

EMPLOYEE PROFILE

Josh White

Position: Head Chef

Years Employed: 5

Annual Salary: \$40,000

Age: 33

Employee Strengths: Josh is an excellent chef who is very professional and dedicated to his work. Many customers rave over his meals and often ask to “compliment the chef.” In addition to his cooking skills, Josh shows outstanding leadership skills in the kitchen. He is able to effectively delegate a team of six in the kitchen on busy nights and ensures that customers wait no more than 30 minutes for their food. He is a licensed sanitation expert and attended culinary school for six months prior to beginning work at Red Lobster. He worked at several different types of restaurants as a chef’s assistant before accepting the head chef job at Red Lobster 5 years ago.

Areas of Concern: Because of Josh’s superb skills in the kitchen, you worry he may soon be “scouted” by other restaurants who will offer to pay him more money. You know that Josh has a desire to travel the world, and he has expressed to you before that he dreams of serving as a chef on a cruise ship. As a result, you feel that keeping Josh under your employ would require a pay raise.

EMPLOYEE PROFILE

Shawn Grey

Position: Chef's Assistant

Years Employed: 8

Annual Salary: \$35,000

Age: 38

Employee Strengths: Shawn has the most experience out of any of the kitchen workers at Red Lobster. He works very well with Josh and is able to assist in preparing meals quickly and expertly. Josh admits his biggest weakness as a chef is preparing sauces, and this is where Shawn excels. He has even created a special sauce for crab legs exclusive to this Red Lobster, and customers have travelled from other towns just to try it. Shawn is single, so he rarely asks for days off and never calls in sick. He is very close with his mother, who lives in the area, so he is not interested in moving away.

Areas of Concern: You had seriously considered Shawn for the head chef position five years ago when Josh was hired. While you were confident in his ability to prepare meals at the same level of Josh, you were unsure that Shawn could run the kitchen with the same professionalism. Shawn strongly disagreed with your decision and has held a grudge ever since. Additionally, several of the female waitresses have complained about Shawn making inappropriate sexual comments to them during their shifts. He has also had several loud disagreements with Tom, and customers have complained that they have heard shouting from the kitchen. While these altercations used to happen frequently, he has not had an outburst since you threatened to fire him three months ago.

EMPLOYEE PROFILE

Sarah King

Position: Salad Chef

Years Employed: 2

Annual Salary: \$25,000

Age: 37

Employee Strengths: Sarah is very good at being a "team player." Her job as a salad maker can get hectic, but she always manages to get it done and help everyone else out. On a Friday night at Red Lobster, not only will you see her at the salad station, but also helping the waitresses bus tables, assisting the chefs with putting vegetables and rolls on dinner plates, and helping dishwashers clear food from plates. The salad station is the cleanest area in the kitchen, and Sarah is constantly seen washing her hands.

Areas of Concern: Sarah is a mother of four and just began working 2 years ago after her youngest child began kindergarten. Because of her demands as a mother, Sarah's schedule can be difficult to work around. Some nights, you have even had to step in for her because she had to call in at the last minute. Additionally, you heard a rumor that Sarah might be pregnant again, which would make it even more difficult to work around her schedule.

EMPLOYEE PROFILE

Tom Ellis

Position: Bread Baker

Years Employed: 3

Annual Salary: \$25,000

Age: 23

Employee Strengths: Tom's biggest strength is his willingness to learn. While it took him a while to master the art of baking bread, his persistence finally paid off; he is now one of the best bread bakers that has ever worked for you. Josh has recently taken an interest in mentoring him, and Tom is slowly learning to cook more complicated dishes. Josh speaks very highly of Tom to you, and he has mentioned that Tom would someday make an excellent chef's assistant.

Areas of Concern: Rather than voice his concerns clearly, Tom often tends to mumble complaints under his breath. This has caused Shawn to have explosive reactions several times in the past, and the two have been in several verbal altercations during busy nights. In addition, you have noticed that Tom sometimes comes into work with red eyes and smelling strange, and you strongly suspect he smokes marijuana before coming into work.

EMPLOYEE PROFILE

Larry Davis

Position: Dishwasher

Years Employed: 12

Annual Salary: \$25,000

Age: 52

Employee Strengths: Despite the fact that he has been diagnosed with autism, Larry is hands-down the hardest worker on your staff. He never sits down and is constantly scrubbing or re-scrubbing dishes. He has been fired from many jobs in the past because his condition has gotten in the way of his job performance, but being a dishwasher seems to suit him. He has been working at Red Lobster since the day it opened and is very proud to call himself an employee. The company has sent him several plaques in gratitude of his years of service and unwavering loyalty.

