

The Spirit of the IndustrySM 2005

National Restaurant Association Educational Foundation and *Nation's Restaurant News*



Honoring the People of the Foodservice Industry



The Spirit of the IndustrySM 2005

Presented by the

National Restaurant Association Educational Foundation

Nation's Restaurant News

and

The Coca-Cola Company

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Mary Adolf
President and COO

National Restaurant Association
Educational Foundation

With over 900,000 restaurant locations, 12.2 million employees and \$476 billion in sales this year alone, the restaurant and foodservice industry continues to grow as the nation's largest private-sector employer and cornerstone of the economy, career-and-employment opportunities and community involvement. Fostering this growth is the relationship that exists between the restaurant operation, its employees and the consumers it serves. The National Restaurant Association Educational Foundation (NRAEF) teamed with *Nation's Restaurant News* and founding sponsor, The Coca-Cola Company, to honor those companies that foster this relationship with the creation of the SPIRIT Awards.

It is estimated that from 2005 to 2015 the number of jobs in the restaurant and foodservice industry is projected to increase by 1.8 million—of which approximately 45,000 will be management positions. It is, therefore, essential that companies hire the right people and develop the appropriate tools to ensure that those people remain and grow with the organization. We hope this booklet will showcase some of the most innovative and creative ways restaurant companies are implementing a “people first” mentality into their operations.

Our five 2005 SPIRIT Awards winners—Boston College Dining Services, The Bubba Gump Shrimp Co., Golden Corral Corporation, Jack in the Box Inc. and Panzano—have demonstrated that they know the “spirit” of every operation is its people. We are proud to share their best practices with you in our 2005 Spirit of the Industry. ■

W.E. (Chris) Lowe
President
Coca-Cola North America
Foodservice &
Hospitality Division

Recruitment and retention of quality crew members are two of the most important issues facing operators and the foodservice industry today. To help address this challenge, The Coca-Cola Company works with the National Restaurant Association Educational Foundation (NRAEF) to provide actionable workforce solutions for restaurant operators.

We have also teamed up with the NRAEF and *Nation's Restaurant News* to develop a recognition program honoring those companies that have exemplary practices for enhancing employee satisfaction. The SPIRIT Awards winners serve as models, demonstrating how improving employee satisfaction will ultimately improve guest satisfaction and augment the bottom line.

Our hope is that the profiles of our 2005 winners in the following pages will inspire you to further your commitment to the people who make this industry an industry of opportunity and choice.

Congratulations to this year's honorees—companies that are committed to excellence within this growing, vibrant industry.■

Alan Gould
Publisher

Nation's Restaurant News

Nation's Restaurant News is honored to partner with the National Restaurant Association Educational Foundation (NRAEF) to present the 1st annual SPIRIT Awards, sponsored by The Coca-Cola Company. These outstanding SPIRIT Awards winners join past NRAEF Winning Workforce and *Nation's Restaurant News* PAPA award recipients as premier companies dedicated to advanced employee recognition and retention programs in the restaurant and foodservice industry.

These SPIRIT Awards are open to any commercial, on-site, independent, corporate and franchise foodservice and restaurant company in any service format, regardless of size. An impartial panel of distinguished industry leaders and educators judge applicants and determine award winners. Applications are reviewed for innovation and creativity, professional program presentation (and in-unit communication) and measured program effectiveness. One winner can be awarded in each of the following concept categories: quick service; full-service, casual theme/dinnerhouse; full service, family/cafeteria; fine dining; on-site; and specialty foodservice.

We want to extend a special thank you to our 2005 SPIRIT Advisory Board members: Dina Berta, human resources editor, *Nation's Restaurant News*; Tara Davey, executive director, The Council of Hotel and Restaurant Trainers (CHART); Kim McBee, director, marketing, Red Robin Gourmet Burgers;

Ellen G. Nash, vice president, communications, National Restaurant Association Educational Foundation; John Prutsman, executive director, field human resources, Applebee's International, Inc.; Lisa Rand, executive director, DiRoNA; Jim Sullivan, chief executive officer, Sullivision; Anne Varano, senior vice president, human resources & communications, Carlson Restaurants Worldwide, Inc.; and the editorial staff of *Nation's Restaurant News*.

