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## **Introduction**

Human Resources (HR) is much more than just an administrative department – it's the strategic backbone of any successful organization. By understanding how to attract, retain, and develop top talent, HR plays a critical role in driving bottom-line results and achieving ambitious goals. In today's dynamic business landscape, attracting and retaining skilled employees is more crucial than ever. HR professionals leverage their expertise in market trends and compensation benchmarking to ensure your organization offers competitive wages and benefits packages. This not only attracts talent but also helps retain your existing workforce, minimizing costly turnover and fostering a stable and productive environment. Effective HR goes beyond simply hiring and payroll. It involves aligning individual employee performance with the strategic goals of the organization. Through strategic workforce planning, training programs, and performance management systems, HR professionals bridge the gap between individual contributions and overall organizational success. HR serves as the heart of the organization, providing structure, fairness, and guidance to employees throughout their entire journey with the company. From recruitment and onboarding to career development and retirement, HR professionals are dedicated to meeting the needs of your workforce. This holistic approach fosters employee engagement, satisfaction, and ultimately, higher performance. By optimizing talent management practices, HR empowers employees to reach their full potential. This translates to better results for the business, leading to increased productivity, innovation, and customer satisfaction. In essence, a strong HR function is an investment in your organization's future, enabling you to attract and retain the talent needed to compete and thrive in a rapidly evolving world.

**1. Using relevant industry information, choose a company and critique the company's HR policies.**

**Starbucks HR Policy Review**

Starbucks is a large coffee chain with over 32,000 stores globally and over 238,000 employees. As such, its human resource policies have an impact on hundreds of thousands of workers. This report will provide an analysis and critique of several key aspects of Starbucks's HR policies.

**Compensation and Benefits**

Starbucks offers competitive wages and benefits, especially for a retail/service company. Baristas start at above minimum wage (specific wages vary by location) and employees who work 20+ hours per week are offered health insurance, equity in the form of stock options, 401(k) matching, and tuition reimbursement. These benefits likely help Starbucks attract and retain workers.

However, some critique these benefits as still not generous enough given Starbucks's consistent profitability. For example, many workers have complained that they are just below the 20 hour per week threshold to qualify for health insurance. Starbucks could still do more for workers, especially relating to wages, guaranteed minimum hours, and expanded health insurance eligibility.

**Diversity and Inclusion**

Starbucks states a commitment to diversity and inclusion in its workforce. It offers implicit bias training for all employees and ties executive compensation to diversity goals. It has impressive diversity numbers for retail, like nearly 50% female store managers.

However, some experts argue Starbucks could do more to translate stated commitments into action. For example, pay gaps related to gender and race still exist within the company's workforce. Controversies like an incident of racial profiling of customers in Philadelphia in 2018 also suggest not enough filtering down of inclusion goals. Continual improvement on diversity training and maintaining diverse representation in upper management could be areas for improvement.

## **Overall Assessment**

Overall, Starbucks HR policies fare well compared to many retail and service companies in similar industries. The combination of above-average pay, ample benefits, diversity goals, and training policies likely make Starbucks one of the better large chains to work for in its category. However, as a consistently profitable company it also leaves room for even better support of its large employee workforce. Regular evaluation of compensation packages and work culture would help Starbucks live up to its employer brand reputation.

### **2. Propose new HR policies and include the following in your proposal:**

#### **Starbucks Vision**

"To establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow."

This vision statement highlights Starbucks' ambition to be the top coffee company globally, known for exceptional quality and adherence to strong ethical values, even as it expands.

#### **Starbucks Mission**

"To inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time."

This mission statement emphasizes Starbucks' focus on creating a positive impact beyond just coffee. It aims to uplift individuals, foster community connections, and build a sense of belonging through every interaction.

#### **Starbucks Objectives:**

Starbucks' objectives flow from its vision and mission and can be categorized into three main areas:

##### **1. Product Excellence:**

- Source and ethically procure high-quality coffee beans.
- Continuously innovate and expand coffee beverage offerings.
- Maintain stringent quality control standards.

##### **2. Customer Experience:**

- Create welcoming and comfortable store environments.

- Provide exceptional customer service with baristas that are knowledgeable and friendly.
- Offer personalized experiences and customization options.

### **3. Community and Social Responsibility:**

- Support coffee-growing communities through fair trade initiatives.
- Minimize environmental impact through sustainable practices.
- Promote inclusivity and diversity within the company and communities it serves.

