

HRM Case study: role and job analysis

Job Analysis at Red Lobster (Phillip – Gully 2009)

Red Lobster operates over 670 casual-dining seafood restaurants in the US and Canada, employing more than 63,000 people. When Red Lobster developed a new business strategy to focus on value and improve its image, it established a new vision, mission, and goals for the company. The restaurant chain simplified its menu with the highest-quality seafood it could offer at mid-range prices, traded its restaurants' tropical themes for a crisp, clean look with white-shirt-and-black-pants uniforms for its employees, and added Northeastern coastal imagery to its menu and Web-site. Executing the new mission and differentiation strategy required hiring fun, hospitality-minded people who shared its values.

Although Red Lobster had not had any problem with hiring restaurant managers, the company felt that the managers it hired did not always reflect Red Lobster's strategy, vision and values. The company also realized that their old job descriptions did not reflect the passion its new strategy needed from its employees.

Red Lobster ask your opinion of what it should do in writing its job descriptions to improve the fit between its new management hires and its new business strategy.