
Performance Improvement Proposal: Festival Dining Services



LTLE 380 Section II

Randall Snow

Team Awesome:

A.J. Beck
Stephanie Corkett
Gabby Evans
Liz Layfield
Ally Jones

<http://beck2aj.wix.com/festival-performance>

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ORGANIZATION ANALYSIS

-System Description

-Mission, Vision, Values Statements

-SWOT Analysis

-Organizational Structure

-Performance Diagnoses Matrix

System Description

Festival is an organization that is comprised of multiple systems; dining, special events, alumni center, off-campus life, and head management. These systems work together to provide services and support for the JMU community.

Festival's Mission, Vision, and Values

MISSION:

ARAMARK focuses on helping campuses thrive by treating employees well, caring for the earth and environment, and ensuring the health and well-being of the campus and communities in which we live, learn and work.

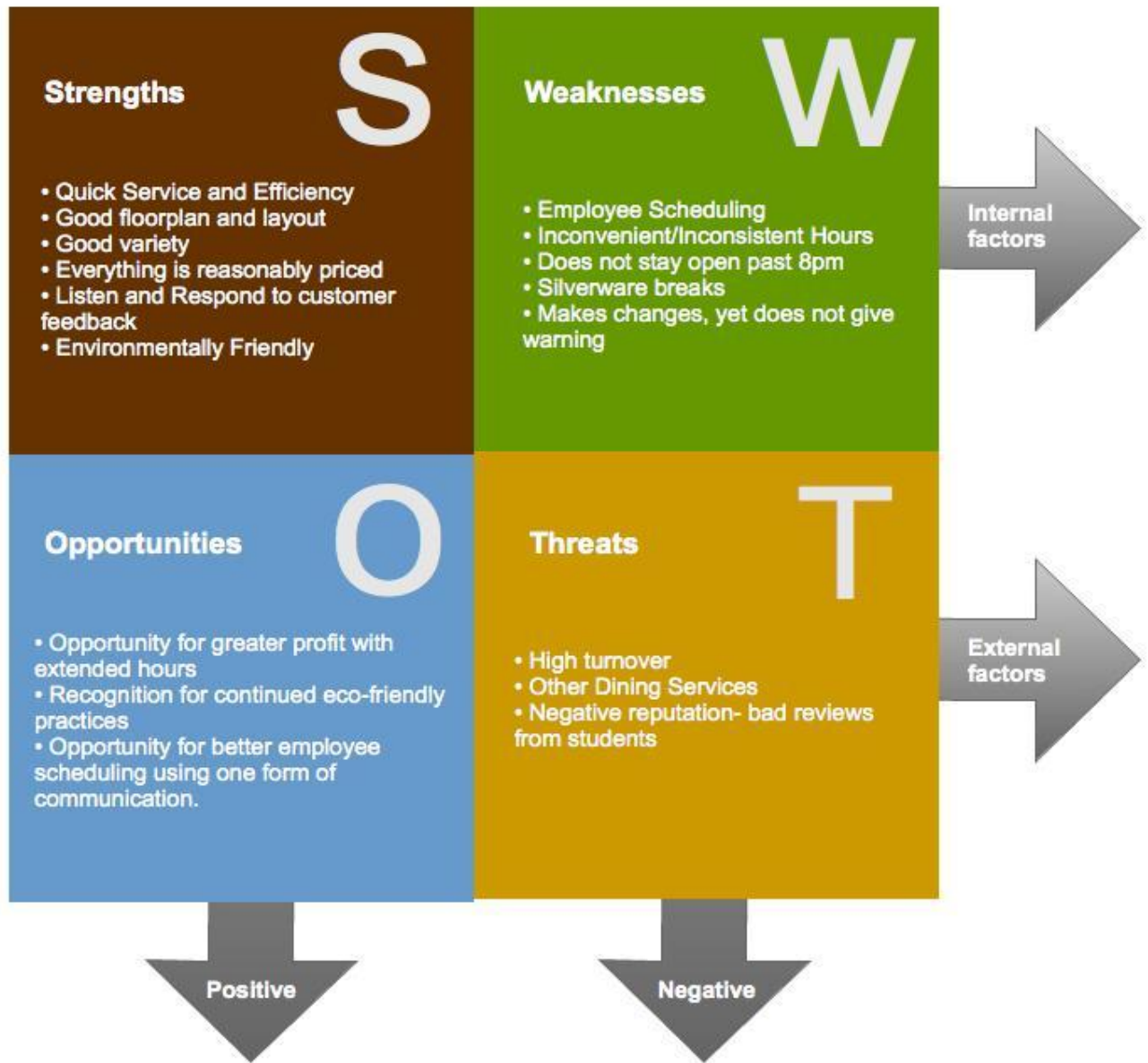
VISION:

We seek to lead by example and continuously improve in those areas of our business that are under our direct control. We work with clients and suppliers to develop innovative produce and service options that help advance their corporate responsibility objectives. Together, we are enriching lives every day.

VALUES:

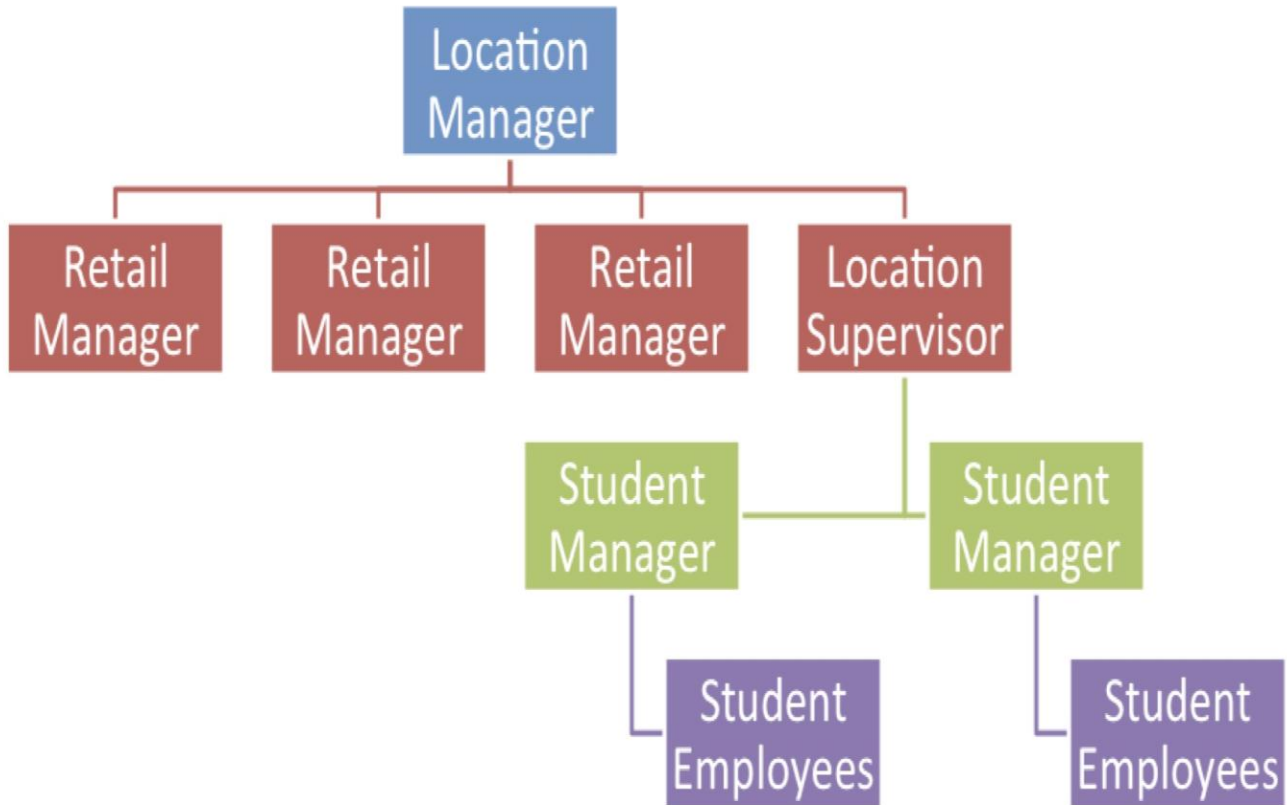
Our values are employee advocacy, environmental stewardship, health and wellness, and community involvement.

SWOT Analysis- Festival Dining



The SWOT analysis shows that Festival Dining is a stable organization with many more strengths than weaknesses. It prides itself on providing quality customer service, which makes it a leading dining service on campus. The biggest weakness we found in Festival Dining is its poor employee scheduling. If a better scheduling system can be implemented it would give Festival the opportunity of more efficient service and higher employee satisfaction.

Organization Chart



Festival Dining's organizational structure is diagramed above. There is one location manager at the top of the diagram who oversees everyone else beneath them. Below the location manager, there are three retail managers. Underneath the retail managers is a location supervisor who oversees two student managers. Finally, the student employees are below the student managers.

Performance Matrix Description

In order to diagnose the performance of Festival Dining, we investigated the company's mission and goals, system design, capacity, motivation, and expertise. All of these variables were determined on the individual, team, process, and organization level.

Mission/Goals

The company is outstanding in all aspects of their mission and goals on each of the performance levels. As an organization, the mission and goal fits the reality of the economic, political, and cultural forces. The process goals enable the organization to meet their organization and individual missions and goals. The team goals provide congruence with the process and individual goals. The professional and personal mission and goals of the individuals are also congruent with that of the organization.

System Design

Aspects that need to be improved in the system design occur on the organization and team level. Festival's scheduling system design fails to provide structure and policies supporting the employee scheduling system. Also, on a team level, the team dynamics do not function in a ways that facilitates collaboration and performance.

The system design is well executed on the process level because the scheduling process is designed to function as a system. The individual level is precise because individuals are able to clear obstacles that could impede his or her job performance.

Capacity

Festival Dining needs to improve the current capacity process. The process does not currently have the capacity to perform in the aspects of quantity, quality, and timeliness.

At the organizational level, Festival Dining possesses the leadership, capital, and infrastructure to achieve its mission and goals. The teams have a combined capacity to effectively and efficiently meet their performance goals. Each employee also possesses the mental, physical, and emotional capacity to perform.

Motivation

Motivation levels can be improved on the organization level as well as the process level. The policies, culture, and reward systems of this company do not support the desired performance. The process does not provide the information and human factors that are required to maintain it.

On the team level, the team does properly function in a respectful and supportive manner. Also the individual appears to want to perform no matter what.

Expertise

The organization fails to establish and maintain selection and training policies and resources. The process of developing expertise fails to meet the changing demands of the changing processes. On a process level, the team does not have the team process expertise needed to perform.

The individual has the knowledge and expertise that is needed to perform.

Process Analysis

- Process Description

- Data Collection

 - Covert Observation

 - Survey

 - Graphs

- Job Description for Festival Dining Employees

- Ishikawa Fishbone Diagram

- Process Flowcharts

- Calling out of Work Flow Chart

- Filling a Shift Flow Chart

Process Description

The process for employee scheduling at the Festival Dining Facility is an employee writes down their availability based on class schedule, extra curricular activities, or other time commitments. The employee then brings their tentative schedule to a sit-down meeting with a student manager where they discuss and negotiate options, to create a set schedule. This agreed upon schedule will serve as the employee's schedule for the semester. This schedule is subject to change based on circumstance and the flow diagrams illustrate how an employee may go about changing their schedule, if needed.

Covert Observation

Stephanie was able to watch student managers try to get shifts covered practically every night she worked. The student managers go from person to person trying to find a person who is willing to pick up a shift, is free the night of the shift, and is experienced enough in that shop to pick up the shift. These actions involve the student managers running around trying to talk to as many people as they can, while the managers are under a time crunch because the shift that needs to be filled is quickly approaching. This process involves a lot of chaotic action and seems to be stressful for the managers and inconvenient for the student workers as it happens during business hours when students are trying to serve customers

Survey

What area of festival do you work in?

- Chinese
- Salad
- Sandwiches
- Flats
- Crepes
- Cranberry Farms
- Grilled Cheese
- Pasta

Have you ever picked up a shift? Y/N

Do you know the proper way to call out of work? Y/N
If so, please explain.

