Starbucks: Continual Training
A Needs-Based Analysis of Training
Borrowed and Transfer Partners

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2 Starbucks
Abstract

Starbucks Coffee Company is well known for its dedication to a quality and consistent product. While the company offers comprehensive training for new baristas and old alike, discrepancies between stores are more common than expected. Practices occasionally vary between stores. Consequentially, when baristas transfer or fill in shifts at other locations, a loss of time and money can occur, and to some extent, resources are wasted. We have determined the source of this problem not to be the training itself, but the passing of time. After analyzing several possible alternatives, we believe the best course of action to be a yearly closure of stores as determined by district managers. For transferred partners, training and performance history would be stored on the Starbucks Portal so that managers could have access to these records. Training can then be adapted to the individual so that time and money are not wasted. For borrowed partners, that is, those filling in at a store on a temporary basis, Starbucks could require early arrival so that approximately twenty minutes could be dedicated to store orientation.

Starbucks Overview

Starbucks Coffee Company launched with a single store in 1971. Since then, the Seattle coffee shop that could has expanded to over 16,000 locations in 50 different countries (“Company Profile”). The company strives to fulfill its mission: “to inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time.” The company refers to employees as “partners,” for whom they provide extensive benefits and training.

It is this training that allows for a consistent product from one store to the next. Upon analysis of their human resource procedures and practices, we have found that discrepancies exist in regard to transferred and borrowed partners. A transferred partner is an employee who is switching primary store locations. A borrowed partner fills in a shift at a store location other than his or her own. While Starbucks training focuses on uniformity amongst individual stores,
there are times where practices can vary and transferred/borrowed partners have difficulty adapting to the new location. We have analyzed and compiled recommendations concerning this issue.

Northwest Partner Resources Management

Human Resources Audit Form Summary

In April 2010, a Human Resources Audit was conducted on Starbucks Coffee Co, specifically pertaining to the organization and practices of the Northwest Region. Starbucks Coffee Co consists of more than 16,000 stores and employees 142,000 employees worldwide (Hoover). Karen Holmes, Executive Vice President Partner Resources and recent 2009 addition to the company, holds several degrees including a PhD in Organizational Psychology from the University of Houston. Working under Ms. Holmes are the Regional Partner Resources Managers. This audit looked specifically at the Oregon, Central & Eastern Washington, and North Idaho Region run by Kimberly Johnston.

According to information provided by Ms. Johnston, Partner Resources Manager, job descriptions were updated within the last year and employment planning process is formal and done annually. Recruiting varies for each position (barista versus corporate) and is typically done through Starbucks intranet, advertising in store, on the Starbucks webpage. Walk-ins also make up a large proportion of the retail partners. Employees are hired on the basis of application, resumes, interviews, background checks and personality tests. The latter two are generally reserved for upper management positions and rarely apply to baristas. Starbucks is an Equal Opportunity Employer and states that it treats all partners:
Fairly, without regard to race, national origin, age, sex, religion, disability, sexual orientation, marital status, veteran status, gender identity and expression, or any other basis protected by local, state, or federal law. This policy applies with regard to all aspects of one’s employment, including hiring, transfer, promotion, compensation, eligibility for benefits, and termination.

Starbucks is revered for its training and development programs. Orientation is done by both line management and partner resources department, though the faces of training are current partners and store managers. Needs analysis is conducted prior to training program implementation so that specific goals can be met. These goals are formal and measurable. For example, in Barista 100 training the objective is to be fully immersed into the Starbucks culture so as to pass a comprehensive text on coffee competency upon completion. The training consists of internships, computer-assisted instruction, intranet or Internet, on-the-job (OJT) coaching, and videotape. To evaluate the success of these programs, a pre/post test is given. Starbucks is proud to note that 100% of employees participated in some form of training in the past year.

