ANALYSIS OF THE FACTORS INVOLVED IN RESTAURANT MANAGEMENT

JOB SATISFACTION AND RETENTION FOR FAMOUS DAVE'S OF AMERICA

By

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ABSTRACT

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Analysis of factors involved in restaurant management job satisfaction and retention for
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This research investigates all aspects of the work environment and reward system that the

restaurant managers for Famous Dave's experience. These include: salary, bonus plan,

recognition, health benefits, advancement opportunities, work environment, quality of

life issues, understanding of roles, personnel development, and levels of authority. The

study determined, among the many important factors, that personnel development and

work environment were the top 2 factors involved in the manager's satisfaction and

retention. The research method used was an anonymous survey that was voluntarily

filled out and returned to the research administrator. The population of this study

included the entire population (89) of General Managers, Managers, and Managers-in-

Training in the 25 Famous Dave's restaurants located throughout the Midwest.

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Research Problem and Objectives

Problem Statement

The problem of this study is to analyze the factors that are involved in restaurant

management job satisfaction and retention for Famous Dave's of America, Inc.

Research Objectives

This research project will attain the following objectives:

1. Identify the satisfaction levels of managers in all the areas of their jobs.

2. Determine the areas of concern and strength for the organization.

3. Recognize the importance of growth opportunities to the managers.

4. Discover the quality of life desires of the managers.

5. Describe the work environment/culture desired by the managers.

6. Secure the clarity level of expectations/goals needed by the managers.

7. Select other factors that are important to the managers.

Need Statement

The success of every Famous Dave's restaurant is directly related to the

company's ability to minimize management turnover. All aspects of the business are

effected when there is management turnover in the restaurant. Employee morale,

customer satisfaction, goal orientation and accomplishment, and supplier relationships

are effected. Within the restaurant industry the national annual average for management

turnover is 50%. The average cost of turnover, using a lump sum measurement, for a manager is $15,000-20,000 and for a general manager it is a staggering $120,000!

The Gallop organization uses another type of calculation to come up with the turnover cost that is different than lump sum measurement. They take the salary of the terminated manager and multiply it by 1.5 to come up with the turnover cost for a particular organization. These costs are not only short-term costs, but they also focus on what the loss of a manager actually costs the organization in the long run (i.e. employee morale, supplier satisfaction, customer satisfaction, etc.). Famous Dave's lost 42 managers in 1999 and using the Gallop organization's calculation for turnover, the financial loss to the organization was $2.4 million. Although turnover is inevitable, any reduction of attrition will result in not only financial savings, but also improve the morale/culture of the organization.

The benefits to the organization by reducing management turnover would be such things as: cost savings, lower employee turnover, reliable and experienced managers, increased profits, improved restaurant evaluations, higher morale, and continued improvement to open the lines of communication.

This study will provide Famous Dave's with an enormous amount of information regarding the satisfaction levels of its managers. It will identify not only the aspects of the organization that are providing a satisfactory work environment, but also the aspects in which Famous Dave's may need to address. Famous Dave's must create an environment that is acceptable to current managers and appealing to prospective managers, customers, and stockholders.

Chapter II

Literature Review

The Restaurant Industry

Managers in the current restaurant market have many different options for employment. Unemployment rates have ranged from 1.5-4.5% in the last year, creating a large competition for qualified managers to successfully run any of the large number of restaurants across the United States. According to one article, the robust economy has created such a tight labor market that restaurants will not only compete against each other for managers, but also compete against other retail and service businesses as well (Briefing, 1999).

The future success of businesses will be determined by how well they can both attract and retain the best people in the marketplace. There will always be a competitor offering better benefits or pay to encourage quality individuals to come work for them, so organizations must be unique in what types of rewards they offer their managers. The successful organizations will offer a total reward system rather than just a higher salary or better benefits. The organizations that are able to compliment competitive pay and benefits with such things as a better quality of life, development and advancement opportunities, and work variety and conditions will be able to attract and retain the desired individuals. According to the study---Industry of Choice, employee satisfaction should be as important as customer satisfaction to an organization. When it comes time for strategic planning and resource allocating, the organization should plan accordingly to accommodate both parties (Industry of Choice, 1997).

Many of the experts agree that the only competitive advantage in the marketplace today is the right people. Consumers are able to get basically the same or comparable product from a competitor for the same or often times, a cheaper price. The only thing that separates organizations today is their service and their people. Le Roy Kurtz of General Motors once stated, "Unsuccessful organizations are the ones…who didn't realize that the only assets that could not be replaced easily were the human ones (Maxwell, 1995)."

Management turnover in the restaurant industry has a national annual average of 50% and an average cost of $15,000 per manager (Restaurant Hospitality, 1998). When the unit manager is replaced the costs soar to about $120,000. This figure is derived from the disruption to the entire restaurant's operations such as, employee turnover, lost customers, and supplier problems associated with the loss of the restaurant's leader. In the book Flight of the Buffalo, it states that a business is a reflection of the person in charge, and if this person is replaced, there will be considerable costs associated with the changeover (Belasco and Stayer, 1993). Another accepted way of calculating turnover costs is used by the Gallop organization. Gallop uses the individual person's salary and multiplies it by 1.5 to get the cost of attrition to the respective organization.

The labor market in 2006 for the restaurant industry will increase from its current 10.2 million people, to about 12 million people. Within that 1.8 million people, about 160,000 new managers will be needed, not including the additional number needed to cover annual turnover (Bernstein, Houten, Klara, & Wishna, 1999). Many organizations will have to look outside and more importantly, within the organization, to help fulfill the staffing needs in the future. "Visionary companies (They) have dashed to bits the

conventional wisdom that significant change and fresh ideas cannot come from insiders (Collins and Porras, 1994)." According to the 2000 Pocket Factbook from the National Restaurant Association (NRA), nine out of ten salaried employees at tableservice restaurants started as hourly employees (NRA website, 2000). The organizations that are able to differentiate themselves from their competitors to attract new candidates into management and retain their current managers will be able to get or stay ahead of the competition.

Total Reward System

A total reward system consists of thirteen categories (Milkovich & Newman, 1996). With the intense competition in the market place today, the organizations that are able to incorporate as many of these reward systems into their compensation packages will have a distinct competitive advantage. The thirteen categories that a Total Reward System are separated into are: compensation, benefits, social interaction, security, work load, status/recognition, work variety, development opportunities, feedback, work importance, autonomy/authority, advancement, and work conditions. All of the grouping of questions, rankings, and ratings of the survey were developed using the categories of this system.

Every person chooses different reasons why they work where they do. Some do it for the money, some because of the work variety, and others because of the advancement opportunities. The organizations with the ability to offer more of these categories will be attractive to a larger number of candidates. The more people an organization has to choose from, the better quality people they will find. The challenge then will be to retain

these managers by offering as many of the thirteen categories of the Total Reward System as they can. Many organizations are so cost-minded that when they look at the different benefits for their workers, they simply apply a dollar figure to them and choose the ones they can afford to provide. Organizations must provide their employees with the benefits they desire. The organizations that are able to look beyond the initial costs of particular benefits and think of them as investments into their people, will be the leaders in their respective industries.

Performance by the organizations is a good indicator of satisfied employees. Most organizations that are leading their respective industries are doing so because they are considered high performers. They have become high performers, relying not on technology, patents, or strategic position, but on how well they lead their work force (Krueger, 1999). According to Jeffrey Pfeffer of the Stanford School of Business, organizations that build and sustain people-centered cultures are doing 30-40% better than their counterparts (Krueger, 1999).

These people-centered cultures believe that, according to Bob Cervanka of Phillips Plastics, "People working together will achieve more." By involving their people in all aspects of running a successful business, an organization is using the strongest motivator of personnel---decision making. Past research has shown that when people are involved in the decision-making process, they become increasingly motivated because they feel they have a stake in the outcome of that decision and therefore it positively effects their performance.

Arie De Geus, author of The Living Company, states that the amount that people care, trust, and engage themselves at work has not only a direct effect on the bottom line,

but the most direct effect, of any factor, on your company's expected lifespan (The Living Company, 1997). The next few sections will discuss the aspects associated with performance and how many different things effect it.

Performance

Performance can be achieved by the combination of three areas. These areas are motivation, aptitude, and environment. Great performance must be appreciated and rewarded (Belasco and Stayer, 1993). According to a recent poll, the top reason an individual leaves an organization is because of *limited recognition and praise* (USA Today, 1998). The organizations that realize that the right people are their most important asset, will be the leaders in the future. A recent article reemphasizes this point, it states, "Instead of ranking relationships between customers and employees, we should focus on establishing equity instead. Our employees are our first market (Sullivan, 1999)." The Service-Profit Chain also says that the employees should be an organizations first priority. It states that an organization should first take care of it's employees, and they will take of your guest, who in turn will take care of your profits by selecting you for the particular services you provide. Performance is a difficult area to address, because according to many studies conducted over the years, performance is not related to job satisfaction. Employees who are unsatisfied can produce as much or more than a satisfied employee (Baron and Greenberg, 1997).

Motivation. There are numerous theories on motivation. The chart below

describes the categories, the theory or approach, and the major themes or characteristics.

CATEGORY	THEORY	MAJOR THEME
NEEDS	Maslow's	Satisfy needs to change behavior
	Alderfer's ERG	Can satisfy multiple needs simultaneously
INDIVIDUAL	Achievement	Personality trait
	Intrinsic	Some people more motivated than others
COGNITIVE	Goal setting	Set goals to change behavior
	Expectancy	Links between behaviors, performance, and rewards
	ProMES	Links above categories w/ evaluations and needs
SITUATIONAL	Job Characteristics	Modify task/job to increase motivation
	Operant Approach	Change rewards/punishments to change behavior
	Herzberg's 2-factor	Hygiene factors lead to dissatisfaction; motivators result in satisfaction

Experts from every industry agree that people are motivated in different ways. It

is up to the individual organizations to determine what it is that motivates their managers

to become high performers and provide them with it. Motivation can be broken into two

different factors, the choice to perform and the level and persistence of effort.