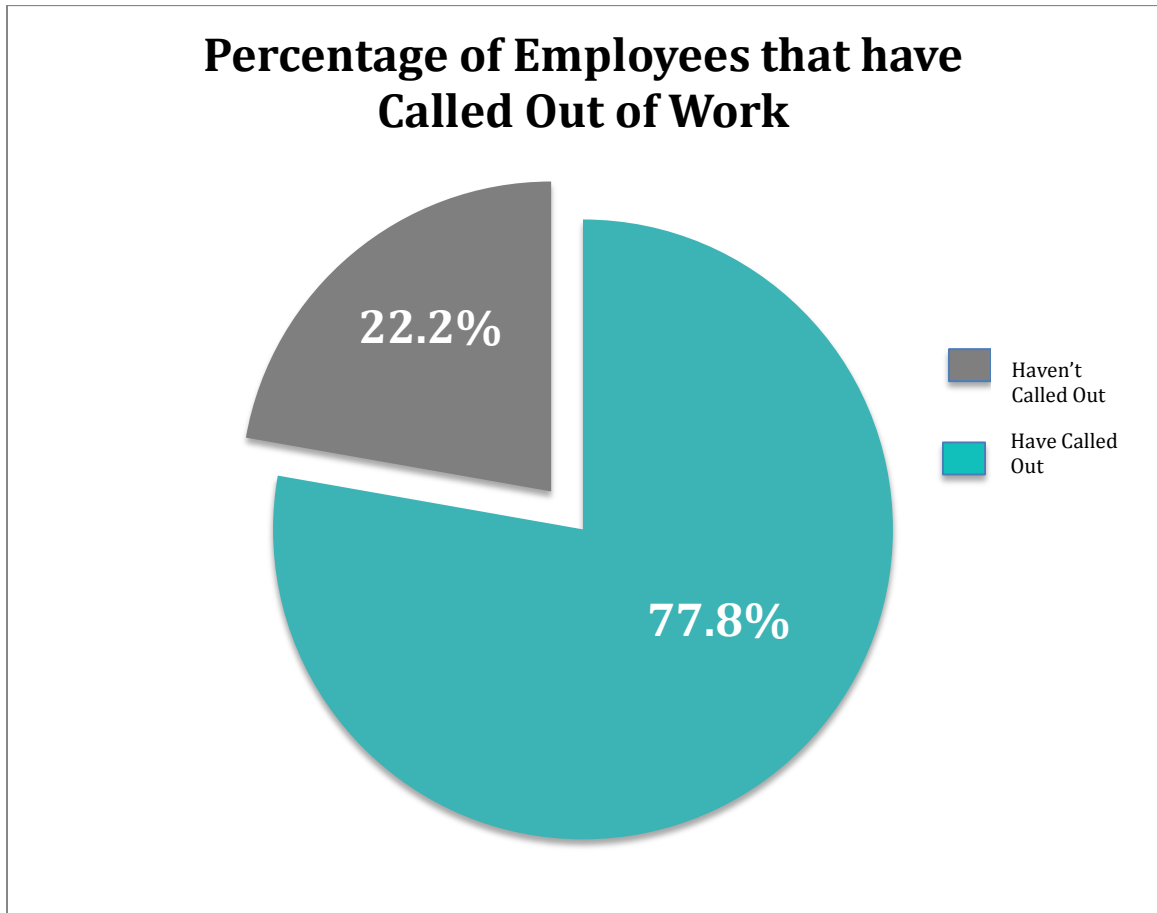
Have you ever called out of work? Y/N
If so, did you use the proper process for calling out, or did you do something differently?

Do you feel there are consequences for calling out of work? Y/N

If you wanted to pick up an extra shift, please explain how would you do that.

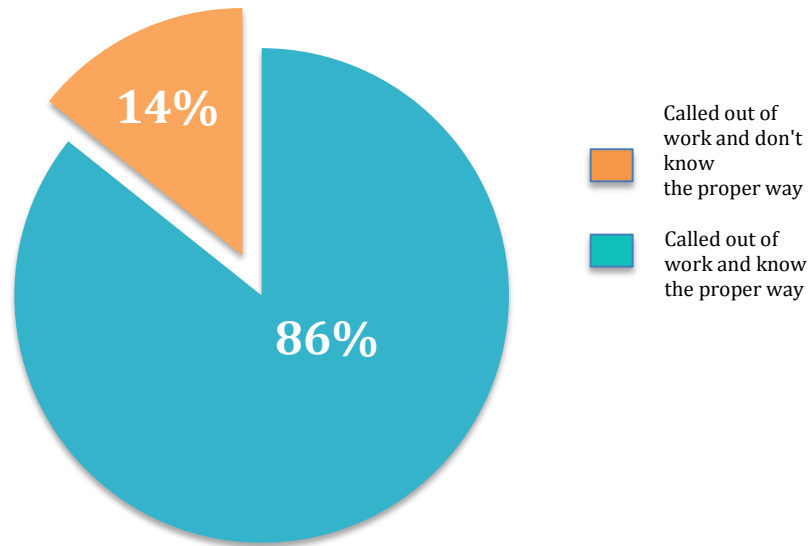
Do you feel this is an efficient and effective way to pick up a shift? Y/N
If no, why not?

