



ELIJAH'S

Casual American Grill and Oyster Bar

On the Cape Fear River

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Executive Summary

Elijah's American Grill and Oyster Bar has been located at Chandler's Wharf, in Wilmington, NC, since 1977. Elijah's is one of two restaurants owned and operated by River Enterprises. Elijah's main emphasis is providing customers with a memorable dining experience regardless of the time of day or time of year. During the tourist season Elijah's serves approximately 1,000 people daily and 150 people daily during the off-season.

In January 2009, Elijah's restaurant renovated the physical aspects of the building to improve its environment. However, data analysis shows that in the last year, the clientele base has declined by 30 percent, restaurant revenues have declined 30 percent and customer satisfaction has declined 10 percent. Elijah's management team has established the following goals: Increase the clientele base by 15 percent within the first 90 days after re-opening and 30 percent after 6 months. Increase customer satisfaction by 90 percent within the first 90 days of reopening.

The front-end analysis revealed that performance problems are caused by workflow problems and employees inability to meet high quality food and performance standards. The workflow problems in the back-of-the-house and the front-of-the-house stem from a lack of managerial oversight. Training materials and procedures are outdated and management is unable to properly train employees. There is also a lack of motivation to properly train existing employees as well as new employees in job responsibilities. Employees' lack the skills and knowledge needed to provide good customer service and produce good quality food. This problem is related to management's lack of employee monitoring to ensure that high performance standards are met. Elijah's policies and procedures also need revision and updating and hourly employees at Elijah's lack incentives to provide good customer service.

It was determined that there are five possible solutions that would solve the performance problem at Elijah's. Revise the training program and include a management checklist that helps monitor employee performance and work flow job aids, create a Computer Based Instruction (CBI), update the policies and procedures, hire veteran service industry employees, or do not change anything. After careful comparison analysis of the solutions, it was determined that the revision to the training program and the design and development of supplemental materials such as the managerial checklist and the work flow job aids was the best solution for Elijah's. Although the other solutions had positive attributes, the training solution was the most logical and overall beneficial solution to the performance problem at Elijah's.

SECTION I

Operating System

Elijah's is a restaurant located in Wilmington, NC at 2 Ann Street. Elijah's website is <http://www.elijahs.com>. Elijah's is a casual American grill and oyster bar. Elijah's is part of River Enterprises, Inc., which also own The Pilot House Restaurant. River Enterprises, Inc.'s restaurants are located side by side on the foundation of a restored home circa 1870 and were moved to the current location in 1977. The Pilot House began as a sandwich and soda shop and has developed into an award-winning fine dining establishment that caters to special occasions and important business meetings.

Elijah's restaurant was formally The Ship's Museum of Chandler's Warf. It still houses one of the South's most beautiful collections of nautical paintings, scale ship models and other nautical treasures from the museum. The menu consists of seafood, beef and poultry complemented by an international wine list and full ABC permits. Elijah's Oyster Bar concept is the first of its kind in the Wilmington area featuring steamed and raw seafood. The atmosphere

is casual with metal sculptures by local artist Michael VanHount. The restaurant itself is split into three different major sections: the formal dining room, the oyster bar, and the outer deck. Located adjacent to the Cape Fear River, the restaurant boasts a scenic view of the river as a part of a casual dining experience.

The mission philosophy of River Enterprises, Inc. is:

- I. We enjoy the products of our industry; food and wine and other things. We enjoy the service that it brings it together. We enjoy our customers! In a restaurant career, we may meet and talk with tens of thousands of people – a rare opportunity in life! Most importantly, we're glad that they are here.
- II. We are passionate in our zeal to serve the guest better; better service than they receive anywhere else; better service than they received from us on their prior visits – service that meets and exceeds our guests' expectations.
- III. We are a community within ourselves...we are loyal to one another and to our company. We are honest about both our successes and our failures. We celebrate both our successes and our failures. We are sharing...the rewards and pleasure in our endeavors are only valid and fulfilling if everyone participates in them.
- IV. We will be the standard of excellence in the foodservice industry, or we will not do it at all. It's 100% or it's nothing at all!

Mission Philosophy Adopted by River Enterprises, Inc.

River Enterprises, Inc. prides itself on having an association that is built upon shared dreams of excellence. Elijah's staff therefore has shared standards of behavior that make the restaurant successful. The restaurant has 92 employees: One General manager, three managers, a chief executive chef and an executive chef, 6 bartender, 20 head wait staff, 6 hostesses, 28

kitchen staff, 6 busboys, and 20 waiters/waitresses. 30 percent of the staff members are full time and the remaining are part time employees.