Boston College Dining Services, The Bubba Gump Shrimp Co., Golden Corral Corporation, Jack in the Box Inc., and Panzano (Kimpton Hotel & Restaurant Group, LLC) are tireless in their efforts to be creative in recruiting, hiring, training, retaining, and educating their employees. We are thrilled that we

can recognize these industry leaders in a variety of different ways: first, in covering their programs in *Nation's Restaurant News*; second, by presenting them with this prestigious award at the 46th annual Multi-Unit Foodservice Operators (MUFSSO) conference, being held September 18-21 in Kissimmee, Florida where they will participate in a panel discussion and receive a plaque to display in their restaurant; third, by honoring winners at the 2006 SPIRIT Awards breakfast slated for Monday, May 22, 2006 during the 2006 National Restaurant Association Restaurant, Hotel-Motel Show in Chicago, IL; and finally, by ensuring their best practices live on through this booklet.

It is our hope that operators throughout the industry learn from these innovative programs and that

we are able to spread the word as much as possible about how the restaurant industry is an industry that believes each operation's success is driven from the "spirit" of its people. ■

WORKFORCE SOLUTIONS ONLINE CLEARINGHOUSE

Working together, the National Restaurant Association Educational Foundation, *Nation's Restaurant News* and The Coca-Cola Company have built a one-stop shop for information and tools to help meet the recruitment and retention challenges of the 21st century.

At the heart of the SPIRIT Awards lies one of the biggest issues facing the restaurant and foodservice industry today: staffing. Recognizing this need, the National Restaurant Association Educational Foundation (NRAEF), along with *Nation's Restaurant News* and The Coca-Cola Company, have created an online resource to help operators address solutions to their individual recruitment and retention challenges.

The Foodservice Workforce Solutions Web site is organized around all relevant areas related to workforce management—specifically recruitment, retention and training. Within these areas fall myriad industry-specific resources that address the most common and unique challenges facing the industry.

The Web site is an integral part of the NRAEF's commitment to building a leadership and management pipeline for the foodservice industry—from high school to the working professional. The NRAEF's Recruitment and Retention

initiatives focus on three key areas: high school, college and the industry.

Through its ProStart® program, the NRAEF encourages high school students to pursue careers in the restaurant and foodservice industry. Currently, the ProStart program reaches 45,000 high school juniors and seniors in 1,100 schools, across 45 states and territories. At the college-level, the NRAEF drives industry recruitment by offering a program to teach students the key competencies needed for a successful industry career and granting post-secondary academic scholarships that enable students to continue their education in industry-related courses.

At the industry level, the NRAEF offers the NRAEF Leadership & Management Program featuring Harvard ManageMentor®PLUS. To become a manager, employees

must demonstrate technical and operations skills, but to be truly effective leaders and managers, they must also possess vital people skills. This program teaches these “softer skills” that will make a significant difference in motivating a workforce, reducing turnover, addressing difficult daily challenges and maximizing everyone’s potential.

Another key initiative in the NRAEF’s industry-focused recruitment and retention program is its partnership with the Daily Dose Learning Systems to offer the Daily Dose English Program, which helps restaurant and foodservice employees develop both English and job skills.

Continuing along these lines of improved recruitment and retention practices comes the SPIRIT Awards. The NRAEF, *Nation’s Restaurant News* and The Coca-Cola Company continue

their commitment to advancing the restaurant and foodservice industry’s greatest challenges by honoring those companies that have gone the extra mile to ensure their organization’s hiring, training and recognition programs are among the best in the industry.

Our work continues to identify and include new information, ideas and tools in our Web site portfolio. We hope all members of the restaurant and foodservice industry will not only use it and find value in it, but also help us build it into the one-stop shop for workforce-related information.

Visit the Foodservice Workforce Solutions Web site at www.nraef.org/solutions. ■



MAJORING IN QUALITY AND EXCELLENCE

Boston College Dining Services ensures quality and excellence in food, attitude, customer service and teamwork.

If there is one thing that college students know how to do, it's eat, and Boston College students are no exception. With 11 restaurant operations spreading over two campuses, serving over 22,000 meals per day, the team at Boston College Dining Services strives to create working environments where the emphasis is placed on the person and his or her importance to the organization. Placing tremendous focus on the recruitment, hiring, training and education of their employees, Boston College Dining Services is able to embody their vision of "Quality and Excellence in F.A.C.T." (food, attitude, customer service and teamwork).

First Class: Searching for Excellent People

Exhaust your sources. This is a motto of college professors around the world. When you exhaust your sources, the end result is a well-defined product that supports your position and view. Boston College Dining Services (BCDS) uses this same principle for attracting future employees from every resource possible, and in doing

so, employs a diverse group of people who work together to reach the same end of quality and excellence.

