

HARRT at UCLA
Sr. Executive Round Table
January 25, 2017
Dina Barmasse-Gray, Senior Vice President, Human Resources
"Secrets of Fortune's 100 Best Companies"

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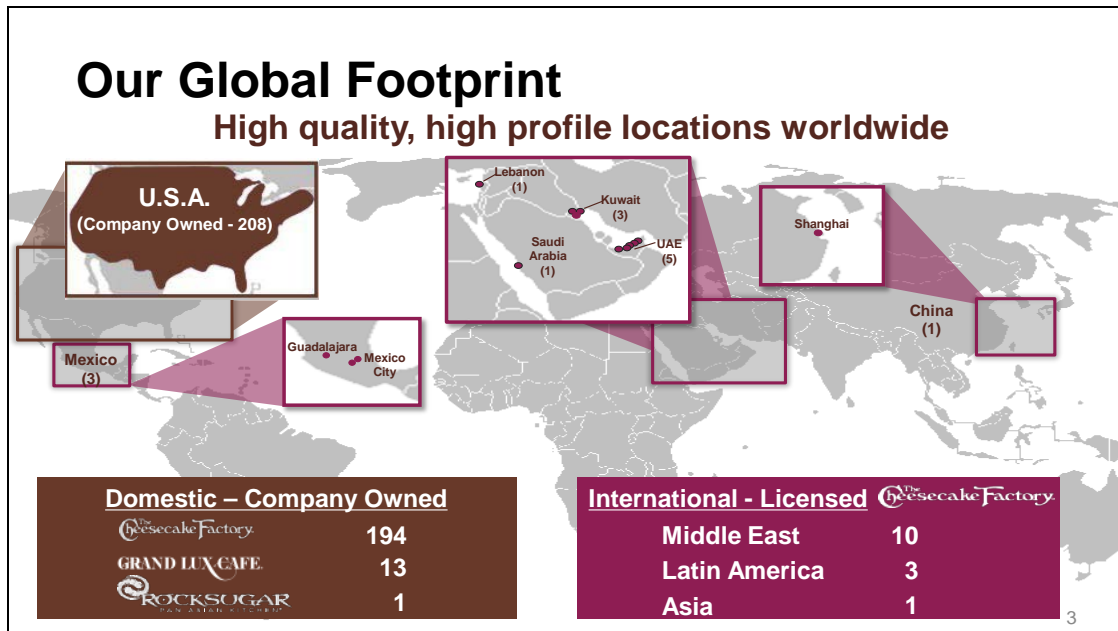


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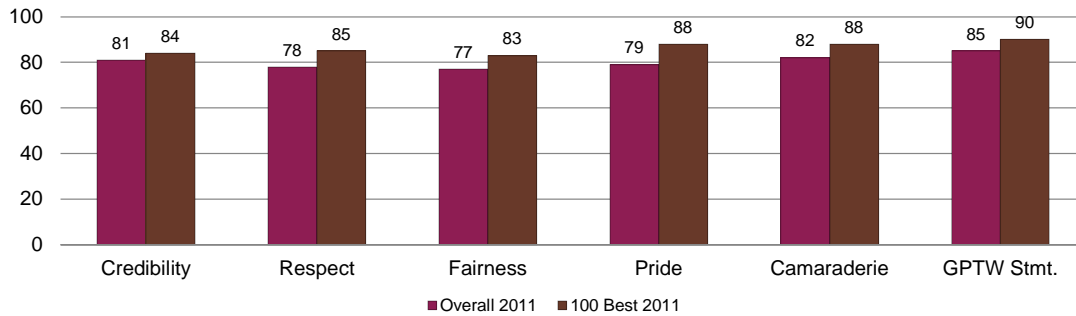
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Our FORTUNE Journey: 2011 Trust Index Survey Results

Dimension Averages & Great Place to Work® Overall
Statement
Comparison to Benchmarks




Slide 6

Our FORTUNE Journey: 2011 Culture Audit Feedback



Employees who experience The Cheesecake Factory as a great workplace have great respect for the organization's leadership, close knit staff and opportunities for advancement. However, results in some of the areas employees are most passionate about represent an opportunity, indicating there may be pockets of the organization not creating the "Cheesecake Factory" experience for employees.

Credibility represents a strength for The Cheesecake Factory. This is especially true of communication across the organization, which is particularly impressive given the organization's physical dispersion.



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What Staff Members Were Saying

What Makes Us a Great Place to Work?