River Enterprises Inc., and its policies and procedures, is the system in which Elijah's resides. Components of the system are shareholders who own River Enterprises Inc., the local and state health department regulations, OSHA and Fair Employment Act laws, the economy, and local competing restaurants. Within this system there are six subsystems: Elijah's management, wait staff, kitchen staff, equipment, training and customers. The training subsystem has an additional subsystem known as the instructional delivery system. The instructional delivery system is comprised of training materials designed and developed by River Enterprises Inc., management, and shadowing senior staff members.

There are 4 shareholders that own River Enterprises, which encompasses the Pilot House and Elijah's Restaurants. The shareholders approve the budgets generated by the general managers of each business. Starting from the top of the organization's chart River Enterprises Inc. is the authority ([Appendix A](#)). River Enterprises Inc. developed and designed training materials that are provided to the employees so that they have a clear understanding about the policies and procedures. Underneath River Enterprises Inc. is the General Manager of Elijah's. The General Manager reports directly to the shareholders of River Enterprises Inc. Elijah's has one general manager Bone Ives. The next group of people in the organization is the management at Elijah's. There are three managers who report to the General Manager. Each manager is responsible for a different section of the restaurant. The managers make daily decisions about the operations of Elijah's with the approval of Mr. Ives. Daily operating decisions include employee hiring, training and discipline. The managers oversee employees' daily activities and ensure customer service objectives are met. They manage the business resources on a continuing basis.

The kitchen staff; such as the line cooks, prep cooks, and the kitchen cleaning crew, report to the Executive Chef who in turn reports to the Chief Executive Chef. The Chief Executive Chef reports directly to the back-of-the-house manager.

Each shift at Elijah's has a Shift Leader and a group of hostesses or hosts. The shift leader may be different based upon the rotation of the shifts but includes a select group of experienced employees from the Head Wait Staff and Kitchen Staff. The hostesses or hosts report to the shift leader. The shift leader in turn reports to the front-of-the-house manager. The waiters and waitresses and busboys report to the Head Wait Staff. The busboys, the wait staff, including the bartenders, and the head wait staff report directly to the floor manager.

Problem Statement

Due to its beautiful atmosphere, Elijah's restaurant serves tourists to the area, as well as, local clientele. The clientele ranges from middle-class families to actors, such as John Travolta, that visit the area when on vacation. Therefore, the restaurant strives to present clientele with a memorable dining experience every time they visit. River Enterprises Inc. has the mission of providing clientele with high quality service, high quality food, and an aesthetically pleasing atmosphere. Elijah's serves 1,000 people daily during the tourist season and 150 people daily during the off-season. The clientele base declined 30 percent last year.

Restaurant revenues have declined 30 percent and customer satisfaction has declined 10 percent in the last year. Management would like to increase satisfaction and the quality of service that is provided as well as the physical atmosphere of the restaurant. Elijah's management has set a goal of acquiring at least 90 percent customer satisfaction within 90 days after the business reopens. Management also established a goal of increase the customer base by 15 percent within 90 days after the business opens and 30 percent within 6 months.

Operating Systems Analysis

Current Status of the Operating System

In order to determine the current status of the operating system at Elijah's, a variety of methods were utilized to gather and analyze data. The General Manager, the managers, the hostesses, the servers, and the back of the house (i.e. line cooks) were interviewed. An extant data analysis was conducted to review the resources available, such as the new-hire training pack, the budget reports, and other documents provided by the General Manager, as well as observations of the staff and the work flow within the organization. Telephone correspondence was used to ask follow-up questions that arose during the analysis. Area restaurant reviews and customer satisfaction surveys were also analyzed.

After analyzing all the data, there are a number of current objectives that need to be addressed. The main objective is to increase customer satisfaction. The outcome of the objective would be to generate a larger clientele base and to increase revenue. According to the mission statement, Elijah's strives to make their customers happy with the service that is provided. The management at Elijah's wants staff to exceed the guest's expectations because that increases the chances of the client returning. Therefore, it is important that every customer leaves the Elijah's establishment fulfilled and pleased with the service.

The next main objective is increasing the standard of quality in terms of performance, food, and atmosphere. The outcome of the objective would be to determine the higher standard. The analysis found that management has problems holding the employees to a high standard and that they are unable to control the quality of workflow. They are currently not monitoring employees to determine if they are doing their job properly or if the order of the work is not completed correctly. Management is unable to see and determine who is not doing their job.

