conduct deposit transactions		Knowledge								
		Comprehension								
	✓	Application							3	
		Analysis/Synthesis								
		Evaluation								
5. Make changes to reservations and special requests		Knowledge								
		Comprehension								
		Application								
	✓	Analysis/Synthesis								
		Evaluation								

(Exercise #3 combined all of the 5 objectives, so each objective is covered in every scenario.)

Statistics of Reactionnaires, Attitudes, Customers

Reactionnaires

Based on the answers in the reactionnaires, the learners were satisfied with the training. While only about 50% of the content was new to the learners, they believe that they will use at least 80% of the training on a regular basis. The learners also liked the presentation method; the learners indicated they enjoyed the interaction and practice methods. The concerns were in presenting the instructional objectives (some didn't remember exactly what they were supposed to learn), the student handbook (most didn't use it), and the instructional setting (too many distractions).

Attitudes

Based on the survey, most employees enjoy working at Boulders Climbing Gym, but they often feel underpaid or unprepared. Most of the older employees and employees that have been around for more than 1.5 years feel they are underpaid, but knowledgeable and appreciated. The younger staff feels like they aren't part of the "team" as much, and often feel unprepared while working.

The older, more experienced staff also feel that the gym could be cleaner and safer. They feel appreciated, but underpaid. They also indicate that they like the flexible shifts. One older employee is only a routesetter and that employee was the lone employee who strongly agreed to flexible shifts. Another employee desired more shifts.

The younger staff feel that they need more training in regards to certifications, memberships, events and answering the phone. They feel they are paid well and enjoy the comfortable atmosphere of BCG. They also like the flexible shifts more than the older employees.

Customers

In general, the customers were very satisfied with their event service. A couple customers indicated problems with their reservation, but also praised the service that BCG staff provided upon arrival. The main concern of the customers was the cleanliness of the gym, especially since a few were eating at the gym. Although not indicated above, of the 10 events, 6 were new and all 6 indicated they would book another event at Boulders Climbing Gym.

Results

The results are divided up into the successes, improvements needs and recommendations for the program. Recommendations are different from improvement needs because they are less important and are generally more for aesthetic purposes than for improving training.

Successes

- All learners completed the training program under the predetermined testing methods
- All learners believed the training to be beneficial
- All learners believed the interaction of the training to be a very good part of the training
- All learners believed that the exercises (simulations) were very good training methods
- Most learners believed the training to be relevant for their tasks at BCG
- Most learners believed the training to be in a comfortable environment
- Most learners believed that the discussions were valuable
- Most patrons were pleased with the customer service they received during their event
- Most patrons were pleased with the event value
- Most patrons indicated that they would return to Boulders Climbing Gym

Improvement Needs

- Gym is too noisy for a training environment
- The instructional objectives need to be made clear
- The training should include information about special needs events
- The instructor should slow down during the training to allow everyone to ask questions and to get through all the materials without appearing rushed
- Staff needs to enforce safety in a way that does not decrease the casual, comfortable atmosphere of BCG
- Staff needs more training for answering phone calls
- Staff needs more training regarding memberships
- Staff needs more training regarding events

Recommendations

- Make the gym cleaner. Customers definitely notice the cleanliness and so does the staff. This could require some remodeling of the bathrooms. Several employees indicated that it's better than it used to be, but it could still be better based on newer opinions.