Starbucks uses a program called “Total Pay” to compensate its employees. According to the Starbucks Pay website, “Starbucks’ pay philosophy is to recognize and reward partners’ contributions in achieving the company’s strategic goals and business objectives, while aligning with Starbucks Mission Statement and Guiding Principles.” In order to support this pay philosophy, it is Starbucks’ goal to recruit and retain talented partners committed to the values of the company. They reward partners who perform and contribute at a high level and also the responsibility for success is shared between leadership and partners. In addition to base pay and benefits, Starbucks offers financial incentives like stock options, referred to as Bean Stock, employee discounts, and cash bonuses for stores going above and beyond sales goals.
Starbucks employees are not unionized, but satisfaction is monitored through Partner Voice surveys. The last employee survey was conducted in early March, with 90% participation, but results have yet to be released. Employee appraisal is based on multiple factors such as employee traits, employee behavior, and employee job results. If problems do arise in the workplace, partners are to adhere to a formal grievance procedure. The timeline and response for each complaint filed varies with the urgency of each request. An excerpt from the Anti-Harassment Complaint Procedure is provided below:

A partner who believes he or she has been subjected to harassment or retaliation prohibited by either the Anti-Harassment Policy or Anti-Retaliation Policy should immediately inform the offending partner to stop his or her unwanted behavior. The partner should also immediately report the offending behavior, preferably in writing, by following the “Reporting Complaints” process below. If any partner becomes aware of harassing or retaliatory conduct engaged in or endured by another Starbucks partner, regardless of whether such harassment or retaliation directly affects that partner, the partner should also immediately report that information.

In the event of violation of policies, partners should contact their store manager, district manager, or partner resources manager.

**Current Training**

**Initial Barista 100 Training**

Currently, Starbucks introduces its new baristas to the company through a twenty-four hour, nine block-training program. These blocks are broken down into hours needed, learning activities and who will assist with the training. Please See Appendix for actual chart used.
According to the Partner Café, an online learning source for current Starbucks partners, the training module combines “formal learning with on the job practice and individual development discussions.” The store manager and learning coach (an established barista) provide guidance and act as a role model, while the partner also takes on self-guided modules. Specifically, the store manager functions as an overall guide to the baristas introduction to the store environment. This involves gathering first impressions (part of the training) and conducting certification. The learning coach then acts as a one-on-one personal trainer that can provide instant feedback and tips for a successful shift. The functional training prepares the barista for their role in the new store.

The first portion of training surrounds first impressions, customer care, and the Starbucks Experience, implying to the new barista that it is not just about coffee beverages but about the whole experience Starbucks provides its customers. Next the barista is introduced to the Whole Bean, Brewed Coffee & Tea, and Food Case training. These are both self-guided modules that are followed by a practice sessions brewing coffee with the learning coach. Of the remaining training modules, sixteen hours are dedicated to the bar practices, machine use and drink standards led by the barista’s learning coach. In order to ensure success and continue Starbucks’ consistency, the new partner is provided with supervised practice while they make demo drinks to learn recipes. After this twenty-four hour training session is complete, the barista has a “Barista 100 Certification” with their store manager. This certification is a comprehensive look at all the topics covered in the previous training modules. If partner has adequately grasped the concepts presented, they will then pass the certification and be a fully immersed barista.
Continued Training

Baristas are encouraged to continue their coffee education even after they are certified. The store portal, an intranet service for Starbucks, provides information such as recipes, tips, and news about the company; all things that benefit a barista’s coffee education. Additional training also occurs during promotional periods or when new products are introduced, or when a standards change occurs (Partner Café). Starbucks breaks down how baristas learn best below in Figure 1, On the Job learning, Learning through Others, and Formal Learning. While most continual training is a blend of these three aspects, the majority is done through on-the-job, hands-on experience. There are a variety of programs emphasized for continual learning, such as the Coffee Master Program, which trains baristas to be a coffee and tea authority in store. This uses a blended training approach consisting of in store training, online portal work, and classes.

