

The Restaurant:

Potential Performance Improvement Interventions

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## The Restaurant: Potential Performance Improvement Interventions

### Context

After conducting an analysis of “The Restaurant” and interviewing hosts, managers, and other restaurant staff it has become apparent that the overall goals of the restaurant, in regards to the hosting staff, are not being met. These goals are to reduce wait times, have host staff available to guests, and have all side work completed. However, guests seem to be put on even longer and longer waits, hosts are requiring assistance from the service staff to help seat guests, side work isn’t being completed properly if at all, and overall moral of the host staff seems to be going down. During the analysis a number of performance gaps were identified, these are listed, and described below.

### Performance Problems

*Hosts are not getting guests back as quickly as they should be:* As mentioned above it seems as though guest wait times are getting longer and longer even though after looking at guest counts the overall number of guests coming into the restaurant has been going down. A number of possible symptoms were identified through observations and interviews that may be contributing to this potential issue. First there is an overall lack of communication between the host staff and bussing staff. Because of this hosts are required to wonder the restaurants looking for available tables instead of having the bussers let the hosts know when tables become available. In addition, they are not utilizing the resources available to them to make the process easier. They have iPads available to them that can track which tables are available and which aren’t, but the hosts do not utilize these features and only use them to take guest names. There is also no sort of incentive/consequence system set up that incentivizes hosts to quickly seat tables, or consequences them for putting guests on false waits.

*Hosts are not making sure that someone is always available to greet guests and answer questions:* It was observed that on several occasions, throughout a typical night, there were no hosts available at the front desk to greet guests or to answer guest questions. In fact, consistently throughout the night the front desk was left completely unattended during the busiest hours. One of the significant potential symptoms of this performance problem was identified to be the lack of clear job expectations. There is no clear distinction who is supposed to be assisting guests and who is supposed to be seating guests. There currently does not seem to be any distinction between the hosts varying “roles” and job duties are not being equally assigned if assigned at all. Because of this, hosts who should be staying at the front desk are leaving to seat guests, complete side work, and to take breaks without having someone cover for them.

*Hosts are not making sure that their side work is getting done properly:* There are a number of side duties that have to be completed throughout the night, as well as before and after the hosts shift. These would be conducting menu runs, spaghetti counts, bathroom checks, cleaning the break room, cleaning the lobby, and restocking the to-go station and front desk. However, these side duties are not always being completed properly if at all. In interviews with the hosts they revealed that some nights they go almost the entire night without doing any bathroom checks or spaghetti counts, things that are essential to the proper running of the restaurant. The two main symptoms that were identified were: a lack of any sort of incentive/ consequence system that would benefit them for completing their side work properly, and consequence them for not completing it properly or at all, and the lack of clearly defined job duties for the hosts so they knew which tasks to complete.

## Recommended Interventions

A total of 10 interventions were recommended (see Appendix A), but of those 10 four were selected as the most important (Table 1). The top 4 interventions in order of importance are: Train hosts how to fully utilize their resources (iPads) as jobs aids to assist them, create an effective incentive/ consequence system that would help to motivate the hosts, train the hosts on all of the job functions from the beginning (to-go host, desk host, lead host, and floor host), and eliminate the interference of side work that is begin completed by more than one host or being completed at inappropriate times. Each of these interventions were selected to help alleviate the symptoms identified as causing the performance gaps above. Specifically, these 4 interventions were designed to work together to produce the best overall outcome. The other 6 interventions assist in resolving the overall performance gaps, but are interventions that are not as critical to the success of the overall solution. The intervention types were adapted from Stolovitch & Keeps in *Training Ain't Performance* (2004), and the interventions laid out in full can be found in Table 1 below. To see all 10 interventions, and for more detail about each see Appendix A.

**Table 1**

Intervention	Intervention Type	Proposed Intervention Description
<b>Performance Aid</b>		
1. Train hosts how to fully utilize their resources (iPads) as jobs aids to assist them.	Job aid  <u><b>Justification</b></u> The iPads are already available; hosts just need to begin using them as the job aid they were intended for.	Currently the iPads are only being used to take the names of customers coming into the restaurant. They also have the capability of tracking which guests are sat at which tables, showing which tables are available, and work as a map to help hosts locate tables. If the iPads were used for their full functionality hosts could use them to take the name of guests (as is currently being done), assign guests to tables so they know where they are located (in case incoming party members need to know), have a consistently updated map showing which tables are available (hosts will no longer have to walk around looking for available tables) and functions as a map to help hosts locate tables.