Other examples of work flow problems are the following: back of the house employees, such as chefs, are not communicating when they are running low on certain items on the menu; hostesses are not communicating when seating clientele in a server's section, and bartenders are not communicating when they have completed an order for a server to take to a client in a section other than the oyster bar. The objective would be to make sure that the workflow at Elijah's is steady and completed appropriately. Managers are responsible because they are not currently holding the employees to the higher standard they desire.

Training materials are supplied to the employees by the management, but new hires are not closely monitored to ensure proper training occurs. The current training materials consist of a packet that explains the values of the restaurant, dress code information, a food fact sheets, and training checklists. It was observed that after giving the packet to the new hire, the new employee is then assigned to a fellow co-worker to train them on the position. The management does not supply new employees or old employees with supplementary training.

Due to the current problems at Elijah's, side effects can be observed. A low customer base affects employees because that means that there are fewer opportunities to receive tips. As a result, employees have an increasing turnover rate because they want to work in a restaurant that provides them with more chances to earn money and that means they have to go to another restaurant that has a bigger customer base. Another side effect is the increase in revenue and clientele for other surrounding businesses. Due to the lowered standard that is happening at Elijah's, clientele are not returning to Elijah's to eat. Instead, they are going to surrounding businesses that provide higher quality of customer satisfaction and a higher quality experience.

The relevant resources for this system are the employees, facilities, equipment, budget and training. The employees include the General Manager, Managers, a Chief Executive Chef,

an Executive Chef, Bartenders, Head Wait Staff, Hostesses, Kitchen Staff, Busboys, and Waiters/Waitresses. The facilities include three separate dining areas and a complete kitchen area for food preparation and clean up. The equipment includes standard restaurant equipment for food preparation and food service. The budget information reviewed for Elijah's Restaurant was for the 2007 budget year. Also reviewed was February 2008 budget as an example of a slow month for the business. The total revenue for 2007 was over \$3,841,000.00. The cost of food was 33% of total revenues, wages were 27% of total revenues and operating expenses were 29% of total revenues. Elijah's reported a profit of \$360,578, which was down 30 percent from the previous year. The February 2008 revenues are already down 5% compared to February 2007.

Training for employees and management is not currently a budgeted item. Elijah's uses management and senior staff to train new employees. They also are provided with a new employee-training manual, which is outdated and does not contain current practices or procedures. Employees are also given an "hourly personnel summary" checklist which contains a list of all forms, policies, procedures and training the employee should complete before beginning work. The checklist is also out dated and does not contain current useful information for employees. Many of the kitchen staff, busboys and wait staff are students who work part time and only remain employed for a short time. This results in high turn rate for hourly employees and very little time for new employee training. In the winter months (October – March) business is slower than in the summer months (April –September). This is also the time many students quit and return to school. During this slow time the business usually has fewer employees to service their customers. This results in poor customer service ratings for the winter months and not enough knowledgeable employees to service customers.

The fixed constraints of the system are the lack of any training budget and insufficient time is given for on the job training. Elijah's must also be in compliance with OSHA laws, local and state health department and USDA regulations. Elijah's also operates under the Fair Employment Act laws as well as River Enterprises policies and procedures. These constraints are in effect for every restaurant. River Enterprises has good stable policies and procedures that have contributed to successful operation of Elijah's for years. Although these policies and procedures need updating, they are based upon sound business principles.

The General Manager approves the weekly staff work schedules, which is created by each manager. He also approves the cost of food budget prepared by the Chief Executive Chef. The General Manager also fills in for managers who are out sick or on vacation. The back of the house manager is responsible for all the tasks and employees that are in the kitchen. He approves menu selections provided by the Chief Executive Chef. He must also approve any menu substitutions and any food preparation changes provided by the Chief Executive Chef or the Executive Chef on duty. The Chief Executive Chef makes daily decisions concerning all aspects of food preparation including menu selection, ordering food and supplies, preparing food, directing kitchen staff and communicating with management. The Executive Chef is also responsible for food preparation and directing kitchen staff and communicating with management when the Chief Executive Chef is unavailable. The Executive Chef and the Chief Executive Chef are also responsible for safety and cleanliness in the kitchen. The kitchen staff is divided into individuals who assist in food preparation and those that keep the kitchen clean. The Shift Leaders responsibilities include:

- Opening and closing the business

- Access to the safe to obtain necessary change and operating funds with approval from management.
- Direct other hourly employees.
- Directing employee problems and disciplinary matters to management.
- Attend management training to continue advancing to a management level position.