Figure 1
Current Approach to Transferred and Borrowed Partners

Through multiple interviews with Shift Leaders and Store Managers in the Portland Area, it is apparent that there is no set protocol for introducing borrowed or transferred partners to a new store environment. According to a north Portland shift supervisor, “Starbucks [ideally] thinks any partner around the globe could walk into another store and work without any major difficulties. To an extent, that’s true, but each store has its own unique qualities” (Guenthur, Personal Communication, March 2010). Later in the interview, Guenther discussed the incorporation of transfer partner, Aimee, from Austin, Texas. Aimee had been with the company for a few years and all were expecting a smooth transition. Guenther notes, “there were a lot of differences from her Austin store to our store. So Emily (store manager) and a lot of the shifts had to basically retrain her in some areas.” The approach to transfers and borrowed partners is individualized to the store manager’s preference. This approach has its flaws as is evidenced in the seemingly minute procedural differences from store to store that can be magnified when new people are introduced, thus causing a breakdown in communication and consistency.

Partner Response Surveys

Content

An anonymous 10 question survey of current Starbucks employees was conducted over a two week time period utilizing the online survey software, SurveyMonkey. Partners were asked initially about their history with the Starbucks: how long they have worked with the company, if they have ever transferred or worked as borrowed partner and how many times they have done...
Partners were then asked to describe their experience working as a borrowed partner and any steps that were taken to introduce them to the store. Similar questions were asked about transfer experience. The survey concluded with the opportunity for partners to suggest ways to make transitions as borrowed or transferred partners smoother.

**Results**

The distribution of work experience for baristas was varied, with the majority of partners responded between one and two years (57.1%). See Figure 2 below for full break down of respondents.

**Figure 2**

![Years worked at Starbucks](image-url)
Figure 4
This figure represents the breakdown of borrowed partner experience. Of all surveyed 85%, had worked as a borrowed partner, 57% of that group worked in four or more stores.

Figure 5
This table denotes the number of stores the respondents have worked as full-time partners (not borrowed).
The Partner Surveys provided valuable feedback on the current protocol taken to transition partners into new stores. Most partners complained of slight confusion when acting as a borrowed partner, noting that they, “didn’t know where any prep was or what the goals of the shift were…” To appease this confusion, partners requested that a detailed tour of the store be given prior to the floor shift starting and a reference booklet specific to that store detailing cleaning tasks, and prep needed for each shift (i.e. open, mid, close) be provided. Also, a large proportion of the respondents suggested that a district-wide list be made of partners that prefer to pick up shifts at other stores. This compilation would provide partners that are able to adapt easily and quickly to new store environments, lessening the stress on the floor staff.

Many of our respondents have also transferred to other stores during their time with the company. Most said the overall transition was smooth. They were greeted with a friendly staff, but some standards were different and this caused confusion on the floor. For example, one of our respondents transferred from Austin, Texas, to Portland, Oregon. She was given a tour of the store, an introduction to the shifts, and then moved to the floor to take an afternoon shift. Soon into the shift it was apparent that things operated differently in Austin. Frappachino was made an entirely different way and she had to be quickly retrained. Another partner shared a different story about standards confusion. When he transferred into his new store, most of his confusion came from not knowing how to communicate with his partners and what the goals of the shift were when customers were not present. The concept of calling the drink down the line was approached differently in his previous store as were drink codes written on cups. After a frustrating few weeks, things smoothed out. Other similar stories were shared on the surveys and all pointed out one thing: these struggles could have been avoided with a detailed introduction. Many similar suggestions to those given for borrowed partners arose for smoothing the transition.
for transfers. For transfers, it was requested that significant more detail surrounding store procedures and policies be given, as well as a meeting with the manager to absorb the store environment.

**Training & Development within a Coffeehouse Setting**

**Importance & Purpose**

The most basic purpose of training and development is to provide “new or current employees with the skills they need to perform their jobs” (Dessler 266). For Starbucks, this is very much at the core of their business. Unlike other jobs where employees could potentially pick up the skills their position requires, Starbucks is a business with a reputation of product uniformity. Poor or lack of training would not only tarnish their reputation but also result in a potential loss of sales.