Beyond Traditional Methods

Some of the best research and thinking is done outside of the traditional box. BCDS uses this idea when considering their staffing, bringing in a variety of ideas, backgrounds and traditions to their staff. Expanding upon both the ethnic and age diversity of its workforce, BCDS creates relationships with many senior citizen organizations around the area. Senior citizens have been a part of the BCDS workforce for many years, with returning alumni frequently seeking them out to recall the fond memories of their time together. Additionally, through their Supported Employment Program, a great number of BCDS's utility staff is made up of developmentally disabled

adults. Developed in 1987, this award-winning program has given these adults the chance to work in a challenging environment with an opportunity for growth within the entire Boston College community. "Dining Services by far employs the largest group of Supported Employment individuals across campus," explains Helen Wechsler, director of dining services. "We are able to help these individuals become a part of the community, creating a tremendous amount of exposure for both the employees and the students."

Tapping the Industry

Developing a relationship with the future leaders of the industry is a very important aspect of the BCDS recruitment process. By engaging area high school and college students, BCDS clearly illustrates the advantages of becoming a member of

their team. Various BCDS management have provided one-to-one mentorship and coaching to area high school students through The National Restaurant Association Educational Foundation's ProStart® program, which helps high school students explore career options in the restaurant and hospitality industry.

BCDS wants to be one of the first places any industry-oriented people think of as a great place to work. To make this a reality, both the executive chef and human resources manager make sure that BCDS is anywhere and everywhere interested professionals might look. Holding on-campus job fairs, using professionally affiliated internet sites, and rewarding employee referrals are just a few of the ways that BCDS spreads their reputation across the area.

Taking Notes: Ensuring Excellent Preparation

In order to determine whether or not an applicant is the best fit for the open position, BCDS makes sure their managers are trained in behavioral-based interviewing skills. Knowing what to look for in each individual applicant and being able to determine whether or not he or she is compatible for the position is perhaps the most important aspect in hiring. To date, over 50% of BCDS managers have attended the behavioral-based interviewing workshops.

Ensuring all employees are up-to-date on the latest “best practices,” all BCDS managers and staff must attend training sessions at least twice a year. These sessions cover industry-wide issues, including financial investment,

harassment and safety. BCDS also hosts smaller group training sessions for important issues like cardiopulmonary resuscitation, English as a second language and also ServSafe® Sanitation Certification.

With the help of Dr. E. Wallace Coyle, BCDS has implemented various management-training

“We can hear about employee issues, discuss them and act upon them immediately.”

programs to enhance professional skills and make certain that communication and support from the manager level down is at its highest potential. Dr. Coyle has developed a variety of programs that help a manager develop the skills necessary

to not only make the transition from staff to management, but also how to then lead and communicate with staff in all situations, both good and bad.

Learning Curve: Creating Excellent Opportunities

Located within one of the top universities in the nation, BCDS wants all of their employees to have the opportunity to better themselves through a variety of educational assistance programs available around the Boston area.

Tuition remission benefits through Boston College and culinary tuition reimbursement through Newbury College are two great ways BCDS helps employees make that leap into what can be a financially intimidating experience. Personal reflection and

education are equally as important as a college degree. Therefore, BCDS offers employees spiritual education through their Ignatian and Shared Vision programs and scientific education through their healthy living programs.

Life Lessons: Retaining An Excellent Workforce

Communication, security and gratitude are three of the most important ways to retain the talented individuals that an organization has spent so much time and effort bringing on board. Without any one of these three, an employee is likely to feel underappreciated or unwanted. “We need to make sure we are in the units every day, recognizing the achievements of our employees,” states Wechsler.

The BCDS Employee Advisory Council is an excellent way for

management to stay in tune with their employees. This group of representatives from various unit locations gathers to discuss and explore ideas and opportunities to better the working environment of all employees. Totalling 16 members, the Council encourages staff to share information so that each unit can overcome supervisor communication barriers that may exist. “The Council is just about the best thing we can do,” says Wechsler. “We can hear about employee issues, discuss them and act upon them immediately.”

BCDS also makes certain that employees are compensated for their hard work. From triple-pay for working during snow emergencies to vacation bonuses for good attendance to parties, trips and give-aways, BCDS employees are recognized for their tremendous hard work and devotion

to the organization. “Our employees stay because they are recognized and feel that they are part of a group,” adds Wechsler, continuing the long-standing tradition of family and excellence for which Boston College is so well known.■

Boston College Dining Services

Channel: On-site

Headquarters: Boston, MA

Founded: 1976

Sales: \$27.5M

Units: 11

Employees: 752

Manager Turnover: 6%

Hourly Turnover: 7.5%

Website: www.bc.edu/offices/bcnds/

Contact: Helen Wechsler
wechslhe@bc.edu



SUCCESSFUL IS AS SUCCESSFUL DOES

The Bubba Gump Shrimp Co.
proves that lasting success
begins by focusing on
pleasing employees and guests.

