Service & Staffing The Impact of Skills, Training, Staffing, and Employee Retention on Operations & Profit





Best Practices on Employee Retention and Training

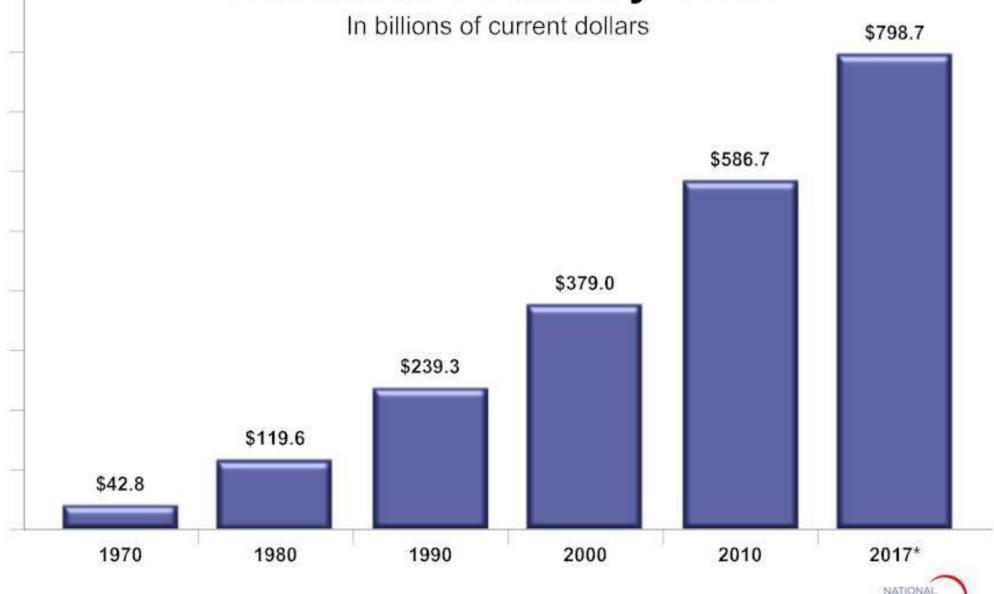
- Benchmark employee retention rate
- Use proven training strategies, not guesswork
- Don't assume employees are happy
- Create a high feedback environment
- Implement Benefits
- Provide personalized benefits to employees
- Meet and/or talk with your staff daily
- Maintain an open door policy
- Conduct exit interviews







Restaurant Industry Sales



Source: National Restaurant Association, Restaurant.org/Forecast

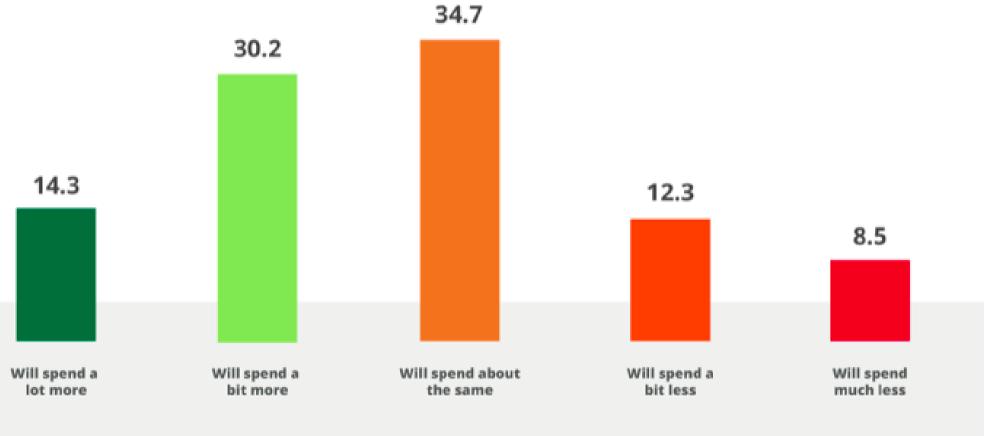




How do you think the amount you spend on dining out will change over the next five years?

Percentage of consumers giving each response

Source: Global Data consumer research, April 2018





Note: "Don't Know" responses have been removed from the results.