The wait staff is responsible for customer service operations. The wait staff communicates directly with customers by taking food and drink orders and waiting on customers. Wait staff also communicate food and drink recommendations to customers as well as the daily specials prepared by the Chief Executive Chef. The Busboys move back and forth between the tables on the floor and the cleaning areas in the back of the house. Busboys also clean the front of the house tables and floors with assistance from the wait staff. Busboys and wait staff clean off tables quickly and efficiently in order for the next customers to be seated.

Each manager is in charge of training the employees that work beneath him or her. When a person is hired, the managers are instructed to give the new hire a training packet. The training booklet is designed and developed by River Enterprises Inc. Each manager is in charge of the individual training of the employee, which requires the new employee to study the information provided in the training packet. The managers then initial the employee's packet as they progress and show that they can complete a task. Also, the managers utilize other staff members as trainers. The new employee shadows a senior employee and then the roles are reversed to complete the training process.

Optimal Status of the Operating System

In order to determine the optimal status of the operating system at Elijah's, a variety of methods were utilized to gather and analyze data. The General Manager and the other managers were interviewed concerning what they believed the operating system should be like. The resources were also reviewed such as the new-hire training pack, the budget reports, and other documents that were provided by the General Manager. This information was reanalyzed to determine the optimal levels. Telephone correspondence was used to ask follow-up questions that arose during the analysis.

According to the mission statement, Elijah's strives to make their customers happy with the service that is provided. The management at Elijah's wants staff to exceed the guest's expectations because that increases the chances of the client returning. Therefore, it is important that every customer leaves the Elijah's establishment satisfied with the quality of food and pleased with the service. Management should monitor employees' performance to ensure a high level of performance standards is achieved. Employees should also maintain high levels of performance. The physical environment should be attractive to customers and encourage return visits to the restaurant.

Employees and management should have adequate time and resources to learn their job responsibilities. Ideally, new hires have one week to go through new hire training materials and procedures and work alongside other workers in all areas of the restaurant in order to familiarize them with the flow of the restaurant. In an ideal situation, both employees and management are aware of the responsibilities of the entire staff, not just their duty assignments. Within the workflow, each server would have a complete understanding of the menu and they would be able to make suggestions to the clientele regarding menu choices. In order to ensure accuracy, the

staff is reminded at the beginning of each shift about which items are the most popular and what each of these items consist of. Servers will also know the specials that are being offered. The server and the kitchen staff communicate concerns about item availability and menu changes. The restaurant has a break between lunch and dinner. During this time management and staff use this time to go over any details regarding the dinner service. The kitchen staff produces consistent quality food and follows the Chief Executive Chef verbal or written instructions. The Executive Chef manages the kitchen staff to ensure the instructions of the Chief Executive Chef are being followed when the Chief Executive Chef is off duty.

A positive side effect of providing good customer service and having more customers would be the ability to attract quality experienced employees who desire to work at a restaurant with a good reputation. A possible negative side effect would be long waiting lines for customers to be seated outside the restaurant and customers not wanting to wait in line. If they don't want to wait in line then they may go to other nearby restaurants.

Elijah's should reduce employee turnover rate and be able to keep good employees. They should discuss providing employee incentives and opportunities to prevent good employees and managers from going to work with surrounding restaurants. Management should keep a number of good core employees throughout the year especially during the slow months to provide a consistent level of food production and customer service. The physical facilities at Elijah's have been recently renovated to provide a more pleasing atmosphere for customers and to attract more customers. The equipment at Elijah's is also in good condition and is up to current restaurant quality and efficiency standards. Management should take advantage of the new condition and environment and propose to higher level manager to provide more funds for training and employee incentives and wages.

Elijah's should provide a minimal training budget so that all employees would receive adequate training. They should also provide adequate time for training employees. Elijah's should continue to be in compliance with federal and state laws and policies as well as River enterprises policies and procedures. Management should make sure all employees maintain this level of compliance. They should update Elijah's policies and procedures to reflect their new goals.