Graphs

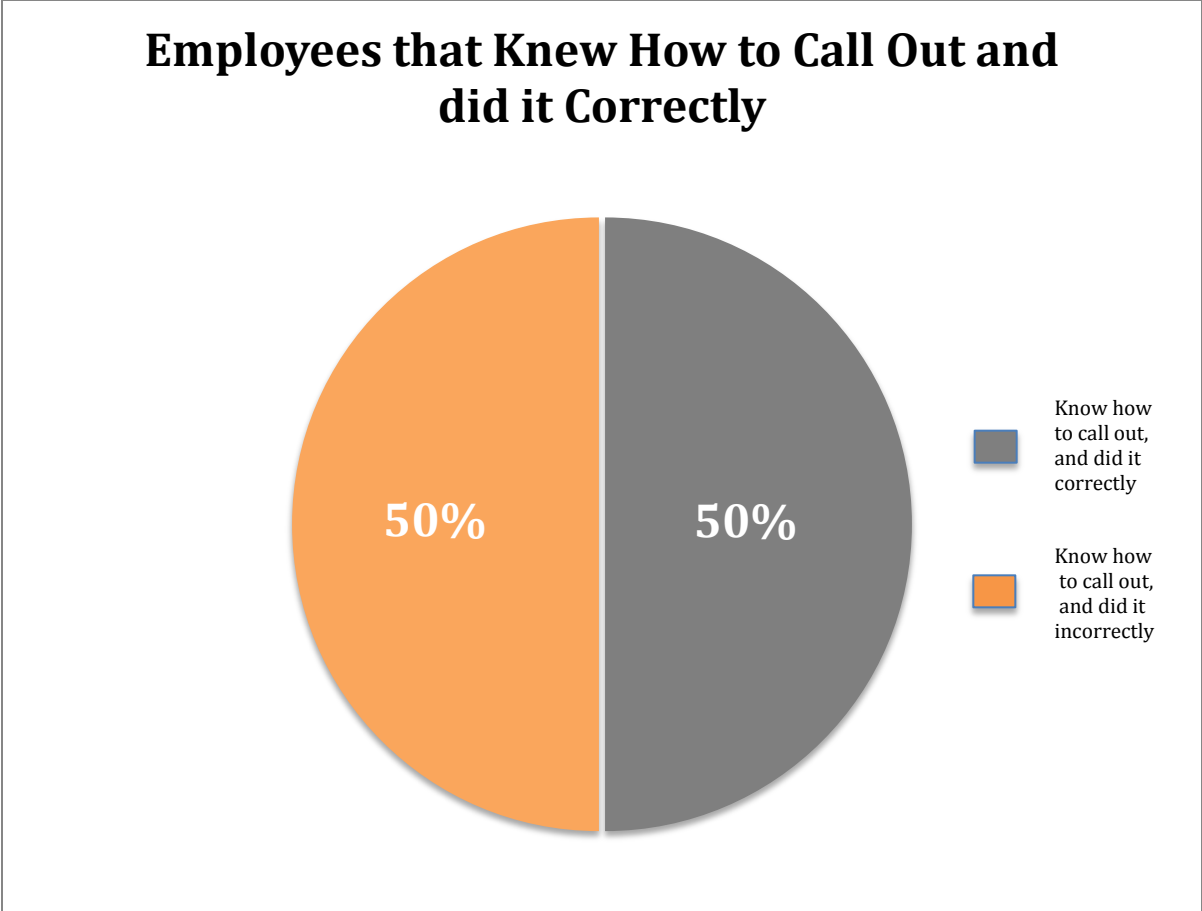


This pie chart represents the percentage of employees that have called out of work at least once. Of the employees we surveyed, 77.8% of employees have called out of work.

Percentage of Employees that have Called Out of Work and Know the Proper Way



This pie chart represents the percentage of employees that have called out of work and know the proper way to do so. Of the 77.8% of employees that have called out of work, 86% know the proper way for calling out of work.



This pie chart represents the percentage of employees that have called out of work, know the proper way to call out of work, but didn't follow that procedure when they called out. Of these employees, only 50% followed the correct procedure for calling out.

Job Description for Festival Dining Employee

Job Descriptions:

Food Services (Manager)

DUTIES AND RESPONSIBILITIES

- May supervise and participate in the work of food service workers engaged in serving foods, in cleaning facilities, and in preparing meals.
- May wait on customers, take orders, deliver and/or serve food.
- May operate cash register.
- May assist cooks, bakers, and others in preparing and cooking foods.
- May do short order cooking.
- May instruct food service workers in proper methods and techniques of serving food and in cleaning facilities.
- May be responsible for organizing and maintaining food service workers' schedules.
- Performs related work as required.

EDUCATION AND EXPERIENCE

- Completion of the eighth school grade; experience in institutional or commercial food preparation and service; or any equivalent combination of training and experience.

KNOWLEDGE, SKILLS AND ABILITIES

- Considerable knowledge of the methods and practices of food preparation and service
- Some knowledge of hazards to health in food preparation and service and of necessary precautionary measures
- Some knowledge of the care and uses of food service equipment and kitchen utensils
- Ability to supervise employees in routine food service tasks in a manner conducive to full performance while maintaining morale
- Ability to work long hours while standing.
- Ability to establish and maintain effective working relationships with employees and patrons of the food service units
- Festival Dining is an equal opportunity employer.

Food Services (Employee)

DUTIES AND RESPONSIBILITIES

- Food service workers are on-site employees responsible for the preparation, service and sale of food products.
- Responsible for making sure foods are sufficient and available for service in a timely manner.
- Accountable for inventory and recording sales
- Rectifying complaints from students and parents
- Ensuring proper sanitation and disposal
- Ordering food products.