- Hold formal training sessions for all employees regarding memberships, certification tests, and event planning. Not all employees will use the training right away, but it will at least provide them information in the event that someone asks.
- Include a pre-test or simulations before the training to determine the training curve for the learners. Some learners indicated that the material was not new.
- If possible, pay older employees more. They indicate that they enjoy working at Boulders but the morale could be better because of a weak pay scale. If financial interests do not allow, they offer other ways to make employees feel adequately compensated. Since the gym is owned by a group of investors, they could offer partial ownership (very small percentage) based on how long they have been at BCG and their duties. The gym is starting to make more money, so this could be an alternative to paying employees more. It could also be a way to hold onto better employees longer.
- Scrap the trainee handbooks. Since they do not use them much now, they only provide an opportunity for the learners to be distracted during the training.
- Make add some tougher scenarios to the training. Challenge the staff to deliver the best customer service by putting them in scenarios that challenge their thinking or methodology. Encourage them to work together for a solution that benefits everyone and keeps customers happy.
- Have the training somewhere other than BCG or train when the gym is completely empty. This will limit or eliminate distractions.
- Continue listening to BCG employees; the staff is knowledgeable about more than climbing, and they have some good ideas. Let them take ownership of those ideas when feasible.

Conclusion

The change management project for Boulders Climbing Gym and its implementation of a new training program was successful; the learners learned valuable information to help them succeed at work, the management now has more aptly trained staff, and the customers should now receive better customer service when scheduling events.

For my part, the project has been a great learning experience for developing evaluation materials and synthesizing data. This project has given me great real-world experience with concepts like these and will serve well in future projects.

Appendix A: Evaluation Materials

Assessment, Lesson 2

Participant Name: Learners 1, 2, 3, 4

Name of Evaluator: Sean Geib

Instructions: Check (✓) appropriate box and record comments in the space provided.

SKILLS	YES	NO	GUIDELINES
<i>The Learner...</i>			<i>Look for...</i>
1. Informed the customer about party packages	1,2,3,4		<ul style="list-style-type: none"> Recall Package A & B
2. Informed customer about group packages	1,2,3,4		<ul style="list-style-type: none"> Recall group number and cost/climber
3. Informed customer about 3:1 ratio	2,3,4	1	<ul style="list-style-type: none"> Employee to stress need for belayers
4. Asked about event time	1,2,3,4		<ul style="list-style-type: none"> Employee to look at currently scheduled events to determine if event can be scheduled
5. Provided alternative event time, if necessary	1,2,3,4		<ul style="list-style-type: none"> Employee should provide alternative or ask for alternative
6. Calculated event cost	1,2,3,4		<ul style="list-style-type: none"> Number of climbers x cost/climber
7. Calculated deposit	1,2,3,4		<ul style="list-style-type: none"> Total cost x 50%
8. Provided waiver information	2,3,4	1	<ul style="list-style-type: none"> Employee stressed importance
9. Provided website address	1,2,3,4		<ul style="list-style-type: none"> Employee stressed ease of access
10. Confirmed reservation	2,3,4	1	<ul style="list-style-type: none"> Employee asked for confirmation
Comments and feedback:	<p>Learners got through the tough part with ease – informing customers about party and group packages. The job aid helped a lot.</p> <p>Learner #1 tried to breeze through the 3:1 ratio and the waiver information, but stressed the website and its information a lot. #1 also blanked on confirmation. Must remember this part!</p> <p>Overall, good for first training.</p>		

Activity, Lesson 2

Instructions: Communicate scenario parameters to staff member and record comments in the space provided.
Space provided for alternatives suggested by instructor or learners.

LEARNER	SCENARIO	COMMENTS
1	4 Climbers, 6 years old, Saturday, 4pm	No problems, learner communicated needs well and provided good information.
2	8 Climbers, 13 years old, Sunday, 2pm	Good job recognizing no need for 3:1 ratio explanation.
3	7 climbers, 12 years old, Friday, 4pm	Good job explaining 3:1 ratio and waivers.
4	5 climbers, 9 years old, Friday, 4pm	No problems, learner communicated needs well and provided good information.
1	Church group, 16 climbers, 14-18 years old, Sunday, 4pm	Good job explaining waivers and communicating group discounts.