The management structure at Elijah's has asked for clarification of the workflow responsibilities. The shareholders that own River Enterprises should approve the budgets that are generated by the General Manager of Elijah's. The General Manager reports to the shareholders of River Enterprises. The shareholders should expect the General Manager to become more involved in development of the training materials for both lower management and employees. The General Manager should improve communication between the three managers that make daily decisions about restaurant operations. The Chief Executive Chef should be able to depend upon the Executive Chef to ensure his instructions and procedures are followed. In turn, the Executive Chef should be able to depend upon the kitchen staff to follow instructions and procedures. The Shift Leader consists of a select group of experienced employees from the Head Wait Staff and Kitchen Staff. Management should ask shift leaders to assist in training new employees. They should to communicate recurrent training needs and problems for existing staff.

Probable Cause of the Problem ([Appendix B](#))

Analysis of the current and the desired situation reveals that Elijah's problem stems from several probable causes. Each cause can be divided into three main categories: lack of skills or knowledge, lack of environmental support, and lack of motivation or incentives. The first

category is the lack of skills or knowledge. The majority of the causes for the performance problems at Elijah's fall into this category. The employees lack the skills and knowledge needed to provide good customer service. Also, employees are not sharing important knowledge and skills with other co-workers. On top of that, management is unclear on how to train the staff in completing their individual responsibilities. There are also workflow problems in both back-of-the-house and front-of-the-house that stems from managerial oversight when it comes to training. The back of the house employees, such as chefs, are not sharing knowledge or training kitchen staff on what to do when they run low on menu items. The front of the house employees, such as hostesses are not being trained on how to seat clientele in a server's section, and bartenders are not being trained on how to complete an order for a server or how to take an order to a client in a section other than the oyster bar. The staff's lack of attention to detail, poor knowledge skills and abilities results in poor customer satisfaction and a loss of revenue during the last year.

The second category for probable causes is lack of environmental support. There are environmental needs in which old policies and procedures need revision and updating. The third category is lack of motivation or incentives. The hourly employees at Elijah's lack incentives to provide good customer service. This problem is related to management's lack of employee monitoring to ensure that high performance standards are met. There is also a lack of motivation to properly train existing employees and new employees in job responsibilities.

SECTION II

Possible Solutions ([Appendix C](#))

After examining extant data, observing employees at work, conducting interviews and reviewing customer service surveys, we found the following possible solutions.

- ❖ Revise employee and management training programs, complete with management checklists that help monitor employee performance and work flow job aids.
- ❖ Short Computer Based Instruction (CBI) to refresh knowledge and skills employees
- ❖ Revise and update policies and procedures Elijah's policies
- ❖ Hire employees that are veterans to the service industry
- ❖ Make no changes to current working conditions

The General Manager, the three managers, and River Enterprises, Inc. shareholders could work together to develop supplemental material for the existing training program at Elijah's. A revision of the employee-training program would ensure new employees, as well as existing employees, are properly trained and have the knowledge and skills necessary to provide good customer service and provide good products to the customers. The three managers would use a performance checklist to monitor employee performance and job aids would be posted in each section of the restaurant that describe the optimal work flow.

The shareholders at River Enterprises Inc. could hire a consultant to develop a training program that would include refresher training for all employees at Elijah's. The training would include short Computer Based Instruction (CBI) modules that would refresh knowledge and skills of employees and also ensure employees have the knowledge and skills necessary to provide good customer service and produce good quality products for the customers.

River Enterprises Inc. and the General Manager at Elijah's could also revise and update Elijah's policies, rules and procedures to reflect the current environment. This could help with work flow problems and lack of knowledge and skills problems.

Elijah's manager could also get rid of employees that are not as skilled and replace them with veterans of the service industry. By hiring a person that has worked in the restaurant

business for a long time, Elijah's will not have to train the employee on the basics and more importantly just quickly rundown how things work at Elijah's.

Lastly, Elijah's could decide to make no changes to the current practices. This in turn does not provide staff with the means to meet the higher standard that the shareholders and General Manager propose as the optimal performance level for employees at Elijah's.