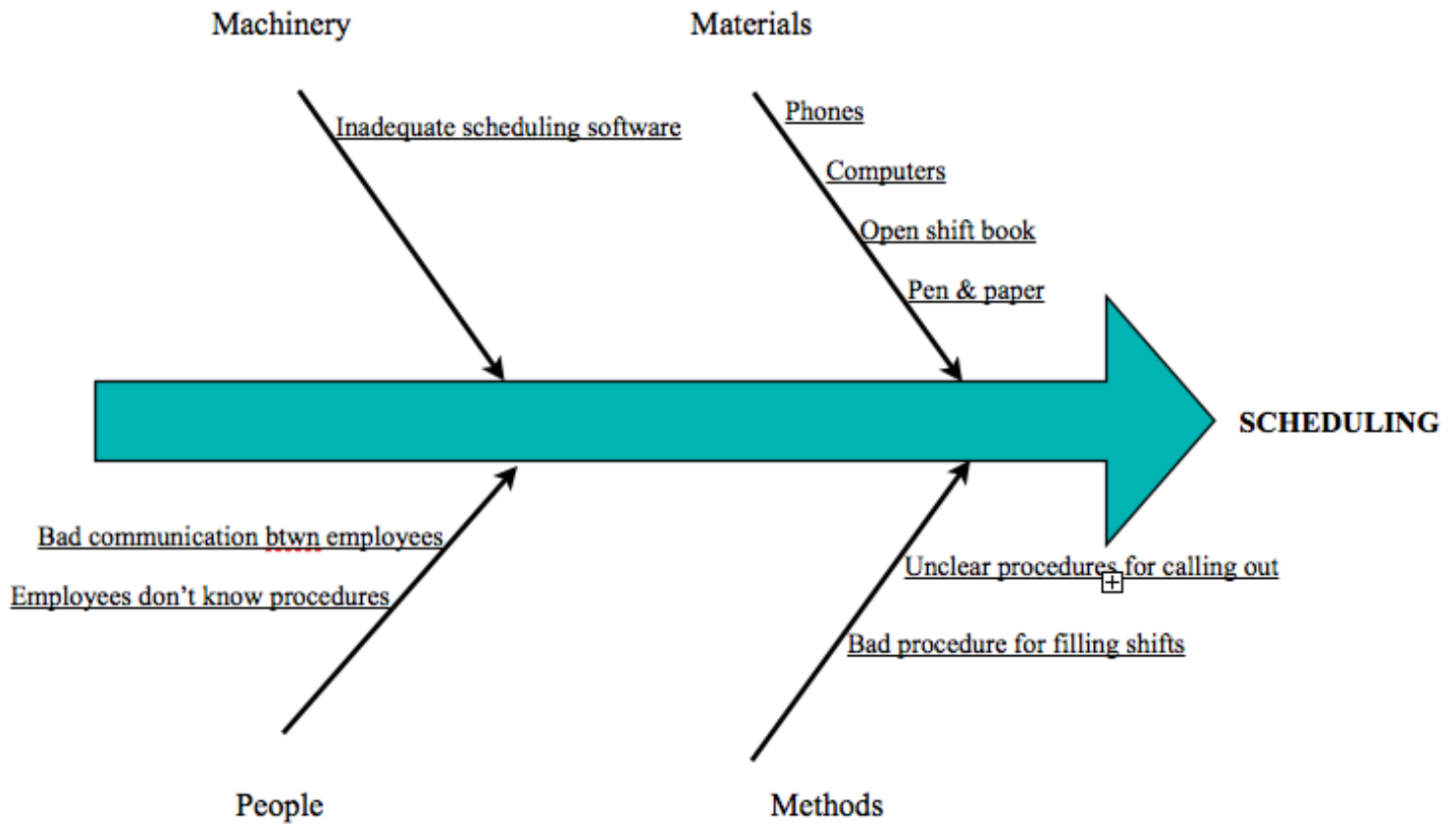
EDUCATION AND EXPERIENCE

- Completion of the eighth school grade; experience in institutional or commercial food preparation and service; or any equivalent combination of training and experience.

KNOWLEDGE, SKILLS AND ABILITIES

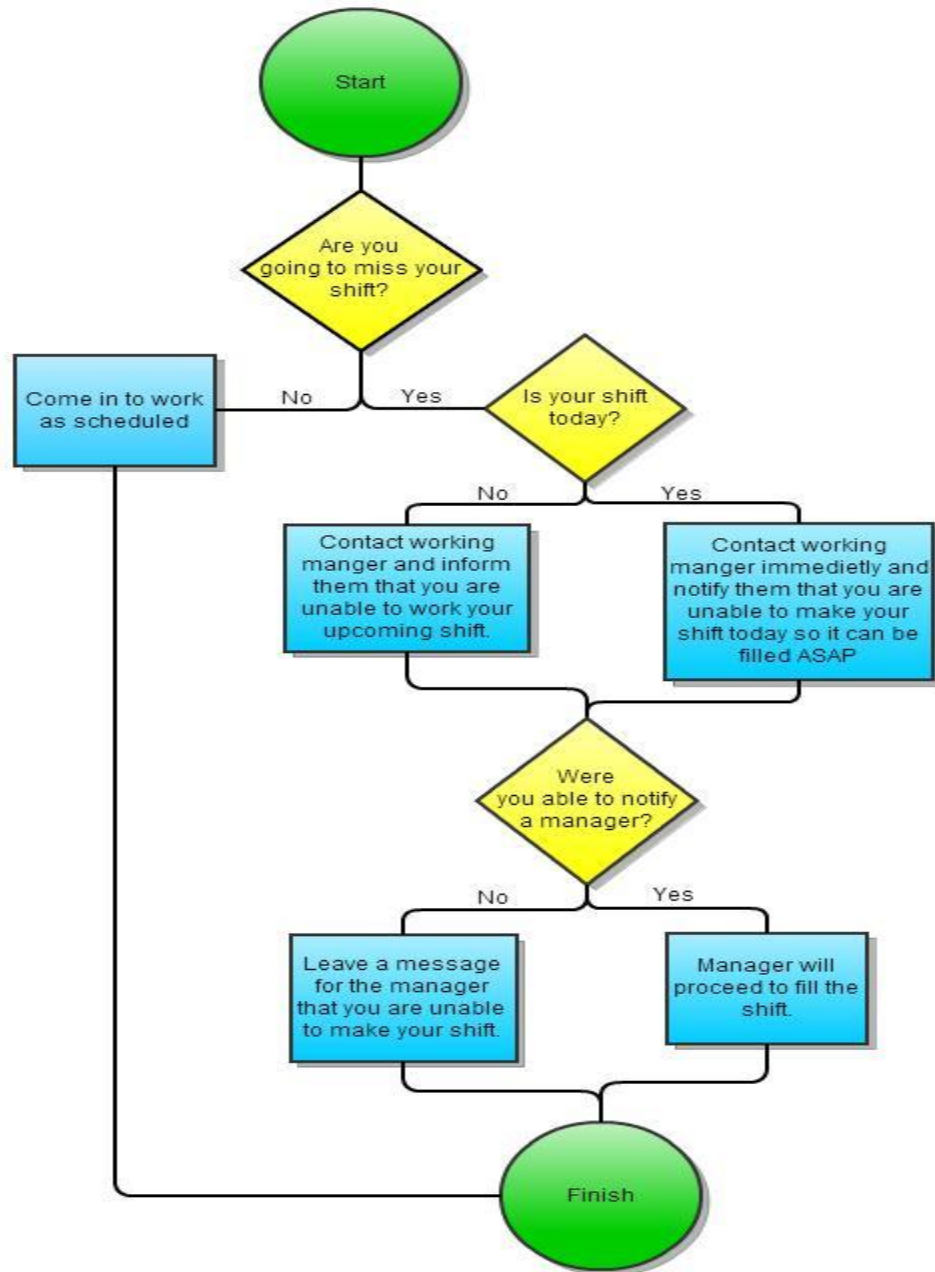
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Ishikawa Fishbone Diagram