Organizations must have systems in place to be able to monitor these factors and address

any issues that arise. Regardless of what motivation theory is applied to a given

situation, a common theme is prevalent. The theme is that people are motivated when

they are involved in the entire process and when they feel that they will share in the rewards that are associated with success of an organization.

Another way of formulating motivation is through the implementation of catalytic mechanisms. These mechanisms, a term that was developed by James C. Collins co-author of <u>Built to Last</u>, are created to help "force" an organization to take action towards reaching their Big Hairy Audacious Goals (BHAGS). Many times in organizations there are many goals, but there are no policies or procedures in place to force action by the people of those organizations. An example of a catalytic mechanism that was developed by Granite Rock, a 100-year old gravel, concrete, sand, and asphalt company in Watsonville, California, is their Short Pay policy. Granite Rock's BHAG is to have 100% customer satisfaction. In order to accomplish their BHAG, it implemented the Short Pay policy, where on any given invoice the customer had the opportunity to cross out any item listed that they were not completely satisfied with. They were asked to write a brief description of the problem, subtract the cost of that item(s) from the total bill, and pay the balance of the invoice (Collins, 1999).

This "forced" Granite Rock to improve upon every aspect of their business in order to be successful. It helped them to win the prestigious Malcolm Baldrige National Quality Award and the organization has become one of the Top 100 Places to Work in America since this policy's inception. The companies that implement these types of mechanisms to help create extra motivation for its employees will be able to remain focused on the organization's goals. Incorporating a pay-for-performance reward system will further increase the motivation of its people.

Aptitude. Aptitude can be defined as a natural or acquired talent or ability; inclination (The American Heritage Dictionary, 1985). The factors that also help define aptitude are abilities, skills, and task understanding. An individual must understand what is expected of them prior to being able to become a high performer. Training and education becomes a key element in the success of individuals that work for an organization. According to Dr. Charles Krueger of University Wisconsin-Stout, high-performing organizations allocate at least 2% of their budget to training and continued education of their people.

The second highest rated reason why people stay with their current organizations is because they *support training and education* (USA Today, 1998). The top five reasons in the February 10th issue of USA Today stated that the reasons people stayed with a particular organization had nothing to do with money or compensation. The reasons dealt with the people and the ability of an organization to provide an environment that promoted self-development. An anonymous source was once quoted as saying, "the person who graduates today & stops learning tomorrow is uneducated the day after." Organizations that are able to embrace that mentality and make it a part of their every day practices will have a distinct advantage over its competitors.

Some organizations look at training as a fixed cost rather than an investment. Training should not be considered a one-time event. Short- term "fixes" often are the beginning of long-term problems (Belasco and Stayer, 1994). The organizations that invest the time, effort, and capital in developing people, both professionally and personally, will be the future's most competitive organizations (Wood, 1998). Training must not be compromised; the entire organization will suffer by making that type of

decision. By not being initially trained appropriately the people of the organization will not be able to execute properly which will cause less profits, lower morale, higher turnover, and lower customer satisfaction.

Environment. The environment in which people work is critical to the success of an organization. The factors that attribute to an environment are; having the necessary resources, group factors, organizational and environmental factors. The necessary resources would be defined as the capital and tools necessary to be able to accomplish the goals of the organization. The group factors are the people that a person is associated with in the work place. These factors began to be understood following the well-documented "Hawthorne Studies" conducted by Elton W. Mayo in 1927. Mayo and his associates recognized that the answer resided in the fact that organizations are social systems. How effectively people worked depended, in great part, not only on the physical aspects of their working conditions, but also on the social conditions that prevailed (Baron and Greenberg, 1997).

The organizational and environmental factors are the work conditions and the culture that is created by the values the organization demonstrates. These factors effect performance in the way that most individuals desire to work in an environment that provides the necessary tools to be successful, the people are supportive, and the work conditions are adequate. In order to understand behavior on the job, we must fully appreciate people's attitudes and the processes by which they communicate with each other (Baron and Greenberg, 1997).

Performance by an individual can be, and will be, effected by many different topics. An organization must be aware of the culture it is portraying and have the systems in place to monitor performance. There will always be turnover, but in a positive environment, it will happen only when an employee realizes the job just is not the right fit for them (Wood, 1998).

Another aspect of the environment that can be found in the successful companies throughout the world is the presence of core values. With so much in the workplace changing, the only constant an organization should have is its core values (Blanchard and O'Connor, 1997). A quote from <u>Managing by Values</u> states, "when aligned around shared values and united in a common vision, ordinary people accomplish extraordinary results." One of the common concerns of restaurant managers is that there is no consistency from restaurant to restaurant. If an organization were to embrace the Managing by Values paradigm, it would all but eliminate that concern. As long as every day practices and decisions are based on the Core Values, there will be a level of consistency throughout the organization (Blanchard and O'Connor).

<u>Leadership</u>

Leadership also effects retention in various ways. Vision, trust, and communication are the three characteristics that are essential to becoming a great leader. People want to be associated with a leader that is able to influence and support them while achieving the organization's goals and objectives. Managers must understand what the goals of the organization are and what is expected of them in order to be successful. Everyone in the organization must be "on the same page."

One of the characteristics of a high performing organization is elevated communications. This term refers to an organization investing as much time and effort on internal communications as they do with external communications. It must be clear to everyone that communication breakdowns anywhere in the organization can lead to damaged relationships and negative effects to the bottom line. During the course of internal communications the Core Values of the organization can also be reinforced (Krueger, 1999). The Core Values are a way of energizing the company's business and ensuring its future well being (Blanchard and O'Connor, 1997).

Another piece of elevated communications is open-book management, which is allowing everyone in the company to see the financial results of the organization. Motivation of your people increases after educating them on how they individually or as a group, effect the bottom line. People have a strong desire to be successful and when they are given an opportunity to see the positive results of their efforts, their passion for their jobs increase. Communication happens naturally when you make things safe (Blanchard and O'Connor, 1997).

Leaders must think strategically and focus on the right direction, remove obstacles, develop ownership, and take self-directed actions (Belasco & Stayer, 1993). Developing ownership within the managers is done by training and educating them on how to be successful and giving them the resources necessary to achieve their personal and the organization's goals.

The leaders must develop the managers into leaders. The difference in managing and leading can be noticed by simply looking at the definition of the two words. To manage is to direct or control the use of. To lead is to show the way or to guide toward a

certain goal. Management is to maintain the status quo, whereas leadership is to challenge it and always continue to make their organization into an industry leader. Leaders that are successful have mastered the ability to both manage and lead---they lead their people, but manage their systems.

The elements of leadership behavior are effected by three elements, which are the leader, followers, and the situation. The leader must be able to combine three broad types of skills in order to be effective. These skills are technical, human, and conceptual. Technical skill is the ability of a person to use their knowledge and experience in any type of process. Human skill is the ability to influence and effectively work with people while creating a sense of teamwork. Conceptual skill is the ability to think in terms of procedures/policies, frameworks or models (i.e., long-range plans).

The followers can be just as important to the success of an organization as the leader. Without followers there would not be a need for leaders, although in a preferred situation, leaders would be leading other leaders (Maxwell, 1998). A leader's success can be judged by the success of the organization after they have left it. As John Maxwell states, "there is no success without a successor." If the followers are being developed into future leaders then the organization will be able to flourish once the organization has been passed on to the next generation.

The restaurant managers desired by organizations are the ones that are able to demonstrate both leadership and followership characteristics. The individuals that are able to adapt to any given situation will be the most successful. The type of leadership demonstrated by an individual depends on the nature of the situation presented to the manager. The Contingency Leadership Theories are theories that address certain aspects

of the leader, follower & the situation. These theories listed below, are described in the

Leader's Companion by J. Thomas Wren, they are backed by research and are based on

two basic assumptions:

- The leader is able to assess followers and the situation
- Adjusting the leader's behavior will have a positive effect on organization

Normative decision model (Vroom-Yetton-Jago)

- Determines how much input subordinates should have in decision making
- Limited to only decision making
- Critical criteria---decision quality and acceptance of decision by subordinates
- The Normative Model---based on what should happen
- Leadership options---autocratic, consulting role or group decision

Fiedler's contingency model

- Leader's have general behavioral tendencies
- Certain leaders or behaviors are more effective in certain situations
- Select the right leader for the situation or change the situation to fit the leader
- Most validated of models
- Leader-Member relations based on whether leader is accepted by the group

Path-goal theory

- Human behavior is goal oriented
- Create the goal and improve the path (vision and remove obstacles)
- Uses basic assumptions of Expectancy Theory of motivation

Hersey & Blanchard Situational leadership theory

- Proposed to explain variation in leader effectiveness
- Based on the maturity (development) of the followers
- Maturity level is the combination of employee competence and motivation
- Four levels of leadership are---Participating (collaboration), Selling (influence), Telling (direction), and Delegating.

Restaurant organizations must be able locate and retain leaders (managers) that

are able to apply these various theories to "real life." Organizations must be able to

appeal to a variety of their needs/desires, provide an environment enriched with teaching

and learning, and remove the obstacles that stand in the leaders way of becoming

successful.