Analysis of Solutions

Instructional Development and Delivery Capabilities

If management addresses the performance problem by revising the employee training program, the General Manager and the other three managers would be in charge of developing and supplemental material to the training packet that every employee receives when they start working at Elijah's. In addition, each of the managers will be in charge of the people that work directly under them. Therefore, the back of the house manager is responsible for training the Chief Executive Chef, the Executive Chef, and the remaining kitchen staff. The front of the house manager will be responsible for training the shift leaders and the hostesses and hosts. The floor manager will be responsible for training the Head Wait Staff, the wait staff, and the busboys. This training will also have senior employees serve as trainers. For example, senior wait staff will be paired with co-workers that are new or performing poorly in order to train the appropriate ways to serve the customer base. The General Manager will also revise the management-training program to include a checklist that helps monitor employee performance. The General Manager is responsible for outlining all the important tasks that help each employee increase customer satisfaction and provide the highest quality experience for the customers. The General Manager will train each manager how to use the checklist to assess employee performance. The managers will also be requiring them to evaluate each employee at least once a

month using the checklist to determine whether or not certain employees need additional training. If management decides to create a job aid that describes the optimal workflow for each section of the restaurant, the General manager and the other three managers will work together to develop the job aids. These job aids will be posted in areas of the restaurant that are easy to find. The job aids themselves will be legible, easy to understand, and readily available to each staff member. By putting work flow job aids up for employees to see, it will be easier to teach staff the chain of command and how to communicate appropriately with one another. If the workflow increases in speed and fluidity, customer satisfaction will increase. The training solution proposed will cause organizational change, but it will benefit the organization and the individuals in the long run. The positives attributes outweigh the negative attribute in this case.

The company could bring in an outside Computer Based Instructor to design and develop Computer Based Instruction that refreshes the employees' knowledge and skills. The instructor has previous experience design the similar training and they will be able to successfully develop training modules that help staff refresh their knowledge and skills. Although this seems like a perfect solution, the cost, time, and organizational change needed to implement this solution outweighs the positive attributes of this solution.

River Enterprises Inc. would complete revision of the outdated policies and procedures. The shareholders at River Enterprises Inc. would need to contact the General manager at Elijah's to talk about the current trends in the restaurant business and the current ways policies and procedures are handled at the store level. River Enterprises Inc. will need to come to the restaurant and observe the current status of the restaurant. They will then need to look at the employee policies and procedures portion of the training packet that each employee receives when they are hired. This solution would require Elijah's to alter their current practices or adapt

new policies that change how things are run in the restaurant. The revision of policies and procedures is short-lived though. Every couple of years the policies and procedures will need to be updated.

The General manager and the three other managers at Elijah's could hire service industry veterans and get rid of any employee that is still lacking the skills and knowledge needed to perform at the higher standard and quality of service that Elijah's wants to offer to the customer. By hiring employees that understand the basics of the service industry, Elijah's will need to only teach the employees the rules and procedures of the restaurant because they already understand the basic tasks required by the job. Although this seems to be a perfect solution, the main concern with choosing this solution is the cost. If Elijah's hires people because they are skilled and considered to be veterans of the service industry, then they will have to pay them more than the people that are currently employed at Elijah's. Elijah's would be looking at a situation where they would have to spend a lot of money to make money.

Elijah's could decide to not make any changes to their current practices. This is a solution that seems positive when it comes to some of the factors such as cost, organizational change, time, and environmental conditions. At the same time, the restaurant will continue to perform at a lowered standard. Customer satisfaction and revenues will not increase because customers will not return to the restaurant if their experience is less than completely satisfactory. Also, employees will not continue to work at a restaurant that does not provide them a steady flow of customers that supplement their wages with tips. As a result, the benefits to the organization and the individuals are non-existent. With the organization and the employees struggling, Elijah's may be forced to look at solving the problem at a later date if they do not make the changes now that are cost-effective.

Comparing Solutions

In order to compare the different solutions, a matrix ([Appendix C](#)) was used to compare the solutions based on the following criteria: time, environmental conditions, organizational change, space and equipment requirements, cost, benefit and loss to the individual, and benefit and loss to the organization. Each solution proposed was entered into the matrix and each of the aforementioned criteria was used to determine which solutions would best benefit Elijah's. It was determined that the training solution would be the most effective for solving the performance problem at Elijah's. The following are the most important parts of the training solution: revise the employee training program, revise the management program to include a performance monitoring checklist and create job aids for each area of the restaurant describing the work flow.

A revision of the employee training program is the primary solution. The secondary solutions that will assist and make the training solutions easier are the managerial employee checklists and the workflow job aids. The employee training program has one negative aspect. Designing and implementing an employee training program could require a significant amount of organizational change. The staff's routine and roles would change. The employees would have individual responsibilities that they must complete while at work. This may take some time to get used to the new program but the positives outweigh the negative. Combining the training program solution with the checklist solution and the job aid solution will help benefit Elijah's organization. The individual employees and the organization will gain knowledge and skills from these solutions. As a result, Elijah's will be able to hold their employees to a higher their standard of quality and customer satisfaction will increase as well as revenue.