The training process traditionally occurs in four steps (Dessler 267):

1. Needs Analysis
   - Identify specific knowledge and skills for the job, then compare to trainee’s knowledge and skills.

2. Instructional Design
   - Formulate objectives, review training program content, and estimate a budget for the program.

3. Implement
   - Actual training of the employees.

4. Evaluation
   - Assess program’s strengths and weaknesses for future adjustment.
Motivating Employees during Training

As previously stated, Starbucks’ success is due to consistent quality in their drinks. This quality is a direct result of efforts directed at employee training. A 2001 study directly supports what common sense would suggest, stating that, “an employee’s participation in training and development is greater if she or he expects that skills and knowledge gained from training are instrumental for gaining intrinsic outcomes” (Tharenou 617). That is, an employer needs to convey the critical importance of the training for the bottom line.

Studies have also concluded that supervisor support and positive reinforcement are key to successful training and retention of material. Other elements of an employee’s work environment are less important factors in motivation. One explanation suggests that it’s a matter of proximity (Tharenou 618). The supervisor is closest, can provide the most feedback, and holds power over the employee. Success is not dependent on the supervisor, but one can argue that the precedent set by him or her, will affect subordinate performance.

Establishing Training Needs

Since the focus of this study is on transferred and borrowed partners, we are only analyzing training needs for current employees. Unlike with new employees, establishing needs for current employees requires additional analysis pertaining to relevance of training.

Performance Analysis

Performance analysis is the process of verifying that there is a performance deficiency and determining whether the employer should correct such deficiencies through training or some other means (Dessler 270). Current employee performance can be evaluated through, but is not limited to: performance appraisals, job-related performance data, and observation by
Designing a Training Program

Design of a training program first requires a complete understanding of the goals to be accomplished. Akin to a mission statement for a business, the instructional objectives outline the company’s expectation of results (Dessler 272). From this point, the training program’s scope is developed and a complete budget for it can be determined. Internal training and development that are related to a firm’s core competencies will not likely require outside help (such as Starbucks training baristas to make coffee in a uniform manner).

Training Methods

There are many different methods for training. The following methods are most relevant to barista positions within a café setting akin to that of Starbucks.

On-the-Job Training

On-the-job training is extremely basic, and in many cases, is so hands off that an employee is left to his or her own accord to learn the job. The lack of a complex, formal training process, however, does provide the benefit of lower costs. Such a training program is ideal for smaller businesses or those unable to spend a lot (if anything) on developing a new program. This type of training usually has a supervisor explain/show the trainee how to perform a task, followed by evaluation of the employee’s efforts. As employees improve performance, the supervisor diminishes his or her direct role in training with the individual (Dessler 274).

A study from 1992 also shows that group training is far more effective than individual. “Group members [trained] together rather than alone [spend] much more time together with one
another, share more work experiences, and so on. As a result, their groups attain higher levels of development” (Liang et al 391). Shared time develops more memories to which employees can attach their training for future reference.

**Job Instruction Training**

Job instruction training focuses on a method of step-by-step training. All necessary steps are listed, usually in printed form, for the employee to follow and learn during the training process, accompanied by key points to keep in mind (Dessler 276). For a company like Starbucks, this type of training is very valuable. It can ensure consistency in drink preparation and act as a point of reference.

**Computer-Based Training**

Computer-based training is conducted interactively on a computer. Depending on the type of program needed and available budget, this training can blend the use of photos, graphics, music, and video together to provide as comprehensive of training as possible (Dessler 279). This type of training, however, is being replaced by its successor, Internet-based training.

**Internet-Based Training**

Learning portals provide internet-based training that employees can access. Depending on the complexity of the portal and online software, this type of training can be just as dynamic in presentation as computer-based training. For baristas, generic information and initial instruction can be provided through these portals, but they cannot replace the execution aspect of training. When it comes to making the individual coffee drinks, the barista will need to be at the espresso machine with their supervisor.
Internet-based training provides several key advantages to other methods of learning. For one, lessons can be repeated, which means you can never miss a one either. It is all stored online. Employees can access this training from virtually anywhere given the content of the training and whether or not any elements are proprietary to a firm (Webb). If an employee is away on vacation, he or she can review an element(s) in the airport.