“All of our actions will display overwhelming care and concern for both the guests and other employees.”

This is the “Top Ten #1” at The Bubba Gump Shrimp Co. The remaining Top Tens are specific to the position, however, “Top Ten #1” is the same on everyone’s list. It is the first thing employees are asked to study and the first thing they are tested on. “Top Ten #1” is the lifeblood of Bubba Gump. It is the foundation upon which their entire culture is built. This culture is built around four main staples: loyalty, giving, communication and the future.

Loyalty

“I’d made a promise to Bubba, and I always try to keep my promise.”—Forrest Gump
Since their inception in 1996, The Bubba Gump Shrimp Co. has focused their mantra on loyalty—loyalty to the guest and loyalty to the employee. From this loyalty, Bubba Gump is able to provide the customer with the most enjoyable and

consistent dining experience and the employees with the knowledge and security to know what is expected of them and what they can expect in return. This is all accomplished through a very hands-on environment. It is made clear to all management that Bubba Gump operations cannot be run successfully from the office. Managers and employees must work together on all levels in order to honor “Top Ten #1,” embodying the care and concern for each other that is essential in running a successful operation.

Scott Barnett, president and CEO, began his career as a cook with Bubba Gump’s founding company, Rusty Pelican Restaurants, Inc. Since then, he has helped The Bubba Gump Shrimp Co. expand to 14 namesake units, with revenues topping \$100 million in 2004. That

same strong loyalty demonstrated by Barnett is repeated on the unit level as well. “Care and concern for all of our guests and employees is our greatest concern,” explains Barnett. “From our mentoring program to our ‘Top Ten,’ we want everyone to feel like a part of our family.”

In Bubba Gump’s core concept, only one general manager (GM) has left the company since 2000, and the average tenure of GM’s is over six years. Perhaps even more impressive from a loyalty standpoint is the fact that as of 2004, 100% of current GM’s were promoted from within.

Giving

“Lieutenant Dan, I got you some ice cream!”—Forest Gump

Make your employees happy and they will work hard for you. Make your customers happy and they will

return again and again. This idea of giving back is a staple of Bubba Gump service. Bubba Gump tries to not only create a family atmosphere among their employees, but also a neighborhood feel within each of their restaurants.

One of the most important ways to show care for employees is to make sure they are secure. Barnett, therefore, constantly evaluates employee pay and benefits, paying special attention to those at the unit level. Each employee is provided the opportunity to receive medical, dental and life insurance, as well as paid vacation time, as long as he or she works an average of over 30 hours per week.

In honor of their hard work and dedication, Bubba Gump awards their employees with a variety of parties and trips throughout the year

as well. Some are for special occasions, while others are just for fun. “We try to create a fun atmosphere for not only our visitors, but our employees as well,” states Barnett. Some of the recent staff outings include golf tournaments, white water rafting, ski trips, outrigger competitions, barbeques, bowling parties and even an off-road Hummer tour. Furthermore, each store is given a budget for “Employee Benefit,” and it is fully expected that every bit of that budget be spent each year.

The Bubba Gump Shrimp Co. makes a strong commitment to give back to their surroundings as well. It is a company tradition to donate generously to the surrounding

community at the opening of each restaurant, to date donating over \$500,000 to local charities. The company also has an ongoing commitment to the endangered sea turtle, having donated over \$422,000 to the cause.

“Care and concern for all of our guests and employees is our greatest concern.”

Communication

“Mama always had a way of explaining things so I could understand them.” —Forest Gump
The Bubba Gump Shrimp Co. takes tremendous pride in their communication. The company’s “Open Door Policy” is one that almost never needs to be mentioned by name. The company insists on having a very

open and cooperative relationship with all of their employees, responding to employees’ questions, comments or problems, no matter what the form of communication. The Open Door Policy is yet another staple of the overwhelming respect embodied in “Top Ten #1.”

Barnett’s emphasis on communication is based on his belief that “the restaurants where I felt the most

empowered were the ones that I thought were the most successful.” At Bubba Gump that empowerment comes through twice-daily shift meetings, weekly manager meetings, bi-weekly trainer meetings, monthly one-on-one meetings between an employee and his or her manager and also round-table meetings, which take place at all new store openings

between that store's entire staff. It is this constant communication that allows the employees to actively participate in the setting of their goals and thus make them the driving force behind their realization.

"I am at a store every 2 to 3 days, visiting every one of our stores at least once every 6 months," affirms Barnett. This open relationship from the president to the hourly staff is all part of displaying the overwhelming care and concern of the Top Ten #1.