		<p>Also, if iPads are provided to the busser they will be able to quickly mark off when tables become available – This will help to eliminate the communication gap between hosts and bussers.</p> <p>Refer to Appendix C for a site map of where iPads should be placed for most effectiveness.</p>
	<p>On-the-job training</p> <p><b><u>Justification</u></b> Hosts will need to be trained on how to use the full functionality of the iPads.</p>	<p>Training on how to use the iPads will be a part of the hosts and bussers on-the-job training. Once they learn how to perform the duties of the job they will then work with the trainers on how to use the iPads. This will not be a part of the structured-on-the-job training because it is not an essential duty of the job (the job can still be performed without implementing the iPad intervention mentioned above).</p>
<b>Emotional</b>		
<p>2. Create an effective incentive/ consequence system that would help to motivate the hosts.</p>	<p>Provision of incentives/ consequences</p> <p><b><u>Justification</u></b> There is currently no incentive/ consequence system in place. Implementing one will help motivate hosts.</p>	<p>This will consist of a ranking system where those hosts with higher ranks will get a better role (to-go host) than those at the lower ranks (floor host). Ranks will be determined by a points system, and hosts will receive points for seating guests, setting up tables, and completing side work. This system is supposed to help motivate the host by providing them incentives (better roles) for working harder, and consequence them for not putting forth a good effort (worse roles).</p> <p>Refer to Appendix D for a full explanation of the incentive/ consequence system proposed.</p>
<b>Learning</b>		
<p>3. Train the hosts on all of the job functions from the beginning (to-go host, desk host, lead host, and floor host)</p>	<p>Structured-on-the-job training</p> <p><b><u>Justification</u></b> This intervention directly relates to the incentive/ consequence intervention proposed above. To implement this intervention staff must be trained on all jobs.</p>	<p>Current training consists of 2 days of structured-on-the-job training where hosts learn how to work as the floor hosts. During this training they follow a guidebook that makes sure they are learning everything necessary to successfully perform the job. By adding a third and fourth day of training they will not only learn how to be a floor host, but also be trained on being the desk host, lead host, and to-go host. This will make it so that any host – new or old – will be able to perform all required duties, which in turn will corresponds to the incentives/consequence program intervention proposed above. <b>Note:</b> Training materials are already developed. The current training materials just need to be added to the initial two-day</p>

		training manual, and the training needs to be 4 days instead of 2 days long.
<b>Environmental</b>		
4. Eliminate the interference of side work that is begin completed by more than one host or being completed at inappropriate times.	<p>Elimination of task interference</p> <p><b><u>Justification</u></b> By restructuring the way side duties are being done it will ensure there are always host staff at the front desk.</p>	<p>Instead of all the hosts being responsible for completing the periodic side work (i.e. menu runs, spaghetti counts, &amp; bathroom checks) throughout the night, the desk host should assign these duties to individual floor hosts at the beginning of the night. Opening duties and closing duties should be completed only at the beginning and the closing of the hosts shift.</p> <p>See Appendix E for a sample Job Duties Checklist</p>

## Evaluations

After implementing the interventions above, and any additional ones from the other 6 interventions identified in Appendix A, it is important to evaluate them thoroughly to identify if the interventions are working to eliminate the performance gaps, and reach the organizations goals. A thorough process for evaluating the implemented interventions has been laid out in full according to the Kirkpatrick & Kirkpatrick (2006) 4 levels of evaluations, and can be found below in Table 2. For a more detailed explanation of each evaluation level refer to Appendix B.

**Table 2**

<b>Evaluation Plan</b>	
Level 1 – Reaction	Each member of the management staff, host staff, bussing staff, and service staff will take pre-intervention and post-intervention surveys to gage their feelings and reactions towards the interventions. These surveys are going to be used to determine if the interventions are going to be something that the hosts will see as important, potentially helpful, and actually possible to implement. If they do not find the interventions to be worthwhile or plausible the interventions will quickly fall apart and be forgotten. The reason we feel it is necessary to have the management, bussing, and service staff, as well as the host staff complete the surveys is because these interventions will directly affect all of them as well, and hence it will be important to see how they all feel about the possible interventions and their impact.
Level 2 – Learning	When it comes to evaluating the training portion of the interventions this should be fairly simple and straightforward. During their on-the-job training, new hosts

