



HUMAN RESOURCE ASSESSMENT OF STARBUCKS

Rob Kirkpatrick

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Executive Summary

Starbucks Coffee Company is the largest, most recognized coffee chain in the world. While Starbucks is a well-respected and ethical place to work, it has created a culture that expects employees, called partners, to perform only the basic functions of the job. Partners are not pushed to achieve any more than they feel comfortable pursuing therefore, employees are expected to make their own way whenever possible with little incentive.

While the culture does not work to promote, it does work to retain. Starbucks employees are entitled to numerous benefits such as: health care, cash tips, 401k matching, and unlimited drinks. Additionally, the lack of a strict corporate culture enables store managers to develop their own businesses and hire-to-fit the individual store. The basic premise that Starbucks operates under is that each store, while not a franchise, should function as its own business. Some stores have recognition programs, others have incentive programs, but each store is somewhat unique. This is what creates exceptional stores however, this system can be driving force behind poor performing stores as well; because the responsibility to motivate employees falls solely on the store manager and shift supervisors.

A career at Starbucks is very rewarding, and the flexibility in work has an appeal to thousands of people worldwide. In order for Starbucks to harness the passion that partners have for their work, corporate needs to develop incentives and clear directives that recognize employees and emphatically strives to develop them whenever possible. Recognition programs would satisfy the need of some employees to be appreciated through ceremony rather than monetary means. Furthermore, incentives would provide substance to the repetitive task of serving the same 17,000 drink combinations every single day.

Company Introduction

Starbucks Coffee Company started in 1971 as small coffee roaster in Pike Place Market. Howard Schulz joined the company in 1982 as their CEO and immediately implemented his plan to bring the culture and experience of Italian coffee houses back to the United States. Today, Starbucks boasts 21,366 stores worldwide ([Appendix A](#)) serving coffee, tea, and food every day to millions of people every day. (Starbucks Corporation)

Strategic Human Resources

Starbucks does an excellent job of welcoming new hires and educating them about the company's values and goals. This process usually occurs on the first and second days of training. Newly hired employees (partners) are encouraged to read through both, a packet of information and the book *Onward*, given to them on their first day.

Communicate Strategy to all employees in terms they understand

“To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.” (Starbucks Corporation) This is Starbucks's mission statement, which is emphatically and passionately communicated to every new partner. Current CEO, Howard Schultz is also quick to acknowledge the importance of community and treating customers with the highest quality beverage and service, every time.

The first page of his book *Onward* is a note that was posted on every Starbucks door in 2008:

“We're taking time to perfect our espresso. Great espresso requires practice. That's why we're perfecting ourselves to our craft.” (Schultz 1) This example of commitment to excellence is the purpose and driving force behind every aspect of the corporation and is still hailed as genesis of a new era of customer service at Starbucks.

New partners are given resources and paid time to learn about the company culture on their first day. Trainers are encouraged to share their own stories and experiences in Starbucks on this first day as well. Combining the paid time with an enthusiastic trainer imparts the company's strategy and values onto new employees from day one.

Starbucks works hard to impress upon new employees the importance of quality products and customer service however, the execution of communicating this focus lies entirely on the trainers. Store managers are able to choose which of their trainers will do what part of the training, but if the day has been long this passion for Starbucks may be dwindling by the time training starts. Additionally, the first and second-day experiences may vary based on hiring demands. If there is a high influx of trainees, usually one store manager in the district will take on the responsibilities of strategy communication by training everyone simultaneously.

The first two days of training are pivotal days in a new barista's career and must be uniform experiences filled with excitement and passion. To remedy the problems of high demand and low-energy trainers, the first two days should be scheduled, e.g. the first Monday of every month. If a store has a new hire that will be attending this training, managers should send at least one trainer to welcome and accompany these partners through the first days of training. This system would also allow for trainers to draw on more experiences and energy to share with the new hires.

Employee Behaviors and Goals to fit Strategy

Partners are given very specific ways to align with the company strategy in every role in the retail stores. Additionally, employees are encouraged to complete Partner Development Plans

every six months. (PDP, see [Appendix B](#)) These forms are designed to ensure that partners are aligned with the company strategy and are working to develop themselves as better employees.