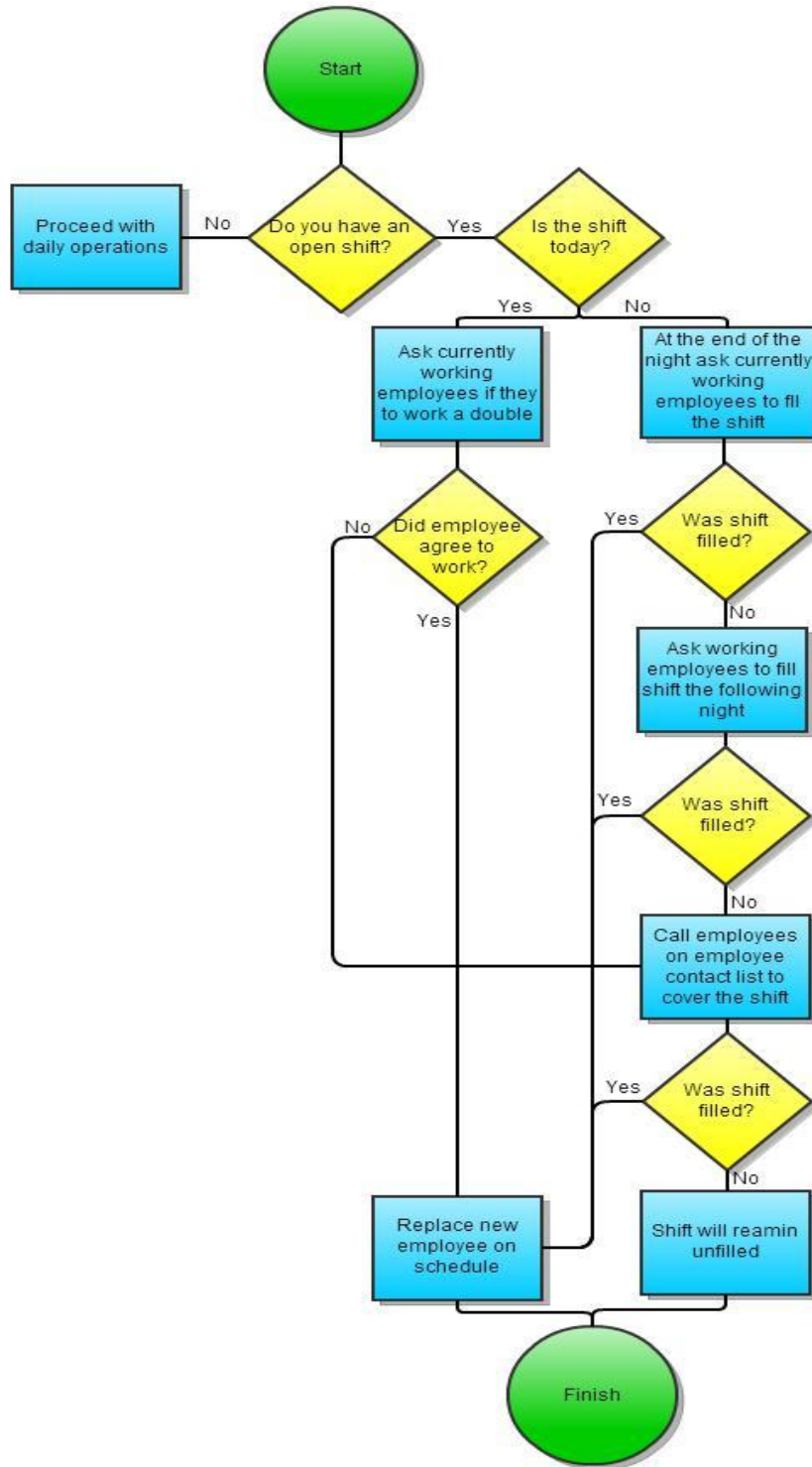
The Ishikawa Diagram helped us identify the main causes of our problem (scheduling). The 4 main cause groups are machinery, materials, people, and methods. After listing the factors that could be negatively affecting the scheduling process under each cause group, we found the methods to be the main cause of ineffective scheduling. Our performance improvement plan will focus on changing the methods for calling out and filling shifts; resulting in an improved scheduling process.

Calling Out of Work



The calling out of work flow chart revealed some issues to us. The first is that, if an employee calls out and leaves a message, there is no way to know if that message was received or accepted. This lack of communication can lead to confusion and a decrease in productivity due to the possibility of unfilled shifts

Filling a Shift



Filling a Shift Analysis

Because of the “Filling a Shift” flow chart, we noticed that the process of filling a shift is time consuming, confusing and ineffective. Not everybody is given an opportunity or is even aware that there is a shift that they are able to pick up. There is no central communication system available for employees to access in order to drop their shift or for other employees to have the opportunity to see open shifts that they can fill.

TASK ANALYSIS

-Task Analysis

-Task Inventory

Task Analysis

- Answer a call from an employee that says they can't come to work
- Determine the time- 2 hours in advance?
- If it's 2 hours in advance-
 - Look at the current schedule and determine who isn't working at that time
 - Start calling the unscheduled workers to see if they are available to cover the shift
 - Find someone to cover that shift
 - If you can't find someone then the shift remains unfilled
- If it's not 2 hours in advance-
 - Write the employee's name in the open shift book
 - Go around and ask all employees currently working if they are able to fill the shift (continue to do this until you have filled the shift or that shift arrives)

Task Inventory

- Phone
- List of worker's phone numbers
- Current schedule to see who is working
- 2 Hours notice to fill shift
- Open shift book if requested in advance