	will be required to work the various jobs (to-go host, desk host, lead host, and floor host) with a trainer who will provide them feedback on their performance. After they have completed their on-the-job training and they begin working the various jobs they will then be evaluated to determine if they have the knowledge and skills to perform the jobs properly. If it is determined that they are not able to properly perform the various jobs, after their 4-day training, the training will need to be re-evaluated separately to find where the learning gaps are.
Level 3 – Behavior	Every 2-3 months for a year evaluations should be done to look at the hosts behavior. This will be done using Observations of the hosts behavior to see if they are actually implementing the interventions, and if they are, are they implementing them properly. The observations should be conducted by both management and “secret shoppers,” and these observations should be done in a stealthy manner to avoid giving off red flags to the hosts that will cause them to behave unnaturally. The reason for waiting 2-3 months and continuing to conduct evaluations on behavior for a year is so that they have time to try out the new interventions and to fall back into old habits if the new interventions are not working, or if the culture of the hosting staff does not promote the implementation of these new interventions.
Level 4 - Results	Data collection should be the main avenue for evaluating the results of the intervention to see if it has been effective. Data should be collected prior to the implementation of the interventions to gain a base line, and then after the interventions have been implemented the data should be compared with this base line to determine if changes have occurred. If the interventions are working properly then the data should be representative. The results should be collected around the same time that the evaluations are being conducted for behavior changes – every 2-3 months for a year.



### References

Kirkpatrick, D.L. & Kirkpatrick, J.D. (2006). *Evaluating Training Programs: The Four Levels*.

Oakland, CA: Berrett-Koehler Publishers.

Stolovitch, H.D. & Keeps, E.J. (2004). *Training Ain't Perfect*. Alexandria, VA: ASTD Press.

### Appendix A – All 10 Interventions Proposed and More Detailed Explanations of Each

\*The numbers represent the priority of the interventions in descending order. 1 = Most Important, 10 = Least Important

Root Cause	Intervention Type	Proposed Intervention Description
<b>Instruction/Performance Aid</b>		
3. Not all host staff are trained on how to be the desk host, lead host, and to-go host	Structured-on-the-job training	Current training consists of 2 days of structured-on-the-job training where hosts learn table numbers, how to greet guests, take names, seat guests, answer phones, and complete their side work. During this training they follow a guidebook that makes sure they are learning everything necessary to successfully perform the job. By adding a third and fourth day of training you can cover not only everything mention above, but also train all host on being the desk host, lead host, and to-go host. This will make it so that any host – new or old – will be able to perform all required duties. It will also correspond to the incentives/consequence program intervention proposed below.
1. Lack of training on how to utilize the iPads (for both hosts and bussers)	Job aid	Currently the iPads are only being used to take the names of customers coming into the restaurant. They also have the capability of tracking which guests are sat at which tables, showing which tables are available, and work as a map to show hosts where the tables are located. If the iPads were used for their full functionality hosts could use them to take the name of guests (as is currently being done), assign guests to tables so they know where they are located (in case incoming party members need to know), have a consistently updated map showing which tables are available (hosts will no longer have to walk around looking for available tables – corresponds to communication between hosts and bussers intervention below), and offer a map for hosts that do not know their table numbers yet. Also if iPads are provided to the busser they will be able to quickly mark off when tables become available – no longer will hosts try to seat tables before they are ready to be sat.
	On-the-job training	Training on how to use the iPads will be a part of the hosts and bussers on-the-job training. Once they learn how to perform the duties of the job they will then work with the trainers on how to use the iPads. This will not be a part of the structured-on-the-job training because it is not an essential duty of the job (the job can still be performed without implementing the iPad

		interventions as mentioned in this intervention proposal).
<b>Environmental</b>		
8. Lack of resources (iPads)	Provision of Resources	<p>Provide the bussers with iPads that they can use to update the tables. Currently there are only two iPads available that remain at the host desk. You can supply one for every bussing station (6) that the bussers can use to update the tables as they bus them. An alternative to purchasing 6 (which would be ideal) would be to purchase one more and have a single host walk around with it and update tables throughout the night. If you cannot provide any more iPads refer to the intervention below on communication between hosts and bussers.</p> <p>(Two iPads should always remain up front – One to take names of incoming hosts, and one to assign guests to tables – having only one up front could potentially slow things down.)</p>
9. Not always enough hosts on shift	Provision of Resources	<p>To make sure that there are always enough hosts on shift the following schedules should be implemented:</p> <p>During weekdays (Sun-Thurs) there should be: 1 Desk Host who takes names and greets guests, 1 Lead host who assigns tables, 1 to-go host who takes care of to-go orders, 2 floor hosts who seat tables and take care of side work (refer to side work intervention below). Desk hosts and lead hosts should always be the ones closing so that there is always a desk and lead host.</p> <p>On weekends (Fri-Sat) there should be: 1 Desk Host who takes names and greets guests, 1 Lead host who assigns tables, 1 to-go host who takes care of to-go orders, 3 floor hosts who seat tables and take care of side work (refer to side work intervention below). Desk hosts and lead hosts should always be the ones closing so that there is always a desk and lead host.</p> <p>Note: Lead hosts can seat people when all other floor hosts are gone, but desk host must always remain at the desk to answer guest questions, phone calls, and to greet guests. If they need to leave the lead host or a floor host should fill in for them while they are gone.</p> <p>*If there are only three iPads available: If you only have three iPads (refer to lack of resources intervention above) the lead host should be the one who walks around with the iPad marking off tables that are available. While they are walking around they can also assign people to tables – floor hosts will continue to seat guests according to where the lead</p>

