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HRM531

Career Development Plan V

Proposal to Upper Management

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Introduction

As a new training store manager at Kudler Foods, I am responsible for the planning, opening and temporary management of a new store in San Diego. I am restructuring the new team's job objectives (all current employees), as well as the development of a training plan to expand their skill set. I will recruit new personnel, and promote training for the new staff's responsibilities as well. I will also consolidate new methods for appraising the team's performance helping them become more aligned with the objectives of Kudler Foods.

Restructure

At our new San Diego store, we have invited one day-shift manager, two cashiers, a baker, a produce manager, and a grocery manager to be on the opening team. Their responsibilities will be to conduct their current jobs as well as train new personnel in new positions.

We will hire a night-shift manager, four cashiers, one baker, one night produce manager, and one night grocery manager. They will take an employee orientation, where they will learn company expectations, plus be trained by current employees in their respective positions.

Design

Job descriptions and qualifications for five new positions

*Day-Shift Manager – Current employee*

The first level management position is the day-shift manager. This person is responsible for staffing and attendance, helping where needed, accurate cash and credit card management, completing failed transactions and voids, ordering and
receiving grocery and produce items, dealing with suppliers and renewing contracts, customer service issues, and motivating employees to do their jobs in a professional and upbeat manner. This manager is responsible for keeping good employee relationships as well as tracking performance, including offering suggestions for improvement of job duties. The day-shift manager will take a class on effective training principles, and train the night-shift manager.

Night Shift Manager – New employee

The night-shift manager has the same responsibilities as the day-shift manager, but closes the store. The additional responsibility is to count cash and receipts at the end of shift and report revenue to corporate office.

Cashier – Two current employees

The current cashiers are responsible for greeting customers, ringing up customer orders accurately, cash and credit card management, directing complaints to the manager on duty, and keeping work space clean. Current cashiers will take a class in effective training principles and train new cashiers on their job responsibilities.

Cashier – Four new employees

New cashiers will attend job orientation on proper dress, grooming, and attitude expected of a Kudler Foods employee. Duties are the same as for current cashiers. The new cashiers will have experience in a customer service capacity.

Day Baker – Current employee

The current baker is responsible for creating the regular bakery items that Kudler Foods supplies; bread, a variety of pastries, and pies. The current baker will take a class in effective training principles and will train the new baker.
Night Baker – New employee

The new baker will attend an orientation on proper dress, grooming and attitude expected of a Kudler Foods employee. The new baker will be someone that already has a baking education and experience, who has fresh ideas, yet will accommodate the need already present in the store.

Day Produce Manager

The produce manager handles the fruits and vegetables, displays them attractively for customers, and takes inventory for the store manager’s reordering process. The day produce manager will order produce as needed. The day produce manager will attend a class in effective training principles and train the night produce manager on his or her duties.

Night Produce Manager

The manager will attend an orientation on proper dress, grooming and attitude expected of a Kudler Foods employee. The night produce manager will have the same responsibilities as the day produce manager. This manager will also be responsible for covering produce at night. Training focus will be on the effectiveness of keeping effective inventory control logs so the ordering process runs smooth.

Day Grocery Manager – Current employee

The current grocery manager will continually stock grocery items on shelves to insure items are available to customers, keep an inventory control log of items that have been put out on the floor, as well as face the labels to the front on each shelf. The log will be the basis of the manager’s reordering process, so it needs to be accurate and up to date. The current manager will take a class on effective training principles for training
new stockers on appropriate inventory control as well as being excellent customer service representatives for the company.

Night Grocery Manager – New employee

The manager will attend an orientation on proper dress, grooming and attitude expected of a Kudler Foods employee. The new manager has the same job duties as the day stocker with a focus on accurate inventory control log and customer service.

Implementation

A training program is required to introduce and enhance the training skills of current employees. A training program designed to teach effective training principles to the current employees will be an excellent addition to the employee recruitment process. Principles to be taught:

- Have a full job description of each position and go through every job duty completely.
- Trainer needs to be patient and communicate clearly.
- Trainer can add special pointers on how to get the job done more effectively.
- Trainer needs to have a positive approach so the new employee feels comfortable.
- A list of frequently asked questions are a part of training.
- Managers and other employees will keep a supportive attitude for the growth curve of the new employees.

The biggest part of this job is customer service. Customers come to Kudler Foods because they want quality products. Quality customer service goes along with the theme of quality foods.
Challenges of team performance evaluation vs. individual performance

*Difficulties of evaluating team performance vs. individual performance*

Various members of the team have different job responsibilities. A baker may not have much face time with a grocery manager or cashier, but the image of the store as a whole needs to be considered. If each team member is knowledgeable, can help customers find what they need, and have a friendly attitude, that is considered team performance. Team performance is measured by the overall effect that happens at the store, but individual performance is measured by that individual’s own actions.