**Alternatives & Our Recommendation**

**Alternative 1**

Our first alternative revolves around Barista 100 Certification. In order to be a barista for Starbucks Coffee Company, baristas are required to study all aspects of store operations before a test is administered. This test ensures that Starbucks employees are performing at their best and under the same guidelines as all other stores. Rather than treat the issue of transferred and borrowed partners separately, we propose that all partners be retrained for Barista 100 Certification on a yearly basis.

To aid in recertification and guarantee uniformity in training, Starbucks could do a nationwide shut down of all stores for half of a day out of the year. Such an idea is not new to the Starbucks Coffee Company. In February 2008, Starbucks closed its doors nationwide for three and a half hours to retrain all of its partners. It was about “focusing on [their] core product, espresso, as well as the customer experience, something customers will see and appreciate” (Weinstein 10).

The positive PR from such an event would probably cover all costs. Customers would be guaranteed that partners are up to date on company best practices. Consistency and higher standards would be promoted under such an effort, and accountability amongst partners would be increased. The downside is that shutting down for a few hours, even if only once per year, is
expensive. For some stores, it might also be a redundant move if most of their employees had recently undergone and received Barista 100 Certification. Finally, significant coordination is needed for such an effort. Leadership would need to be completely behind this move, promoting the positive aspects at every chance to stakeholders.

**Alternative 2**

A standardized introduction to the new store should be given for each borrowed and transferred partner. This involves a thorough tour of the store including where paper stock and food/drink prep is kept. A reoccurring complaint from the Partner Survey conducted noted that Baristas felt confused and alienated when tours and introductions were skipped at the beginning of their shifts. The most successful borrowed partner experiences involved direct communication from other partners.

“Every store does their duties at different times of the day. So when I go to other stores to work I just do the job duties at my own pace. Borrowed partners should know what their job is, and apply it when they work at other stores. I have worked at roughly 24 different Starbucks as a borrowed partner, I feel like an expert now.”

Implementation: P Booklet containing goals for each shift, tour of store including prep and supplies.

Pros/cons: Transfers can benefit from this too. Implement a standardized introduction of store for borrowed and transferred partners. An overwhelming notion made apparent by the partner surveys is the need for
Alternative 3

A third alternative is to let store managers devise their own plan for training and development of borrowed and transferred partners. They could then implement it by themselves, meeting standards and guidelines set by the corporate headquarters. For borrowed partners, this plan is enough. To aid in the process of bringing on transferred partners, past performance appraisals could be posted to the Starbucks Portal, their corporate intranet. Information about past training and reviews could allow the new manager to customize training that maximizes efficiency and minimizes cost.

To implement this strategy, the Portal only need be augmented to allow for the transfer of past training history and performance appraisals. Managers then need to be able to analyze this information to make sure the training meets the specific partner’s needs.

This alternative provides a lot of autonomy to store managers. It also will save a lot of money. By only retraining transferred partners in areas they are underperforming, Starbucks saves itself wasted time and money. Partners will also feel like they are not wasting time, important in motivation theory. As mentioned earlier, if an employee is not vested in their training, retention of material will be significantly smaller. The downside is lack of uniformity in this training. While simultaneously listed as a positive aspect, corporate headquarters does not have full control. This leaves the door open for mistakes or neglect. Aside from managerial observation, there is no standard for results to be compared with. Corporate will have no idea if this method is actually producing quality and lasting results.
Alternative 4

Create a network of baristas who specialize in working in multiple stores.

Overwhelmingly suggested in the survey was the desire for a network in each district of baristas willing to pick up shifts at other stores. If partners are trained efficiently and effectively, adding the benefit of partners who specialize in quick adaptation to new environments, transitions will be easier.

Our Recommendation

Acknowledging the aforementioned alternatives whilst simultaneously understanding issues of cost and time for the various levels of Starbucks leadership, we recommend that Starbucks emphasize retraining for all partners in varying capacity.