		host assigns them, however floor host will be responsible for updating the iPad when they are sat.
5. Lack of clear job expectations	Provision of Information	<p>Currently the way the hosts are split up is there is 1 desk host who greets guests and takes names, 1 lead host who assists the desk host and finds tables for larger parties, 1 to-go host who handles to-go orders, and 1-3 floor hosts who have specific sections that they watch over and seat (west, east, and main), as well as answer phone calls. Each host is responsible for making sure the side duties are getting taken care of: Menu runs, bathroom checks, spaghetti counts, cleaning the lobby, and restocking of the host desk.</p> <p>With the way it is currently set up hosts do not have clear job expectations. It is not clearly labeled who should be completing which side work, who should be answering phone calls, &amp; what the hosts should be doing when their sections are full.</p> <p>Intervention: Assign each host specific job duties according to their “ranking” for the night (refer to incentives/consequences system intervention below).</p> <p>Rank 1 To-go Host: Take to-go orders, ring in and put together to-go orders, assist guests with payment, restock to-go station. (Does not have to help seat tables, but may do so if they aren’t busy)</p> <p>Rank 2 Lead Host: Assign guests to tables, find empty tables (if only three iPads lead host will wonder the restaurant, with one iPad, looking for available tables and assigning them remotely), &amp; helping seat guests when they can. As well as completing end of night side work.</p> <p>Rank 3 Desk Host: Always remains at the host desk unless relived by the lead host or a floor host. Is responsible for greeting guests, taking names, assigning side work to floor hosts, keeping track of the hosts points (refer to the incentives/ consequences intervention below) &amp; answering guest questions. As well as completing end of night side work.</p> <p>Rank 4 Floor Hosts: Answering phone calls, taking to-go orders, seating guests, &amp; completing periodic side work (i.e. menu runs, spaghetti counts, &amp; bathroom checks – these jobs will be delegated by the lead host). No longer will floor host have specific sections they seat; instead they will work together to seat wherever the lead host assigns tables. As well as completing end of night side work.</p>

6. Lack of communication between hosts and bussers	Redesign of the work environment	<p>(Refer to the resources intervention above for more information regarding this intervention)</p> <p>With iPads for each bussing station: As soon as a busser finishes bussing a table they will use the closest iPad to mark all the tables that are cleared and available for seating.</p> <p>Without iPads for bussers: If the bussers do not have iPads that they can use, then their responsibility will be to communicate with the lead host who is roaming the restaurant looking for available tables. They will let the lead host know when tables become available by directly communicating it to the lead host.</p>
4. Hosts side work gets in the way of them being able to seat guests and be at the front desk	Elimination of task interference	<p>Instead of all the hosts being responsible for completing the periodic side work (i.e. menu runs, spaghetti counts, &amp; bathroom checks) throughout the night the desk host should assign these duties to individual floor hosts at the beginning of the night. (Refer to the clear expectations intervention above)</p> <p>There should be 1 host for each job and the desk host should make sure that these periodic duties are getting done at staggered times so that all the floor hosts are not gone at the same time. If there are only 2 floor hosts, the desk host will have to make a judgement on who has to preform two of the side duties. These side duties should be completed by the desk host and lead host as it approaches closing time and the floor hosts have gone home. (Refer to the having enough staff intervention above).</p> <p>Opening duties and closing duties should be completed only at the beginning and the closing of the hosts shift. Never should any of these duties be done while they are still working the floor, and seating guests. 15 minutes should be left at the beginning and end of each hosts shift to give them time to complete their opening and closing duties.</p>
<b>Emotional</b>		
2. Lack of any sort of incentive/ consequence program	Provision of incentives/ consequences	<p>This will consist of a ranking system (as mentioned above in the expectations intervention) where those hosts with higher ranks will get better jobs than those at the lower ranks.</p> <p><b><u>Ranks</u></b></p> <p>Rank 1 To-go Host: This is the highest rank because working as a to-go host you have a chance of earning extra money from tips on to-go orders and they do not have to help seat guests.</p>