This consistent focus allows partners to outline their plan for the next six months. Employees submit their PDP to their shift supervisor and their manager for feedback and to enable management to provide opportunities for development. The PDP is also a tool that allows baristas to demonstrate their successes to the store manager and district manager when applying for leadership roles. While the PDP is designed to be a tool and resource for the manager to barista conversations, it is typically viewed as a nuisance. Also, the value of the PDP is lost on partners who have little incentive, or are not motivated, to promote. Finally, the PDP is not an easy resource to find in the employee portal, despite being essential for promotion.

Changing the time frame of the PDP review from 6 months to 3 months could make goal-setting more attainable. Managers and shift supervisors should work to make the PDP something that is celebrated and instrumental for personal development, as well as employee development.

Furthermore, the purpose of the PDP should clearly outline how partners can promote if they so desire. Lastly, the PDP should be more accessible for partners by making it accessible from home, or physical copies should be easy to find.

Performance Appraisal

Performance Appraisals are not a common or important event at Starbucks. 5-minute reviews were not unheard of, especially if managers forgot, or the day had become chaotic. While reviews are tied directly to the barista and shift supervisor pay increases, they have little impact on the attitudes of the employees due to the apathetic attitudes of managers.

Tie the employee's goals to their appraisal

Partner goals are completely self-driven. The exception to the rule is dependent upon store needs, but rarely will a store manager actively seek a shift supervisor from within when supervisors are constantly looking for opportunities to transfer stores. Additionally, partners are typically preoccupied with other activities, e.g. school, church, and merely trying to support themselves without exerting too much effort.¹ This provides no incentives for developing personal goals and seeking active feedback on those goals.

Additionally, the actual rating had little to do with your actual performance. Partners would often be unable to handle the stress and demand of a role like drive-thru bar. This role required an average drink preparation time of 27.27 seconds (2.72 seconds under standard) consistently for 2 hours.² Despite this position being much more demanding, partners that could manage this role would not be compensated any more for their skills or abilities.

How can you improve the accuracy of your ratings in appraisals?

Ratings are based solely on store manager's subjective rating of the barista or supervisor. Ratings should be more systematic for objective ratings with clear explanations on how numbers are calculated. For example, instead of simply using "gut-feel" to evaluate employees on their punctuality, the timekeeping system should be implemented to produce a grade. A more short-term and cost efficient solution would be to involve shift supervisors in the review process. This would ensure transparency and objectivity in the annual reviews.

¹ I worked at the highest volume store in Colorado Springs. Of the 27 employees, 4 were not students-they were mothers who had multiple children at home

² This time is based on a record that my store set for the state, however <30 seconds was not an abnormality.

Appraisals should be about development

Reviews were solely about prior performance and had little to do with partner development. If management had an issue with a partner's behavior or dress code adherence, the review would typically be the place these issues were addressed. Also, store managers who had identified key performers would work to advance baristas into shift supervisor roles. However, this development process would be conducted in daily operations, not during formal reviews. To improve this process, negative feedback should be given in the moment, rather than in annual reviews. Additionally, performance appraisals should be designed to highlight personal achievement and encourage growth and development. This way when the need for a leadership role arose, baristas would already have been coached on their strengths and feel confident about applying for the role.

Document findings

Reviews were produced electronically using a universal form. ([Appendix C](#)) Upon completion, two copies were printed for the employee during the review with the manager. Partners would then sign both copies and keep one for their personal records. This method did allow for some professionalism and ensured that partners understood their rating before reviews were submitted. However, the form generated a number that was calculated using a weighted average. This number was the actual percentage raise for the year with 4% being the absolute highest rating. This rating could easily be manipulated by the store manager and had little basis on actual results.

For any type of transparent documentation, a massive overhaul of the performance rating system must be accomplished first. The overhaul would include a blind review so that the number could not be seen by the manager. Additionally, the system would have the employee rate themselves

as well. Disparities that were greater than $\pm 1.4\%$ would be sent electronically to Starbucks' Human Resource department for review. The short-term solution would require a shift supervisor to sit in with the manager during the performance review documentation and the review itself. This would serve to ensure transparency and develop shift supervisors in managerial courage.

Consider external factors in the employee's appraisal rating

Because the performance appraisal has no bearing on individual performance like a sales position might, this has little to do with the overall rating for the partner.

Rewards and Incentives

Starbucks has very little to offer employees in the way of incentives or rewards. The only universal reward is tips for all baristas and supervisors once a week. At one point, there were programs in place to recognize partners for their achievements. This occurred in a district setting once a quarter across the entire company. Currently this program is continued solely by individual stores keeping that reward program active.