While other solutions have positive attributes, none of the other solutions provide the organization with a cost-effective solution. Given the economic status of today's country, it is

imperative that Elijah's finds a solution to their performance problem that will help the restaurant bounce back quickly from the loss of revenue and customer base.

Recommended Solution

After careful analysis of the results of the data found, the recommended solution is to revise the employee-training program and supplement the training program with a managerial checklist that monitors employee performance and job aids concerning the work flow of the restaurant. Training will occur in three different ways. Existing employees and new hires will be given the new training packet as well as the new supplemental materials. All of the materials will be explained to the employee at the weekly staff meeting. Also, management will be required to fill out employee performance checklists to ensure that employees are properly doing their jobs.

The new training materials will be easy to understand and the three managers will call a meeting for each of their sections of the restaurant. All the employees will report to their specified manager and the manager will also explain the new employee performance checklist as well as the optimal workflow job aids that will be posted throughout the restaurant.

This solution provides employees with materials that are user-friendly and help employees get a true understanding of the expectations, quality of service required, and the optimal work flow procedures. As a result, the employees will be able to provide customers with a higher quality of service and customer satisfaction will increase. With training that focuses on customer satisfaction and overall higher expectations in regards to quality of the food, service, and atmosphere; Elijah's can once again be successful.

In order to develop the training materials, the shareholders at River Enterprises Inc., the General Manager of Elijah's, the three other managers, and the instructional designers will collaborate on the design and development of the necessary materials. The three managers will

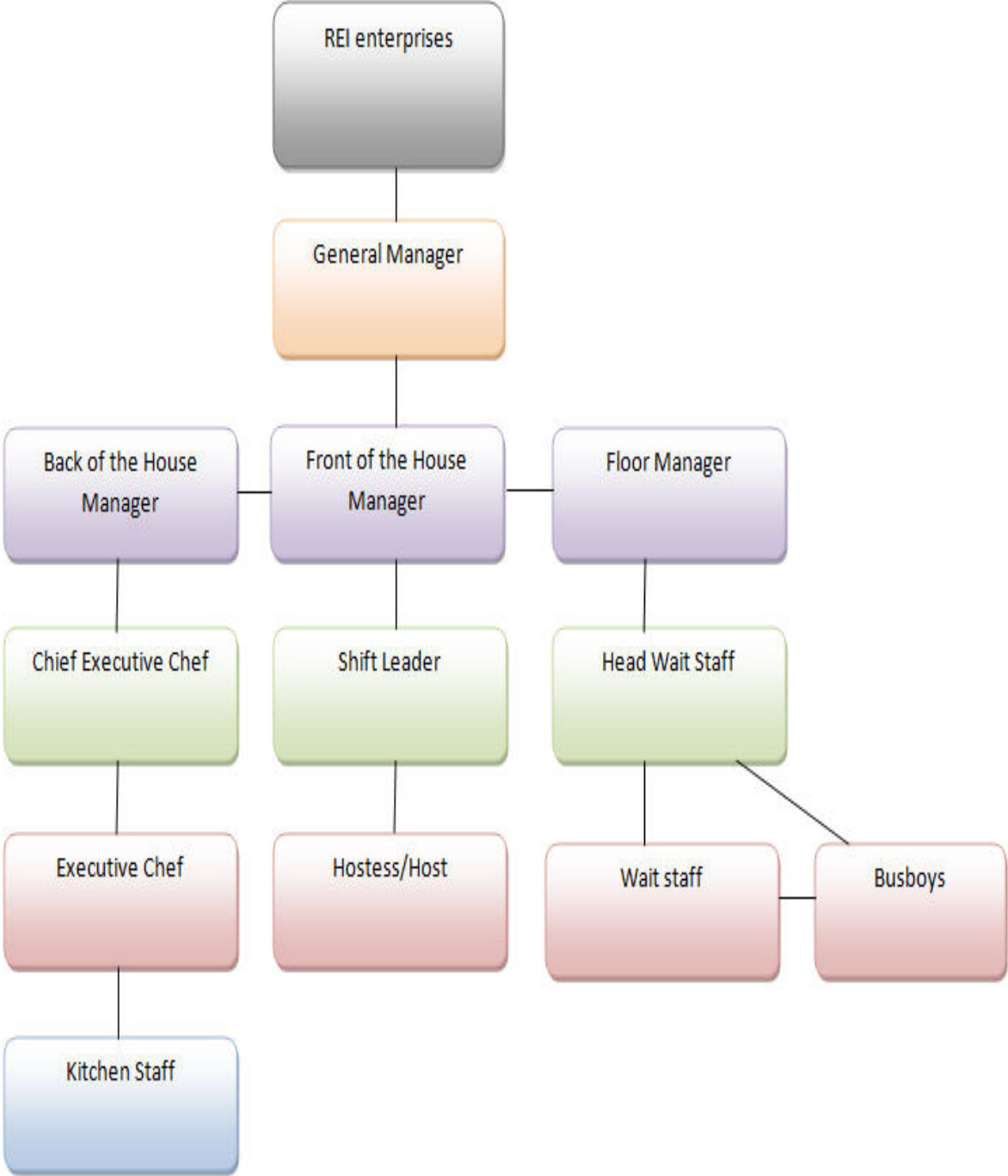
service as subject matter experts for their section of the restaurant. The managers will be responsible for collaborating with the instructional designers so that appropriate materials are developed to help increase the standard in each section of the restaurant. The materials that will include a revised employee training manual, a new performance checklist for employees, and job aids that outline the optimal work flow of each section of the restaurant.