Process Improvement Proposal

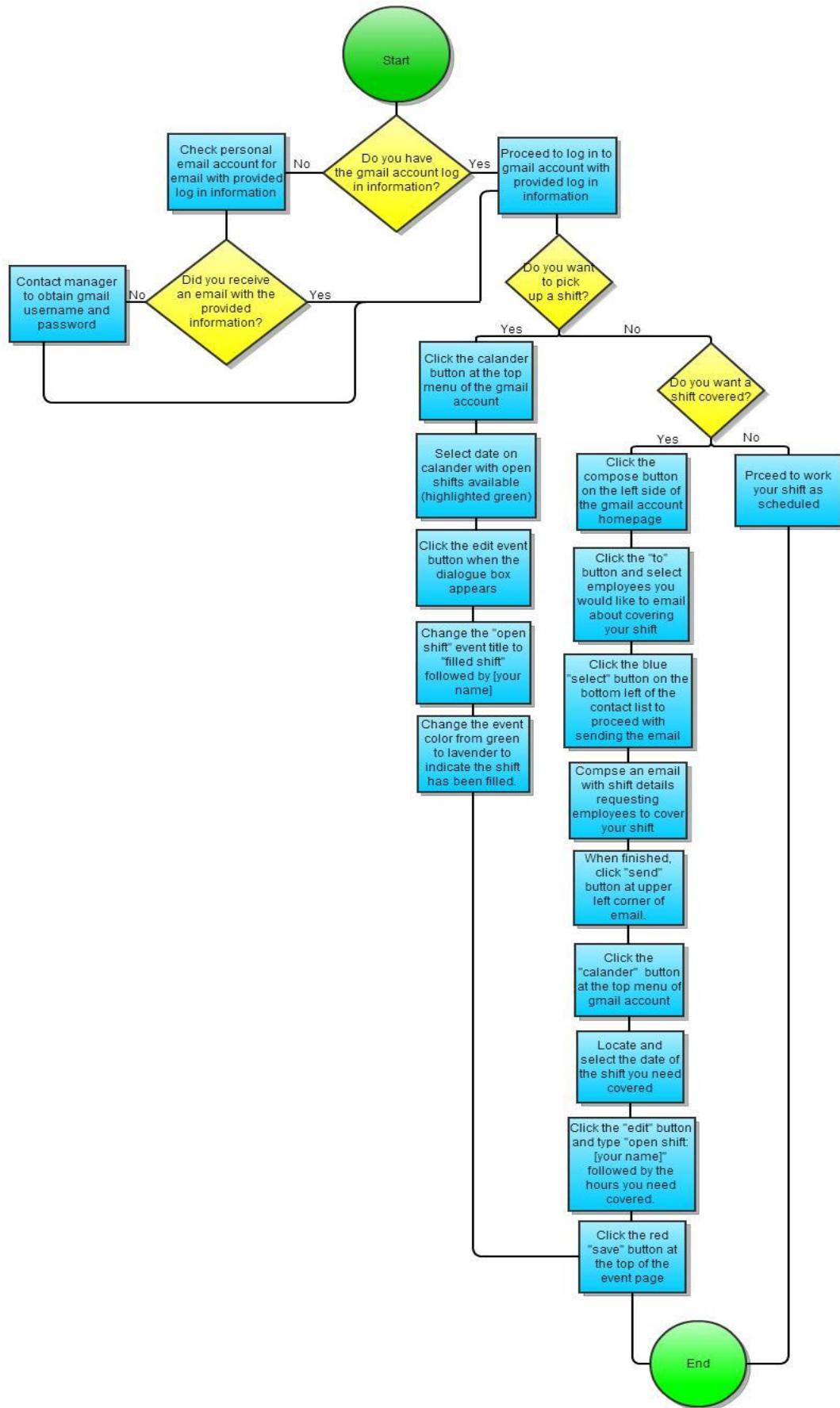
- Process Improvement Flowchart

- Flowchart Description

- Cost and Benefit Analysis

- New Employee Call Out Policy
and Contract

Process Improvement Flowchart



Flowchart Description

This flowchart explains the new scheduling process for Festival Dining Hall. It solves the issues regarding employees calling out of work and picking up shifts. The new system involves using an online gmail account that allows employees to email coworkers in order to fill their shift. The online account will also allow employees to pick up a shift on their own.

Cost and Benefit Analysis

When proposing a performance improvement plan, it is extremely important to examine the financial forecast. Companies are particularly interested in their return on investment (ROI) and costs and benefits. The expected costs of using Google calendar for Festival Dining scheduling include time, people to provide training the current and new employees on how to work the calendar, and a computer to use the calendar. Fortunately, the costs are very limited and the benefits greatly outweigh them. The perceived benefits from using Google calendar for scheduling are less confusion, increased awareness of open shifts resulting in greater shifts picked up, one central location to look and sign up for open shifts, and everyone has access to the system. The anticipated ROI for using the Google calendar is increased productivity, customer satisfaction, team morale, and employee satisfaction.

New Employee Call Out Policy and Contract

- Once you have agreed to and accepted the work schedule assigned to you by the student managers, you are responsible for working the schedule.
- If you cannot make a shift and do not give us a 2 week notification, you are still responsible for having that shift covered. You will need to contact other student workers and find your replacement. This can be done by using the student Google account, composing an email, sending it to “Students” group. This will send an email to all students who currently work with us! Also, you must post the shift on the schedule so that all students are able to see open shifts (Example: “5:45-10pm Gabby Evans needs shift covered” Make sure you put your name!)
- You must also call the office at least 2 hours prior to your shift to inform student managers of your absence to not be marked as a No Call No Show.
- If you know that you need specific dates off work, please notify the student managers in writing (including email), two (2) weeks in advance. Please also assist us by posting the date on the Google calendar schedule. Example: “5:45-10pm Gabby Evans”
- An attendance log for all student employees is updated each time you call out or fail to show up for a shift.
- Excessive absenteeism will result in disciplinary action...this process begins with the third missed shift within the semester, i.e.:
 - 1st Missed Shift – Verbal Warning
 - 2nd Missed Shift – Written Warning
 - 3rd Missed Shift – Suspension
 - 4th Missed Shift – Termination
- If you find another student to work your shift, it is NOT considered an absence. It is only an absence if you are not here and you have not made arrangements to cover your shift with another employee, or requested off. Once someone has agreed to work your assigned shift, they are responsible. Please post the exchange on the Google calendar and send us an email stating who is switching, dates, and times. Without documentation you will be held responsible for the shift if no one shows up.

I, _____, have read the above policy and agreed to the terms and conditions set forth by my managers.

Print Name: _____

Signature: _____ Date: _____

Manager's Signature: _____

References

Aramark food services. (2012). Retrieved from <http://www.aramark.com/>

Festival conference & student center. (2009) Retrieved from <http://info.jmu.edu/festival/>

Lindenberger, J. (n.d.). *How to write a job description*. Retrieved from <http://www.businessknowhow.com/manage/jobdesc.htm>

Swanson, R. (2007). *Analysis for improving performance*. (2nd ed.). New York: Berrett-Khoeler Publishers.

Writing effective job descriptions. (2011.). Retrieved from <http://www.sba.gov/content/writing-effective-job-descriptions>

Meeting Minutes

Meeting #1

Date: Thursday, September 6

Time: 12:30-1:15

Location: Carrier

This was our first meeting, in which we were supposed to come up with 2-3 potential organizations and create the team charter and project plan.

