To: Erika Paterson

From: Jenny Li

Date: Oct 14, 2021

Subject: Proposal for Boosting Employee Morale at De Dutch Pannekoek House Burrard Landing Branch

**Introduction**

Over the past couple years, worsened by COVID-19, De Dutch Pannekoek House has sunk into dire conditions. While may look fine to outsiders, the business struggles from internal issues. Many employees are unhappy with the way corporate is managing the restaurant, from dismissing the only onsite manager without replacement, to constantly ignoring the replacement of broken technology in the restaurant. Employees struggle to manage the restaurant all by themselves, without much attention from owners of the business. These never-ending internal issues has led the to the inevitable low morale of the staff team.

**Statement of Problem**

Due to staff shortage, current employees must now take on more roles and complete more duties than they did before. For instance, if in the past there were three hosts per day with one manning the door, one bussing tables, and another helping the servers make drinks, after the pandemic the number of hosts working per day is often reduced to just one. This single host must now do both seating guests and bussing tables, while the servers, now reduced in numbers too, must make their own drinks. The servers in turn must not only serve their tables and make their own drinks, but complete take-out orders and run their own food as well, duties that were once assigned to the host.

Over the summer, the location manager at the Burrard Landing branch was dismissed from her position by the business owners, leaving a restaurant that is already struggling with staff shortage to plummet even more. Employees felt this sudden dismissal be an unfair and illogical, especially given the condition of the restaurant.

These occurrences, from being overworked to beliefs of bad business decisions, has led to low morale of employees, with several long-time staff members quitting their job. Many employees are exhausted and only work because they have to. This is demonstrated by regular tardiness and absences.

**Proposed Solution**

One possible solution is to increase the productivity by hiring more employees, including a new location manager. With the presence of more staff, current employees may feel more at ease because there are less duties for each staff member to complete. This will reduce multitasking by each worker. Securing a new location manager is essential, because the presence of someone overseeing daily activities in the restaurant and being a backbone for employees to fall back on may increase the confidence of team members in their performance. A location manager can help keep everyone working more efficiently and reduce the regularity of tardiness and absences. Having an onsite manager also means better communication with corporate; any new issues that arise can be mended faster.

Given the ongoing pandemic, the reality is that it is generally difficult for many businesses to find new employees, however the managerial team of De Dutch can certainly put more effort into hiring. They can increase position postings on job websites like Indeed, LinkedIn, and Craigslist, as well as on their social media pages such as FaceBook and Instagram. More effort can be put into creativity and desirability of job postings.

**Scope**

To assess the feasibility of improving low morale at De Dutch Pannekoek House Burrard Landing by increasing the number of employees, I plan to pursue the following  five areas of inquiry:

1. What do employees feel are the biggest issues that this restaurant faces?
2. What are the positive aspects of the restaurant?
3. What are the reasons employees continue to work at this restaurant compared to other jobs?
4. Which areas of this business are you dissatisfied with and what changes would you make to improve the workplace?
5. How would having a few extra staff members make your job more efficient or less stressful?

**Methods**

My primary data sources will include interviews with employees at De Dutch Pannekoek House Burrard Landing. Interviewed employees will include staff members of various positions including, servers, hosts, cooks, and preps. The style of the interview will be conversational. Observation of the environment will also be implemented.

Secondary sources will include research on how other restaurants successfully recovered from COVID-19 and strategies other businesses have used to resolve issues surrounding staff shortages.

**My Qualifications**

I currently work at De Dutch Pannekoek House Burrard Landing as a server. I started in June 2021 and have over 6 years of experience in the restaurant industry. Additionally, I am a business student at UBC and have studied issues pertaining business management.

**Conclusion**

Clearly, action needs to be taken to prevent current employees of the restaurant from becoming so dissatisfied by the state of their workplace that they all quit their jobs by the masses. Two months ago, the restaurant already lost two long-time employees who left due to frustration with lack of proper management and several other employees are on the verge of quitting too due to similar reasons. If the business owners do not mend these internal issues immediately, in due time they will risk having no one willing to work for them. By addressing the five areas of inquiry mentioned earlier, I can determine the right actions to take to solve the restaurant's internal issues and promote a healthier workplace. With your approval I will begin research at once.