

Location **Woodlake**

**59.21% (45 of 76)**

Address

Day of Week **Thursday**

Date (MM/DD/YYYY) **09/18/2008**

Employee Name **Jeff Smith**

Reason code for leaving **T1**

Primary **Schedule**

Secondary

Reason for **Flexibility/Quality of**

Reason for **Compensation**

3rd Reason for Leaving

**Other**

Leaving **Life**

Leaving

Number of

years **over 5 years**

Job title **GM**

employed

**RESIGNATION INFO**

**12.50% (2 of 16)**

What factors led to your decision to leave the company?

Comment:

*It is not the same company I started with. With all the HR that people are doing now, things have changed so much. We used to do a bus trips, and do fun things as a group. The company got bigger and lost a lot of the good things that made them great in the first place; things that made people want to be a part of the company. They got very strict with rules and it wasn't as fun anymore as it used to be. I used to work for an accounting company that served food and I left there to work for xxx because it was fun and it wasn't a typical restaurant job. Over the last 3 years, it's gotten to that point. I got transferred to a store 40 miles away from my house as well, from a store that was 5 minutes away. It's become more paperwork oriented, and they get mad if you don't know the paperwork, but don't want you in the office all the time. They want the best of both worlds, and that can't always happen.*

What specific event or events occurred that led to your decision to leave?

Comment:

*It was more the transfer than anything else. I was an AGM for 4 years, and instead of making me a GM 4 years ago, they put a regional as my GM. I would do all of the GM work but not get paid for it. The store being so close to home made up for that, but then when they promoted me, I was moved 40 miles away from home to the oldest store, that had problems. One specific incident got media coverage and sales went way down.*

What could have been done early on to prevent the situation from developing/provide a reason to stay?

Something could have been done

0/4

Comment:

*The company completely changed. It grew a lot in the last 3-4 years. I've made around the same amount of money for the past 4 years, give or take a couple thousand, even after raises and promotions. They constantly changed the bonus structure, while they were trying to merge with other companies and show how profitable they could be. A lot of long-term employees have left the company. It wasn't like we didn't know what we were doing, we had ridiculous labor targets and they were set up by someone sitting in an office in Dallas, not out in the field. Also, it would have changed a lot if I had been promoted in the store near to where I lived, where I had hired 90% of that staff. I was able to constantly promote the restaurant there when I worked and lived in the same area, and I had a great rapport with the staff there.*

Would you consider working again for us if the situation were right? If so, what would the right situation be?

Maybe

2/4

Comment:

*I couldn't say right now, but probably not. They would have to pay me a lot more money, and I wouldn't want to work that far from my house. They used to look for ways to help you out to make money, and now they look for ways to not pay you.*

Were any attempts made by the company to get you to remain with them?

No attempts were made

0/4

Comment:

*Nothing at all was attempted by anyone. They're getting rid of a lot of the seasoned management.*

Company made all reasonable attempts to salvage employee?

Company had significant control/could have salvaged employment

0/4

Comment:

**CULTURE**

**60.00% (12 of 20)**

What has been the most enjoyable/satisfying for you in your time with us?

Comment

*I was on a cruise with work when my father passed away. The VP, director of HR, director of operations, and everyone came together and there was an outpouring of affection and I was very touched. I was out of work for 3 weeks, with the cruise and two weeks. I was going back to work on May 6, and on May 3 I got into a car accident. When I got back to work, everyone was very concerned and genuinely cared about me. That's how it used to be. People that used to work for the company were great and supportive, and everything changed within the last 3-4 years.*

What are your views on the way we treat our staff members? How could we improve effectiveness and morale?

Neutral

2/4

Comment:

*If you're a waitress, great. I was scraping to get by and the girls were making tons of money, and that's not what I signed up for. We got the lowest bonus possible when we were the highest sales store that year. I worked really really hard, but wasn't compensated for it. If you're not a waitress or very well liked by the owners or vice president, then you're out of luck. I've caught girls stealing and I wasn't able to fire them because they were calendar girls.*

What did you most like about the company and what did you like the least?

Comment:

*I most liked the people I met through there, like the current employees and managers. You can't fraternize with the staff, which I stuck to, but when you see someone every day, they become part of your extended family. I've seen people's kids grow up being there for so long, and formed friendships and relationships with some really great people. I least liked the way the pay would roller coaster. It used to be alright, but things definitely changed.*

Did anything get in the way of you doing your job effectively?

No

0/4

Comment:

*No, because that was my job. I never called in sick or missed a day of work in 8 years. I always worked extra days and covered people's shifts.*

Were your job duties and work schedule realistically presented to you during the interview process?