The below proposal outlines innovative HR policies for Starbucks, specifically addressing employee retention, customer service, interoffice communication, and performance appraisals. By implementing these practices, Starbucks can foster a stronger, happier workforce, elevate customer experiences, and achieve improved operational efficiency.

#### **A. how to improve employee retention;**

Human Resources plays a crucial role in building a competitive advantage for the company by enhancing productivity, expanding market share, and optimizing costs. This requires fostering a strong and motivated workforce aligned with the company's goals, vision, and strategy. Achieving high employee retention and minimizing turnover is key to maintaining this advantage. Implementing various motivational measures can achieve this, including:

- Job equity: Ensure a fair and transparent system for career development and promotions based on performance and merit.
- Job satisfaction: Focus on creating a fulfilling work environment that provides employees with autonomy, meaningful challenges, and opportunities for growth.
- Positive work environment: Invest in physical and mental well-being by providing comfortable working conditions, ergonomic furniture, and appropriate noise control.
- Tangible rewards: Implement financial incentives like bonuses, performance-based rewards, and recognition programs to acknowledge and motivate employees.
- Comprehensive benefits: Offer competitive benefits packages encompassing health insurance, retirement plans, educational assistance, and financial hardship programs.
- Holistic well-being support: Go beyond traditional benefits by providing additional perks such as interest-free loan programs, subsidized entertainment opportunities, recreational trips, and family-oriented benefits like childcare assistance or educational support for children.

- Professional development: Invest in employee growth through training programs, skill development opportunities, and tuition reimbursement initiatives.
- Health and wellness programs: Promote employee well-being with on-site healthcare services, mental health resources, and initiatives encouraging healthy lifestyles.

To improve the employee retention, we will follow the below steps:

### **Onboarding with Impact:**

More than just job training, effective onboarding immerses new hires in company culture, equipping them to contribute and thrive. Pairing mentors with newcomers fosters a welcoming environment, providing a sounding board and ongoing guidance. This win-win approach, emphasizing coaching and support from day one, sets the stage for successful employee tenure.

### **Fostering Open Communication:**

Transparent communication between employees and management builds a sense of community and shared purpose. Regular meetings where employees can voice ideas and ask questions, coupled with open-door policies, empower employees and make them feel valued. This dialogue facilitates team and individual growth, allowing employees to find their niche within the organization and understand their contribution to overall goals.

### **The Power of Positive Feedback:**

Regular positive feedback is essential for employee motivation and development. It fuels engagement and provides the impetus for employees to excel. However, when issues arise, constructive and timely feedback ensures swift resolution and continuous improvement.

### **Cultivating a Feedback Culture:**

Employees who feel their voices are unheard often disengage, believing their ideas hold no weight. To combat this, cultivate a culture where feedback is actively encouraged. Regularly invite employee input on various matters, be it company culture, leadership decisions, or market developments requiring adaptation. Show employees their ideas are valued by actively soliciting and implementing their feedback.

### **Building Trust for Success:**

Employees who trust their leaders and colleagues perform better and are more likely to achieve their goals. Transparency, honesty, and open communication are key components of building trust. By fostering personal relationships, motivating team members, acknowledging

their contributions, and demonstrating competence, leaders can inspire trust and unlock an organization's full potential.

### **Unleashing Employee Creativity:**

While many companies endorse creativity, support structures and policies often fall short. Recognizing and rewarding creative contributions motivates employees and showcases their value. Establishing dedicated innovation teams and fostering diversity of thought are crucial. Remember, a truly creative environment welcomes spontaneity and thrives on diverse perspectives.

### **B. more effective customer service practices:**

Human Resource policies play a vital role in organizational success by establishing consistency, control, and adaptability. In today's dynamic business environment, organizations require agile policies that evolve with changing conditions to maintain operational efficiency and achieve strategic objectives. At our company, employee well-being is paramount. We prioritize policies that cater to their needs, promote comfort, and foster a positive working environment. One example is our Open Door Policy, which empowers employees to confidentially discuss any concerns with the HR department at any time. This fosters a sense of trust and security, leading to greater engagement and productivity. Furthermore, we actively invest in employee happiness through dedicated initiatives. This includes the role of the Happiness Officer, who implements strategies to enhance employee well-being. We also explore options like incorporating a psychiatrist within the company's medical clinic for further support. Beyond individual concerns, we prioritize fostering a respectful and inclusive work environment. We actively monitor potential issues regarding employee treatment and intervene swiftly to address any instances of mistreatment by managers or supervisors. In essence, our HR policies go beyond simply managing regulations. They are strategically designed to empower employees, cultivate a positive work environment, and ultimately drive organizational success.