The Future

"I happen to believe you make your own destiny."—Mama Gump

In every market in which Bubba Gump currently operates, their restaurant is either the busiest or among the five busiest restaurants, and on a national level, Bubba Gump stores are in the top 5% of all

restaurants on a sales-per-unit basis. The Bubba Gump Shrimp Co. stores have arguably the highest sales per square foot in the United States as well.

Continuing this incredible success, The Bubba Gump team plans to open between 35 and 50 Bubba Gump Shrimp Co. restaurants in the coming years. "Our restaurants will grow as we have the people to run them," states Barnett, having just promoted two general managers to directors of operations. With the tremendous care and respect shown for all employees throughout their time with the company, the growth of The Bubba Gump Shrimp Co. is not a matter of if, but a matter of when.■

The Bubba Gump Shrimp Co.

Channel: Full Service—Casual theme/Dinnerhouse

Headquarters: San Clemente, CA

Founded: 1996

Sales: \$130 million in 2005

Units: 19

Employees: 2500

Manager Turnover: 16%

Hourly Turnover: 141%

Website: www.bubbagump.com

Contact: Steve Moreau, Director of Training



A GOLDEN OPPORTUNITY

Golden Corral gives every General Manager the opportunity to become a franchisee, and provides the tools they need to reach this goal.

Hiring the best candidates and preparing them for the future has been the idea behind every Golden Corral restaurant since their founding in 1973. From the very beginning, co-founders James Maynard and Bill Carl saw each and every new hire as a future leader of the company, rather than just another employee. It is this idea that has helped every Golden Corral employee feel like a part of a growing and successful team, seeing opportunities for growth around every corner. Each General Manager is presented with the opportunity to become an owner and franchisee, and Golden Corral provides him or her with the tools they need to reach such a goal.

Recruiting Tomorrow's Leaders

Turning the tables on turnover

Realizing that General Manager (GM) retention was one of the most important factors in their overall business success, Golden Corral created a behavioral-based

interviewing process. First, in-depth interviews were conducted among a diverse group of Golden Corral managers, encompassing a variety of positions and skills, in an attempt to identify the characteristics that make for a great Golden Corral manager. “It is a system designed around our best managers,” explains Judy Irwin, vice president of human resources, training and development. “From that, we designed an interviewing tool to help find applicants that had these same behavioral traits.” Through the behavioral-based interviewing, Golden Corral has been able to increase the retention rate of GM’s and Operating Partners to better than 90%, resulting in the development of a similar program for hourly staff as well.

To complement the behavioral-based interviewing guidelines, Golden Corral developed a Quality

Hire Report to be utilized by their Directors of Staffing. This program focuses on six key areas relating to the successful leadership of their restaurants: recruiting, experience, work history, referrals, education, and behavioral-based interview score. Each category is given a certain number of points, and the total score of each interviewee is then evaluated, targeting candidates with an above average score in each category.

Training Individual Strengths

Success on a fast track

Golden Corral has developed a training system that is based around the developmental needs and diversity of each employee, regardless of how long he or she stays with the company. The “Fast Tracks” Co-worker training program provides the necessary resources to become proficient in the

skill positions of the restaurants. Available in both English and Spanish, the Fast Tracks program focuses on the employee’s “primary track,” which is aligned with the main area where the Co-worker will be scheduled. Introductory courses are presented using the eLearning Center, while skill practice and assessment is conducted while working in the position during on-the-job training.

Managing in the real world

Golden Corral hosts several management-training courses in order to make certain that all managers and potential managers are prepared for the numerous situations they will face. Beginning with the Certified Assistant Manager Program, hourly Co-workers are introduced to the Golden Corral Management process from an entry-level perspective. Participation in

three progressive stages that focus, first on mastering the position skills and then on in-store management, shows Co-workers what it takes to rise to the management level at Golden Corral.

“The company believes that managers should never ask an employee to do anything that they wouldn’t or couldn’t do themselves,” explains Irwin.

Therefore, prior to being assigned to a specific restaurant, salaried management must first complete an extensive 12-week Management Phase Training, which ensures mastery of all skill positions and restaurant operations, along with advanced management skills.

Retention Through Responsibility

Becoming a true partner

Golden Corral bestows perhaps the highest honor a restaurant and foodservice employee could ask for

“This program says that anyone who comes to work for us can become an entrepreneur of their own restaurant.”

upon their managers: the chance to own their very own Golden Corral restaurant. Through their Operating Partner Program, General Managers “can either be the highest paid GM in the market or they can become a franchisee,” states Irwin. “This program says that anyone who comes to work for us can become an

entrepreneur of their own restaurant.” More impressive is the fact that currently 74.4% of all eligible General Managers are participating in the program. Golden Corral President & CEO Ted Fowler adds, “Because we hire managers

with the ambition, talent, and desire to excel, we reward our managers with a compensation package that is derived from

performance. Their earning potential is in their hands and the opportunities are limitless.”

