

Executive Summary:

A needs assessment will be conducted for a privately held for-profit restaurant group headquartered in San Francisco. They operate 20 stores in the Bay Area and in Seattle. The company has been in existence since 1988 and is entering a period of rapid expansion. They are targeting tripling in size in the next few years. In order to do this successfully, operations will need to be streamlined into something that can be replicated in all stores. The purpose of the needs assessment is to identify areas in which the company will need to address in order to successfully grow. The needs assessment will target the General Managers (GMs) who run each location as this group is directly responsible for store operations.

Context Description:

Up until now, stores have operated relatively independently. They are now shifting to a system of company wide accountability and uniformity in procedures and processes. While many things have been put into place, there is still a lack of consistency in how each store is run. Some examples include product variation from store to store and Back of the House procedures such as Cash Handling and Employee Scheduling performed differently by different managers.

Work Plan/Deliverables/Timeline:

By using the Performance Pyramid as a guide, I will be taking an in-depth look at what may be causing the performance gap. Specifically, I will be looking for:

Knowledge and Skills and Performance Capacity:

- How are Managers taught the skills needed to perform their job function?
- What are the skills required at this level?

Rewards, Recognition and Incentives:

- What are the incentives GMs have to comply with protocol?

Tools, Environment and Processes:

- Are their stores equipped with the right tools to help them be successful?
- What is the cultural work environment like?

Expectations and Feedback

- How do GMs receive communication regarding how they are performing?
- Do the tools being used to evaluate performance support corporate compliance?

Motivation and Self Concept:

- What is the hiring profile of the GMs?

I will be using several tools to aid in the assessment process that will be included in the final assessment report. Tools to be used include::

- Secondary data analysis: Examine tools currently used in stores (i.e. recipes and checklists), review GM job description and hiring profile, examine tool for monthly store reviews (GEE), review secret shopper reports. COMPLETED ON 11/14/07
- Primary data analysis:
 - Surveys:* Conduct a survey to the GMs to get information on their thoughts and perceptions on the job COMPLETED on 11/5/07
 - Interviews:* Conduct follow-up interviews with 5-7 GMs to probe further on areas within the performance pyramid. TO BE COMPLETED BY 12/3/07
 - Observations:* Observe the same 5-7 GMs used for the interviews to see how they perform their daily job functions. TO BE COMPLETED BY 12/3/07