Significant and Performance Contingent

Weekly tips are arguably based on performance. Customers have the option to tip while at the register. All tips are collected and held for a week in the safe. On Tuesdays, the tips were pooled then divided amongst all the partners based on the number of hours they worked.

Timely Rewards

Apart from the weekly reward of tips, there are no timely rewards for employees.

Available to Most

Tips are available to every hourly worker, which excludes only the store manager and the assistant store manager, if the store had one. The tip distribution between stores is quite skewed. Typically stores that do not have a drive-thru have fewer employees, less demand, and more time with regulars will average +\$1.25/hour in tips for all stores. Drive-thru stores averaged \$0.78/hour despite working much harder and bringing in \$15,000 more in revenue each week. While the tip disparity was an issue, the number of available hours at drive-thru store subsidized the lack of tips.

Recognition

There is not a current program for any type of recognition. In the past, there had been a program that allowed partners to nominate, and then vote on the best worker of the quarter. That partner was given a cash bonus and invited to a dinner with the district manager. The program dissolved because of the time investment required by the store managers. Additionally, my store was in operation from 4am to 10:30pm every day so peer involvement, apart from a quick nomination, was impossible.

Select Desired Reward

Partners do not have the option to choose any type of reward.

Recommendations

Starbucks needs to make some major changes in order to build teams and motivate workers. While team building is dependent entirely upon the store managers and supervisors, corporate support and incentive backing would help immensely. The most intense period of work is

coming to Starbucks next week-*Frappuccino Happy Hour*.[®] (Starbucks Corporation) This event involves massive lines, with thousands in extra revenue, with no added incentives for partners.

The best short-term solution would be a physical “bin” from which partners could choose their reward. The bin should include gift cards, time off, pick your shifts, maybe even some face-time with the store manager or district manager. While nothing imperious is necessary for partner recognition, a variety of rewards would make a colossal difference.

Gainsharing Tests

Managers are solely responsible for making schedules for the week. While there is computer software to help navigate when partners are not available to work, recognizing when the shifts that will have high volumes rests solely on managers. Work units beyond the regular daily demand were designed to aid the store with communication, both up and down the chain of command, and with weekly store maintenance.

Definable Work Unit Size

At Starbucks these work units were called various names, the most common term being “pods.” The most manageable pod structure was to divide the baristas amongst the number of shift supervisors.³ The pod leader was responsible for ensuring that every member of their group got their weekly task completed on time. The store manager would also communicate to the pod leaders any new initiatives or trainings, e.g. new drinks. Making sure that all of these various tasks were communicated was much more efficient through pods as opposed to posted or broadcasted information.

³ At my store each pod had 5 people. 25 baristas/5 shift supervisors and managers

Performance Measure

Pods were rated on their ability to complete weekly tasks. End of week results were posted to foster an attitude of competition amongst the store. If an individual in the pod did not complete their task, they were given one slide. If there was a second week managers would instruct pod leaders to verbally correct the action. The third time was a written warning and a formal review with the store manager.

Incentive Amount

There was no incentive for the pods to complete their tasks-save for less work for supervisors or avoiding a stern warning later. In addition to aiding the flow of communication, the purpose of the pods was to ensure that the store would be ready for a surprise quarterly audit from Quality Assurance Standards Association (QASA)⁴ at all times. To incentive partners there should have been a cash reward set in place based on the score received on the audit.

Employee and Management Practice

Pods were organized initially by the store manager. There was some consideration of employee-supervisor chemistry, but ideally the pods were organized by shift schedules. This would ensure that supervisors could manage the baristas in their pod efficiently. By organizing in this way partners could communicate concerns or hardships to their supervisor quickly and clearly.

Managers would solicit feedback every quarter to ensure the schedules were working well and they were happy with their pod leaders. Shift changes were shared on the partner availability form. ([Appendix D](#)) This quarterly review was also a brief time for partners to share concerns

⁴ QASA is a subcontracted division of Ecolab. This entity was trained in the all the policies that Starbucks enforced

with managers. This time should be capitalized upon in order to develop and celebrate other aspects of partner's career.

Communication of Results

Aside from posting the weekly results, there was no formal communication of results. Store managers would casually compete on their QASA scores, but high scores were not celebrated in any formal way. This should have been incorporated into a quarterly ceremony that would also celebrate partners of the quarter.