Surveys lead to satisfaction

Keeping a finger on the pulse of their employees is perhaps the most important way that Golden Corral can take all necessary measures to keep their employees satisfied. That is why they teamed with The Coca-Cola

Company to host Empulse, an employee satisfaction survey provider. By taking annual surveys from all levels of employees, Golden Corral is able to learn employees' feelings regarding areas of overall satisfaction, human resources practices and organizational culture and are then able to give coaching tips to all managers based on the scores they receive. Golden Corral, to date, has improved or maintained levels of satisfaction in 28 of 29 categories, with the overall satisfaction increasing from 73% to 82%.

Educating the future

James Maynard has always believed that an education is a person's greatest tool for success. "Mr. Maynard supports the belief that if an individual combines their talent with an education, they can do anything," states Irwin. Under this guiding principle, Golden Corral has

developed two outstanding scholarship programs. The Connie M. Maynard Education Fund for Golden Corral Co-workers and James H. Maynard Excellence in Education award for educators in hospitality and culinary schools, along with participation in the ProStart® program, are extraordinary examples of the emphasis that Golden Corral puts upon the betterment of our industry through the continual development of their future leaders.

The Foundation of the Future

Golden Corral believes in connecting with their employees, as it is the employees that are the foundation for their success. "We do this by making sure that we spend time in our restaurants. All the way up to the CEO, we all work in the restaurants

at least one weekend a year," asserts Irwin. It is through this kind of family environment, with everyone working to help his or her partner, that Golden Corral will continue to spread across the country, becoming a household name in the restaurant industry. ■

Golden Corral Corporation

Channel: Full Service—
Family; Cafeteria

Headquarters: Raleigh, NC

Founded: 1973

Sales: \$1.34B

Units: 470

Employees: 35,000

Manager Turnover: 10%

Hourly Turnover: 109%

Website: www.goldencorral.com

Contact: Judy Irwin
jirwin@goldencorral.net

A CHAIN WITHOUT ANY WEAK LINKS

Defining the Jack in the Box®
“Service-Profit Chain” and how it is
linked to employee satisfaction,
customer loyalty and profitability

Only by employing the best people can Jack in the Box restaurants deliver the best service. It is this fundamental principle that allows Jack in the Box to create a successful restaurant whenever they open their doors. Through an intricate and thorough “Service-Profit Chain,” featured in an early 1990’s Harvard Business Review study, Jack in the Box is able to clearly demonstrate to all employees the necessary steps they must take to ensure their own satisfaction as well as the customer’s. Using an Integrated Performance System, the program does just that, giving employees a model upon which they can measure their continued improvement and performance management process, supporting employees through each stage of their “life cycle” with the company.

Link: Profit and Performance

Putting the emphasis on the employees

At the core of any organization is its employees. In order to run an establishment

that is successful on both sides of the counter, it must first start with a staff that has been thoroughly screened, trained and also retained. To ensure that they employ the most talented and enthusiastic people, Jack in the Box uses an Integrated Performance System cycle, which outlines the entire process of hiring, training, recognition and advancement through the Jack in the Box program.

Sharing a single vision

“A dependable mentor that takes pride in helping people grow.” This is the Jack in the Box “Brand Vision.” In order to clearly demonstrate how to achieve this vision, Jack in the Box has developed the Brand Vision Funnel™. Through this funnel, employees are able to see all of the pieces that go into personifying the Brand Vision. “The Funnel is a way for us to clearly show what we want

to stand for in our employees’ minds at the end of the day,” explains Paul Schultz, executive vice president of operations and franchising.

Making the benefits clear

Perhaps one of the most valued tools in the restaurant and foodservice industry is employee benefits. With health care and living costs at a premium, having competitive benefits helps to put Jack in the Box at the head of their class. From subsidized health care benefits and retirement plans to vacation pay and discounted meals, employees are shown their tremendous value to the organization.

Link: Learning and Leading

Training tools for every timeframe

With so many training options available to professions across the board, Jack in the Box has chosen a computer-based training (CBT)

system, which not only provides the trainee with a comprehensive resource of the essential tools to being a successful Jack in the Box employee, but also allows all levels of employees to practice new skills interactively, without ever having to leave the comfort of their own restaurant. “CBT is in every one of our restaurants, and at the crew level, all training takes place on these units,” explains Schultz. CBT also provides a medium for all of the most recent workstation, product and shift-leader training tools to be provided to each restaurant in a timely manner.