		<p>Rank 2 Lead Host: Lead host is ranked second because they have the most responsibility and are in total control of the “show.”</p> <p>Rank 3 Desk Host: Desk host is ranked third because it is the simplest of the jobs, yet they don’t have the same control as the lead host. The biggest perk is that they do not have to seat guests and do not have to help with the periodic side work.</p> <p>Rank 4 Floor Host: This is the lowest rank because they have to do all the “grunt” work. However, this is where hosts can earn the most points to move up in rank for the next shift.</p> <p><b><u>Calculating Points and Assigning Ranks:</u></b> The points system will be set up to help hosts move up in rank between shift. At the beginning of each shift the points for each host working will be compared and their ranks will be selected according to their point score. The more points they have the better their rank.</p> <p>When calculating points, the points will be averaged by the number of days that the staff worked that week. This will be done so that those who work less will not lose out to those who work more often, just because they work more. These point scores will be reset, for all hosts, back to zero at the beginning of the shift every Monday.</p> <p><b><u>Earning Points:</u></b> Points can be earned by seating guests, completing side work, and helping out a guest. Below is the amount of points hosts can earn for each task:  Seating Guests: 3 points  Setting up Tables: 2 points  Completing side work: 1 points  **Notice: To-go hosts and lead hosts get an automatic 15 points because their job does not require them to seat guests, but can gain extra points for seating guests. Desk hosts will receive an automatic 50 points, <b>but cannot receive points during their shift</b> (this is to keep them honest and fair since they are keeping track of the points).</p> <p><b><u>Points Sheet:</u></b> The desk host will be responsible for keeping track of all points during the night. However, it is the responsibility of the hosts to make sure that they are getting the points recorded. These will be recorded on</p>
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		<p>a points sheet provided to the desk host. Each host on shift (except for the desk host) will be listed on the sheet in rows. In columns next to the hosts names the desk host will tally whether the hosts earned points for seating, helping, or side work.</p> <p><b>A sample points sheet is provided below:</b></p> <table><tr><td></td><td>Seating</td><td>Helping</td><td>Side Work</td><td>Total Points</td></tr><tr><td>Host 1</td><td>I</td><td></td><td>II</td><td>5</td></tr><tr><td>Host 2</td><td>II</td><td>I</td><td>I</td><td>9</td></tr><tr><td>Host 3</td><td>II</td><td>III</td><td>I</td><td>15</td></tr></table>		Seating	Helping	Side Work	Total Points	Host 1	I		II	5	Host 2	II	I	I	9	Host 3	II	III	I	15
	Seating	Helping	Side Work	Total Points																		
Host 1	I		II	5																		
Host 2	II	I	I	9																		
Host 3	II	III	I	15																		
10. Corporate roadblocks that hinder manager’s abilities to consequence	Provision of incentives/ consequences	Corporate roadblocks need to be evaluated by management and corporate to allow more flexibility and to eliminate the “red tape” allowing managers, in the individual restaurants, to more easily consequence negative behaviors of employees. The current roadblocks prevent managers from using consequences as a proper means to punishing negative behavior, and hence negative behavior continues.																				
7. Hosts are not as concerned with taking tables back when servers will do it for them	Enhancement of motivation	<p>This should be fixed by implementing the incentives/ consequences intervention mentioned above. If the hosts have more incentive to take tables back, then they will not want the servers to take the tables back for them.</p> <p>The incentive system mentioned above is set up to motivate the hosts to take back as many tables as possible. The more tables they take back or side work they complete the higher rank they will be next time they work. The higher the rank the more privilege or benefits the hosts get.</p> <p><b>**Notice:</b> To-go hosts and lead hosts get an automatic 20 points because their job does not require them to seat guests, but can gain extra points for seating guests.</p>																				

\*The numbers represent the priority of the interventions in descending order. 1 = Most Important, 10 = Least Important