Empowerment

      Empowerment can be one of the most powerful tools used by a leader. Numerous

studies have proven that the more decentralized decision-making is, the more successful

that organization becomes. An organization should properly train the employees, set

expectations, and then allow them to make decisions regarding those responsibilities. It

is paradoxical that we treat children as though they should be adults by allowing them to

make decisions, but when adults go into the workforce they are told what to do

(Armstrong, 1994)!

      Employee involvement can be defined as incorporating input from the employees

into the operational processes, whereas empowerment is the actual ability to make

decisions based on their responsibilities. Many organizations have outstanding personnel

that have not been used to their full physical, mental, or emotional capabilities. Through

improved communications and involvement, an organization can expect to find that both

job satisfaction and motivation are positively affected (Opren, 1997). When an

organization is able to incorporate either one of these concepts or both, they will be much

more successful in their operations. People support what they help create (Hanson and

Lubin, 1995).

Chapter III

Research Method

The problem of this study was to analyze the factors that are involved in restaurant management job satisfaction and retention for Famous Dave's of America, Inc. The objectives that were attained by conducting this research were those that related to all aspects of the manager's lives. The term manager or manager's, when used in this report, refers to the entire management team, which is the General Manager, Managers, and Managers-in-Training. The survey investigated the perceived values of the managers in regards to salary, bonus plan, recognition, health benefits, advancement opportunities, environment, quality of life/family, authority to make decisions, personal development, and understanding their role in the organization.

This chapter will be organized into four sections: research design, population, instrumentation, and research schedule. These sections will describe in detail the research design used, application of the design, who the design is researching, what information the design will capture, and the timeframe used to complete the design.

Research Design

This descriptive study was conducted using an anonymous survey that was designed to answer many questions that relate to management job satisfaction and retention. The items in the survey were a combination of likert scale statements, open-ended questions, and lists of items where the person is asked to rank the respective items in order of importance to them. By using a combination of questions and statements the survey was able to get a better overall indication of areas of strength and opportunity for

Famous Dave's. The statements gave an indication of satisfaction levels, whereas the open-ended questions allowed the managers to explain in detail any comments and concerns they had. The ranking and rating lists gave a clear understanding of what items were important to the managers and how satisfied with Famous Dave's they were in regards to that particular category.

Population

The population of this study was the entire Famous Dave's staff of General Managers, Managers, and MIT's (Manager-in-training) located in twenty-five restaurants throughout the Midwest. At the time of the study the combined number of managers was eighty-nine. The demographic information that was provided from the survey consisted of job title, months of Famous Dave's experience, and months of experience in the restaurant industry.

Instrumentation

The survey consisted of forty-nine likert scale questions, a ranking scale of ten items, a satisfaction rating scale of the same ten items, and three open ended questions. It was sent to all respective managers through the mail. The anonymous responses were returned to the research administrator in a self-addressed envelope that was provided. The responses of the survey were tabulated into a spreadsheet format to calculate the mean (average) and standard deviation of all of the responses. The responses were then organized into categories for analysis and prioritized into lists for ease of reference.

Research Schedule

The following was the research schedule of the study conducted.

♦ Literature review---November 1999-May 2000

♦ Survey designed, tested, and redesigned---November-December 1999

♦ Survey distributed---December 1999

♦ Survey collected---January-February 2000

♦ Analysis of survey data---February-April 2000

♦ Final preparation of written materials---April 2000

♦ Presentation of findings and recommendations to Famous Dave's---April 2000

♦ Presentation of Field Problem to UW-Stout---May 2000

Chapter IV

Results

The anonymous surveys were returned beginning in late December and ended the second week of February. Twenty-nine surveys were returned out of the eighty-nine surveys sent out for a 33% return rate. Fifteen General Managers and fourteen Managers completed and returned the surveys, there were no Manager-In-Training surveys returned. The average tenure of the General Managers who responded was 24.8 months and for the Managers it was 13.5 months.

The information was tallied and contrasted versus all of the information received in the various parts of the survey. The entries posted in the spreadsheet were calculated for both the mean and the standard deviation for the collected surveys. The portions of this chapter consist of research findings and recommendations. In the research findings portion, the information received in the surveys and the objectives attained from the study will be discussed. Recommendations are made in the last part of the chapter.

<u>Research Findings</u>

All of the objectives of the study were attained throughout this research project. A thorough display of satisfaction levels for the managers in the various areas of their job are displayed in the Appendix section of this report. Some of the highlights of the Appendices are as follows:

- The top ranked important issues of the managers were quality of life, salary, and environment.

- The top rated satisfaction levels of important issues of the managers were authority to make decisions, environment, and salary.

- The top three responses with the highest mean (greatest variation from Strongly agree) were the review process is fair, my professional progress has been discussed with me within the last 6 months, and that there is consistent treatment of management teams.

- The top three responses with the lowest mean (least variation from Strongly agree) were I believe providing a safe work environment is important, working in a positive/exciting work environment is important, and input from the restaurants is critical to the organization's success.

- The top three least consistent responses (greatest standard deviation) were I have been told in the last 10 days that my accomplishments are appreciated, my professional progress has been discussed with me within the last 6 months, and accomplishments of goals should be a part of evaluations.

The quality of life desires of the managers is displayed throughout the Appendices within all of the responses. Throughout the information received, there was a common theme of the importance to continue to improve on the entire communication process throughout the organization.

Overall, all of the managers are quite satisfied with their jobs. The Appendix section of this report contains all of the information that was collected, analyzed, prioritized, and used to determine the level of importance certain aspects have in relation to the managers satisfaction. The calculations performed, means and standard deviations, are displayed in most of the Appendices. All of the appendices are organized with the responses in General Manager, Manager, and Combo (General Manager and Manager) categories. The scale used for Appendices A, B, and D-J are a likert scale (1-7), with 1 being Strongly agree and 7 being Strongly disagree. The scale used for Appendix C is described in the following paragraphs.

Appendix A consists of all of the chronicled responses received in the surveys. In order to begin to analyze the information it needed to be organized in such a manner that all items were deemed important until the most important items were identified.

Appendix B takes Appendix A a step further, in that it organizes the same information into the five categories of concern---Compensation and Benefits, Feedback and Communication, Development, Environment, and Recognition and Status. These five areas of concern were created and organized by the research administrator and Famous Dave's to cover all aspects of the Manager's job.

Appendix C is an overview of the ranking and rating portions of the survey. All responses for the ranking and rating sections are listed in order of importance. The ranking portion contains ten areas of the Manager's job and the respondents were asked to rank these areas 1-10 (1 being most important), using each number only once, in level of importance to them. Then in the rating portion the respondents were to rate those same ten items 1-7, with 1 being very satisfied and 7 being very dissatisfied. The respondents were to respond according to their level of satisfaction with that particular area of work while working with Famous Dave's. They were able to use numbers (1-7) more than once in the rating section.

Appendix D is a prioritized and organized list of responses that contains all of the responses with the highest mean. Responses with the highest mean are responses that tended to be in the 3-4 range, which translates into the Managers to Somewhat agree (3) or be Undecided (4) in regards to the statement presented to them. The responses are listed with the category of concern, the statement from the survey, and the calculations conducted.

Appendix E is another prioritized and organized list of responses, but this list contains the responses with the lowest mean. Responses with the lowest mean are responses that tended to be in the 1-2 range, which translates into the Managers to Strongly agree or to Agree with the given statement. The responses are listed with the category of concern, the statement from the survey, and the calculations conducted.

Appendix F contains a prioritized and organized list of responses with the largest standard deviation. Responses with the greatest standard deviation are the responses with the least amount of consistency. Inconsistent responses lead to the belief that there were different interpretations of the area of concern.

Appendix G is an organized listing of responses from all of the respondents in regards to the open-ended request for further concerns or suggestions. It is organized into ten common themes of responses.

Appendix H is an organized listing of all of the responses received in regards to the open-ended request for the most important reason that the person responding worked for Famous Dave's. It is organized into five common themes.

Appendix I is a breakdown of how the determination of focus of recommendations was formulated using a weighted average calculation with all of the responses. The lowest and highest mean responses received the highest weight, 35% each of the calculation, because these responses were a group of statements that covered an area of concern versus an individual statement. The ranking and rating responses received 10% weight because these responses were considered somewhat ambiguous because of there only being one statement per area of concern. The greatest standard deviation responses were also calculated in at a 10% weight because of the importance to

consider the inconsistent responses from all of the respondents. Appendix J is the survey instrument used in the study.

Overall the study found that personal development and the environment were the two most important items to the Management teams in their satisfaction and retention. The break down of the decision in Appendix I displays the amount of top responses that reflect a given area of concern for the managers. It gives a percentage break down of responses in the various categories to be able to determine what is considered important to the managers. According to the prioritization of the responses it was found that eighty percent of the top ten highest and lowest means were in the area of environment and development. In addition, sixty percent of the largest standard deviation calculations were also in the areas of environment and development.

The other factors taken into consideration were that environment was ranked third and development fourth in the rankings of the ten areas of concern by the managers. In the ratings part of the survey, which the managers described their level of satisfaction with Famous Dave's in a particular area, they rated environment as the second highest satisfied area and development was the fourth. This displays that the managers are satisfied with parts of their development and environment, but the responses throughout the entire survey were taken into consideration in selecting those two areas as the immediate focus of concern. Famous Dave's will need to continue to investigate the meanings of the responses from the surveys and to communicate with all of the personnel within the organization to come up with ways of improving job satisfaction and retention of their people.