Areas of Concern: While Larry is very hardworking, he is one of the slowest employees. The staff members are friendly to him and work well with him, but they often complain to you privately that he isn't able to wash the dishes quickly enough to keep up during the busy dinner rush. However, you know that not offering Larry a job at the new restaurant would be devastating since he is not likely to find another place willing to hire him.

EMPLOYEE PROFILE

Betty Carlton

Position: Dishwasher

Years Employed: 1

Annual Salary: \$25,000

Age: 45

Employee Strengths: Betty is very quick and efficient at her job. Josh often requests that she be scheduled to work on the weekends rather than Larry since he knows she will be able to keep up with the demands of the busy hours. Betty also has experience fixing dishwashers and saved the company money last month when the dishwasher began to leak.

Areas of Concern: Although nothing has been proven, several of the servers on your staff have suspected Betty of stealing their tips off of tables when she goes out to collect dirty dishes. You also worry that Betty's tendency to gossip might create a hostile work environment for the other employees. In fact, she is the one who told you she suspects Sarah may be pregnant. Betty is often seen smoking outside the kitchen, and you have had to warn her more than once to get back to work.

EMPLOYEE PROFILE

Nancy Norris

Position: Head Server

Years Employed: 10

Annual Salary: \$25,000 (plus tips)

Age: 55

Employee Strengths: Nancy has made a career out of serving and has the most experience out of any of your waiters and waitresses. She knows the most about the menu and is able to answer most customer questions with ease. The customers enjoy having her as a server because of her patience and friendly attitude. As head server, she is able to settle nearly all conflicts amongst the servers, which is a huge stress reliever to you.

Areas of Concern: Nancy is getting older, and she has recently developed an issue with the tendons in her ankles. Long, busy shifts are getting more and more difficult for her since she has to stand for long periods of time. You are worried that she may soon hurt herself during a shift and cost the company money in workman's compensation. Additionally, she sometimes becomes stressed under pressure, so you try not to assign her to serve tables with more than 4 guests.

EMPLOYEE PROFILE

Michelle Jones

Position: Server

Years Employed: 5

Annual Salary: \$20,000 (plus tips)

Age: 25

Employee Strengths: Customers enjoy having Michelle as a server because she is pretty and personable. She works very well under pressure and can multi-task wonderfully, so she is the first person you turn to when you need a server to take a large party of 10 or more. She used to bartend at the local bar, so she can make complicated cocktails for the servers when the bartender is busy. She has also filled in behind the bar, and customers seemed satisfied with her performance.

Areas of Concern: You used to date Michelle; even though the relationship ended months ago, you still find yourself attached to her. Things have been awkward between the two of you ever since, especially after both of you got new significant others. You are having a hard time being her boss and avoid correcting her when she makes mistakes, and the other workers are beginning to notice. Just last week, Scott complained that you did not scold her for wearing white shoes (the dress code requires black) when he got in trouble for it a few days prior.

EMPLOYEE PROFILE

Scott Rollins

Position: Server

Years Employed: 6

Annual Salary: \$20,000 (plus tips)

Age: 30

Employee Strengths: Scott has a very charismatic personality, and customers often pull you aside to tell you they had great service from a charming waiter after he has served them. A natural salesman, he excels at talking customers into the "extras" like dessert, an expensive alcoholic beverage, or extra toppings on their steak. Scott is very attractive and is especially successful at selling alcoholic beverages to female customers. On several occasions, women have stayed at the bar after their meals to continue drinking pricey cocktails and flirt with him.

Areas of Concern: While you receive the most compliments from customers about Scott's service, you also receive the most complaints. When Scott is in trouble with his girlfriend (which is often since he is constantly flirting with other girls), he often takes out his bad mood on his customers. Customers have said he is snappy and unwilling to fulfill all of their requests. Additionally, you suspect that Scott has had romantic relations with some of your regular customers, and you don't want your restaurant to earn a bad reputation.

EMPLOYEE PROFILE

Allison Short

Position: Hostess

Years Employed: 1

Annual Salary: \$15,000

Age: 22

Employee Strengths: Allison is very kind and understanding. For example, when Nancy needed extra money and wanted to pick up some extra shifts, Allison volunteered to allow Nancy to hostess for her on Tuesday evenings. She knows the strengths and weaknesses of each of the servers and assigns tables accordingly. For example, she knew that a family with two small children would ignite Scott's negative temper, so she was sure to seat them in Nancy's section during their visit.

Areas of Concern: Allison can be very timid around the other members of the staff. Working in a restaurant is all about communication, and there have been times where she was not able to effectively warn the servers and kitchen staff about the flood of customers waiting to be seated. Additionally, Allison is a college student and will be graduating in just a few months. She has expressed to you that she would like to try to find a job as an accountant immediately upon her graduation in 2 months.