Definitely

4/4

Comment:

*Yes, if you work in a restaurant, you know the deal. Especially in management, you know what you're getting into.*

Did anyone in this company discriminate against you, harass you or cause hostile working conditions?

Never

4/4

Comment:

*No, they never did anything like that to me. I didn't see that going on with other employees either.*

Did you feel that the company had a positive and caring environment? Did the company exceed, meet, meet some of, or not meet any of your expectations?

Met my expectations

2/4

Comment:

*The first 4.5 years, the company definitely exceeded my expectations. The stores doubled, and for the past 3.5 years, it definitely did not meet my expectations.*

## TRAINING

100.00% (8 of 8)

How could the organization have enabled you to make fuller use of your capabilities and potential?

Comment

*Nothing was set in stone as far as policies went and bonus structure. Department heads would decide these things and that affected your income from a month to month basis. They could have listened to things that were going wrong like wrong inventory counts and my having to pay for them when I wasn't even there. I didn't feel like they had my back at all. It was strictly about the bottom line, even if it wasn't the right thing to do because of the circumstances.*

What training would you have liked or did you need, that you did not get, and what effect would this have had?

Comment:

*I thought the training that I did when I started with the company was great. I caught on quickly and I got everything I needed.*

How well do think your training and development needs were assessed and met?

4/4

My training needs were fully met

Comment:

*A lot of the GM's that are working for the company, on the South side of Houston, I helped train. It wasn't hard. Once you figure out a few things over there, you should be all set.*

Are there any suggestions that you may have to improve our training programs?

Comment:

*No, they have it down now. When I started, it was just one person, but the process is a lot more refined now. On that aspect, they are doing really well.*

On a scale of 0-4 with 0 being that the training programs did not meet your needs and 4 being that the programs exceeded all needs, please rate the training program. 4 4/4

Comment:

*The training is 100% better than it used to be.*

## MANAGEMENT

81.25% (13 of 16)

Who can you attribute to taking interest in your professional growth?

Comment

*Me, no one cared if I got promoted or made more money, but me.*

Do you feel that you were given enough support in your job? Sometimes 2/4

Comment:

*Sometimes we were fully staffed, and it was great. Then people would leave and we'd be completely understaffed. I worked at the busiest store for a long time and we were getting people fresh out of training or that had never been in the restaurant business before. The caliber of people wasn't great all the time, and it took a toll on the other people at the store.*

Did you feel you could always go to your supervisor with problems, to their supervisor or higher up? Definitely 4/4

Comment:

*Yes, because if someone else didn't bring something up, I would.*

Did you receive effective leadership from your GM at your locatoin? Not Applicable

Comment:

*I was the GM at my location.*

Did you have much interaction with your regional manager? Definitely 4/4

Comment:

*I felt that I had enough, and didn't need more interaction with my regional manager. I know how to run my store, so I didn't need more than I had. Their input was good.*

Do you feel that management relationships and support exceeded, met most of, met some of, met few of, or met none of your expectations? Met most of my expectations 3/4

## COMPARATIVE

62.50% (10 of 16)

Did you feel you were acknowledged for your success as a manager? Hardly ever 1/4

Comment

*I didn't feel that I was acknowledged for a long time. It depended on a lot of things. At store level from my staff, I was always acknowledged for my success, but from higher up, no.*

How satisfied were you with the benefit programs including 401k, medical, dental, relocation if any, etc? Somewhat satisfied 3/4

Comment:

*The benefit program was alright, nothing really special.*

What was the best feature of the benefit program? What was the worst?

Comment:

*The Flex plan was probably the best and worst. If you didn't spend it, you didn't get your money back. There were times that I couldn't use it and it was bad, but then there were times that you could use it and it was worth it. The 401k could have been a lot better, as far as matching you based on your tenure.*

Did you feel your hours and schedule were fair? Definitely 4/4

Comment:

*Yes, I knew what I was getting into, and I know restaurants. It's pretty hard to be successful as a manger and work 40 hours per week.*

Did you feel your compensation from us was in line with other companies?

Neutral 2/4

Comment:

*At first yes, in the end absolutely not. They started bringing people in at higher salaries because we were making lower bonus money. The older managers' bases were only slightly higher than new people.*

What company will you be working for and what will you be doing?

Comment:

*I am currently not working.*

What percentage increase will you be receiving at your new company?

Comment:

*N/A*

What, importantly, are they offering that we are not?

Comment:

*N/A*