Starbucks would close stores early once a year, on a district-by-district basis (as opposed to a nationwide closing). District managers would coordinate store closings on the Starbucks Portal so as to avoid too many stores closing within one area. If majority of partners are up to date on their certification, then closure may be inappropriate. District managers will have access to this information on the Portal and can plan accordingly.

For transferred partners, in addition to above, training and performance history would be stored on the Starbucks Portal so that managers could have access to these records. Training can then be adapted to the individual so that time and money are not wasted.

For borrowed partners, Starbucks could require early arrival so that twenty minutes could be dedicated to store orientation. This time would be spent going on a tour of the store, preparation work, etc. Goals for the shift can also be presented, such as length of shift, timeline for closure preparation, cleaning priorities, etc. Store managers would also have access to a
district pool of specialized partners that adapt easily to new environments, cutting down on orientation time.

**Conclusion**

Starbucks Coffee Company has a strong reputation within its industry. It is also a leader in human resources, providing excellent benefits to its workers and strong training. A current hole needing to be filled in their training, however, is in regard to borrowed and transferred partners. We believe that if appropriated steps are taken to annually retrain staff, Starbucks will reap strong public relations benefits and improved employee satisfaction. In addition, if Starbucks finds efficient means of adapting training for transferred partners on an individual basis, cost savings will drastically increase.
Works Cited


Appendixes

HR Audit Form

KONDRAUK’S HUMAN RESOURCE DEPARTMENT AUDIT

For Dr. Jack Kondrasuk

University of Portland – Dr. Robert B. Pamplin, Jr. School of Business Administration

1. Date of this audit (mo./yr.): April 2010

2. Parent organization:

   Starbucks Coffee Company

3. The approximate number of employees in the total (parent) organization worldwide is:

   142000 employees

4. Division, section, etc. name for this analysis*: Partner Resource Center (Northwest)

5. Location/address for this analysis:

   2401 Utah Avenue South
   Seattle, WA 98134

6. Type of organization (check 1 only):

   Services (e.g. hospitals, colleges, hotels, amusement)

7. The approximate number of employees in unit/part of organization studied in this audit is:

   ___ ___ , ___ ___
8. How many people (full-time equivalents) are in the “Personnel” or “Human Resources” Department?

_______ managerial
_______ professional
_______ total of all in HR department (including clerical)

9. The title of the head/top person in the personnel/human resources area is:

   _x___ Vice President

10. The highest educational level of the top person in the HR department is:

   Doctorate

11. The top person in the HR department reports to:

   X the President or CEO

13. Diagram an administrative organization chart of the Personnel Department.

14. What are the mission and main goals of the Personnel department? (attach any printed mission statement and/or goals)

   Starbucks Total Pay Philosophy is to recognize and reward partners' contributions in achieving the Company's strategic goals and business objectives, while aligning with Our Starbucks Mission.

EMPLOYMENT FUNCTIONS

16. The last time that most job descriptions were updated was:

   X within the last year.

17. The employment planning process is:

   X formal and done at least once a year.
18. **Which of the following techniques have been used as recruiting sources for job openings in the last twelve months?**
   - X advertisements: newspapers, TV, radio, journals, other written publications
   - X on the internet, web site or other electronic means
   - X internal job posting, intranet job postings
   - X unsolicited write-ins, walk-ins

19. **The organization’s Affirmative Action Program (check which best applies):**
   
   Starbucks is an Equal Employment Opportunity Employer.
   
   All partners will be treated fairly, without regard to race, national origin, age, sex, religion, disability, sexual orientation, marital status, veteran status, gender identity and expression, or any other basis protected by local, state, or federal law. This policy applies with regard to all aspects of one’s employment, including hiring, transfer, promotion, compensation, eligibility for benefits, and termination.