Within the back of the house category, restaurants have the most difficulty finding:

Line cook candidates: 72%

Prep cooks: 36%

Dishwashers: 33%



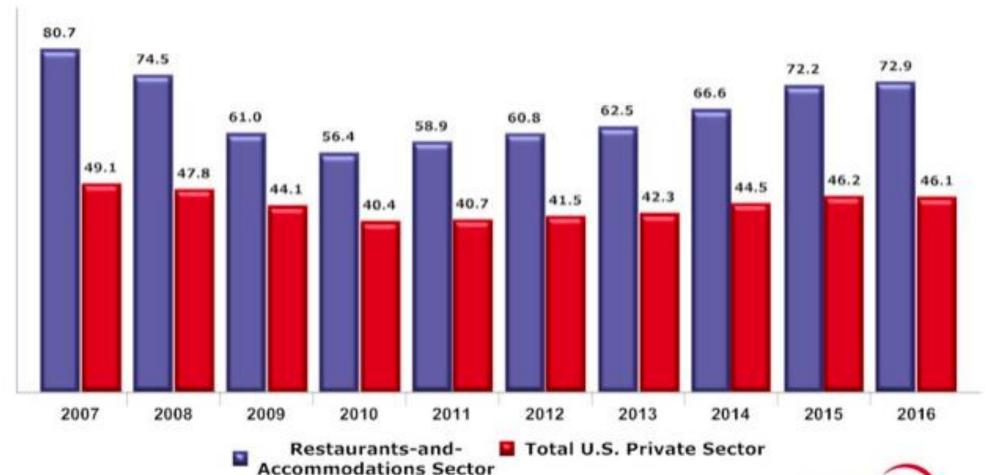
(Source: Nation's Restaurant News)





Annual Employee Turnover Rates (%)

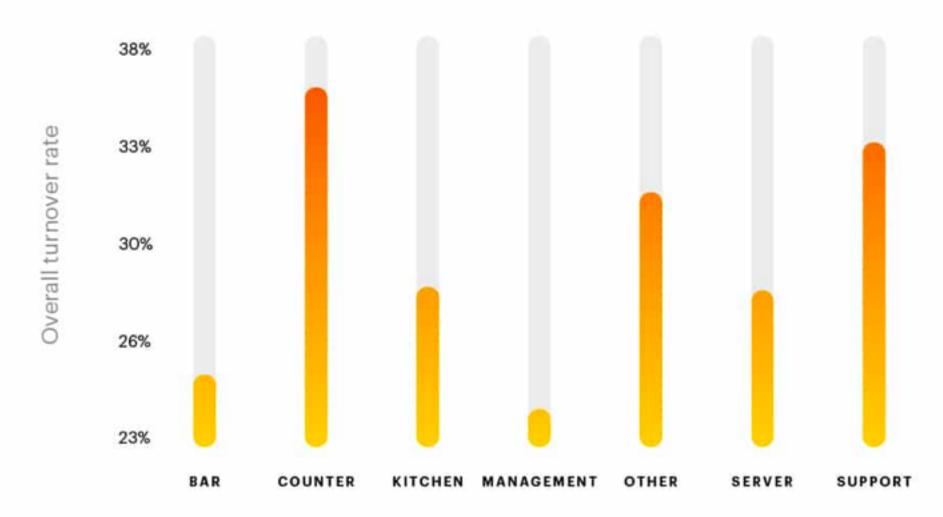
Restaurants-and-Accommodations Sector vs. Total Private Sector