Taking the pledge and making a promise

Internal service is one of the most crucial links in the Jack in the Box “Service-Profit Chain.” Realizing that respect for one another is the basis for a successful operation, both internally

and externally, Jack in the Box uses their “Internal Service Pledge” (ISP) to define how all employees should behave and treat their fellow employees. By clearly defining each employee’s expected behavior, the ISP gets employees involved in establishing the process for providing the best internal service possible. It also helps to reinforce the idea that all employees—not just supervisors—are responsible for exemplary internal service. Each of the eight ISP’s is two-part, outlining the responsibilities of the company (“We PLEDGE to...”) as well as the responsibilities of the individual (“You have the RESPONSIBILITY to...”).

Embodied within the ISP is Jack in the Box’s “My Promise to You,” which defines the specific internal

service behaviors that the manager will deliver to the team. Each “My Promise to You” is signed by the manager and clearly posted in the store for all team members to see.

Removing every obstacle to effectiveness
Perhaps the most useful retention tool

*“...the feedback we’ve received
from this has been nothing short of
phenomenal.”*

that Jack in the Box uses is their “Increasing Human Effectiveness” (IHE) workshops. Through the IHE workshops managers are provided with the knowledge and tools to remove obstacles that hold them back from realizing their full capabilities. IHE assists managers to become their own individual best self and drive their personal performance to levels not seen

before. “This is one of the best programs we’ve ever implemented, helping people come to grips with their resistances to change,” says Schultz, “and the feedback that we’ve received from this has been nothing short of phenomenal.”

Link: Recognition and Retention

Rewarding extra effort
The Circle of Excellence Award and Jack’s Way Restaurant Manager

Award are two prestigious honors bestowed upon restaurant managers who have demonstrated superior guest service and appreciation, making every effort to put the guest first in all circumstances. The Extra Effort Achievement Award recognizes staff employees for extra effort and performance that is above and beyond

what is normally expected of their position. Winners are presented with a certificate and an award of up to \$500. There is also a great deal of employee appreciation shown at the unit level. “Each restaurant manager has a budget for employee recognition to use each month in any way they choose,” explains Schultz.

Through Jack in the Box’s SpeakerBox Online, Jack’s Crew News and Internal Service Pledge e-message, there is consistent communication along all lines of employees, allowing for timely recognition of extraordinary efforts and exemplary practices across all Jack in the Box restaurants.

Focusing on the future

Jack in the Box is committed to providing each of their employees with a future within the company. They hope to see each employee move

from the line-level to team leaders to general management and beyond. That is why a regional succession planning strategy is in place along with development guides, providing a uniform way to assess current bench strengths to meet the needs of the future, while identifying candidates who might be successful at the next level. The ratio of internal:external hires has dramatically shifted as a result of these efforts.

Optimizing retention opportunities

Jack in the Box takes pride in their employee retention and are, in fact, experiencing all-time low turnover levels among crew members. Tenure is evidenced at all levels of the organization. Schultz, as just one example, started with the company in 1973 as an hourly crew member and is now executive vice president of operations and franchising. In

October, he’ll climb yet another rung up the corporate ladder when he becomes president and chief operating officer of the company.

Jack in the Box has celebrated continued success and growth over the past 54 years, and with programs like these, there is no sign of slowing down in the future.■

Jack in the Box Inc.

Channel: Quick service and fast casual

Headquarters: San Diego, CA

Founded: 1951

Sales: \$2.3 Billion

Units: 2,033

Employees: 45,000

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PASTO, VINO E FAMIGLIA

How Panzano translates
the Italian spirit into
their restaurant culture
and makes every employee
part of a successful family.

The recruitment and retention of highly qualified, trained employees is clearly important in every facet of the restaurant and foodservice industry. However, these employee attributes are even more imperative in a fine dining atmosphere, where the demand for quality service that comes from both the management and guests is at an extraordinarily high level. Panzano, a Denver-based Kimpton restaurant, is committed to providing their customers with the ultimate fine dining experience by recruiting, hiring and training the best possible employees, and retaining them through a variety of first-class recognition and awards programs.

Welcome to the Family

Panzano is a restaurant known for extremely high standards of service, food, hospitality and value. Therefore, it is the goal of the training process to instill into all employees that the satisfaction of each and every guest is their top priority. This guest-first mentality is based upon the idea that after every visit to Panzano, guests

leave with a lasting impression of their experience. Panzano wants that image to be an exceptionally positive one, which they will share with family and friends, bringing them back again and again.