### Appendix B – Detailed Evaluation Plan

Evaluation Plan	
Level 1 – Reaction	<p>Reaction is going to be incredibly important to measure because you have to determine if the interventions are going to be something that the hosts will see as important, potentially helpful, and actually possible to implement. If they do not find the interventions to be worthwhile or plausible the interventions will quickly fall apart and be forgotten.</p> <p><b><u>Evaluation:</u></b> Each member of the management staff, host staff, bussing staff, and service staff will take pre-intervention and post-intervention surveys to gauge their feelings and reactions towards the interventions. The reason we feel it is necessary to have the management, bussing, and service staff, as well as the host staff complete the surveys is because these interventions will directly affect all of them as well, and hence it will be important to see how they feel about the possible interventions and their impact (there will be a place on the surveys to indicate staff position, but will be kept anonymous by not provide staffs names).</p> <p>The pre-intervention survey will mainly be used to determine staff's willingness to change if needed, to determine the sort of culture the restaurant currently is in, how difficult it may be to implement some of the interventions, and if staff feel as though change is actually necessary. This will be a simple survey that staff can complete before or after the beginning of their shifts.</p> <p>The post-intervention survey will be used to see how staff feel about the interventions that are implemented, and to get their reactions to how well the interventions have helped or not helped. This is important because it will evaluate the likelihood that the interventions will actually continue if they are working, and if staff feel that they are plausible solutions that could be sustained.</p>
Level 2 – Learning	<p>When it comes to evaluating the training portion of the interventions this should be fairly simple and straightforward. During their on-the-job training, new hosts will be required to work the various jobs (to-go host, desk host, lead host, and floor host) with a trainer who will provide them feedback on their performance. After they have completed their on-the-job training and they begin working the various jobs they will then be evaluated to determine if they have the knowledge and skills to perform the jobs properly. If it is determined that they are not able to properly perform the various job after their 4-day on-the-job training the training will need to be re-evaluated to find where the learning gaps are.</p>
Level 3 – Behavior	<p>Every 2-3 months for a year evaluations should be done to look at the hosts behavior. This will be done using Observations of the hosts behavior to see if they are actually implementing the interventions and if they are, if they are implementing them properly. The observations should be conducted by both management and “secret shoppers,” and these observations should be done in a stealthy manner to avoid giving off red flags to the hosts that will cause them to behave unnaturally. The reason for waiting 2-3 months and continuing to conduct evaluations on behavior for a year is so that they have time to try out the new interventions and to fall back into old habits if the new interventions are not working, or if the culture of the hosting staff does not promote the implementation of these new interventions.</p>