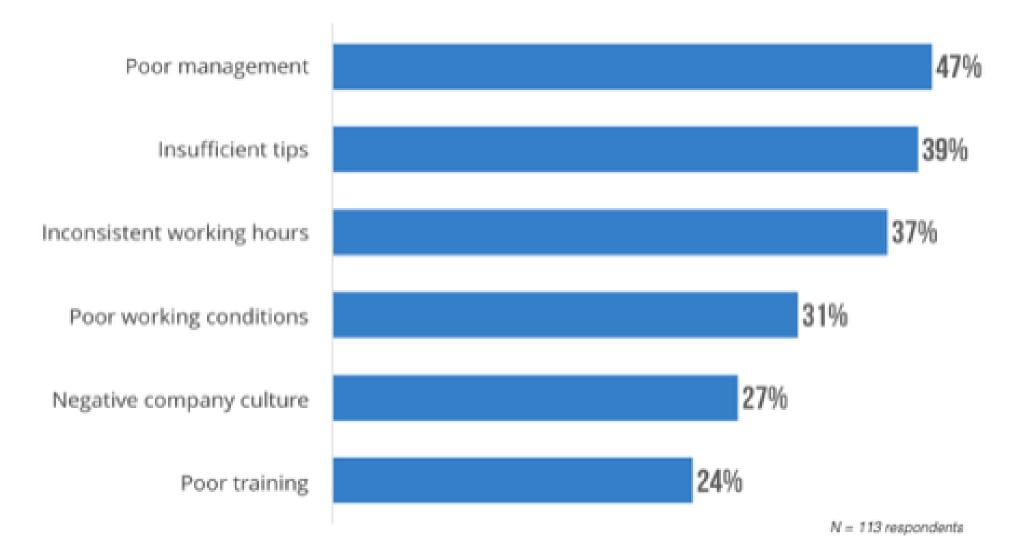
Overall Turnover Rate







Causes of High Turnover Rate in the Restaurant Industry







Why Waiters Quit Their Last Restaurant Job

47% Hourly pay was not high enough 39% Tips not high enough 37% Stressful environment 31% Lack of career advancement 27% Unsatisfied with benefits/perks 24% Not scheduled enough hours 23% Too much conflict among staff 23% Management was not supportive 14% Scheduled for too many hours 14% Demanding clientele 8% Outdated restaurant tech/systems 8% Not trained enough N = 113 respondents







- 16% of annual salary to replace, hire and train a hourly employee. A \$10/hour employee would cost the business \$3,328
- 20% of annual salary for midrange management positions. A manager making \$40K would cost the business \$8,000
- Up to 213% to replace General Manager, Director levels. A GM making \$100K could cost as much as \$213K to the business by the time a new hire is in place

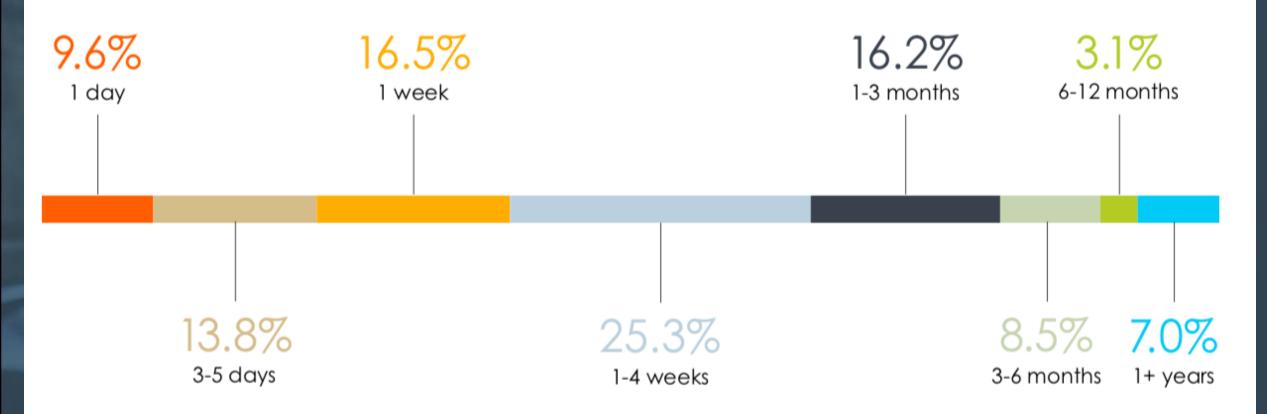




TIME IT TOOK TO FIND CURRENT/MOST RECENT JOB



2016 STATE OF THE HOURLY WORKER







54%

want full-time or almost full-time work (36-40 hours) **65**%

found their current or most recent job in less than a month 48%

expect their next job to last less than three years

68%

feel optimistic about the direction of their career path 88%

are open to working multiple jobs to get more hours

55%

are frustrated most by employers' lack of response in job search 72%

use a mobile phone to look for or apply for jobs Top aspects when considering a job:

- Enough hours
- 2 Pay
- 3 Opportunity for growth
- 4 Location

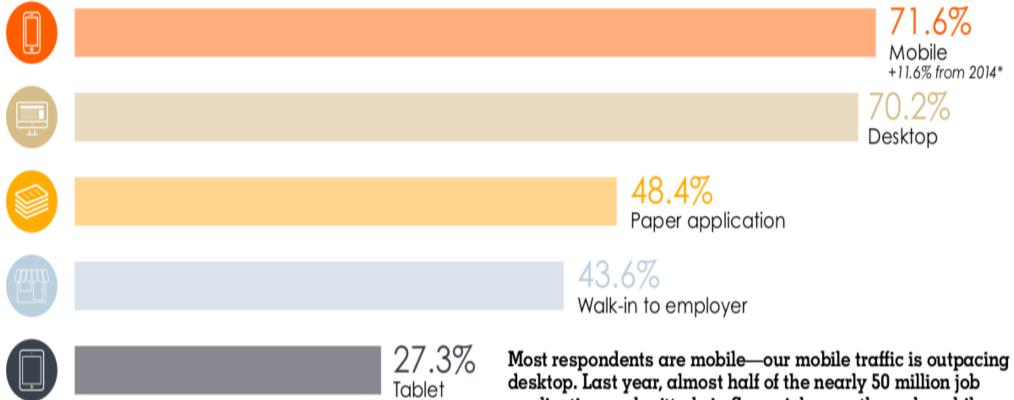




METHODS/TOOLS USED IN JOB SEARCH



2016 STATE OF THE HOURLY WORKER







desktop. Last year, almost half of the nearly 50 million job applications submitted via Snagajob were through mobile devices. With over 70% of respondents using mobile, searching and applying for a job on a mobile phone or tablet is poised to surpass the traditional computer.



MOST FRUSTRATING PART OF JOB SEARCH

31

2016 STATE OF THE HOURLY WORKER



Most respondents want improved communications. A lack of response from employers is by far the largest job seeker frustration during the application process.





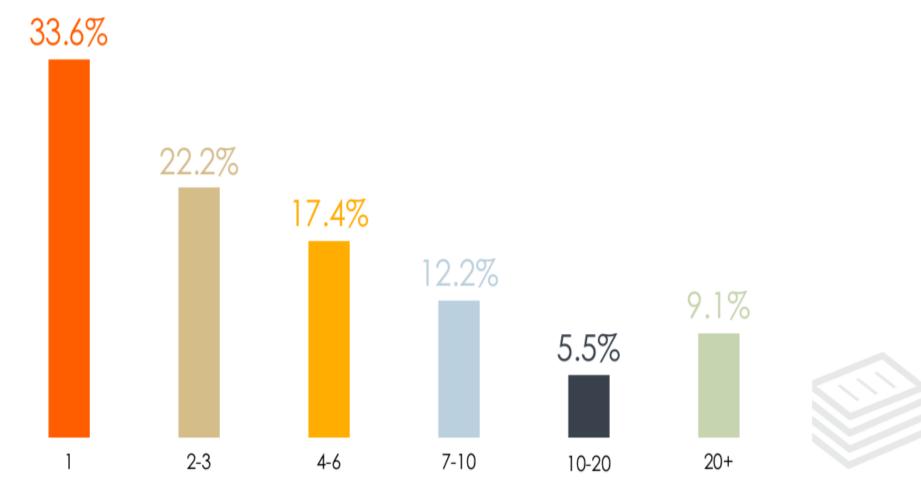




APPLICATIONS SUBMITTED BEFORE GETTING HIRED



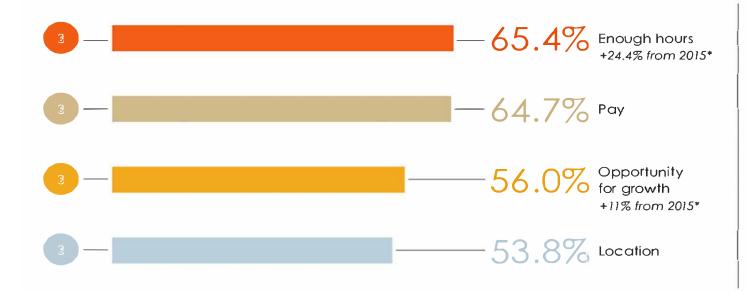
2016 STATE OF THE HOURLY WORKER







TOP FACTORS WHEN CONSIDERING A JOB



OTHER

Workplace atmosphere	52.4%
The position	50.2%
Schedule flexibility	49.39
Who I would work for +22.5% from 2015*	41.5%
Not too many hours	26.5%
The people I would work with +2.9% from 2015*	23.97
The company's brand name	18.5%