Delivering exceptional customer service isn't just a nicety, it's the cornerstone of business success. In today's competitive landscape, retaining customer loyalty hinges on consistently exceeding expectations and fostering positive experiences. To achieve this, consider the following pillars of customer service excellence:



### **Anticipating Customer Needs:**

- Proactive research: Invest in market analysis and customer feedback to understand evolving needs and pain points.
- Personalization: Leverage data and technology to tailor offerings and communications to individual preferences.
- Problem-solving agility: Develop innovative solutions to anticipated challenges before they arise.

### **Building Trust and Transparency:**

- Empathy and active listening: Engage with customers genuinely, understanding their perspectives and concerns.
- Honesty and open communication: Prioritize transparency in all interactions, addressing issues promptly and proactively.
- Continuous improvement: Demonstrate a commitment to learning and adapting based on customer feedback.

### **Fostering Customer Feedback and Engagement:**

- Open channels for feedback: Provide multiple avenues for customers to voice their opinions, from surveys to social media.
- Active listening and implementation: Analyze feedback meticulously and translate insights into actionable improvements.
- Empowering employees to respond: Equip your team to address concerns effectively and implement customer-driven solutions.

### **Prioritizing Efficient Communication:**

- Streamlined customer service infrastructure: Establish dedicated channels for efficient resolution of inquiries and concerns.
- Investing in communication skills: Train employees on active listening, clear communication, and conflict resolution techniques.
- Personalization in interactions: Tailor communication styles and responses to individual customer preferences.

### **Cultivating Loyalty and Advocacy:**

- Rewarding engagement: Implement loyalty programs and personalized incentives to foster appreciation and repeat business.

- Building relationships: Go beyond transactions, creating meaningful connections and positive emotional associations with your brand.
- Engaging customers as advocates: Empower satisfied customers to become brand ambassadors, spreading positive word-of-mouth.

By prioritizing these principles, you can cultivate a customer-centric culture that drives loyalty, retention, and ultimately, sustainable business success. Remember, exceptional customer service isn't simply a cost, it's an investment in your future.

### **C. the use of technology to improve interoffice communication:**

Modern communication technologies have demonstrably enhanced office productivity and streamlined workflows. Emails, for instance, enable rapid approvals, information dissemination, and task initiation, eliminating inefficiencies associated with paper-based processes and lengthy meetings. This transformative impact extends beyond email, with platforms like WhatsApp facilitating internal communication and collaboration.

#### **Benefits of Modern Communication Tools:**

- Increased Efficiency: Tools like video conferencing platforms (Zoom) bridge geographical gaps, enabling real-time interaction across teams and offices. Collaborative workspaces (Asana) create centralized ecosystems for projects, promoting transparency and streamlining execution.
- Enhanced Flexibility: Remote work models fostered by communication tools attract talent from a wider pool and promote work-life balance. File sharing applications allow simultaneous document editing and real-time feedback, improving project agility.
- Improved Collaboration: Communication platforms enhance team cohesion and participation. Encrypted messaging apps (Signal) facilitate secure confidential communication within and beyond organizational boundaries.

#### **The Evolving Role of the Executive Secretary:**

In this digitally saturated landscape, the executive secretary role transcends traditional administrative tasks. They must possess technical prowess and digital literacy to manage information flow effectively, acting as gatekeepers of information, prioritizing tasks, and

scheduling meetings, ensuring optimal communication channels for managers and executives.

### **Performance Evaluation Methods:**

Accurate and objective employee performance evaluation is crucial for organizational success. Several methods are employed, each with unique strengths and limitations:

- **Self-Assessment:** Empowers employees to reflect on strengths, weaknesses, and areas for improvement. However, subjectivity and potential biases can affect accuracy.
- **Performance Graphs:** Visually represent individual and team performance against predefined metrics, enabling benchmarking and identification of high-performing areas and underperforming individuals.
- **Checklists:** Provide a structured approach to evaluate specific skills, behaviors, and achievements. However, their rigidity can overlook individual nuances and fail to capture the full scope of employee contributions.