Recommendations

Turnover is most often caused when a particular individual feels that they are unappreciated or not valued by a particular organization. Famous Dave's must improve in increasing the perceived value the managers have from working for the organization. Much of the information from the surveys is a corroboration of past knowledge and thoughts of how to improve the organization, but that information was not followed through on or was not considered a priority. The lack of following through on items or concerns from the managers breaks down the trust that must be present in order for an organization to be successful. The information presented in this study needs to be shared with all parts of the organization in a manner so that the people are able to understand and support the actions that may follow.

Many times in the marketplace today organizations believe they must give something, be it monetary or other, to their employees in order to improve retention. A recent article contradicts that thought process. It discusses how people have a desire and need for communication and a feeling of being a part of things, rather than a need for financial rewards. Humans have a need and desire to communicate and to be a part of something (Baron and Greenberg, 1997). By improving the Development and Environment of Famous Dave's, by the use of communication, employee involvement, and other things, it will enhance their ability to retain their people.

One of the first and foremost items that would need to take place is matching the manager's goals and values with the organization's. Throughout the organization there needs to be a value system in place to provide a consistent way of life within the organization. Every day practices and decisions must be based on that value system in

order for everyone to be working towards the same goals of the organization. In addition to implementing a value system it is recommended that Famous Dave's research and compare its organization to not only other restaurant companies, but also some of the most successful organizations throughout the world. This research information can be found in these three books: <u>Built to Last</u>, <u>The Living Company</u>, and <u>In Search of Excellence</u>. These resources provide organizations with common principles that can be found in the successful companies throughout the United States and across the World.

The following are the recommendations for the top two areas of concern, Development and Environment, for Famous Dave's of America, Inc.

Development recommendations

♦ Continue to improve and formulate top of the line recruitment and hiring practices.

♦ Clearly define the Management Council's role and follow through of its concerns.

♦ Continue to develop Hog Heaven University into an elite training seminar for all new managers.

♦ Development of modules for continued learning and development for all Managers.

♦ Proper training and execution of the formal review process.

♦ Integration and communication of personal values and goals of the Managers with the values and goals of the organization.

♦ Create and implement Management role definitions to clarify responsibilities throughout the organization.

♦ Improve communications throughout the organization to encourage teamwork, development, idea sharing, and to set expectations.

♦ Formulation of "Models of Excellence" for effective Managers and restaurants.

Environment recommendations

♦ Creation and implementation of catalytic mechanisms to assist in reaching goals---Walk the talk.

♦ Implementation of the Managing by Values system in order to create consistent treatment and decisions throughout the organization.

♦ Make the tough decisions in the development of Managers---Act on those that drain the spirit of the company.

♦ Increase the level and amount of feedback and recognition given throughout the organization.

♦ Input from the restaurants must be valued and applied by the Home office---Involving the people that are effected by decisions in the decision-making process will improve relations.

♦ Embracing the paradigm that employee satisfaction is equal to customer satisfaction—the employees are the Home office's guests.

♦ Continued communication of the importance of balance between family and work.

♦ Formulation of programs to increase the Manager's perceived value of working with Famous Dave's of America.

♦ Improve communication within the organization to a level that is equal to external communication to guests.

♦ Integration of open-book management---share the financial information with everyone within the organization to formulate improved operational profitability.

♦ Continue to provide a learning environment within the restaurants and the Home office---incorporate principles of successful organizations.

♦ Acknowledge, listen, respond, guide, and follow through on each and every request from anyone within the organization.

♦ Discussion and the use of the information received from the study must continue in the future for the long-term benefit of the organization.

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APPENDIX A---RESPONSE CALCULATIONS TO THE LIKERT SCALE STATEMENTS

Strongly agree = 1   Agree = 2   Somewhat agree = 3   Undecided = 4
Somewhat disagree = 5   Disagree = 6   Strongly disagree = 7

1. Famous Dave's is an exciting place to work.
	GM Mean	1.73		Mgr Mean	2.21		Combo Mean	1.97
	StDev	0.59		StDev	0.80		StDev	0.73

2. I feel my associates at work care about me as a person.
	GM Mean	2.33		Mgr Mean	2.57		Combo Mean	2.45
	StDev	0.62		StDev	1.22		StDev	0.95

3. I feel I do my part in teaching and encouraging the Famous way.
	GM Mean	1.93		Mgr Mean	2.00		Combo Mean	1.97
	StDev	0.59		StDev	0.55		StDev	0.57

4. Working in a positive and exciting environment is important to me.
	GM Mean	1.27		Mgr Mean	1.54		Combo Mean	1.40
	StDev	0.46		StDev	0.66		StDev	0.57

5. My employees feel comfortable approaching me with any type of concern.
	GM Mean	2.33		Mgr Mean	1.93		Combo Mean	2.13
	StDev	0.62		StDev	0.73		StDev	0.69

6. I would like to see more performance recognition rewards for all Famous Dave's employees.
	GM Mean	1.87		Mgr Mean	2.21		Combo Mean	2.04
	StDev	0.83		StDev	1.05		StDev	0.94

7. I feel I am respected within my restaurant.
	GM Mean	1.80		Mgr Mean	1.64		Combo Mean	1.72
	StDev	0.56		StDev	0.50		StDev	0.53

8. I feel I am respected within the Famous Dave's organization.
	GM Mean	2.20		Mgr Mean	2.57		Combo Mean	2.39
	StDev	0.68		StDev	1.02		StDev	0.86

9. Recognition is an important element in the professional development of individuals.
	GM Mean	1.73		Mgr Mean	1.64		Combo Mean	1.69
	StDev	0.88		StDev	0.74		StDev	0.81

10. I have been told in the last 10 days that my accomplishments are appreciated.
	GM Mean	3.80		Mgr Mean	2.50		Combo Mean	3.15
	StDev	2.08		StDev	1.79		StDev	2.02

11. Our restaurant's management team has regular meetings.
	GM Mean	1.73		Mgr Mean	2.43		Combo Mean	2.08
	StDev	0.59		StDev	1.55		StDev	1.19

12. I give feedback to my team member's daily.
	GM Mean	1.73		Mgr Mean	2.29		Combo Mean	2.01
	StDev	0.70		StDev	1.20		StDev	1.00

13. I am given the authority to run my shift to the best of my ability.
	GM Mean	1.67		Mgr Mean	1.43		Combo Mean	1.55
	StDev	0.62		StDev	0.51		StDev	0.57

14. I understand my role and what is expected of me.
	GM Mean	1.67		Mgr Mean	2.07		Combo Mean	1.87
	StDev	0.49		StDev	1.14		StDev	0.88

15. I believe goal writing is critical to the success of both my restaurant and myself.
	GM Mean	2.47		Mgr Mean	3.00		Combo Mean	2.73
	StDev	1.06		StDev	1.66		StDev	1.39

APPENDIX A---RESPONSE CALCULATIONS TO THE LIKERT SCALE STATEMENTS

16. I feel the accomplishment of my goals should be part of my performance evaluation.

| | GM Mean | 2.93 | | Mgr Mean | 3.50 | | Combo Mean | 3.22 |
| | StDev | 1.91 | | StDev | 1.83 | | StDev | 1.86 |

17. I have written goals for myself within the last 90 days.

| | GM Mean | 1.53 | | Mgr Mean | 2.36 | | Combo Mean | 1.95 |
| | StDev | 0.64 | | StDev | 2.06 | | StDev | 1.53 |

18. I hold myself accountable to my responsibilities and goals on a daily basis.

| | GM Mean | 2.40 | | Mgr Mean | 2.14 | | Combo Mean | 2.27 |
| | StDev | 1.30 | | StDev | 0.95 | | StDev | 1.13 |

19. I feel I hold my subordinates accountable to their responsibilities and goals on a daily basis.

| | GM Mean | 2.87 | | Mgr Mean | 3.29 | | Combo Mean | 3.08 |
| | StDev | 1.13 | | StDev | 1.59 | | StDev | 1.36 |

20. I feel I have the resources to help me to achieve my goals.

| | GM Mean | 2.67 | | Mgr Mean | 2.64 | | Combo Mean | 2.65 |
| | StDev | 1.18 | | StDev | 1.15 | | StDev | 1.14 |

21. A strong MIT training program is important to me.

| | GM Mean | 1.27 | | Mgr Mean | 1.61 | | Combo Mean | 1.44 |
| | StDev | 0.46 | | StDev | 0.63 | | StDev | 0.56 |

22. I feel the current MIT program prepares managers for success.

| | GM Mean | 2.33 | | Mgr Mean | 3.64 | | Combo Mean | 2.99 |
| | StDev | 0.62 | | StDev | 1.50 | | StDev | 1.30 |

23. Within the last six months someone has discussed my professional progress with me.

| | GM Mean | 3.00 | | Mgr Mean | 3.89 | | Combo Mean | 3.45 |
| | StDev | 1.81 | | StDev | 2.08 | | StDev | 1.96 |

24. I feel it is ok for me to make mistakes, as long as I learn from them.

| | GM Mean | 1.87 | | Mgr Mean | 2.07 | | Combo Mean | 1.97 |
| | StDev | 0.64 | | StDev | 0.83 | | StDev | 0.73 |

25. I feel comfortable expressing my feelings.

| | GM Mean | 2.07 | | Mgr Mean | 2.79 | | Combo Mean | 2.43 |
| | StDev | 0.96 | | StDev | 1.58 | | StDev | 1.32 |

26. I ask for assistance when I have a problem/concern.

| | GM Mean | 2.00 | | Mgr Mean | 2.04 | | Combo Mean | 2.02 |
| | StDev | 0.65 | | StDev | 1.01 | | StDev | 0.83 |