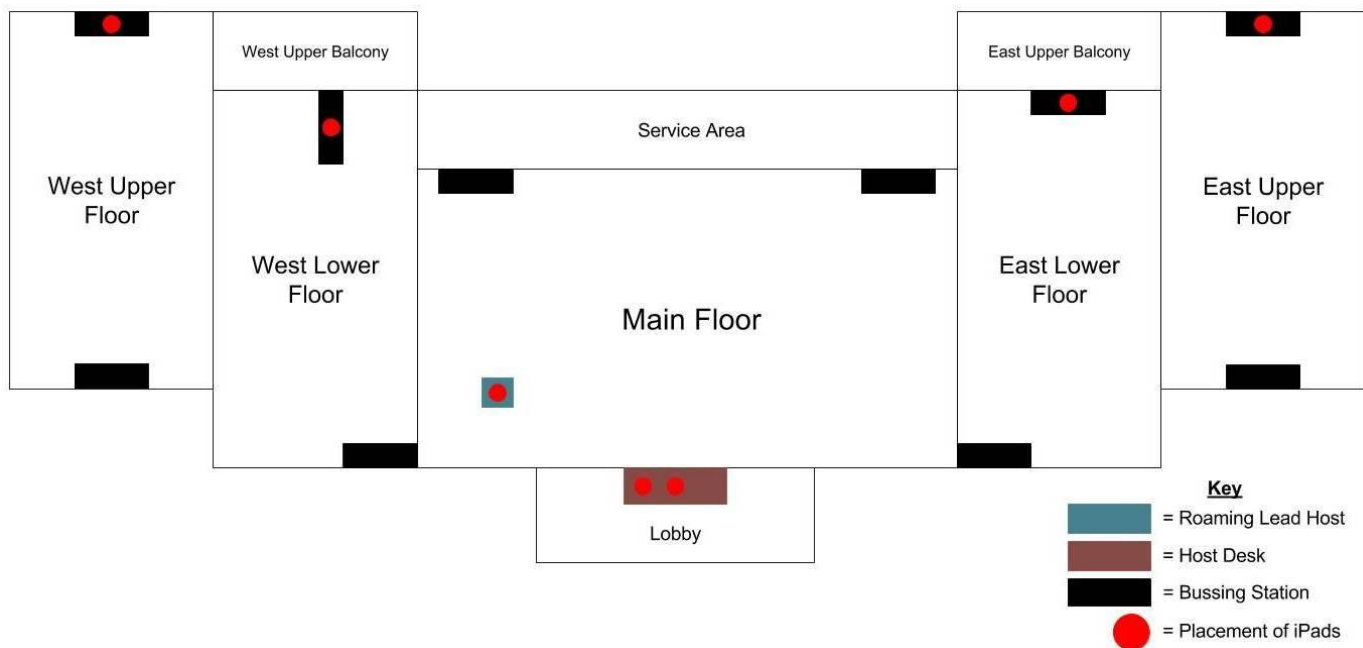


	<p><b><u>Things to Observe:</u></b></p> <ul style="list-style-type: none"> <li>- Are the hosts actually using the iPads for more than just taking names, if so how are they using them?</li> <li>- Are more hosts taking back tables than servers, and if so is there a slight competition between hosts to take tables back?</li> <li>- Are guests being put on false waits?</li> <li>- Is there always a desk at the front desk to answer questions, phone calls, and to take to-go orders?</li> <li>- Are staff completing their side work when they are supposed to, and are they doing it properly?</li> <li>- Does it appear all hosts are properly trained on how to perform their job duties, and do they perform them properly.</li> </ul> <p>Surveys will be provided to both the management staff and secret shoppers where they will answer a number of questions similar to these on everything that the hosts should and shouldn't be doing.</p>
Level 4 - Results	<p>The results should be collected at the same time that the evaluations are being conducted for behavior changes – every 2-3 months for a year. This is to make sure that the results are staying consistent, if not getting better, during the whole duration of the evaluation. Behaviors might change and the host might follow the interventions, but if they do not produce consistent results then the interventions may have to be re-evaluated.</p> <p>Data collection should be the main avenue for evaluating the results of the intervention to see if it has been effective. Data should be collected prior to the implementation of the interventions to gain a base line, and then after the interventions have been implemented the data should be compared with this base line to determine if changes have occurred. If the interventions are working properly then the data should be representative.</p> <p><b><u>Data to Collect:</u></b></p> <ul style="list-style-type: none"> <li>- Average wait times of guests – Should be lower after intervention</li> <li>- # of times hosts are seating guests vs # of times servers are seating guests – hosts should be seating more guests after the intervention</li> <li>- How much time is spent with no hosts at the desk – this should be virtually eliminated after intervention</li> <li>- How often side work is getting done and if it is being done properly – Side work should always be getting done and done properly after intervention</li> </ul> <p>Data will be collected by a third party host who will observe the above mentioned activities for 2-3 days and make note. The will consult with management on any questions they have about side work getting done or various other activities.</p>

### Appendix C – Site Map for Most Effective iPad Use

Currently the iPads are only being used to take the names of customers coming into the restaurant. They also have the capability of tracking which guests are sat at which tables, showing which tables are available, and work as a map to help hosts locate tables. If the iPads were used for their full functionality hosts could use them to take the name of guests (as is currently being done), assign guests to tables so they know where they are located (in case incoming party members need to know), have a consistently updated map showing which tables are available (hosts will no longer have to walk around looking for available tables) and functions as a map to help hosts locate tables.

Also, if iPads are provided to the busser they will be able to quickly mark off when tables become available – This will help to eliminate the communication gap between hosts and bussers.



\*The site map above is for the recommended placing of the iPads, for most effectiveness. You will only have the roaming lead host with and iPads if there are not enough to place around the restaurant.

## **Appendix D – Detailed Explanation of Incentive/Consequence System & Points Sheet**

The incentive/consequence system will consist of a ranking system where those hosts with higher ranks will get better jobs (to-go host) than those at the lower ranks (floor host).

### **Ranks**

Rank 1 To-go Host: This is the highest rank because working as a to-go host you have to chance of earning extra money from tips on to-go orders and they do not have to help seat guests.

Rank 2 Lead Host: Lead host is ranked second because they have the most responsibility and are in total control of the “show.”

Rank 3 Desk Host: Desk host is ranked third because it is the simplest of the jobs, yet they don’t have the same control as the lead host. The biggest perk is that they do not have to seat guests and do not have to help with the periodic side work.

Rank 4 Floor Host: This is the lowest rank because they have to do all the “grunt” work. However, this is where hosts can earn the most points to move up in rank for the next shift.

