

BUSINESS IMPROVEMENT FORM

Date: 5/29/11

- 1** List your top customer complaints. Consider surveys, interviews, feedback forms, external sources (social media, review websites). Make sure employees provide input.

In the past month, there have been 32 complaints of the wrong food given to the customers. 22 complaints were the wrong item altogether, 10 were the wrong item within a meal. There have also been 20 occasions when a key ingredient ran out, and we were unable to offer that item the rest of the day. Only 4 of those occasions could be categorized as unique situations (graduation weekend, arts festival, and city shutdown). Complaints about how long the service takes, and lack of seating during dinner rush on weekends.

- 2** List your top employee complaints. Consider surveys, interviews, feedback forms, past employees. New hires are a good source for what is confusing or frustrating. Older employees may be used to how things work.

Employees have no way of asking for time off without switching with another employee, and their preferred work times are only given to them correctly 50% of the time. There is lots of stress dealing with customer complaints from incorrect menu items and running out of items all the time.

- 3** Review financial data, and list top concerns. Look at bills, monthly sales, inventory, wages and salaries, and miscellaneous expenses. Review prior complaints above to see how they relate to the finances.

Very little cash on hand, paying bills with sales from each day. Lots of money invested in inventory, and not in the right areas of need. Breakfast offering has had limited success, not sure if we should continue.

- 4** Review issues listed above, and determine top 3 issues that need addressing right away. Customer complaints should be weighted the highest. Gather more data to take emotion out of issues and improve prioritization.

1. Always running out of key ingredients in dishes, have to make them unavailable temporarily
2. Employees frustrated with scheduling process
3. Wrong food given to customers, don't match the menu

- 5** What are the negative consequences, if these problems aren't resolved in a timely manner?

Employees will quit, customers won't come back and will complain to others



6 Use the **Problem Solving Worksheet** provided to determine the root cause(s) for each problem. The root cause should be a process breakdown, not a person or department. Assume that everyone is trying to do a good job.

1. There was no process setup for the cook on what to do if they have questions when no one was around
2. Scheduling process is complex, and scheduler has trouble keeping track of all the changes
3. No process defined for identifying special requests on tickets

7 Provide a list of potential solutions to each root cause. Start with simple and easy solutions first. Problems with many root causes may require a brand new process, or the use of technology to greatly improve.

1. Need menu recipe cards for each item, along with photos and a contact number for questions
2. Need new software to automate scheduling process, let manager spend time on other things
3. No process defined for identifying special requests on tickets

8 List the actions and responsibilities for those who will be implementing these solutions, along with an expected completion date. Strive for 30 days or less. Quick improvements are critical.

ACTION	NAME	DUE DATE	INITIALS
Take photos of food items, and document instructions for each	Head Cook	2 weeks	HC
Laminate menu item instructions, and hang in kitchen	New Cook	1 week	NC
Determine and implement scheduling software	Manager	4 weeks	HM
Define new way of identifying special request orders with team	Head Waitress	1 week	HW
Implement new color sticker system for special requests	Manager	4 weeks	HM

9 After the solutions have been implemented, go back and check to see if the problems have gone away, or are greatly reduced. Gather additional data as needed.

1. Complaints have gone down significantly, phone calls asking for help as also been reduced
2. Employees have commented that new system is great, and are now able to make changes to schedule
3. Number of complaints related to incorrect orders have been reduced (only 3 last month)

10 Describe how you will communicate the success of the effort to employees and customers. Describe the celebration or gifts or benefits you will provide to the team members involved in the improvements.

Newsletter provided at each table with upcoming changes, along with feedback forms to capture other issues.
 Pizza party setup for all employees, restaurant closed for one evening, so everyone can attend.



PROBLEM SOLVING WORKSHEET

Date: 5/29/11

Problem: Always running out of key ingredients in dishes, have to make them unavailable temporarily

Now describe the problem statement more clearly. Provide additional data or information, so that everyone will have a better understanding of what issue is being worked on. Don't rush through this step!

In the past month, there have been 20 occasions when a key ingredient ran out, and we were unable to offer that item in a dish for some time.

Team Leader : Head cook

Team Members (3-6 people ideal): Head waitress, shift manager, new waitress, new cook

Determine the root cause of the problem using the 5 Why's approach (or other accepted approach). If multiple reasons could have caused it, investigate to determine exact reason by looking at a recent incident. You may need to have multiple paths, which can lead to multiple root causes. Use a different sheet of paper for those situations.

