

## Angelo's Pizza Case Notes:

Angelo's Pizza explores the importance of establishing human resource (HR) practices as an organization expands. After success with one store, Angelo opens two new stores and is considering opening more stores or franchising. However, the case shares some of the HR challenges including high turnover and other staffing problems. The case explores the need for structured orientation and training programs, as well as better recruitment and selection practices.

### Questions:

*B-8. My strategy is to (hopefully) expand the number of stores and eventually franchise, while focusing on serving only high-quality fresh ingredients. What are three specific human resource management implications of my strategy (including specific policies and practices)?*

There are several important HR implications of Angelo's growth plans. The three most important include:

- Consistent recruiting and selection practices. Angelo needs to establish new sources of candidates, such as employee referrals. He also needs to implement formal selection processes beyond informal interviews. An assessment test to identify specific skills and/or a structured interview process will benefit Angelo's Pizza.
- A structured orientation and new hire training process. Much of Angelo's turnover is caused by good workers who leave in frustration due to lack of training. Better training will lead to better quality pizza and better retention of staff.
- Established management practices and training to support store managers. Angelo needs some consistency to ensure each store is meeting his expectations in all aspects of hiring and managing workers. A structured management training program can help support this need.

*B-9. Identify and briefly discuss five specific human resource management errors that I'm currently making.*

There are several errors that Angelo is making, including:

- Failing to carefully evaluate applicants and basically hiring anyone that applies. The poor selection process leads to poor hires that don't work out for a variety of reasons.
- Providing very little training to new hires. New hires either will not do their work properly, leading to poor quality products, or they will quit in frustration because they did not receive proper training.
- Not providing training to those that move into management positions. Managers are the key in opening new stores. Managers must be equipped with training on how to operate the stores and also on how to manage people.
- Using generic human resource employment application forms and no other forms or procedures. Angelo needs to use forms that ask relevant questions about working at his stores, such as schedule availability.

- Not providing feedback to employees about their performance. Providing formal feedback to employees is an important component in training employees on proper procedures to ensure quality.

*B-10. Develop a structured interview form that we can use for hiring (1) store managers, (2) wait staff, and (3) counter people/pizza makers.*

There are several interview questions that would be beneficial to the hiring process of each of these categories of workers. All interview questions should be related to the specific job and include questions that are based on job knowledge, situational or behavioral. Some sample questions for each category:

#### Store Managers

Store managers are responsible for hiring and training their own staff. Some potential questions for a store manager include:

- Tell me about a time you had to address an employee problem.
- How would you organize the training of your new employees?

#### Wait Staff

The wait staff needs to have strong customer service skills and be able to manage in a fast-paced environment. Some potential questions for the wait staff include:

- Tell me about a time you had to deal with a difficult customer.
- Give me an example of a time you had to complete several tasks at the same time; how did you decide what to do first?

#### Counter People/Pizza Makers

These employees need to also be customer-oriented and focused on quality. Some potential questions for counter people/pizza makers include:

- Tell me about a time when you found a problem with a product, what did you do?
- If a customer returned a pizza and said it didn't taste right, what would you do?

*B-11. Based on what you know about Angelo's, and what you know from having visited pizza restaurants, write a one-page outline showing specifically how you think Angelo's should go about selecting employees.*

There are many different strategies that a student could recommend. First, they should identify several recruiting strategies. As Angelo notes, it is important to cast a wide net to yield better candidates. In addition to "Help Wanted" signs at the stores to attract local applicants, he may want to also consider advertising with local high schools and colleges. If he does have some valuable employees, he could also provide bonus payments for employee referrals.

Careful screening of the applicants is important. He first should create a custom employment application that asks relevant questions such as scheduling availability. A next step might include an assessment test to measure honesty or integrity, or possibly a personality test to assess ability to interact with customers. One or more interviews should be part of the process and they should use a structured interview format.

Finally, he should outline a background check process that includes verifying education, past employment, and speaking to references.