27. Famous Dave's confronts poor performance and seeks joint resolutions.

| | GM Mean | 3.40 | | Mgr Mean | 3.50 | | Combo Mean | 3.45 |
| | StDev | 1.45 | | StDev | 1.45 | | StDev | 1.43 |

28. I have had opportunities to learn and grow in the past year.

| | GM Mean | 1.93 | | Mgr Mean | 2.00 | | Combo Mean | 1.97 |
| | StDev | 0.80 | | StDev | 0.96 | | StDev | 0.87 |

29. The management review process is accurate and fair.

| | GM Mean | 2.67 | | Mgr Mean | 4.36 | | Combo Mean | 3.51 |
| | StDev | 1.35 | | StDev | 1.45 | | StDev | 1.68 |

30. I feel I am kept up to date with the happenings of the organization.

| | GM Mean | 3.33 | | Mgr Mean | 2.54 | | Combo Mean | 2.93 |
| | StDev | 1.35 | | StDev | 1.31 | | StDev | 1.37 |

31. Input from the restaurants to corporate is critical to the success of the organization.

| | GM Mean | 1.47 | | Mgr Mean | 1.36 | | Combo Mean | 1.41 |
| | StDev | 0.64 | | StDev | 0.50 | | StDev | 0.57 |

APPENDIX A---RESPONSE CALCULATIONS TO THE LIKERT SCALE STATEMENTS

32. I feel I hold myself accountable before I hold others accountable.

| | GM Mean | 1.73 | Mgr Mean | 1.57 | Combo Mean | 1.65 |
| | StDev | 1.10 | StDev | 0.51 | StDev | 0.86 |

33. I believe providing a safe work environment is important.

| | GM Mean | 1.47 | Mgr Mean | 1.29 | Combo Mean | 1.38 |
| | StDev | 0.52 | StDev | 0.47 | StDev | 0.49 |

34. Our restaurant as a whole, has the proper equipment to provide Famous food and service.

| | GM Mean | 2.20 | Mgr Mean | 2.36 | Combo Mean | 2.28 |
| | StDev | 1.08 | StDev | 1.45 | StDev | 1.25 |

35. I feel the salary levels for managers are competitive with the industry averages.

| | GM Mean | 2.93 | Mgr Mean | 2.79 | Combo Mean | 2.86 |
| | StDev | 1.49 | StDev | 1.05 | StDev | 1.27 |

36. Money is an important factor of why I choose to work where I do.

| | GM Mean | 3.33 | Mgr Mean | 3.36 | Combo Mean | 3.35 |
| | StDev | 1.91 | StDev | 1.69 | StDev | 1.78 |

37. I feel the Famous Dave's bonus system is fair.

| | GM Mean | 2.93 | Mgr Mean | 2.93 | Combo Mean | 2.93 |
| | StDev | 1.03 | StDev | 1.14 | StDev | 1.07 |

38. I understand all of the employment benefits that are available to me.

| | GM Mean | 2.20 | Mgr Mean | 2.79 | Combo Mean | 2.49 |
| | StDev | 1.26 | StDev | 1.25 | StDev | 1.27 |

39. The health benefits available to my family from Famous Dave's are adequate.

| | GM Mean | 3.07 | Mgr Mean | 2.71 | Combo Mean | 2.89 |
| | StDev | 1.83 | StDev | 1.14 | StDev | 1.52 |

40. Benefit packages are an important aspect of choosing where I work.

| | GM Mean | 1.67 | Mgr Mean | 2.36 | Combo Mean | 2.01 |
| | StDev | 0.82 | StDev | 1.34 | StDev | 1.13 |

41. Famous Dave's vacation policy is adequate.

| | GM Mean | 3.07 | Mgr Mean | 2.57 | Combo Mean | 2.82 |
| | StDev | 1.67 | StDev | 1.02 | StDev | 1.39 |

42. Famous Dave's considers its people as its most important asset.

| | GM Mean | 2.60 | Mgr Mean | 2.96 | Combo Mean | 2.78 |
| | StDev | 1.06 | StDev | 1.22 | StDev | 1.13 |

43. Famous Dave's cares about my family responsibilities.

| | GM Mean | 3.40 | Mgr Mean | 3.07 | Combo Mean | 3.24 |
| | StDev | 1.24 | StDev | 1.00 | StDev | 1.12 |

44. I feel it is important to have a balance between family/friends and work.

| | GM Mean | 1.40 | Mgr Mean | 1.64 | Combo Mean | 1.52 |
| | StDev | 0.63 | StDev | 1.15 | StDev | 0.91 |

45. Working for Famous Dave's makes me feel like I am part of a family.

| | GM Mean | 2.73 | Mgr Mean | 2.79 | Combo Mean | 2.76 |
| | StDev | 1.22 | StDev | 0.89 | StDev | 1.06 |

46. If I continue to grow and learn I will be given the opportunity of advancement.

| | GM Mean | 2.00 | Mgr Mean | 2.43 | Combo Mean | 2.21 |
| | StDev | 0.38 | StDev | 1.34 | StDev | 0.98 |

47. Feeling secure in my job is important to me.

| | GM Mean | 1.60 | Mgr Mean | 1.57 | Combo Mean | 1.59 |
| | StDev | 0.83 | StDev | 0.65 | StDev | 0.73 |

APPENDIX A---RESPONSE CALCULATIONS TO THE LIKERT SCALE STATEMENTS

48. Famous Dave's is consistent with treatment towards its management teams.

	GM Mean	3.53	Mgr Mean	3.36	Combo Mean	3.45
	StDev	1.92	StDev	1.28	StDev	1.62

49. I believe employee satisfaction is as important as customer satisfaction.

	GM Mean	1.47	Mgr Mean	1.50	Combo Mean	1.48
	StDev	0.64	StDev	0.52	StDev	0.57

APPENDIX B---CALCULATIONS ORGANIZED INTO THE FIVE AREAS OF CONCERN

Strongly agree = 1   Agree = 2   Somewhat agree = 3   Undecided = 4
Somewhat disagree = 5   Disagree = 6   Strongly disagree = 7

Compensation and Benefits   Scale 1-7

35. I feel the salary levels for managers are competitive with the industry averages.
       GM Mean   2.93   Mgr Mean   2.79   Combo Mea   2.86
        StDev   1.49   StDev   1.05   StDev   1.27

36. Money is an important factor of why I choose to work where I do.
       GM Mean   3.33   Mgr Mean   3.36   Combo Mea   3.35
        StDev   1.91   StDev   1.69   StDev   1.78

37. I feel the Famous Dave's bonus system is fair.
       GM Mean   2.93   Mgr Mean   2.93   Combo Mea   2.93
        StDev   1.03   StDev   1.14   StDev   1.07

38. I understand all of the employment benefits that are available to me.
       GM Mean   2.20   Mgr Mean   2.79   Combo Mea   2.49
        StDev   1.26   StDev   1.25   StDev   1.27

39. The health benefits available to my family from Famous Dave's are adequate.
       GM Mean   3.07   Mgr Mean   2.71   Combo Mea   2.89
        StDev   1.83   StDev   1.14   StDev   1.52

40. Benefit packages are an important aspect of choosing where I work.
       GM Mean   1.67   Mgr Mean   2.36   Combo Mea   2.01
        StDev   0.82   StDev   1.34   StDev   1.13

41. Famous Dave's vacation policy is adequate.
       GM Mean   3.07   Mgr Mean   2.57   Combo Mea   2.82
        StDev   1.67   StDev   1.02   StDev   1.39

Development   Scale 1-7

15. I believe goal writing is critical to the success of both my restaurant and myself.
       GM Mean   2.47   Mgr Mean   3.00   Combo Mea   2.73
        StDev   1.06   StDev   1.66   StDev   1.39

16. I feel the accomplishment of my goals should be part of my performance evaluation.
       GM Mean   2.93   Mgr Mean   3.50   Combo Mea   3.22
        StDev   1.91   StDev   1.83   StDev   1.86

17. I have written goals for myself within the last 90 days.
       GM Mean   1.53   Mgr Mean   2.36   Combo Mea   1.95
        StDev   0.64   StDev   2.06   StDev   1.53

18. I hold myself accountable to my responsibilities and goals on a daily basis.
       GM Mean   2.40   Mgr Mean   2.14   Combo Mea   2.27
        StDev   1.30   StDev   0.95   StDev   1.13

19. I feel I hold my subordinates accountable to their responsibilities and goals on a daily basis.
       GM Mean   2.87   Mgr Mean   3.29   Combo Mea   3.08
        StDev   1.13   StDev   1.59   StDev   1.36

21. A strong MIT training program is important to me.
       GM Mean   1.27   Mgr Mean   1.61   Combo Mea   1.44
        StDev   0.46   StDev   0.63   StDev   0.56