21. **Which of the following techniques are usually used to select employees?**
   - X application forms
   - X resumes
   - X interviews
   - X background checks
   - X interest or personality tests
   - X specific ability/aptitude or skill tests

**TRAINING AND DEVELOPMENT**

22. **The formal orientation program is conducted by:**
   - X both line management and the HR Department.
23. A needs analysis:

X is formally conducted before each training program.

24. Objectives for each training program are (please attach examples if possible):

formally, measurably specified for each training program.

25. Which of the following training techniques have been used in the last twelve months in training programs?

X seminars, workshops, lectures
X apprenticeships or internships or mentorships
X computer-assisted instruction, intranet or internet
X OJT coaching
X video tape

26. Which of the following training evaluation approaches is used most frequently?

pre-/posttest results changes

27. What approximate percentage of the organization’s employees took some training during the last 12 months? 100%

COMPENSATION

28. What job evaluation method is typically used for internal pay equity?

X rating X classification X factor comparison
X ranking x other: Position in range

29. When was a market survey last conducted for use in setting wages and/or salaries?

Two years ago

30. Our Pay Philosophy
Starbucks pay philosophy is to recognize and reward partners' contributions in achieving the company’s strategic goals and business objectives, while aligning with Starbucks Mission Statement and Guiding Principles.

In support of this philosophy, our pay objectives are to:

• Recruit and retain talented people who can help Starbucks succeed.
• Reward partners who perform and contribute at a high level.
• Share responsibility for Starbucks success between partners and leadership.
• Guide and support company values

31. **Describe any direct financial incentives used at the individual, group, or total organization level:**

Bean Stock

Store cash bonuses for meeting sales goals.

**LABOR RELATIONS**

32. **What percentage of the organization’s employees are unionized?** 0%

34. **Is there a formal grievance procedure in the organization?** X yes ____ no

35. **If “yes,” list the main steps in the grievance procedure and the time limits for each.**

Our process is outlined below. Specific timelines are set according to the type of concern. Concerns that are urgent are prioritized accordingly.

Anti-Harassment Complaint Procedure: A partner who believes he or she has been subjected to harassment or retaliation prohibited by either the Anti-Harassment Policy or Anti-Retaliation Policy should immediately inform the offending partner to stop his or her unwanted behavior. The partner should also immediately report the offending
behavior, preferably in writing, by following the “Reporting Complaints” process below. If any partner becomes aware of harassing or retaliatory conduct engaged in or endured by another Starbucks partner, regardless of whether such harassment or retaliation directly affects that partner, the partner should also immediately report that information.

Reporting Complaints

The following process should be followed for reporting behaviors that may be a potential violation of the Policies:

Store Partners

Store partners should report offensive behavior immediately to their store manager, district manager, or the Partner Resources manager for their region. The name and phone number of the appropriate Partner Resources manager is available from the Partner Contact Center at (866) 504-7368.

MISCELLANEOUS

37. **Is there a specific/formal discipline procedure?**
   
   X yes ___ no
   
   If “yes,” please specify the steps:

38. **Is there an employee safety committee with employee representatives from all levels?**
   
   X yes

40. **Employee records are kept on/in**
   
   Combination of written and computer records are kept on file.

41. **The formal employee appraisal system is based on:**
   
   X employee traits (e.g. initiative, quality).
X measurable employee behaviors (e.g. courteously answers each telephone call with Hello”).
X measurable employee job results (e.g., over $60,000 in sales of product X).

42. The turnover rate varies in each position.

43. The absenteeism rate varies in each position month.

44. When was the last employee attitude survey conducted? The last survey was conducted within the last year.

46. The last formal personnel research project was conducted within the last year.

47. How much did average employee productivity increase/(decrease) last year? ___ ___ ___ ___ %

How is it measured?

Measured as a percentage of labor, but cannot release actual data due to confidentiality.

48. What was the rate of employee satisfaction last year?

A Partner voice survey was conducted in early March 2010. Over 90% of baristas participated. Results however, have yet to be released.

Thank you for your assistance in completing this survey.

C R 2009 by Dr. J. N. Kondrasuk

Partner Survey Responses