### **Calculating Points and Assigning Ranks:**

The points system will be set up to help hosts move up in rank between shift. At the beginning of each shift the points for each host working will be compared and their ranks will be selected according to their point score. The more points they have the better their rank.

When calculating points, the points will be averaged by the number of days that the staff worked that week. This will be done so that those who work less will not lose out to those who work more often, just because they work more. These point scores will be reset, for all hosts, back to zero at the beginning of the shift every Monday.

### **Earning Points:**

Points can be earned by seating guests, completing side work, and helping out a guest. Below is the amount of points hosts can earn for each task:

Seating Guests: 3 points

Setting up Tables: 2 points

Completing side work: 1 points

**\*\*Notice:** To-go hosts and lead hosts get an automatic 15 points because their job does not require them to seat guests, but can gain extra points for seating guests. Desk hosts will receive an automatic 50 points, **but cannot receive points during their shift** (this is to keep them honest and fair since they are keeping track of the points).

### **Points Sheet:**

The desk host will be responsible for keeping track of all points during the night. However, it is the responsibility of the hosts to make sure that they are getting the points recorded. These will be recorded on a points sheet provided to the desk host. Each host on shift (except for the desk host) will be listed on the sheet in rows. In columns next to the hosts names the desk host will tally whether the hosts earned points for seating, helping, or side work.

**Sample Overall Weekly Tracking Sheet**

Host	Total Weekly Points	Days they can work (M,T,W,TH,F,S,SU)	Who's working today: 07/27/16
Elizabeth	152	T,W,TH,F	X
Megan	87	M,T,F	
Jane	189	TH,F,S	
Tyson	210	M,TH,F,S,SU	
Julia	96	T,W,TH,SU	X
Chance	134	M,W,S	X
Melissa	167	T,W,TH,F,S	
Tyler	25	W	
Jacob	104	F,S	
Christina	82	M,SU	
Ashley	196	T,TH,F,S	
Heather	101	M,W,F	X
Carrie	54	T,W	X
Lisa	76	TH,F,S	

\*This will be tracked on a whiteboard so that it is easier to change names, weekly points, and work days. It will be the job of the secretaries to make sure the whiteboard is updated on a daily basis.

**A Sample Points Sheet:**

Date: 07/27/16						
Rank	Host Name	Seating	Setting up Table	Side Work	Totals	
To-Go	Elizabeth	I		I	15+ 4	19
Lead	Chance	III	II	III	15+ 19	34
Desk	Heather				50	
Floor 1	Julia	IIIIIIII	II	II	39	
Floor 2	Carrie	IIIIIIIIII	IIII	I	53	
Floor 3						
Floor 4						

\*A new sheet will be provided each day. The Desk hosts section will be blacked out and will automatically have 35 points in the totals section. The To-go and Lead will have 15+ written in the box and then any other points they earn will be added to that.

### Appendix E – Side Duties Checklist

Instead of all the hosts being responsible for completing the periodic side work (i.e. menu runs, spaghetti counts, & bathroom checks) throughout the night the desk host should assign these duties to individual floor hosts at the beginning of the night.

There should be 1 - 2 hosts for each job and the desk host should make sure that these periodic duties are getting done at staggered times so that all the floor hosts are not gone at the same time. If there are only 2 floor hosts, the desk host will have to make a judgement on who has to preform two of the side duties. These side duties should be completed by the desk host and lead host as it approaches closing time and the floor hosts have gone home. (Refer to the having enough staff intervention above).

Opening duties and closing duties should be completed only at the beginning and the closing of the hosts shift. Never should any of these duties be done while they are still working the floor, and seating guests. 15 minutes should be left at the beginning and end of each hosts shift to give them time to complete their opening and closing duties.

#### Sample Side Duty Checklist Sheet

Date:														
Names	Side Duty	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:30	8:00	8:30	9:00	9:30	10:00
Elizabeth	Restock to-go station													
Chance	Restock Host Station													
Carrie	Clean Lobby													
Julia	Clean Breakroom													
Heather/Elizabeth	Menu Runs													
Carrie	Bathroom Checks													
Julia	Spaghetti Counts													

\*Restock to-go station and restock host station only have to be done at the beginning of the shift. Clean Lobby and Clean Break room are to be done at the beginning and the end of the shift. The other three side duties are to be done every 30 minutes, upon request from the lead host. The host must initial in the box when they complete the side work, this is to hold them accountable and to get them their points for completing the side work.