



Staff turnover in catering, as any industry, is high and has been for many years. Given the competitive pressures from other types of work opportunities, the difficulty in the catering industry isn't just one of finding people for the job – it is finding the right people and placing them in the right job. This was an area that Kim George, President of Catering by George, wanted to improve in her business.



case study

Company – Catering By George

Catering by George is a catering company located in Houston, Texas that creates both classic and innovative menus for their clients and has done so for more than 20 years. While the business employs a small number of employees, the company often handles large catering events. It is imperative that the team works as one cohesive unit.

Challenge – Employee Recruitment and Retention

As Catering by George continued to grow and Kim wanted to focus her efforts in more strategic areas of the business, employee issues would often arise, mitigating progress. It was extremely challenging to find the perfect fit. If they had the qualifications, their personality often didn't mesh well with the rest of the team. Or, if they were a good fit personality-wise, they were not always able to perform their duties. Kim was quickly becoming an HR manager, rather than the strategic business partner she desired to be.

Solution – People Possibilities

Effective recruitment and retention within the fast-paced catering industry is one of the key management challenges that determine whether business objectives are achieved or not. Using their unique and proprietary Employee Lifecycle Model along with many years of coaching and helping entrepreneurs and intrapreneurs feel more comfortable and confident in

the employer-employee process, People Possibilities developed a path for Catering by George. The Lifecycle Model starts with building the foundation, then moves into three main segments: Employment Branding (Attracting and selecting talent), Employment (Building performance), and Post Employment (Creating advocates).

Using the ABC's of the Employee Lifecycle Model, People Possibilities worked with Catering by George to develop a structured employee program and utilized the Birkman Method® personality test to provide relevant coaching related to people leadership, employee hiring and team communication.

A company organization chart was developed as well as an employee handbook providing employees with a better understanding of the business model as well as company expectations. Additionally, People Possibilities worked with Kim to analyze and develop the variable compensation plan for the Catering Sales Associate.

And when it came time to hire, People Possibilities completed a process review of Catering by George's sales cycle to write the job description for the Catering Sales Associate. A process review of the front office was also completed to develop the job descriptions for the Accounting Coordinator, Event Coordinator, and Catering Coordinator.

An interview guide was developed with behavioral questions geared to competencies required for the company/industry and for the positions to be filled, avoiding any more mismatched personality issues. People Possibilities also provided sourcing and screening services for recruiting candidates, ensuring Catering by George spoke only with the best candidates.

"I consider People Possibilities a member of the Catering by George family," said Kim. "Having an HR process and structure where there was none, has provided us with a tremendous breath of fresh air. I am now able to focus on growing our business, knowing that if an HR issue arises I can rely on People Possibilities to provide us with a sound solution. I consider them our on call HR department."

Result – Maintaining Staff. Maintaining Growth.

Husband-and-wife team Kim and Jeffrey George have created a successful business by treating employees and clients like family. Their team today is made up of the right people for the right job and they are staying put. Kim is able to focus on growing the business and the business' day-to-day strategy.

"It's true that happy employees result in satisfied clients – the food tastes better, the smiles are genuine, deliveries arrive on time, and relationships thrive," said Kim. ■

Be more.

At the heart of People Possibilities is the belief that transitions are extraordinary opportunities for innovation, relationship-building and growth. We empower leaders to transform the workplace by creating innovative solutions for people at work.

Building a bridge to a new way of thinking, People Possibilities focuses on optimizing the power of positive change. We partner with business leaders to understand the complexities of human interaction and provide ideas to foster the employee lifecycle and increase productivity.

At People Possibilities we are changing the culture of business one leader at a time.



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