Benefits

Starbucks offers its employees some of the most competitive benefits in the workplace. Provided that partners work at least 20 hours a week, they are entitled to receive benefits.⁵ The plan was competitive and covered partners and their families at rates they could afford.

Communicate Clearly

Communicating the benefits enrollment process was done excellently by Starbucks. During the enrollment period partners receive mailers, emails, and constant postings around the store reminding everyone about the process. Another strategy was setting time aside from store managers' weeks to be available to guide partners through the enrollment process. There was also a 24/7 hotline setup during the enrollment process. After enrollment the hotline remained in place Monday-Friday.

The only aspect of the benefits enrollment and management process that could be improved was the use of the store manager. While they were educated in the process of enrolling, they rarely

⁵ 20 hours a week was the mean calculation, but the actual measure of benefits entitlement was 480 hours in a 6-month period

understood what a Roth IRA versus a 401k was. In lieu of the store manager, Starbucks should have brought representatives into the stores to ensure that partners felt like they had clear options presented. This would cost a bit more, but it could serve to build loyalty to the company.

Offer Choices

Partners have a huge variety of choices when enrolling for benefits. When signing up, partners use a universal portal along with their mailer to guide them through the process. As they go, the portal calculates their bi-weekly pay check contribution and their annual contribution.

Additionally, if the partners use take a health test (online) they can reduce their rates for the period.

Health/Wellness

Starbucks does not offer much health advice. If partners seek out advice in the Premera/Blue Cross portal, they can get some general advice. This does work to ensure that partners are eating well on their break. Outside of general advice, there is no help for health and wellness. To improve this, Starbucks should require a physical at once a year. This should be covered under insurance, or at a modest co-pay, so that employees would have little reason to not go see the doctor.

Implement Stress Management

While Starbucks does have regulations that work to protect partners from physical and emotional stress on the job. However, this is based solely on shift supervisors or self-management to accomplish. It is very difficult for more skilled baristas to get rotated off of repetitive-motion roles because filling their spots with less-skilled baristas can create bottle necks.

Starbucks needs to make some serious changes to protect partners. The job is extremely stressful and larger stores may mean more staff, but ultimately it means more partners subjected to the stress of the job. To ensure that highly skilled workers are not overworked training needs to be done on a more consistent basis, which would result in more resources to rotate through the different roles.

Provide New Benefits

Starbucks is constantly working to improve. There were several new benefits released in 2015. These benefits included a free meal during every shift, and donation matching. These benefits were a source of major excitement as they were announced and implemented. One improvement would be to survey all partners to investigate what benefits should be added.

Training

Training at Starbucks is fairly uniform. The phrase that all trainers are told use whenever possible is, “we hired you for you and your personality, and we’ll teach you the coffee.” The program is designed to teach a uniform standard that everyone is to adhere to at all times.

Needs Assessment

As the motto of the training program suggests, Starbucks does not care about your background. As long as you can pass the background check, and they have a need, it’s likely that you’ll be hired. This is a huge strength of the training program, the ability to teach almost anyone how to “bar,” is impressive. The program does require the trainer to adapt to the individual skills and talents that new partners bring to the job. This usually includes former customer service experience or beverage preparation. If the trainer is competent, they will be able to test the value of the former experience and retrain to Starbucks’ standards.

Ability and Motivation

Motivating the new trainees rests solely on the trainer. Learning how to bar is a stressful and awkward technique, made even more frustrating when it is made to look so simple by experienced baristas and supervisors. Good trainers, who should be good at barring and the other basic job functions must be able to adapt to the new partner and explain the tips and tricks well. If the trainer can impart their knowledge well, motivating should be easy.

This program, at its core, is universally the same. The training ensures that every employee will have the same knowledge, by the time they are a certified barista. However, not every store is the same, and the training must be adapted to meet the store's specific quirks. To improve the training all barista trainers should evaluate the training once a year. That way the stores individual problems can be effectively communicated and trained for at the beginning.

Feedback and Practice

During the 3-month period where new partners are learning the ropes they should have the outlet to practice every position. The issue is new barista's schedules, the pace of the day, and the supervisor. If the supervisor is unable to train the new barista will be put on an "easy" position to get through the shift. If the barista's schedule is primarily mornings the pace will always be fast, and they will always be put into an easy role. At that point, if they want to succeed they have to push themselves to get into stressful situations. While that is the only way to learn, supervisors may be unwilling to place their shifts in jeopardy.