2	8 climbers, 7-8 years old, Saturday, 2pm	Didn't immediately recognize the problem between the number and age of climbers. Good job explaining 3:1 ratio.
3	6 climbers, 7-8 years old, Saturday, 2pm	Good information about party room and waivers.
4	School group, 35 climbers, 11-13 years, Monday, 2pm	Good information about discount. Calculated total wrong at first – too high. Good information about waivers.
1	School group, 67 climbers, 13-15 years, Monday, noon	Good job calculating totals and deposit. Good information about discount.
2	13 climbers, 10 years old, Saturday 3pm	Good information, no problems.
3	Boy Scout group, 13 climbers, 10 years old, Saturday 3pm	Good information about group discount and waivers. Good discussion about 3:1 ratio need for this type of group.
4	5 climbers, 5-6 years old, Saturday, 11am	Good information about birthday packages and party room option.
	Other: <i>none chosen</i>	

Activity and Assessment, Lesson 3

Instructions: Act out described scenario and record comments in the space provided

PARTICIPANT	SCENARIO	COMMENTS
1	5 Climbers, 7 years old, Saturday, 3pm, no party room	Booked event with 100% accuracy. Very good job, good communication.
2	10 Climbers, 13 years old, Sunday, 4pm	Booked event with 100% accuracy. Good information about website and waivers.
3	7 climbers, 10 years old, Friday, 4pm	Booked event with 100% accuracy. Provided customer with good options and hope for fun. 😊
4	5 climbers, 10 years old, Friday, 4pm	Booked event with 100% accuracy. Good selection of event type, even with low numbers.
1	Church group, 18 climbers, 14-18 years old, Sunday, 4pm	Booked event with 100% accuracy. Good information about waivers and website.
2	6 climbers, 7-8 years old, Saturday, 2pm, wants party room, bringing cake	Booked event with 100% accuracy. Excellent communication with customer about party room and food options.
3	6 climbers, 7-8 years old, Saturday, 2pm, wants party room, no internet access	Booked event with 100% accuracy, even though seemed thrown off by customer's lack of internet access.
4	School group, 26 climbers, 11-13 years, Monday, 2pm	Neglected to inform customer about waivers specifically, but stressed information on website.

1	6 climbers, 7 years old, Saturday 3pm, show up day of event w/ one more	Didn't know how to react to adding one more climber to appropriate package. Booked accurately, good discussion about scenario.
2	13 climbers, 10 years old, Saturday 3pm, no need for party room	Booked with 100% accuracy. Good communication with client about party vs. group options.
3	13 climbers, 10 years old, Saturday 3pm, show up day of event w/ 4 more	Booked with 100% accuracy. Good reaction to addition, aided by discussion about previous scenario.
4	9 climbers, 17-22 years, Sunday, 1pm, show up day of event w/ 4 more	Booked with 100% accuracy. Good information about waivers. Good adaptation for day of event.
1	11 climbers, 13-14 years old, Sunday, 3pm, wants to stay 3 hours	Booked with 100% accuracy. Good communication with client
2	8 climbers, 12 years old, Saturday, noon, "call" back to change date of event	Booked with 100% accuracy. Good communication with client for date/time options.
3	8 climbers, 12 years old, Saturday, noon, "call" back to cancel event, demand deposit refund	Booked with 100% accuracy. Needed to communicate more with client about deposit refund alternatives.
4	Scheduling 2 events: (two "calls") 1. 6 climbers, 7 years, Saturday, 3pm 2. 8 climbers, 9 years, Saturday, 3pm	Booked first event easily. Needed to juggle time better to suit staff and client for second event.
3	12 climbers, 10 years old, Sunday, noon, no adult belayers available	Good communication about need for belayers. Booked well, talked to Sean about scheduling needs.
2	6 climbers, 13-18 years old, autistic youth, organizers bringing 1 chaperone per climber	Booked with 100% accuracy. Great communication with client about special needs climbers, safety and games.

Training Evaluation

Course: Boulders Climbing Gym: Booking Events **Date:** _____

Please take a few minutes to complete this form and offer your feedback. Your responses help improve the course for future Boulders Climbing Gym staff members. The responses are completely anonymous.

Read each item carefully and select the rating that most reflects your opinion. After each section, provide any additional comments.