APPENDIX B---CALCULATIONS ORGANIZED INTO THE FIVE AREAS OF CONCERN

22. I feel the current MIT program prepares managers for success.

GM Mean	2.33	Mgr Mean	3.64	Combo Mea	2.99
StDev	0.62	StDev	1.50	StDev	1.30

23. Within the last six months someone has discussed my professional progress with me.

GM Mean	3.00	Mgr Mean	3.89	Combo Mea	3.45
StDev	1.81	StDev	2.08	StDev	1.96

24. I feel it is ok for me to make mistakes, as long as I learn from them.

GM Mean	1.87	Mgr Mean	2.07	Combo Mea	1.97
StDev	0.64	StDev	0.83	StDev	0.73

28. I have had opportunities to learn and grow in the past year.

GM Mean	1.93	Mgr Mean	2.00	Combo Mea	1.97
StDev	0.80	StDev	0.96	StDev	0.87

29. The management review process is accurate and fair.

GM Mean	2.67	Mgr Mean	4.36	Combo Mea	3.51
StDev	1.35	StDev	1.45	StDev	1.68

32. I feel I hold myself accountable before I hold others accountable.

GM Mean	1.73	Mgr Mean	1.57	Combo Mea	1.65
StDev	1.10	StDev	0.51	StDev	0.86

46. If I continue to grow and learn I will be given the opportunity of advancement.

GM Mean	2.00	Mgr Mean	2.43	Combo Mea	2.21
StDev	0.38	StDev	1.34	StDev	0.98

Environment   Scale 1-7

1. Famous Dave's is an exciting place to work.

GM Mean	1.73	Mgr Mean	2.21	Combo Mea	1.97
StDev	0.59	StDev	0.80	StDev	0.73

2. I feel my associates at work care about me as a person.

GM Mean	2.33	Mgr Mean	2.57	Combo Mea	2.45
StDev	0.62	StDev	1.22	StDev	0.95

4. Working in a positive and exciting environment is important to me.

GM Mean	1.27	Mgr Mean	1.54	Combo Mea	1.40
StDev	0.46	StDev	0.66	StDev	0.57

5. My employees feel comfortable approaching me with any type of concern.

GM Mean	2.33	Mgr Mean	1.93	Combo Mea	2.13
StDev	0.62	StDev	0.73	StDev	0.69

13. I am given the authority to run my shift to the best of my ability.

GM Mean	1.67	Mgr Mean	1.43	Combo Mea	1.55
StDev	0.62	StDev	0.51	StDev	0.57

20. I feel I have the resources to help me to achieve my goals.

GM Mean	2.67	Mgr Mean	2.64	Combo Mea	2.65
StDev	1.18	StDev	1.15	StDev	1.14

27. Famous Dave's confronts poor performance and seeks joint resolutions.

GM Mean	3.40	Mgr Mean	3.50	Combo Mea	3.45
StDev	1.45	StDev	1.45	StDev	1.43

33. I believe providing a safe work environment is important.

GM Mean	1.47	Mgr Mean	1.29	Combo Mea	1.38
StDev	0.52	StDev	0.47	StDev	0.49

APPENDIX B---CALCULATIONS ORGANIZED INTO THE FIVE AREAS OF CONCERN

34. Our restaurant as a whole, has the proper equipment to provide Famous food and service.

	GM Mean	2.20		Mgr Mean	2.36		Combo Mea	2.28
	StDev	1.08		StDev	1.45		StDev	1.25

43. Famous Dave's cares about my family responsibilities.

	GM Mean	3.40		Mgr Mean	3.07		Combo Mea	3.24
	StDev	1.24		StDev	1.00		StDev	1.12

44. I feel it is important to have a balance between family/friends and work.

	GM Mean	1.40		Mgr Mean	1.64		Combo Mea	1.52
	StDev	0.63		StDev	1.15		StDev	0.91

45. Working for Famous Dave's makes me feel like I am part of a family.

	GM Mean	2.73		Mgr Mean	2.79		Combo Mea	2.76
	StDev	1.22		StDev	0.89		StDev	1.06

47. Feeling secure in my job is important to me.

	GM Mean	1.60		Mgr Mean	1.57		Combo Mea	1.59
	StDev	0.83		StDev	0.65		StDev	0.73

48. Famous Dave's is consistent with treatment towards its management teams.

	GM Mean	3.53		Mgr Mean	3.36		Combo Mea	3.45
	StDev	1.92		StDev	1.28		StDev	1.62

49. I believe employee satisfaction is as important as customer satisfaction.

	GM Mean	1.47		Mgr Mean	1.50		Combo Mea	1.48
	StDev	0.64		StDev	0.52		StDev	0.57

Communication/Feedback   Scale 1-7

3. I feel I do my part in teaching and encouraging the Famous way.

	GM Mean	1.93		Mgr Mean	2.00		Combo Mea	1.97
	StDev	0.59		StDev	0.55		StDev	0.57

10. I have been told in the last 10 days that my accomplishments are appreciated.

	GM Mean	3.80		Mgr Mean	2.50		Combo Mea	3.15
	StDev	2.08		StDev	1.79		StDev	2.02

11. Our restaurant's management team has regular meetings.

	GM Mean	1.73		Mgr Mean	2.43		Combo Mea	2.08
	StDev	0.59		StDev	1.55		StDev	1.19

12. I give feedback to my team member's daily.

	GM Mean	1.73		Mgr Mean	2.29		Combo Mea	2.01
	StDev	0.70		StDev	1.20		StDev	1.00

14. I understand my role and what is expected of me.

	GM Mean	1.67		Mgr Mean	2.07		Combo Mea	1.87
	StDev	0.49		StDev	1.14		StDev	0.88

25. I feel comfortable expressing my feelings.

	GM Mean	2.07		Mgr Mean	2.79		Combo Mea	2.43
	StDev	0.96		StDev	1.58		StDev	1.32

26. I ask for assistance when I have a problem/concern.

	GM Mean	2.00		Mgr Mean	2.04		Combo Mea	2.02
	StDev	0.65		StDev	1.01		StDev	0.83

30. I feel I am kept up to date with the happenings of the organization.

	GM Mean	3.33		Mgr Mean	2.54		Combo Mea	2.93
	StDev	1.35		StDev	1.31		StDev	1.37

APPENDIX B---CALCULATIONS ORGANIZED INTO THE FIVE AREAS OF CONCERN

31. Input from the restaurants to corporate is critical to the success of the organization.

GM Mean	1.47	Mgr Mean	1.36	Combo Mea	1.41
StDev	0.64	StDev	0.50	StDev	0.57

Recognition/Status   Scale 1-7

6. I would like to see more performance recognition rewards for all Famous Dave's employees.

GM Mean	1.87	Mgr Mean	2.21	Combo Mea	2.04
StDev	0.83	StDev	1.05	StDev	0.94

7. I feel I am respected within my restaurant.

GM Mean	1.80	Mgr Mean	1.64	Combo Mea	1.72
StDev	0.56	StDev	0.50	StDev	0.53

8. I feel I am respected within the Famous Dave's organization.

GM Mean	2.20	Mgr Mean	2.57	Combo Mea	2.39
StDev	0.68	StDev	1.02	StDev	0.86

9. Recognition is an important element in the professional development of individuals.

GM Mean	1.73	Mgr Mean	1.64	Combo Mea	1.69
StDev	0.88	StDev	0.74	StDev	0.81

42. Famous Dave's considers its people as its most important asset.

GM Mean	2.60	Mgr Mean	2.96	Combo Mea	2.78
StDev	1.06	StDev	1.22	StDev	1.13

APPENDIX C---CALCULATIONS OF RANKINGS AND RATINGS

PRIORITIZED RANKINGS (1-10) OF IMPORTANT ISSUES

SCALE (1-10) = Most important is 1, Least important is 10

GM Ranks		MGR Ranks		Combo Ranks	
Quality of Life	2.60	Quality of life	2.57	Quality of life	2.59
Personal development	4.47	Salary	3.93	Salary	4.50
Great environment	4.87	Environment	4.43	Environment	4.65
Advancement	5.00	Advancement	5.29	Development	4.91
Salary	5.07	Development	5.36	Advancement	5.14
Recognition	6.27	Recognition	5.50	Recognition	5.88
Health Benefits	6.27	Bonus Plan	6.29	Bonus Plan	6.38
Bonus Plan	6.47	Authority	7.00	Health Benefits	6.70
Authority w/ decisions	7.13	Health Benefits	7.14	Authority	7.07
Understanding role	7.20	Understand role	7.50	Understand role	7.35

PRIORITIZED RATINGS (1-7) OF SATISFACTION LEVELS OF IMPORTANT ISSUES

SCALE (1-7) = Very satisfied is 1, Very dissatisfied is 7

GM Ratings		MGR Ratings		Combo Ratings	
Authority w/ decisions	2.29	Environment	2.75	Authority	2.54
Great environment	2.57	Authority	2.79	Environment	2.66
Salary	3.00	Health Benefits	2.92	Salary	2.96
Personal development	3.00	Salary	2.93	Development	3.29
Understanding Role	3.14	Bonus Plan	3.21	Health Benefits	3.32
Advancement	3.29	Recognition	3.35	Advancement	3.34
Bonus Plan	3.50	Advancement	3.38	Bonus Plan	3.36
Health Benefite	3.71	Development	3.57	Understand role	3.43
Recognition	3.86	Understand role	3.71	Recognition	3.60
Quality of life	3.86	Quality of life	3.79	Quality of life	3.82