Transfer to Work

Transferring the new training to the work is very difficult. Once the week of "protected days" is over, they have no ability to gradually ease into a new role. Instead, it is a sink or swim situation.

This in turn puts the supervisor's shift at risk of bottlenecking. In order for new baristas to practice or transfer their training into work, they have to prove themselves in a rare situation in a rush, or ask for time from their supervisor.

Starbucks needs to implement more time into the training program to provide complete training for all new employees. The best way to do this would be to include reserve time with a trainer at the 1, 2, and 3 month periods. It could only be for an hour, but it would allow for new partners to ask their questions with more education behind them, and to practice what they wanted specifically.

Assessment and Evaluation

After the partner completes training, they work shifts for 3 months before they are tested by the store manager. While this is not an all or nothing exam, it does test knowledge retained by the barista. Failure does not remove the barista from work, but it does give them insight on what they need improve upon and they are tested 2 weeks later.

The evaluation is not meant to intimidate employees, but it does aid in giving weight to the training and encourages focus. Additionally, it provides feedback for the barista's trainer. If the barista passes the test, they are considered a certified barista and are celebrated by the store manager and their peers.

While the test is helpful it is based purely on subjective results. There should be more objectivity introduced into the evaluation. The purpose of the test is not to fail the employee, but as they get more set in their ways it would be harder to fix them in the long run. If a second supervisor helps to test the new partner, a well-rounded training can be guaranteed.

Final Evaluation

Starbucks has created an exceptional company that hires people for people, rather than their skillsets. Despite some weaknesses in training and development, it is clear that Starbucks works hard to take care of its partners for as long as they want to work there. If Starbucks worked to develop people and train them for management roles, they could lower turnover rates and reduce hiring costs. Regardless, Starbucks is a great company seeking to enrich the human spirit in every community they reach.

Works Cited

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Starbucks Corporation. *Company Information*. 2015. Web. 22 April 2015.

—. *Fiscal 2014 Annual Report*. Seattle, 2014. Print.

Appendices

Appendix A-Store Summary (Starbucks Corporation)

	<i>Ameri</i>	<i>As a% of Total Americ as Stores</i>	<i>EMEA</i>	<i>As a% of Total EMEA Stores</i>	<i>CAP</i>	<i>As a% of Total CAP Stores</i>	<i>All Other</i>	<i>As a% of Total All Other Segme nts</i>	<i>Total</i>	<i>As a% of Total Stores</i>
Company-operated stores	8,395	59 %	817	38 %	1,132	24 %	369	90 %	10,713	50 %
Licensed stores	5,796	41 %	1,323	62 %	3,492	76 %	42	10 %	10,653	50 %
Total	14,191	100 %	2,140	100 %	4,624	100 %	411	100 %	21,366	100 %

Appendix B-Partner Development Plans (Starbucks Corporation)

v. Mar 15, 2013


PERFORMANCE COMPETENCIES & DEVELOPMENT PLAN

CORE COMPETENCIES FOR ALL PARTNERS:			
Puts the Customer First: Has a relentless focus on the customer. Understands what the customer wants and how to best deliver the experience.			
Works Well with Others: Listens and communicates well with others within and outside of Starbucks. Creates a team environment that is positive and productive.			
Leads Courageously: Takes personal responsibility to do the right thing, and persists in times of challenge or uncertainty. Adapts quickly to change and makes timely, thoughtful decisions.			
Develops Continuously: Continuously seek opportunities to improve self and others. Leads with trust, honesty and commitment to hire, coach and develop partners to achieve their potential.			
Achieves Results: Understands what drives overall business success and is accountable to prioritize and deliver quality results. Demonstrates knowledge of core products and processes to get results. Anticipates obstacles and takes action to prevent or minimize their impact.			