The training delivery system will begin with the following initial trainers: managers and senior staff. Each of the managers will be in charge of the people that work directly under them. The back of the house manager is responsible for training the Chief Executive Chef, the Executive Chef, and the remaining kitchen staff. The front of the house manager will be responsible for training the shift leaders and the hostesses and hosts. The floor manager will be responsible for training the Head Wait Staff, the wait staff, and the busboys. This training system will also have senior employees serve as trainers. For example, senior wait staff will be paired with co-workers that are new or performing poorly in order to train the appropriate ways to serve the customer base. Initial trainers will be responsible for communicating to lower skilled workers and new hires so that every employee has the same set of knowledge and skills.

By using the training solution, the organization, as a whole, benefits. The employees benefit because they are able to provide a higher quality of service to the customer base. As a result, the customer base is satisfied by the higher quality of service and they continue to eat at Elijah's restaurant. With a steady flow of customers, there is a smaller rate of employee turnovers which decreases the amount of organizational change that will occur due to having to hire new employees. Therefore, the training program solution provides the restaurant with less employee turnovers, higher customer satisfaction, and an increase in revenue from returning customers.

Analysis of the observations and interviews conducted with the employees, managers, and General Manager during this front-end analysis found that all employees were receptive to a revised training program. Given that all employees are willing to learn and change their current practices, Elijah's will definitely benefit from the design, development, and implementation of a new training program.

Appendix A: Organizational Chart



Appendix B: Probable Causes of Performance Problems

Lack of Skills or Knowledge	Lack of Environment Support	Lack of Incentives or Motivation
Employees the skills and knowledge needed to provide good customer service	Old policies and procedures are in place that need revision and updating	The hourly employees at Elijah's lack incentives to provide good customer service
Employees are not sharing the important knowledge and skills with other co-workers.		Management's the lack of employee monitoring to ensure that high performance standards are met
Management is also unclear on how to train the staff in completing their individual responsibilities		Lack of motivation to properly train existing employees and new employees in job responsibilities
There are also workflow problems in both the back of the house and the front of the house that stems from the managerial oversight when it comes to training.		
The back of the house employees, such as chefs, are not sharing knowledge or training kitchen staff on what to do when they are running low on certain items on the menu.		
The front of the house employees, such as hostesses are not being trained on how to seat clientele in a server's section, and bartenders are not being trained on how to complete an order for a server or how to take an order to a client in a section other than the oyster bar.		

Appendix C: Possible Solutions for Performance Problems

Possible Solutions	Time	Environmental Conditions	Organizational Change	Space or Equipment Requirements	Cost	Benefit & Loss to Individuals	Benefit & Loss to Organization
Revise Employee and Management Training Programs. Complete with management checklists that help monitor employee performance and work flow job aids.	+	+	-	0	+	+	+
Short CBI to refresh knowledge and skills employees	-	+	-	0	-	+	+
Revise and update policies and procedures	-	+	-	0	0	+	+
Hire employees that are veterans to the service industry	+	-	+	0	-	+	-
Make no changes to current working conditions	+	0	0	0	+	-	-

Key

- + = positive attribute
- = negative attribute
- 0 = neutral attribute