APPENDIX D---PRIORITIZED RESPONSES WITH THE HIGHEST MEAN

SCALE (1-7) = Strongly agree is 1, Strongly disagree is 7

Concern	Statement	Mean	StDev
	General Manager Responses		
Feed	Told in last 10 days that accomplishments appreciated	3.8	2.08
Enviro	Consistent treatment of management teams	3.53	1.92
Enviro	Organization confronts poor performance/seeks joint resolutions	3.4	1.45
Enviro	Organization cares about my family responsibilities	3.4	1.2
Feed	Kept up to date on happenings	3.33	1.35
Devel	Professional progress discussed w/in last 6 months	3.01	1.81
Comp	Benefits/Salary/Bonus questions	2.96	1.83
Devel	Goals accomplished should be a part of evaluations	2.93	1.91
Devel	I hold my subordinates accountable on a daily basis	2.87	1.13
Enviro	I feel like I am a part of a family	2.73	1.22
	Manager Responses	Mean	StDev
Devel	Review process is fair	4.36	1.45
Devel	Professional progress discussed w/in last 6 months	3.89	2.08
Devel	MIT program sets managers up for success	3.64	1.5
Devel	Goals accomplished should be a part of evaluations	3.5	1.83
Enviro	Organization confronts poor performance/seeks joint resolutions	3.5	1.45
Enviro	Consistent treatment of management teams	3.36	1.28
Devel	I hold my subordinates accountable on a daily basis	3.29	1.59
Enviro	Organization cares about my family responsibilities	3.07	1
Devel	Goal writing is critical to success of restaurant/self	3	1.66
Recog	Organization thinks that its people are its best asset	2.96	1.22
	General Manager and Manager Responses	Mean	StDev
Devel	Review process is fair	3.5	1.68
Devel	Professional progress discussed w/in last 6 months	3.45	1.96
Enviro	Consistent treatment of management teams	3.45	1.62
Enviro	Organization confronts poor performance/seeks joint resolutions	3.45	1.43
Enviro	Organization cares about my family responsibilities	3.24	1.12
Devel	Goals accomplished should be a part of evaluations	3.22	1.86
Feed	Told in last 10 days that accomplishments appreciated	3.15	2.02
Devel	I hold my subordinates accountable on a daily basis	3.08	1.36
Devel	MIT program sets managers up for success	2.99	1.3
Comp	Bonus system is fair	2.93	1.07

Devel = Development
Enviro = Environment
Feed = Feedback/Communication
Comp = Compensation
Recog = Recognition

APPENDIX E---PRIORITIZED RESPONSES WITH THE LOWEST MEAN

SCALE (1-7) = Strongly agree is 1, Strongly disagree is 7

Concern	Statement	Mean	StDev
	General Manager Responses		
Devel	A strong MIT program is important to me	1.27	0.46
Enviro	Working in a positive/exciting environment is important	1.27	0.46
Enviro	It is important to have a balance between family/friends and work	1.4	0.63
Enviro	I believe providing a safe work environment is important	1.47	0.52
Feed	Input from the restaurants is critical to the organizations success	1.47	0.64
Enviro	Employee satisfaction is as important as customer satisfaction	1.47	0.64
Devel	I have written goals for myself within the last 90 days	1.53	0.64
Feed	I understand my role and what is expected of me	1.67	0.49
Enviro	I have the authority to run my shift to the best of my ability	1.67	0.62
Comp	Benefit packages are an important aspect of where I work	1.67	0.82
	Manager Responses	Mean	StDev
Enviro	I believe providing a safe work environment is important	1.29	0.47
Feed	Input from the restaurants is critical to the organizations success	1.36	0.5
Enviro	I have the authority to run my shift to the best of my ability	1.43	0.51
Enviro	Employee satisfaction is as important as customer satisfaction	1.5	0.52
Enviro	Working in a positive/exciting environment is important	1.54	0.66
Devel	I hold myself accountable prior to holding others accountable	1.57	0.51
Enviro	Feeling secure in my job is important to me	1.57	0.65
Devel	A strong MIT program is important to me	1.61	0.63
Recog	I feel I am respected in my restaurant	1.64	0.5
Recog	Recognition is important in my professional development	1.64	0.74
Enviro	It is important to have a balance between family/friends and work	1.64	1.15
	General Manager and Manager Responses	Mean	StDev
Enviro	I believe providing a safe work environment is important	1.38	0.49
Enviro	Working in a positive/exciting environment is important	1.4	0.57
Feed	Input from the restaurants is critical to the organizations success	1.41	0.57
Devel	A strong MIT program is important to me	1.44	0.56
Enviro	Employee satisfaction is as important as customer satisfaction	1.48	0.57
Enviro	It is important to have a balance between family/friends and work	1.52	0.91
Enviro	I have the authority to run my shift to the best of my ability	1.55	0.57
Enviro	Feeling secure in my job is important to me	1.59	0.73
Devel	I hold myself accountable prior to holding others accountable	1.65	0.86
Recog	Recognition is important in my professional development	1.69	0.81

APPENDIX F---PRIORITIZED RESPONSES WITH THE GREATEST STANDARD DEVIATION

SCALE (1-7) = Strongly agree is 1, Strongly disagree is 7

Concern	Statement	StDev	Mean

General Manager responses

Concern	Statement	StDev	Mean
Feed	Told in the last ten days that my accomplishments are appreciated	2.08	3.80
Feed	Famous Dave's is consistent with treatment of management teams	1.92	3.53
Comp	Money is an important factor of why I choose where I work	1.91	3.33
Devel	Accomplishment of goals should be a part of evaluations	1.91	2.93
Comp	The health benefits are adequate	1.83	3.07
Devel	Within the last 6 months someone has discussed my progress with me	1.81	3.00
Comp	Famous Dave's vacation policy is adequate	1.67	3.07
Comp	I feel salary levels for managers are competitive w/ industry averages	1.49	2.93
Enviro	Famous Dave's confronts poor performance and seeks joint resolutions	1.45	3.40
Feed	I feel I am kept up to date w/ the happenings of the organization	1.35	3.33
Devel	The management review process is accurate and fair	1.35	2.67

Manager responses

Concern	Statement	StDev	Mean
Devel	Within the last 6 months someone has discussed my progress with me	2.08	3.89
Devel	I have written goals within the last 90 days	2.06	2.36
Devel	Accomplishment of goals should be a part of evaluations	1.83	3.50
Feed	Told in the last ten days that my accomplishments are appreciated	1.79	2.50
Comp	Money is an important factor of why I choose where I work	1.69	3.36
Devel	I feel goal writing is critical to the success of the restaurant and myself	1.66	3.00
Devel	I feel I hold my subordinates accountable on a daily basis	1.59	3.29
Feed	I feel comfortable expressing my feelings	1.58	2.79
Feed	Our restaurant's management team has regular meetings	1.55	2.43
Devel	I feel the current MIT program prepares managers for success	1.50	3.64

Combo responses

Concern	Statement	StDev	Mean
Feed	Told in the last ten days that my accomplishments are appreciated	2.02	3.15
Devel	Within the last 6 months someone has discussed my progress with me	1.96	3.45
Devel	Accomplishment of goals should be a part of evaluations	1.86	3.22
Comp	Money is an important factor of why I choose where I work	1.78	3.35
Devel	The management review process if fair	1.68	3.51
Enviro	Famous Dave's is consistent with treatment of management teams	1.62	3.45
Devel	I have written goals for myself within the last 90 days	1.53	1.95
Comp	The health benefits available to my family from Famous Dave's are adeq	1.52	2.89
Enviro	Famous Dave's confronts poor performance and seeks joint resolutions	1.43	3.45
Comp	Famous Dave's vacation policy is adequate	1.39	2.82
Devel	I believe goal writing is critical to the success of the restaurant and mysel	1.39	2.73

APPENDIX G---ORGANIZED CONCERNS AND SUGGESTIONS

1 = General Manager response   2 = Manager response

Promotions/opportunities

1   Do not make promises that can't be kept---MIT's are being promised things that
       we are unable to deliver.
1   We should have open interviews for any positions within the organization---some
       opportunities seem to be "closed."
2   Very unclear line of succession.
2   Do not promise positions that Dave's is unable to deliver---every paycheck that
       passes my patience wanes.
2   Promote based on merit and past GM experience versus "convenience."

Compensation

1   Take shopper scores off bonus plan, floating managers to cover vacations, better
       vacation policy, and more stock options.
1   Bonus system revisited---# of managers per store, sometimes short managers, but
       receive bonus for full staff.
1   Contests---ROR scores/cleanest restaurant, shopper scores, profitability, etc.
1   Managing partner programs offering higher levels of bonus compensation based
       on tenure and performance.
1   Regular stock option/profit sharing program.
2   Review process needs to be addressed, percent raise versus lump-sum raise---go
       to a lump sum type system.
2   Holiday Bonus? Cash or maybe even a turkey?

Staffing

1   Every restaurant equipped with a full management team!
1   Appropriate management levels in restaurants to provide adequate coverage for
       vacations, holidays, sick days, etc.

Development/communication

1   More seminars like John C. Maxwell.
1   Better communication throughout the company.
1   Management levels based on criteria for development of individuals once they've
       completed MIT program.
2   Unable to develop myself or staff when working in a 2 manager restaurant---no
       overlap with GM.

APPENDIX G---ORGANIZED CONCERNS AND SUGGESTIONS

2   Ensure GM's conduct weekly meetings and have 1-on-1's w/ managers periodically.
2   Ensure ALL manager evaluations are completed---almost a year since last one.

Benefits

1   Better vacation policy and health benefits paid for by Famous Dave's.
1   Discounts at Hayward, annual retreats, and Certificates to Hayward for length of service (2/4/6 years).
1   Lack of holidays is a perceived negative in the industry.
1   More long-term type benefits and meal benefits at other Famous Dave's.

Visits for AD's/Home office

1   CONCERNED: Area Director's inability to make store visits!! Unacceptable and disturbing.
2   More REAL involvement from corporate in the stores---need to have more consistency from store to store.
2   Need more info, don't set levels of labor budget at fast-food levels---we need to spend time with the guests.
2   Lack of time with GM and AD will only inhibit my advancement opportunities.
2   Ensure AD's make restaurant visits---sometimes 5 week absences.

Training/MIT program

1   Train the trainer for GM's in training restaurants.
2   MIT program needs consistency---HUGE training differences from store to store.
2   Need a training store where the managers WANT to train. Better training needed.

Sales building

1   More advertising dollars spent in certain markets---need exposure in new markets.
1   Catering vehicles for outside markets. Drive-thru for shacks---increase sales 8%.

