Framing Analysis and Focus Statement

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Instructional Problem

The overarching theme of Norm's restaurant policies is that employee and customer satisfaction are a priority. Feedback from employees, customers, and vendors shows that Norm's, while an overall positive environment, has some identified areas of weakness.

"Orientation is one way a company communicates its culture" (Berta. 2007). Creating a cutting-edge and impactful training program will allow employees to upskill in areas of weakness and add a higher level of consistency and greater satisfaction with the environment at Norm's.

Design Challenge Question

How can Norm's management strategies increase overall employee and customer satisfaction at Norm's by a value of 10%?

Focus Statement

Norm's is a white tablecloth steak restaurant that caters to various customers. Norm's prides itself on being an elevated experience with a desire to provide exemplary customer service in all areas of the establishment. Upon review of consumer feedback via social media and optional surveys, it was discovered that patrons found the lounge/bar area service less consistent than the service received in the restaurant. "Employees are the lifeblood of customer satisfaction and repeat business" (Keane, 2017).

When interviewing the existing employees, it is easy to understand where they see areas of inconsistency. Most stated that the onboarding process was promising, but the expectations for performance were inconsistent from mentor to mentor.

To ensure that customers leave feeling satisfied with their overall experience in the lounge area,

any employee who works in the lounge area, including the management staff, must complete a series of modules to ensure consistent procedures.

Prior Attempts at Solving the Problem

When a new employee comes on board at Norm's, the existing employees are asked to mentor the trainee as they step into the position. Employees hired into a position at Norm's must have experience at a table service restaurant for at least five years. The mentoring process lasts for a week, and the employee is trained in the restaurant's procedures at the end.   During this onboarding time, the new employee may interact with any lounge staff, including five full-time bartenders, three cocktail servers, kitchen expediters, bussers, management, and the chef.

Attempts by the management staff to improve the team's overall performance included providing checklists for tasks and the distribution of standardized drink recipes. This proved to be unsuccessful and increased the level of frustration among some team members. In addition, utilizing back-office software allows managers to pull data to determine specific shifts where there are weaknesses. Staff can significantly impact the cost of goods sold (Keane, 2017).

At Norm's, there are currently no consistent ways to learn the operating procedures other than through observation. This lack of structure has led to inconsistent operational policies, which impact the overall performance of the lounge area staff. This has created team and customer frustration and a desire to create a standardized onboarding process. Creating a training program that all employees can benefit from will ensure "they have the mindset to take care of humans with extraordinary hospitality and customer service" (Newswire, 2018).

Stakeholders

- Employees: servers, bartenders, cocktail staff, bussers, expediters, and management
- Customers
- Business partners
- Shareholders

Client Goals

Upon completion of the modules, the employees will be able to:

1. Describe the Core Values and Structure of Norm's (can embed this into the units)
2. Communicate an understanding of your role within the Norm's including the road to management within the organization
3. Effectively follow the outlined procedures for opening and closing the Bar (prep work/stocking)
4. Demonstrate effective food service procedures (set-ups and what goes with this)
5. Successfully wait on customers (customer interactions/professionalism)
6. Consistently follow the mixology standards and measurements (glasses/prep)

Personal Biases or Assumptions About the Problem

When implementing a new system, it is vital to check in on the impact of the changes on the stakeholders. Achieving buy-in and proving the effectiveness of the training can be a significant hurdle. Checking in with employees as the program moves forward and monitoring customer feedback can also provide insight into the program's success. Ensuring employees complete and implement the changes is crucial to ensuring the program's success. Effective onboarding improves" productivity, customer service, self-esteem, confidence, pride, and retention" (Sullivan, 2015).

Some existing staff with years of experience may resent the need to be "retrained." Modeling the new standards by management, frequently asking for feedback regarding the modules, and encouraging

employees to be empowered to make suggested edits and changes to the program will increase the rate of buy-in and overall success of the program implementation.

Legal and Ethical Considerations

When designing the modules, consideration must be made for the copyright of the materials used to demonstrate procedures visually. Since this is a bar area, corporate logos for alcohol and other companies will need to be obscured in digital and print materials. In addition, individual privacy of customer reviews and employee records will need to remain confidential and protected.

Finally, it will be vital to ensure that all accessibility standards have been adhered to for full access to employees with various needs.

References

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