- Teamwork and camaraderie
- Opportunities for advancement
- Care from management
- Clear expectations
- Availability of necessary tools
- High quality of the product
- Steady and fast pace of the work

What Would Make This a Better Place to Work?

- Equity across managers
- New work attire
- Higher pay
- Employee dining discount
- Improved communication

Needed to focus and didn't apply again until 2013, for the 2014 list

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What Does it Take to Apply?



Time

Pause in 2012: Asked ourselves,
"Do we really want to do this?"

Needed time to build
collaboration through all levels,
garner executive support



Effort

HR handles process:
Organizational Engagement
team

1 staff member administers
survey; 1 creates culture audit,
in addition to their other duties

Culture audit: 400-500 hours
for data collection, writing,
design



Resources

In addition to OE team, area
field leaders contribute
stories/images of culture in
action

Staff members invited to do
the same

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Improved Communication and Sharing



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CAKE

IDEAS, IMPROVEMENTS, INNOVATIONS

Talk

Submit New Idea

To share your idea, click the "Submit New Idea" button

- Give your idea a title and description
- Select a category, and add tags so people can find it.
- Comment, follow, and vote the best ideas to the top!

TECH

Recombining Checks

Can we please look into the possibility of allowing servers to recombine checks if a mistake is made when separating a large parties bill? When guests are ready to go, they are ready to go. On a busy night it can be hard to find a manager to get it fixed, leaving us and our guests frustrated while waiting to pay.

Submitted by Jennifer Borruso in Jul 2012

Change Owner [Rob West]

▲

338

votes

▼

OUR STAFF

Tattoos and Beard

I think we need to go over our guidelines about tattoos and facial hair. I 100% agree that we always need to look clean and professional but tattoos have become such a part of mainstream culture that it is not effective or convenient to make people cover up their tattoos or not hire someone because they have tattoos on their hands or neck. Also "Designer Stubble" or "Five O'clock shadow" is a very popular, mainstream ...more »

Submitted by Alejandro Ferrer in Dec 2014 | 4 comments

▲

44

votes

▼

COMPLETED

THE SHIFT

KMS Upgrade Idea...

Sunday Morning Brunch is the most evident time that this idea would benefit our ability to operate flawlessly! Here is the idea... On the KMS screen for each station on cookline, there should be a print button for specific items. The cook can print the item but it would print on the expo printer. The expo could then place the chit that is just the one item with the table number on the specific plate so that we can ...more »

Submitted by Aaron Rose on 15th May 2016 | 6 comments

Change Owner [David Salazar]

▲

10

votes

▼

COMPLETED

David Salzano on 21st Oct 2016

Great news everyone! With the rollout of KMS Pro we added a print item button on the expo and runner screen so that you can now print a single item. While we don't have the ability to print an item from the line cook screen, having it on expo as certainly helped in all our test locations. Should be huge help on Sunday Brunch for omelettes!

[Reply] [Delete] [Pin]

Team Member

▲ 0 ▼ 0

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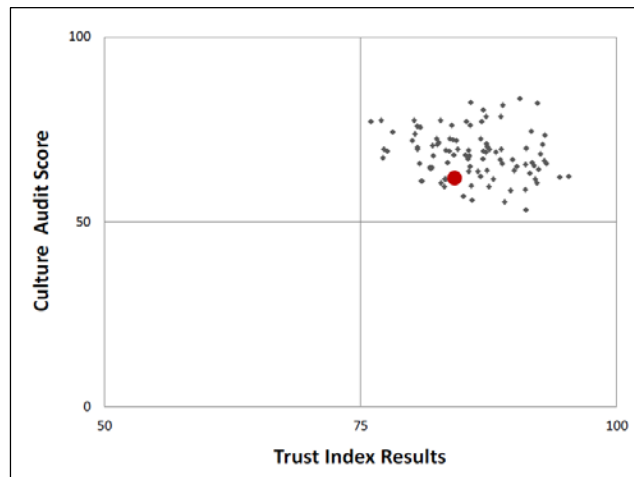
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What's the Value?



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Our FORTUNE Journey: 2016 Culture Audit Feedback



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Challenges and Frustrations



Truly more difficult to maintain a cohesive culture within a complex organization like ours
(dispersed locations; many different kinds of roles)

Inherently high turnover rates in our industry

Communication challenges: restaurant staff members are not connected electronically
while on the shift; even makes administration of the GPTW survey more difficult—we rely
on paper surveys, and we hope that our staff members are motivated to complete and
return them.

Lower margin business – unable to offer perks like a financial services company or tech
company might.

We’re #98—not a lot of room for error!

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