Modern communication technologies have undeniably revolutionized office work, fostering faster, more flexible, and collaborative environments. The executive secretary plays a pivotal role in this transformed landscape, while effective performance evaluation methods are crucial for optimizing talent management and promoting continuous improvement. Adapting to the ongoing evolution of communication tools and work models is essential for organizations to remain competitive and thrive in the digital age.

### **D. create/revise employee performance appraisals.**

- Require mid-year and end-of-year written performance reviews by direct managers
- Standardize review structure and metrics weighted by responsibility
- Integrate 360-degree feedback survey data from peers into review process
- Use performance scale tied to pay increase eligibility to reward top performers.

### **The Implementation Strategy:**

- Conduct pilot programs of new policies in selected locations to gather feedback and refine before wider implementation.
- Provide comprehensive training to managers and employees on new policies and procedures.

- Regularly monitor and evaluate the effectiveness of new policies through data analysis and employee feedback.
- Allocate necessary resources and budget for technology upgrades and training programs.

Starbucks can empower its staff, change customer experiences, and drive operational excellence by embracing these creative HR practices. This investment in its staff will surely help to the company's long-term success and cement its position as a coffee industry leader.

### **3. Create job listing including starting salary information for the following position:**

#### **A. Secretary**

Starbucks isn't just coffee – it's a passion for connecting people and communities, a commitment to ethically sourced ingredients, and a dedication to making a positive impact on the world. As a Corporate Secretary, you'll be the backbone of our governance team, playing a crucial role in ensuring ethical and compliant operations while supporting our ambitious growth.

#### **The position Duties:**

- Manage and maintain corporate records, including board minutes, shareholder files, and legal documents.
- Facilitate the smooth execution of board and shareholder meetings, handling logistics, agendas, and resolutions.
- Provide expert advice on corporate governance best practices and ensure compliance with applicable laws and regulations.
- Collaborate with cross-functional teams across legal, finance, and operations to ensure information accuracy and adherence to established processes.
- Stay updated on relevant corporate governance developments and implement effective procedures within Starbucks.

**The Skills Needed:**

- You are a highly organized and detail-oriented individual with impeccable communication and writing skills.
- You have a deep understanding of corporate governance principles and experience working in a complex organizational environment.
- You are a strong project manager, adept at handling multiple tasks simultaneously while meeting deadlines.
- You are a team player with excellent interpersonal skills and a collaborative approach to problem-solving.
- You are passionate about Starbucks' mission and values and thrive in a fast-paced, dynamic environment.

**The Position Requirements:**

- Bachelor's degree in Business Administration, Law, or a related field preferred.
- Minimum 3 years of experience in corporate governance or a related role.
- Proven experience in managing board and shareholder meetings.
- Strong knowledge of relevant corporate governance laws and regulations.
- Excellent organizational, communication, and interpersonal skills.

**The Benefits:**

- Competitive salary and benefits package, including health insurance, generous paid time off, and tuition reimbursement.
- Work in a constantly rapid atmosphere with possibilities for professional development and progress.
- Enjoy the perks of being part of the Starbucks family, including discounts on your favorite coffee and exclusive employee events.

**The Starting Salary:**

The starting salary for this position is competitive and commensurate with experience and qualifications, ranging from 7000 to 9000 based on experience and interview.

## **B. Marketer**

### **The position Duties:**

- Concept and execute creative marketing campaigns across various channels, including social media, email, and in-store experiences.
- Collaborate with cross-functional teams like design, product development, and PR to deliver cohesive and impactful campaigns.
- Analyze marketing data and generate insights to measure campaign performance and optimize future strategies.
- Stay on top of emerging marketing trends and adapt your approach to reach new audiences and stay ahead of the curve.
- Help manage and curate branded content that reflects Starbucks' unique voice and values.

### **The Skills Needed:**

- You're a strategic thinker with a creative spark and a passion for telling compelling stories.
- You're tech-savvy, comfortable navigating social media platforms and marketing analytics tools.
- You're a data-driven problem solver with a knack for translating insights into actionable strategies.
- You're a team player with excellent communication and collaboration skills.
- You're a Starbucks enthusiast, excited to contribute to a brand that brings joy and connection to the world.

### **The Position Requirements:**

- The candidate Must have a Bachelor's degree in related field of marketing.
- At least 2 years of experience in digital marketing.
- Strong proficiency in social media platforms, digital marketing tools, and basic design software.
- Excellent written and verbal communication skills.