Course Content	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The course content had information that I needed.				4	
The course content was up-to-date.			1	2	1
The course content used real-world examples.					4
The course content was well organized.				4	
The course content met the intended objectives.			2	2	

Comments: -- Don't remember the objectives, good examples during practices

Course Materials	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The course materials were understandable.			1	3	
The course materials were engaging.				4	
The course materials were useful.			1	3	
I will use the course materials to help me on my job.			1	2	1

Comments: -- Most of the materials were good but I hardly looked at my booklet; I only looked in my booklet when I needed the cheat sheet [job aid]

Training Staff	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The trainer made the learning objectives clear.			4		
The trainer displayed professional behavior.			2	2	
The trainer elicited feedback from me.					4
The trainer seemed knowledgeable about booking events for BCG.				3	1
I feel comfortable following up with the trainer in the future.					4

Comments: -- [trainer] didn't make goals clear, but he did a great job; [the trainer] asked us a lot of questions and got us involved

Course Activities	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The course activities were relevant to the course content.					4
The discussions were managed well.				4	
The simulations allowed a free exchange of knowledge within the group.				4	

Comments: -- I liked the plastic phones; the real-life situations were fun and educational

Program Length	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The trainer appeared rushed to get through all of the information.		2	2		
There was enough time to practice the course content.			1	2	1
The trainer allowed enough time to ask questions.			1	3	
The trainer allowed enough time to interact with other learners.			1	3	

Comments: -- I wish there was a little more time at the end for questions; the first section went too fast; there was a good amount of time to practice and discuss all the situations

Training Environment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The workshop area was free from distractions.		3	1		
The classroom temperature was comfortable.				4	
The arrangement of the classroom promoted participation.				4	
There was enough space for class activities.				4	
The training environment was appropriate for the course content.				4	

Comments: -- Too many distractions with other employees being in the area and having to answer the phone; a different time or place other than Boulders might be a good idea

Training Usefulness	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
The training was relevant to my BCG responsibilities.				4	
I feel Boulders will support the use of the skills learned in this training.				3	1
The course materials will help me carry the skills from this training to my everyday duties.			1	3	

What new skills will you use the *most* at Boulders?

- Determining best option between parties and groups, option A vs. option B
- Scheduling other BCG staff for larger events or letting Sean know about big groups
- Working with customers on the phone

What new skills will you use the *least* at Boulders?

- Telling customers about website – most already know

Comments: Good training, very useful

Overall Impressions

Check the best choice.

What percentage of the course content was new to you? (n=4)

0-20% (1) 21-40% (2) 41-60% (1) 61-80% 81-100%

What percentage of the course content do you feel you will use on a regular basis when booking events? (n=4)

0-20% 21-40% 41-60% (1) 61-80% (3) 81-100%

Short answers: Use the space provided to submit additional information about the course.

What was the most valuable part of this course?

- The simulations (x2)
- Describing the convenience of filling out waivers beforehand (x1)
- The snacks
- Sean's attitude (x2)

What do you wish you learned more about?

- Special needs programs/events
- Returning customer discounts ..?

What recommendations do you have to improve this training?

- Have it somewhere more private than BCG
- Have it at a different time in the gym
- Involve more staff in the training

Staff Questionnaire

This questionnaire was given to all employees of Boulders Climbing Gym in order to gain more information about what is most important to employees, or what is critical for developing change management solutions. The questionnaire gathered information about staff feelings about training, the work environment at Boulders and their general feelings about working at Boulders Climbing Gym. These forms were submitted anonymously.

Data collected is noted in **RED**.

General Information

(check all that apply) (n=14)

What positions have you held at Boulders Climbing Gym?

- 5 -- Manager
- 13 -- Desk Staff
- 6 -- Routesetter
- 14 -- Portable Wall Staff

How long have you worked at Boulders Climbing Gym?

- 2 - Less than 6 months
- 3 - 7-12 months
- 4 - 13-18 months
- 1 - 19-24 months
- 2 - 25-36 months
- 2 - More than 36 months (3 years)

What is your age?

