



Taking a family retail business and ramping it up for expansion means having a team of qualified and committed people. Personnel needs for retail businesses pose a specific and ongoing challenge for management. Getting the right people in the right position and productive quickly is the key to sustained growth and profitability.



Company – BASKiNS

In 1972, the Baskin family opened their first store in Trinity, Texas. For working families in Texas, BASKiNS has become the place they count on for exceptional value and a friendly hometown environment. The Company's service philosophy continues to be – "neighbors serving neighbors." From the first store in Trinity, the Company has grown to 19 stores all across East Texas with over 250 employees and revenues in excess of \$30 million. In 2004 the Baskin family sold the Company to an investment firm who kept things exactly as they were. In 2009, new ownership took over with exciting plans for the future. Addressing the human resources needs of the Company was CEO, Jack Gunion's first task.

Challenge – HR Compliance and Employee Management

With 250 employees and no formal HR procedures, the Company had several critical issues to address. Additionally, employees had not been formally managed so there was frequent miscommunication and inconsistencies, which led to confusion and suboptimal performance. Expectations were addressed after-the-fact and managers were ill equipped to handle the growing needs of the employees or the Company.

Solution - People Possibilities

With extensive expertise in all aspects of Human Resources, People Possibilities was able to step in and make an immediate impact on all compliance issues. The first thing they did was conduct a complete Human Resources audit where key areas of improvement were identified.

With this information, People Possibilities delivered:

- Revised employee handbook
- Formal job descriptions for all positions
- Formal policies and procedures for pre-employment background checks and drug screening, including the selection of the vendor
- Policies and procedures for new hire, random and for-cause drug testing and pre-employment background screening
- Performance review forms and process tied to performance goals by position
- Monthly reporting including employee turnover, organization charts and progressive discipline activity tracking
- Formal training of General Managers on Human Resources Fundamentals

With the immediate needs being addressed, People Possibilities and BASKiNS Management turned their attention to the growth of the Company. The Company intends to grow to 45 stores within the next five years. This means a solid foundation of people, which means an aggressive succession plan.

People Possibilities created a succession planning tool which provides the BASKiNS leadership team with a formal process for determining who is and is not promotable. This tool was of high importance to the new owners because they wanted to do everything they could to promote from within. They now have an efficient and effective way of answering the question – “who will be our next manager?”

People Possibilities continues to serve as BASKiNS ongoing HR resource on all policy and procedure development and interpretation, workforce data analysis and reporting, employment law, employee relations and other HR fundamentals. In addition, they also provide coaching and training to the in-house HR Representative regarding day-to-day employee lifecycle activities.

Result – Peace of Mind. Plans for the Future.

The new owners of BASKiNS are now poised for growth with managers and employees engaged, excited, willing and able to do what it will take to succeed. HR compliance issues are a thing of the past and the Company’s executives are extremely pleased with the amount of progress made in a relatively short period of time.

Managers feel more confident when dealing with personnel issues and employees feel as if they are treated fairly and have a place of employment that truly cares about their growth and wellbeing.

“When we first took over the Company, employee and compliance issues were the things that kept me up at night,” said CEO Jack Gunion. “Today, I have peace of mind and our managers and staff continue to evolve into the super-stars we need to meet our growth and expansion goals. Kathi Crawford and People Possibilities have been very instrumental in getting us to this point.” ■

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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