DEVELOPMENT PLAN:	<i>Using feedback from recent performance review, create a development plan with the partner. Review progress against the plan at review, but be sure to provide on-going feedback about progress throughout the year.</i>		
Define skills and competencies for development; identify how success will be measured	Date Completed:		
Identify specific activities and experiences to learn and apply new skills/competencies			
Document progress at next review and on-going, as needed	Date:	Date:	Date:

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Appendix C-Performance Appraisal for shift supervisor

v. Mar 15, 2013



PERFORMANCE EXPECTATIONS & RESULTS – Shift Supervisor

Partner Name:	Store Manager's Name:
Partner Number:	Date Current Review Administered:
Store Name/Number:	Effective Date of Current Review:

PERFORMANCE RATINGS:			
Must Improve (1.0 – 1.6)	Meets Expectations (1.7 – 2.5)	Above Expectations (2.6 – 3.4)	Consistently Exceeds (3.5 – 4.0)
Achievement of goals and key accountabilities is below expectations	Achieves all or the majority of goals and key accountabilities	Consistently meets and often exceeds in achieving goals and key accountabilities	Consistently exceeds in achieving goals and key accountabilities, pushes the organization to the next level and inspires others to excel

KEY RESPONSIBILITIES: <i>Review and rate each key responsibility. Reference the competencies on the back side of this form to describe how they were used and the behaviors that were demonstrated in performance. Rate each responsibility, add the individual ratings together for a total number, and divide that by the number of key responsibilities to determine the Overall Rating. Round to one digit (2.54 rounds to 2.5, 2.55 rounds to 2.6) and use numeric point range above to determine the Performance Rating.</i>	Rating: 1, 2, 3, or 4
1. Delivers customer service that creates inspired moments in each customer's day. Demonstrates the behaviors of Anticipate, Connect, Personalize and Own and the Service Basics to exceed customer expectations. Greets customers, makes eye contact, starts a conversation, gets to know customer by drink or name. Smiles. Welcomes customer feedback. Addresses and resolves customer concerns.	
2. Provides high quality beverages, whole bean, and food products for customers. Adheres to recipe and presentation standards. Shares coffee knowledge with customers. Looks for opportunities to increase sales and control costs.	
3. Guides partners to workstations to reduce bottlenecks and ensure speed of service, cleanliness standards, and deployment. Maintains calm exterior presence during high volume or unusual events.	
4. Creates a positive learning environment by providing clear, specific, timely, and respectful coaching and feedback to partners on shift to improve team performance.	
5. Performs opening and closing duties as assigned. Follows operational procedures to ensure the safety and security of partners. Uses operational tools to achieve operational excellence.	
6. Follows cash management and cash register policies. Ensures proper cash management practices are followed.	
7. Prioritizes and responds to customer and store needs by constantly evaluating environment and customers for cues. Communicates information to the manager so team can respond as necessary. Sets a positive example for the shift team.	
8. Assists new partner training by positively reinforcing successful performance and giving respectful and encouraging coaching as needed. Provides feedback to manager on partner performance. Uses coaching and feedback models.	
9. Recognizes and reinforces specific individual and team accomplishments by using existing recognition tools. Models professionalism. Contributes to positive team environment.	
10. Maintains regular and consistent attendance and punctuality. Meets dress code standards.	
Overall Rating:	

Significant Accomplishments:

Performance Improvement Opportunities:

Partner Signature	Date	Manager Signature	Date
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*Partner's signature indicates this review has been discussed and does not necessarily indicate the partner's agreement with its contents

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Appendix D-Partner Availability Form



Partner Information & Availability Agreement Form

Starbucks makes every effort to provide each partner with a work schedule that meets his or her needs and provides work/life balance, as well as a schedule that meets Starbucks business needs.

Please note that in order to be eligible for employment with Starbucks, hourly partners (baristas and shift supervisors) must be available to work at least three shifts per week or 16 hours/week (for weekend-only partners).

Please provide the information requested below and indicate the hours you are available to work, as well as your preferred schedule. You will be asked to update this form every six months, but if necessary, you may discuss any changes in your availability with your store manager at any time.

Please return this form to your store manager upon completion.

Last name: _____ First: _____ MI: _____
 Store number: _____ Hire/start date: _____ Home phone: _____
 Home address: _____
 City: _____ State/Prov.: _____ ZIP/Postal Code: _____
 Emergency contact: _____ Phone: _____

Please list below your availability and preference for the next 6 months.

	Available hours	Total available hrs	Preferred hours	Total preferred hrs
Example	4 a.m. - 4 p.m.	12	7 a.m. - 1 p.m.	6
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				
Total				

Partner signature _____ Partner number _____ Effective date _____

Store manager: Please review Total available hours to ensure partner meets the criteria for full-time or part-time employment. FT: partner must be available to work 70%+ of total store operating hours (i.e. 115 store operating hours = 80.5+ hours available). PT: partner must be available to work 150%+ of targeted hours (i.e. 20 hours targeted = 30+ hours available).