*Unique needs of a team appraisal system*

Teams need to understand that the store is evaluated as a whole. Customers see every interaction with an employee as a reflection of the store’s core values. If one employee has a bad attitude, it reflects on the store as a whole. Alternately, one excellent team member should not be punished because someone else is having a bad day. Healthy employee relations are encouraged to support the success of a store. Often a kind word to an employee having a tough day can be a big help. This is standard business practice at Kudler Foods.

*Team motivations and expectations*

The team is motivated to work for a company who creates a supportive environment. They have a positive attitude and demeanor which will help them create ongoing relationships with frequent customers. The team’s expertise and attitude is the backbone of Kudler Foods; that is why people keep coming back. Employees are expected to treat the customers with excellence, even if they are having a bad day.
Individual equity and how it affects team performance

Some members of the team may be more motivated and competent in their job than others are. Also, some job descriptions have different requirements and experience than others. Overall, customer service excellence is the main priority. If we don’t have customers, we don’t have business, and our employees don’t have jobs.

Strategies to discourage social loafing

Employees need to know what exact expectations are for them and receive ongoing feedback from the manager. If a manager becomes concerned that an employee is having a difficult time at work, the situation needs to be addressed. A manager will take an employee aside privately to discover the difficulty. If the employee is having a difficult time understanding their job, more instruction may be needed. Perhaps the employee is having a difficult time balancing work and family. Kudler Foods has counseling available to show support of employees who may be going through difficult transitions. All employees have life issues, but need to also understand they are relied on to show up at work and have a good attitude. If an employee is having an issue, it is best to talk to a manager about the problem before it gets out of hand.

According to Slan-Jerusalim and Chen (2009), professional counseling can be very helpful for an employee feeling the stress of work and family issues.

Progressive discipline process

Employees know what is expected of them and that their performance affects the company as a whole. Some employees will not be a good fit for the positions which they were hired, or they may not be good performers. If they violate company policy, they will be disciplined. The process for employee discipline will be:
1. Informal warning with notation in employee file. Notation is removed if employee communicates their own course of correction to manager and does not violate the policy again.

2. Written warning in file with consequences given for a next infraction

3. Suspension with explanation of possible termination for next infraction

4. Termination

   Immediate termination is instructed for anyone conducting illegal activities, such as stealing, drug use, and intoxication on the job. All employees are given a handbook which outlines job expectations and consequences for failure to comply.

Performance Review

Each employee has a performance review once per year. They are told expectations when they are hired, so the review content should be no surprise. The manager needs to keep current with the ability and skill set of each employee. If ongoing management is done correctly, the performance review’s purpose is to outline goals for the next year and determine a pay raise.

Individual employee responsibilities toward team

Each employee needs to be considerate toward others working to get their jobs done. If an employee can help deliver a cake to the cashier, or sees an apple on the floor, or a can out of place; even if it is NOT in their job description, just take a minute to make the store’s appearance clean. All employees have the attitude that the store works together when everyone does their best.
Incentives and benefits packages

Each employee will have a full health benefits package, along with counseling if they are having difficulty managing career and home commitments, a wellness program to help avoid stress, and discount on martial arts and yoga studios in the area.

Strategies for managing employees’ career development

Some employees are happy with their job as status quo and simply want to keep their positions as they have been. Others have expressed a desire to train new employees or move into management when the position is available. As the store becomes busier and other departments such as wine and meat are brought in, there will be opportunities for advancement. Cooking classes and wine tasting will be available in the future. People who are interested will communicate to their manager that they are interested in doing more. Education such as business management and inventory control classes are available through the corporate office. We encourage diversity in this company and encourage people from different backgrounds to apply. A person with a foreign cultural background may have food ideas that are not currently known and are welcome in this environment.

Fair and appropriate compensation plan

Employees are paid according to Career InfoNet, compiled by the U.S. Bureau of Labor Statistics. The store location, plus similar job descriptions are entered into the database to give a specific employee pay structure. People who do extra job duties will be compensated for their efforts. Bonuses are given on performance and overall successful revenue of the new store.
Conclusion

We are opening a new store in San Diego and everyone is committed to it being a success. The current employees are excited to lead this effort and will play a part in the selection and training of the new employees. The new employees will be oriented in company policies and expectations and receive the encouragement and direction needed to succeed. Working together as a team with each person doing their job, the San Diego store is expected to succeed.
References


https://ecampus.phoenix.edu/secure/aapd/cist/vop/business/kudler/internet/kudlerreport.htm