- Briefly discussed our schedules and decided it would be best to have our meetings at night
- Created team goals, team expectations, team roles and policies
- Discussed and delegated task roles
 - a. Web Designer (**A.J.**):
 - i. Created the website
 - b. Secretary (**Stephanie**):
 - i. Make sure everyone is working on/completing what they need to be working on
 - ii. Overall management of the project
 - iii. Plan meetings-
Schedule rooms, meeting reminders
 - c. Planner/Organizer (**Gabby**):
 - i. Decide what needs to be accomplished next/when it needs to be completed
 - ii. Figure out what needs to be discussed/solved at meetings
 - d. Creator (**Ally**):
 - i. Will be the main person creating the additional materials for the presentation (posters, documents etc.)
 - e. Helper (**Liz**):
 - i. Will help with whatever is needed
 - ii. Be available to go meet with the client if necessary
- Brainstormed potential organizations and narrowed it down to 3 (Cookout, store Downtown, museum)
- Created the tentative timeline

Meeting #2

Date: Sunday, September 23

Time: 9:00-9:45

Location: ECL

- Completed SWOT Analysis
- Found mission and values statement
- For next meeting: continue to research the organizational chart for Festival

Meeting #3

Date: Sunday, September 30

Time: 8:00-8:30

Location: Carrier

- Plan strategy for meeting on 10/4/12
- Start the organizational chart
- Type up the statements description
- Questions to ask Professor Snow:
 - What is systems description?
 - What needs to go into the organizational chart?
 - What is expected for process analysis?

Meeting #4

Date: Thursday, October 4

Time: 12:30-1:30

Location: Carrier

- Working on systems description
- Making flowchart
 - Made flowchart that documented proper process for calling out of work
 - Found this wasn't the main problem we want to focus on
 - Need flowchart that explains how managers should document employees calling out
 - Need flowchart that documents new process for handling call out/missed shift/switching shifts
- Problem: Can't do the process flowchart because we don't have the proper information
- Solution: Need to do interviews to figure out the exact process of calling out/replacing shifts
 - interview with student manager
 - interview with dining services lady
 - interview more employees of festival
- Created interview questions

Meeting #5

Date: Monday, October 15

Time: 9:00-10:00

Location: ECL

- Did Performance Diagnosis Matrix- identifying where the problems (mostly process level)

System description and analysis

-Festival is an organization that is comprised of multiple systems (dining, special events, alumni center, off-campus life, and head management). These systems work together to provide services and support for the JMU community.

Systems within the Organization:

- Dining (Festival Food Court)
 - Individual food stations
 - Management
 - Scheduling
 - Finance
 - Human Resource
 - Employees
- Special Events
 - Responsible for scheduling, hosting, and facilitating events in the Festival ballrooms/facilities
- Alumni Center
 - Provides opportunities for alumni to continue their relationship with the university
- Off-Campus Life
 - Assists students in gaining necessary knowledge and skills to make informed decisions within the JMU off campus community
- Head Management
 - Organize and oversee the higher-level functions of Festival

Process Analysis of Festival Dining Scheduling:

- Festival Dining (System)-Scheduling (Process)
 - Create schedule one semester in advance
 - Employee writes down availability on their own personal paper based on class schedule, extra curricular activities etc
 - Sit-down meeting with management (student manager) in order to discuss schedule
 - Schedule is approved or modified until both employee and manager are satisfied
 - That is the set schedule for the semester

Issues that arise:

- People get sick, out of town, can't come to work, need to change because of school schedule, too much work etc.

- People don't know how to call out of work-correct protocol for that
- Managers don't follow one procedure for documenting employees calling out and don't have a process for filling empty shifts
- Lack of workers, empty shifts, calling at the last minute to pick up/fill shifts, overall decreased performance of Festival dining as a whole

Task Analysis:

- Answer a call from an employee that says they can't come to work
- Determine the time- 2 hours in advance?
- If it's 2 hours in advance-
 - Look at the current schedule and determine who isn't working at that time
 - Start calling the unscheduled workers to see if they are available to cover the shift
 - Find someone to cover that shift
 - If you can't find someone then the shift remains unfilled
- If it's not 2 hours in advance-
 - Write the employee's name in the open shift book
 - Go around and ask all employees currently working if they are able to fill the shift (continue to do this until you have filled the shift or that shift arrives)

Task Inventory:

- Phone
- List of worker's phone numbers
- Current schedule to see who is working
- 2 Hours notice to fill shift
- Open shift book if requested in advance

Meeting #6

Date: Monday, October 23

Time: 8-9 PM

Location: Carrier

Subsystem=calling out

Scheduling=process

Expand on process analysis

Create process analysis flowchart, create after intervention flowchart

Fish Diagram

Calling out of work (system)

flow chart the process of calling out- decide you cant go to work, call manager, tell manager you aren't coming in, then the manager has to fill the shift

Filling a shift (sub-system)

systems analysis- how all the sub-systems work together, describe this

Meeting #7

Date: Monday, November 5

Time: 8-9 PM

Location: Carrier

Looked for our flowcharts

Started website

Discussed what we were going to do for our project

Use Jing to show 1. How to drop a shift/2. How to pick up a shift

Brainstorm icebreaker/activities for project

Meeting #8

Date: Sunday, November 11

Time: 8-9PM

Location: ECL

Summarized our findings from our surveys

Created the filling a shift flow diagram

Discussed covert observations

Made sure we had all the necessary documents

Meeting #9

Date: Thursday, November 15

Time: 12:30-1:30 PM

Location: Carrier

Reviewed website, prezi

Watched and discussed the JING videos

Discussed ROI

Assigned parts of the presentation

Meeting #10

Date: Monday, November 26

Time: 9-10:15PM

Location: ECL

Made Fish Diagram

Scheduled last 2 meetings

Created cover page

Finished website

Finalize documents

Meeting #11

Date: Tuesday, November 27
Time: 8-10PM
Location: ECL

Edit and proofread all documents
Printing all documents
Organizing/Putting together the binder
Make table of contents
Practice Presentation

Meeting #12
Date: Wednesday, November 28
Time: 9-10PM
Location: Festival

Final Meeting!!
Practice Presentation
Practice answering sample questions