Recognition

1   Manager of the year, General Manager of the year, more contests.
1   INFORMATION---GOOD AND BAD, feedback, and monthly meetings w/ AD.
1   Recognition for training teams.

Quality of life

2   Attention to scheduled times for arrival/departure. Able to leave early if set.

APPENDIX H---ORGANIZED REASONS FOR WORKING FOR FAMOUS DAVE'S

1 = General Manager response   2 = Manager response

Quality of life/exciting environment/growing company

1   Exciting, people, decent quality of life, and it is a growing company.
1   Close to home, top restaurant in area, new concept, competitive pay, and quality of life.
1   The people, product, and size---quality of life, salary, personal development.
1   Quality of life, opportunities, and rewards.
1   Young company, close proximity to my home, and the concept.
1   Environment and potential growth.
1   Closeness and family feeling.
1   Quality of life---importance of family is great!!
2   Working environment and salary.
2   Salary, fun/growing/high energy place to work.
2   Caring attitude, great environment, and the growing and unique company.

Interaction with people

1   Being able to interact with corporate staff.
2   I like to talk BBQ!

Development/growth/opportunities

1   Young company with many opportunities and provides a good living for my family.
1   Being a part of a young company and participate in its growth and success.
1   Ability to make an impact, give feedback, and help form the future of the company.
1   Young, small, and growing company.
1   Excellent opportunities for personal and career development.
1   Ground floor opportunity with growing company.
1   Ability to achieve financial and job security through growth and profitability.
2   Advancement and growth opportunities.
2   Growing company with a good concept and a quality product.
2   I see many opportunities for myself within the company.

Passion and Pride

1   Commitment to quality food.
2   The passion everyone had for the food and the organization.
2   The people and concept. We will be huge and I want to be a part of that.

APPENDIX H---ORGANIZED REASONS FOR WORKING FOR FAMOUS DAVE'S

2	PRIDE---When telling people where I work they all have responded positively.
2	PRIDE---I love what we stand for!

Group suggestions

1	No time, busy enough!
1	Softball, bowling, football parties.
1	Softball.
2	Already belong to a motorcycle club.
2	Christian Bible study.
2	Maybe a spouse support group.

APPENDIX I---DECISION TO FOCUS ON DEVELOPMENT AND ENVIRONMENT

Break down of decision: 35% based on highest rated responses
35% based on lowest rated responses
10% based on greatest standard deviations
10% based on rankings
10% based on ratings

PERCENTAGE OF RESPONSES IN AREA OF CONCERN

	GM	MGR	COMBO
Lowest means	50% Environment	60% Environment	60% Environmnt
	20% Development	20% Development	20% Development
	20% Feed/comm	20% Recognition	10% Recog/Feed
Highest means	40% Environment	60% Development	50% Development
	30% Development	30% Environment	30% Environment
	20% Feed/Comm	10% Recognition	10% Feed/Comm
Greatest Standard deviations	36% Compensation	60% Development	45% Development
	27% Development	30% Feed/Comm	27% Compensation
	27% Feed/Comm	10% Compensation	18% Environment
Rankings (1-10)	Development #2	Development #5	Development #4
	Environment #3	Environment #3	Environment #3
Ratings	Environment #2	Environment #1	Environment #2
	Development #4	Development #8	Development #4

APPENDIX J---SURVEY INSTRUMENT

Directions

Please circle the number that corresponds with how strongly you agree or disagree with the statement. The scale is provided below for you. Thank you for taking the time to make an impact on the organization.

Strongly agree	Agree	Somewhat agree	Undecided	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

1. Famous Dave's is an exciting place to work.
   1   2   3   4   5   6   7

2. I feel my associates at work care about me as a person.
   1   2   3   4   5   6   7

3. I feel I do my part in teaching and encouraging the Famous way.
   1   2   3   4   5   6   7

4. Working in a positive and exciting environment is important to me.
   1   2   3   4   5   6   7

5. My employees feel comfortable approaching me with any type of concern.
   1   2   3   4   5   6   7

6. I would like to see more performance recognition rewards for all Famous Dave's employees.
   1   2   3   4   5   6   7

7. I feel I am respected within my restaurant.
   1   2   3   4   5   6   7

8. I feel I am respected within the Famous Dave's organization.
   1   2   3   4   5   6   7

9. Recognition is an important element in the professional development of individuals.
   1   2   3   4   5   6   7

10. I have been told in the last 10 days that my accomplishments are appreciated.
    1   2   3   4   5   6   7

11. Our restaurant's management team has regular meetings.
    1   2   3   4   5   6   7

12. I give feedback to my team member's daily.
    1   2   3   4   5   6   7

13. I am given the authority to run my shift to the best of my ability.
    1   2   3   4   5   6   7

14. I understand my role and what is expected of me.
    1   2   3   4   5   6   7

APPENDIX J---SURVEY INSTRUMENT

Strongly agree	Agree	Somewhat agree	Undecided	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

15. I believe goal writing is critical to the success of both my restaurant and myself.
       1   2   3   4   5   6   7

16. I feel the accomplishment of my goals should be part of my performance evaluation.
    1 2 3 4 5 6 7

17. I have written goals for myself within the last 90 days.
    1 2 3 4 5 6 7

18. I hold myself accountable to my responsibilities and goals on a daily basis.
    1 2 3 4 5 6 7

19. I feel I hold my subordinates accountable to their responsibilities and goals on a daily basis.
    1 2 3 4 5 6 7

20. I feel I have the resources to help me to achieve my goals.
    1 2 3 4 5 6 7

21. A strong MIT training program is important to me.
    1 2 3 4 5 6 7

22. I feel the current MIT program prepares managers for success.
    1 2 3 4 5 6 7

23. Within the last six months someone has discussed my professional progress with me.
    1 2 3 4 5 6 7

24. I feel it is ok for me to make mistakes, as long as I learn from them.
    1 2 3 4 5 6 7

25. I feel comfortable expressing my feelings.
    1 2 3 4 5 6 7

26. I ask for assistance when I have a problem/concern.
    1 2 3 4 5 6 7

27. Famous Dave's confronts poor performance and seeks joint resolutions.
    1 2 3 4 5 6 7

28. I have had opportunities to learn and grow in the past year.
    1 2 3 4 5 6 7

29. The management review process is accurate and fair.
    1 2 3 4 5 6 7

APPENDIX J---SURVEY INSTRUMENT

Strongly agree	Agree	Somewhat agree	Undecided	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

30. I feel I am kept up to date with the happenings of the organization.
   1   2   3   4   5   6   7

31. Input from the restaurants to corporate is critical to the success of the organization.
   1   2   3   4   5   6   7

32. I feel I hold myself accountable before I hold others accountable.
   1   2   3   4   5   6   7

33. I believe providing a safe work environment is important.
   1   2   3   4   5   6   7

34. Our restaurant as a whole, has the proper equipment to provide Famous food and service.
   1   2   3   4   5   6   7

35. I feel the salary levels for managers are competitive with the industry averages.
   1   2   3   4   5   6   7

36. Money is an important factor of why I choose to work where I do.
   1   2   3   4   5   6   7

37. I feel the Famous Dave's bonus system is fair.
   1   2   3   4   5   6   7

38. I understand all of the employment benefits that are available to me.
   1   2   3   4   5   6   7

39. The health benefits available to my family from Famous Dave's are adequate.
   1   2   3   4   5   6   7

40. Benefit packages are an important aspect of choosing where I work.
   1   2   3   4   5   6   7

41. Famous Dave's vacation policy is adequate.
   1   2   3   4   5   6   7

42. Famous Dave's considers its people as its most important asset.
   1   2   3   4   5   6   7

43. Famous Dave's cares about my family responsibilities.
   1   2   3   4   5   6   7

44. I feel it is important to have a balance between family/friends and work.
   1   2   3   4   5   6   7

APPENDIX J---SURVEY INSTRUMENT

Strongly agree	Agree	Somewhat agree	Undecided	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

45. Working for Famous Dave's makes me feel like I am part of a family.

    1   2   3   4   5   6   7

46. If I continue to grow and learn I will be given the opportunity of advancement.

    1   2   3   4   5   6   7

47. Feeling secure in my job is important to me.

    1   2   3   4   5   6   7

48. Famous Dave's is consistent with treatment towards its management teams.

    1   2   3   4   5   6   7

49. I believe employee satisfaction is as important as customer satisfaction.

    1   2   3   4   5   6   7

Please **rank** the following according to importance to you: (1-10, **1 being the most important---only assign one number per category---do not use the same number twice**)

___Salary   ___Bonus Plan   ___Recognition   ___Health Benefits

___Advancement opportunities   ___Great Environment   ___Quality of life/Family

___Authority to make decisions   ___Personal development   ___Understanding role in org.

Please **rate** the following according to your level of satisfaction with Famous Dave's:

(Rate 1-7, with **1 being very satisfied** and **7 being very dissatisfied---some categories may have the same number or level of satisfaction**)

___Salary   ___Bonus Plan   ___Recognition   ___Health Benefits

___Advancement opportunities   ___Great Environment   ___Quality of life/Family

___Authority to make decisions   ___Personal development   ___Understanding role in org.

APPENDIX J---SURVEY INSTRUMENT

Please state any additional comments/concerns and/or ideas for retention below:

Are you or your family interested in forming any social or hobby type groups? If so, what types?

What do you consider to be the most important reason why you work for Famous Dave's?

Demographics

_____I am a General Manager   _____I am a Manager   _____I am a MIT

_____Yrs_____Months   Length of time with Famous Dave's

_____Yrs_____Months   Length of time as a manager in the restaurant industry