**The Benefits:**

- Competitive salary and benefits package, including health insurance, generous paid time off, and tuition reimbursement.
- Work in a dynamic and collaborative environment with opportunities for professional growth and development.
- Enjoy the perks of being part of the Starbucks family, including discounts on your favorite coffee and exclusive employee events.

**The Starting Salary:**

The starting salary for this position is competitive and commensurate with experience and qualifications, ranging from 9000 to 10000 based on experience and interview.

**C. Operations Manager****The position Duties:**

- Lead and inspire the team: Build a positive and productive work environment, empowering baristas to deliver exceptional service and foster a welcoming atmosphere.
- Ensure efficient store operations, including inventory management, product quality control, and adherence to food safety standards.
- Manage budgets, track sales, and implement strategies to optimize profitability and achieve store goals.
- Champion customer satisfaction: Prioritize exceptional service, handle customer inquiries, and proactively resolve any issues to ensure every visit is delightful.
- Connect with your community: Partner with local organizations, curate inviting environments, and build rapport with your store's regular customers.

**The Skills Needed:**

- You're a natural leader with a passion for building and motivating teams.
- You're a detail-oriented problem solver with a keen eye for operational efficiency.
- You have strong communication and interpersonal skills, ensuring smooth collaboration across all levels.
- You're a customer champion, dedicated to exceeding expectations and creating memorable experiences.

- You're a Starbucks enthusiast, excited to be part of a brand that makes a difference in the world.

#### **The Position Requirements:**

- Minimum 3 years of experience in retail management, preferably in a high-volume environment.
- Strong understanding of financial management and budget control principles.
- Excellent communication and interpersonal skills, with the ability to handle difficult conversations effectively.
- Proven dedication to delivering excellent customer service.
- A bachelor's degree in business or a comparable field is desirable.

#### **The Benefits:**

- Competitive salary and benefits package, including health insurance, generous paid time off, and tuition reimbursement.
- Leadership development opportunities with a global brand known for its commitment to its people.
- Enjoy the perks of being part of the Starbucks family, including discounts on your favorite coffee and exclusive employee events.

#### **The Starting Salary:**

The starting salary for this position is competitive and commensurate with experience and qualifications, ranging from 25000 to 30000 based on experience and interview.

#### **4. Create a health, safety and wellbeing guide for the company.**

At Starbucks, we are committed to providing a safe, healthy, and supportive work environment for all our partners (employees). This starts with complying with all applicable health and safety laws, but also goes beyond that in supporting partner wellbeing.

#### **Safety Policies and Procedures**

- Slip/trip hazards should be clearly marked with warning signs
- Hot liquids and surfaces need handles and padding
- Report injuries to manager and document appropriately



- Emergency evacuation routes visibly posted in back-of-house

### **Providing Protective Equipment**

- Heat-resistant gloves mandatory for operating high-temp equipment
- Cut-resistant gloves provided for handling glassware
- Correct ladder height and good condition ensured
- Hair/beard nets required when preparing food

### **Maximizing Ergonomics**

- Adjust workstations to avoid strain from repetitive tasks
- Take regular breaks from one task by alternating duties
- Proper lifting techniques taught and reinforced
- Chairs provided to minimize extended standing

### **Sanitation and Hygiene**

- Hand-washing protocols strictly enforced
- Surfaces thoroughly sanitized multiple times daily
- Inventory rotated to use oldest ingredients first
- Temperatures continually monitored to specification

### **Supporting Wellbeing**

- Work schedules balanced allowing two consecutive days off
- Breathing/mindfulness reminders during shifts
- Free subscription to meditation app Headspace
- Optional yoga and stretching sessions offered

Following these guidelines, communicating ongoing updates, and giving continual safety refresher training will help Starbucks provide partners with a secure, healthy, supportive work environment where they can thrive at work and beyond.

## **Conclusion**

In conclusion, Human Resources management is not just a cog in the machine, but the very engine driving organizational success. Its multifaceted role, encompassing everything from talent acquisition and retention to performance management and policy development, is fundamental to every organization's long-term survival, growth, and financial stability. By fostering a productive and engaged workforce, HR acts as the backbone of organizational ideals, translating vision and strategy into tangible results. The meticulous selection of qualified individuals, the creation of a motivating and equitable work environment, and the continuous investment in employee development - these are the pillars upon which strong HR practices stand.

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