

Job Profiling for Future Role of Bar and Deli General Manager

As part of the Coffee Republic strategy for the future, Real Impact was asked to undertake detailed role profiling to identify the 'critical success factors' for top performance as a Bar and Deli General Manager. The rigorous, open and professional partnership between the HR department and Real Impact resulted in a highly successful launch of the competency framework to the managerial population in June 2005.

Selection: Competency Based Interview Training for Area Managers

The competency framework is now being used by the Area Managers to select the 'right' candidates for the roles going forward.

Performance Management – Appraiser and Appraisee Training

The framework is being used on a daily and weekly basis by the Bar and Deli managers to assess their own performance and in appraisal discussions with their Area Managers as a basis for their personal and professional development.

Initial Evaluation: Both levels of management have embraced the new framework with enthusiasm and commitment. Comments have included

“It provides a much clearer set of performance expectations for us to work toward.”

“We are now much clearer about what it is we need to do to create a high performing bar.”

Ongoing evaluation is in progress.

Success Factors to Date

- Buy-in and commitment from the HR Director and Board
- Detailed research, preparation and planning
- Strong partnership and commitment to outcomes by Real Impact and the business
- Phased implementation

Job Profiling and Re-design of the Selection Process for Team Members

In partnership with Coffee Republic, we designed a new selection process to recruit Bar and Deli team members. This involved; analysing current and future role requirements, using aspects of the existing process that had been working well, and supplementing the process with additional assessment opportunities. This is currently being piloted by a London based group of Bar and Deli Managers who have undertaken competency based interviewing training.