Why could the original problem have happened? Investigate, then proceed to next question

Item was not created when batch ran out

Why could that problem have happened? Investigate, then proceed to next question

One recent reason is because cook didn't know how to make the ingredient.

Why could that problem have happened? Investigate, then proceed to next question

The training never covered how to make that item, and no other cooks were around to ask

Why could that problem have happened? Investigate, then proceed to next question

There was no process setup for the cook on what to do if they have questions when no one was around.

Why could that problem have happened? Investigate, then continue if necessary

Not needed, already got to root cause.

Describe the potential solutions that could be implemented to fix the root cause(s). Consider short and long term solutions. Submit results back to manager.

Short term solution is to provide all staff with contact phone numbers for expertise if they have questions. Need to have cooks agree on how to prepare each menu item, update the menus, take photos and provide laminated recipe cards and instructions for each item, and displayed in kitchen, to be used as training for new cooks and for future reference.



PROBLEM SOLVING WORKSHEET

Date: 6/4/11

Problem: Employees frustrated with scheduling process

Now describe the problem statement more clearly. Provide additional data or information, so that everyone will have a better understanding of what issue is being worked on. Don't rush through this step!

Employees have no way of asking for time off without switching with another employee, and their preferred work times are only given to them correctly 50% of the time

Team Leader : Shift Manager

Team Members (3-6 people ideal): Head waitress, experienced waitress, new waitress, new cook

Determine the root cause of the problem using the 5 Why's approach (or other accepted approach). If multiple reasons could have caused it, investigate to determine exact reason by looking at a recent incident. You may need to have multiple paths, which can lead to multiple root causes. Use a different sheet of paper for those situations.

Why could the original problem have happened? Investigate, then proceed to next question

Scheduler has notes that reflect outdated availability, not the most recent information

Why could that problem have happened? Investigate, then proceed to next question

Availability changes take place fairly often (school schedule, vacation, other job changes, etc) but employees not told when and how to change.

Why could that problem have happened? Investigate, then proceed to next question

Scheduler wanted to restrict when changes could be made, to keep things simple for them, since process took multiple days. Changes made by word of mouth.

Why could that problem have happened? Investigate, then proceed to next question

Scheduler hasn't found an efficient and effective way to schedule to meet everyone's needs

Why could that problem have happened? Investigate, then continue if necessary

Scheduling process is complex and dynamic, and requires lots of experience and a clear process for making changes.

Describe the potential solutions that could be implemented to fix the root cause(s). Consider short and long term solutions. Submit results back to manager for approval.

Short term solution is to get the most recent updates from everyone on availability, along with expected changes in future. Long term solution is to invest in a software program that will automate the scheduling process.



PROBLEM SOLVING WORKSHEET

Date: 6/12/11

Problem: Wrong food given to customers, don't match the menu

Now describe the problem statement more clearly. Provide additional data or information, so that everyone will have a better understanding of what issue is being worked on. Don't rush through this step!

In the past month, there have been 32 complaints of the wrong food given to the customers. 27 of the complaints were the wrong item within a meal. Most of them were special requests from standard item (vegetarian, holds, replacements, etc)

Team Leader : Head Waitress

Team Members (3-6 people ideal): Head cook, experienced cook, new waitress, experienced waitress

Determine the root cause of the problem using the 5 Why's approach (or other accepted approach). If multiple reasons could have caused it, investigate to determine exact reason by looking at a recent incident. You may need to have multiple paths, which can lead to multiple root causes. Use a different sheet of paper for those situations.

Why could the original problem have happened? Investigate, then proceed to next question

Assuming the waitress wrote down the correct information, ticket order was not clearly marked with the special request that was needed.

Why could that problem have happened? Investigate, then proceed to next question

Some circle special requests, others tell verbally, and others inspect special orders before going out. No consistent method, depends on waitress and cook.

Why could that problem have happened? Investigate, then proceed to next question

No standard approach has been defined that everyone likes, and no direction has been given by manager.

Why could that problem have happened? Investigate, then proceed to next question

Not needed, already got to root cause.

Why could that problem have happened? Investigate, then continue if necessary

Not needed, already got to root cause.

Describe the potential solutions that could be implemented to fix the root cause(s). Consider short and long term solutions. Submit results back to manager for approval.

Have a smaller team research and come up with a process that incorporates everyone's ideas. Test out the process for one week, and see if it improves. Then implement solution permanently and document into training material. Manager to make sure it is being followed for next 30 days.