- 1 - under 16 years
- 3 - 16-18 years
- 6 - 19-23 years
- 4 - older than 23 years

Training Attitudes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
I feel prepared to train clip-in customers.			2	4	8
I feel prepared to check in customers.				8	6
I feel prepared to assist with events.			4	6	4
I feel prepared to answer phone calls whenever needed.		2	3	7	2
I feel prepared to sign up new members.	2	4	4	4	
I feel prepared to book events.	4	2	3	4	1
I feel prepared to enforce gym safety policies at all times.			1	8	5
I feel prepared to talk with customers casually about climbing.			7	4	3
I feel prepared to work with customers under the age of 10.		1	3	8	2
I feel prepared to conduct certification tests.	1	4	3	4	2
I feel prepared to instruct new climbers in climbing techniques.		3	5	4	2
I feel prepared to instruct new climbers in belaying techniques.			2	6	6
I feel prepared to maintain a clean gym environment.		1	3	8	2

Any Additional Comments:

- Need more training for booking groups
- Need more training for membership info
- Need more training for certification tests
- It'd be nice to have a climber training workshop for employees, so we can "talk shop" with customers
- I don't always know what to say to people on the phone or some people who walk in for clip-ins
- It'd be nice if some of the training was for everyone and not just managers

Work Environment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
I feel that Boulders provides a comfortable indoor climbing environment.				9	3
I feel that Boulders provides a clean climbing environment.		3	4	7	
I feel that Boulders provides a safe indoor climbing environment.	1	3	3	5	2
I feel that Boulders provides me with enough resources to do my job well.		2	8	4	
I feel that Boulders provides a comfortable work environment.			1	9	4

Any Additional Comments:

- customers break the safety rules all the time; hard to enforce safety
- I don't understand why people who are good at climbing can't teach their friends in the gym. Wouldn't that be good customer service?
- Boulders appeals to a lot of people and it's fun to spend time here
- Sometimes I can't get to the phone in time because I'm helping customers in the gym.
- The paperwork is a little tiresome; isn't there anything easier?
- The gym could be a lot cleaner
- The gym looks a lot cleaner than 3 years ago

Work Attitudes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
I feel that Boulders's staff supports me while at work.				7	7
I feel that management appreciates my effort at work.			7	5	2
I feel that my coworkers are on my "team."			6	8	
I feel that Boulders compensates me well for my work.	2	1	5	6	
I feel that Boulders provides flexible shifts.			5	8	1
I feel that management listens to my suggestions.			6	6	2
I take pride in the work I do at Boulders Climbing Gym.		2	3	7	2

Any Additional Comments:

- Boulders pays better than some campus jobs, but it's far to drive
- I don't know if my ideas are heard but I get the impression that they are
- The people here are fun and easy to get along with
- It's hard to get good shifts unless you've been here for a long time

Customer Reactions

The following survey was given to 10 event schedulers after their event at Boulders Climbing Gym. The data in **RED** is used in the synthesis. Several comments were also provided and follow the spreadsheet.

	Good	Neutral	Bad
Event Service	9	1	
Reservation Service	8	2	
Reservation Information	7	3	
Reservation Accuracy	7	2	1
Gym Cleanliness	3	5	2
Party Room Cleanliness (n=5)	3	2	
Event Value	8	2	

Comments:

- Staff was very helpful, especially with the cake and pizza.
- My son had a lot of fun during his party. The staff was great, helping us work the ropes and entertaining the kids.
- The games that [the Boulders staff member] had the kids play were engaging; it looked like everyone had a good time.
- The total number of climbers was off, so the total bill was off but the staff made up for it with great service.
- The staff member who booked the party (I forget who) did not tell me about the waivers, so we had to fill them out when we arrived.
- The bathrooms could use a good cleaning.
- The bathrooms need to be updated, but the party was a lot of fun.
- The kids are all pros at climbing now, thanks to [Boulders]!