The good word gets around

Panzano's reputation is their first method of recruiting new hires. "Word of mouth is our greatest recruitment tool," states Alison Fisher, general manager. Past guests and employees help to bring in quality applicants that know the foundation of the organization, preparing them for the training they receive. Each new hire participates in a five-shift training session with official on-staff trainers. During these five shifts, staff is trained on service, menu offerings and wine selection, with an emphasis placed on putting the guests' desires

ahead of everything else. Once an employee has been fully trained, there are weekly opportunities to further his or her knowledge and service skills through menu and wine tasting classes.

However, while Panzano addresses guest satisfaction with the highest regard, it is understood that this guest satisfaction is dependent upon the satisfaction of the employees.

Keeping the Family Together

Panzano is based on Italian culture, which is the focus of every aspect of the Panzano dining experience. Employees are immediately immersed in this culture, becoming a part of the Panzano family and remaining a part of it for as long as they decide to stay. "We foster a family atmosphere among our staff," states Fisher. "We want our employees to know how

important they are to us." This importance is illustrated through a variety of benefits and awards programs, available to all employees.

Everyone shares in the success

One of the strongest ways an organization can help show their employees how important they are to their success is to share their success with them. Through their 401(k) program, Panzano allows any employee to participate in the profit-sharing of the company after just one year of employment. "We also share our financial information with all staff on a regular basis," states Fisher. "By sharing our sales and check average information with them, they know where we are and how we can do better."

Management connection with the hourly staff is a high priority as well.

Fisher has begun taking off-site Spanish classes as a way to connect with her Spanish-speaking employees. “I felt that I could connect with them better if we could communicate in their native language,” Fisher states. This realization has helped to include every employee on all facets of the success of the organization.

Real-world and old world education

Hosting several continuing education programs is an extremely valuable tool that Panzano uses, allowing every employee to grow with the organization on many levels. “We are very much about promoting from within here,” states Fisher. “We are really big on keeping the door open for vertical growth.” Kimpton University is an on-site training

program that provides employees with tools and courses to develop important managerial skills like computer proficiency and accounting. Panzano also offers all employees tuition reimbursement for classes they take that further their abilities within the restaurant.

“We foster a family atmosphere among our staff. We want our employees to know how important they are to us.”

Perhaps the most innovative of all of the continuing education programs that Panzano hosts is a trip to a Tuscan villa with Executive Chef Elise Wiggins. Chef Wiggins travels to Italy on a yearly basis to conduct research surrounding local cuisine and offers employees the chance to join her and assist in her research. With the only

cost to employees being transportation from the United States, once in Italy employees are taken on tours of the local vineyards and given lessons on the history and preparation of Italian cuisine.

Celebrating with Family

Panzano realizes the importance of individual recognition for the hard work that they ask of their employees.

Approaching that from a unique angle, Panzano allows staff to recognize each other. The Employee of the Month is the first way that employees are able to do this. Unlike other employee of the month programs, Panzano allows the staff to choose which of their co-workers has embodied the hard work and

dedication that is so important to the Panzano culture.

Giving Kudos to everyone

Another program that allows the employees to support and recognize each other is the Kudos program. This program provides a forum for employees to thank each other for the hard work and support that they show each other. Employees post notes on the Kudos board recognizing the work of a fellow co-worker, and each month a drawing takes place in which one of the recognized co-workers is selected and honored for his or her work with a variety of prizes. The Kudos employee recognition program has been so successful that it was recently awarded the Kimpton Bravo Award, recognizing its innovation and popularity within the restaurant.

Panzano also celebrates as a group. Most recently, Panzano was honored with a 4-Star rating by a local restaurant and hospitality magazine. In celebration, Panzano hosted a “4 Stars 4th of July” barbecue for all staff and their families. This along with various staff parties and celebrations adds to the family culture that Panzano strives so hard to create.

The Family Keeps Growing

Being a part of Kimpton allows Panzano to share in the success of a nation-wide company. However, being a single restaurant with no other units in any of the Kimpton properties allows Panzano to continue to have that small organizational feel. “We run independently, so we can show our individual growth quite easily,” states Fisher. When employees can see the success and growth of the

company right before their eyes, the motivation to continue to be a part of that success is much greater. Panzano will continue to hire, train, educate, retain and recognize their employees with the culture, tradition and familial values that are embodied throughout the Italian culture.■

Panzano

Channel: Fine Dining

Headquarters: Denver, Co.

Founded: 1998

Sales: \$4.7M

Units: 1

Employees: 75

Manager Turnover: 25%

Hourly Turnover: 37%

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