

The Business Beneath the Floor

A Frontline Analysis of Standards, Staff Welfare, Security, and Operational Flow at The Parcel Yard

Prepared by	Susan Ndinga
Prepared for	Pat, Deputy Manager; Barbara, Establishment Manager; and any relevant senior leadership reviewing operational standards for The Parcel Yard
Context	Expanded attachment document following an earlier draft sent to Barbara but not yet seen, revised after additional conversations, observation, and reflection.
Purpose	To translate floor-level observations into a structured business analysis that can support operational improvement, staff welfare, security responsibility, and supervisor-level accountability.
Scope	The Parcel Yard as an establishment, with attention to how local operational decisions may connect upward to Fuller's boardroom responsibilities where resources, policy, and structural priorities are concerned.

This document is not written as an attack, grievance, or attempt to create blame. It is a structured frontline review from someone working inside the operation, seeing the pressures of staff, management, customers, security, standards, and commercial flow as they meet each other in real time.

The intention is prevention before consequence, care before correction, and structural solutions before individual blame.

1. Purpose of This Analysis

I am writing this as a more thorough and structured version of the first draft I had prepared and sent to Barbara but which, to my understanding, had not yet been seen before I decided to expand it. After further conversations, including with Pat, and after more time observing the operation, I realised the earlier draft needed to become a fuller business analysis rather than only a frontline welfare and security review.

This analysis is intended for Pat as Deputy Manager, Barbara as the manager responsible for the establishment under the CEO, and anyone else the document may be passed to for proper review, including Patrick if final operational or staffing decisions sit with him. The Parcel Yard itself sits within Fuller's wider boardroom context, and while many matters are local to the site, some issues may require a wider understanding of resourcing, policy, structure, and the cost of under-supporting a high-pressure establishment inside King's Cross Station.

I am not writing from the floor because I cannot think from the boardroom. I am working from the floor because I believe anyone serious about building, managing, or improving hospitality should understand the business from the ground upward. My CV already reflects office, organisational, and professional experience. My current waitress role is not a limitation of capacity. It is a deliberate ground-level learning position while I pay bills and learn hospitality from the inside, because I intend to build better business structures in the future.

This is why my perspective may feel more layered than ordinary staff feedback. I am observing the business not only as someone serving customers, clearing tables, supporting the bar, and working stations, but as someone analysing how systems behave when standards are clear, unclear, held, diluted, resourced, or left to individual interpretation.

2. Executive Summary

The Parcel Yard is not a simple pub floor. It is a multi-zone hospitality operation inside a major transport environment, with table service, bar ordering, online ordering, functions, upstairs and downstairs areas, station security expectations, food flow, bar flow, customer complaints, staff welfare, cleaning, closing standards, and management responsibilities all happening at once.

The central issue I have observed is not that staff do not work. The issue is that different rooms, stations, and responsibilities are not always supported by visible, standardised, transferable ways of working. Staff bring personality, warmth, experience, effort, and soft skills, but the company must provide the soft tools and hard structure that allow those qualities to function consistently. Personality should enhance the service, not compensate for missing systems.

A business like The Parcel Yard needs a stronger operational skeleton: clear standards, room-specific run sheets, accountable task flows, a stronger supervisor layer, better training consistency, improved security responsibility, and a staff welfare culture that recognises that the people on the floor are the people carrying the atmosphere customers pay to enter.

Money is not only lost at the till. It is lost through slow service, unclear communication, under-supported staff, delayed manager access, avoidable mistakes, visual disorder, customer dissatisfaction, bad reviews, staff disengagement, security exposure, and burnout in management roles that are expected to hold too much at once.

The most important conclusion is this: The Parcel Yard does not lack workers; it lacks a fully visible, transferable standard strong enough to protect the workers, support the managers, reassure the customers, and protect the business before consequences force the lesson.

3. Positioning: Why This Perspective Matters

I have worked at The Parcel Yard since February and have maintained what I believe is a high standard across my role. I have covered where needed from floor to behind the bar, supported other stations when my own area was under control, helped with practical issues that were not glamorous, and continued looking for ways to make the business function better.

My value is not only in completing the task in front of me. It is in seeing how one task connects to another task, another person, another department, customer experience, staff morale, time efficiency, safety, and financial loss.

This is also why I have spoken with Pat about applying for the supervisor role. I do not approach that with entitlement or expectation. I know I would require training on the parts of the role I do not yet see, such as office runs, system buttons, refund categories, substitute procedures, and certain situational management decisions. However, I also believe the way I already observe, organise, support, de-escalate, hold standards, and think across the building shows supervisor-level potential.

I would not want to become a supervisor to stand above the floor. I would want to become a supervisor to strengthen the floor, support management, and help translate standards into daily practice.

4. The Parcel Yard as a Multi-Zone Operation

The building itself matters. The Parcel Yard is not one flat service space. It has multiple zones with different distances from the pass, different service models, different customer expectations, different staff demands, and different risks.

The main operational areas include:

- Dining Carriage: usually table service, often covered by one person, but during busy periods it could benefit from two people.
- Snug: often online ordering or bar ordering unless someone is specifically appointed to cover it; it is also further from the pass, bar, and other central areas, so it can become neglected when other areas demand more attention.
- Atrium / central spaces: areas where customers may order at the bar, online, or receive table service when staff are available; table service has also been used more to support team tips.
- Downstairs bar: a central service point requiring bar standards, glass management, customer flow, and fast support.
- Function rooms: four rooms hired for events, meetings, birthdays, and other bookings, requiring preparation, reset, attention, and next-day readiness.
- Upstairs dining loft and bar: mostly closed during the week due to customer demand and staffing levels, but when open it becomes another table-service and bar-managed area.
- Dirty lift and pass: the connection point between floor and kitchen, including food coming down, dirty items going up, and standards that affect both floor staff and kitchen staff.
- Stock room, cellar, kitchen, laundry rooms, toilets, and other operational back-of-house spaces that affect service even when customers do not see them directly.

Because the building operates across these zones, the business needs room-specific standards. Dining Carriage cannot be managed like Snug. Atrium cannot be treated like the main bar. Function rooms cannot be left to the same rhythm as ordinary floor service. The upstairs dining loft cannot have the same daily requirements as an area that is closed most weekdays.

Each station should have its own visible run sheet: what the room is for, how customers should be served there, what opening standard looks like, what maintenance-on-the-go means in that area, what needs to

be done when it is quiet, what needs escalation, what must be checked for security, and what closing standard must be left behind.

5. Good Shifts, Bad Shifts, and What They Reveal

A bad shift is rarely bad by accident. It is usually where gaps that already existed become visible under pressure.

A bad shift at The Parcel Yard can look like food mistakes, customer complaints, function rooms not prepared for the next day, long closing because customers were left too late or cleaning did not start early enough, not enough staff to deliver food and clean tables at the same time, slow table service, and a visible build-up of plates, cups, glasses, and unfinished tasks.

A good shift is the opposite. It is not magic. It is usually the result of preparation, maintenance, clarity, enough hands, and standards being held before pressure exposes what was missed. A good shift is when cleaning is maintained throughout the night, customers are managed before closing becomes a chase, function rooms are reset, food moves smoothly, tables are cleared continuously, staff know their zones, managers are not dragged into every issue, and the whole building feels held rather than chased.

The difference between a good shift and a bad shift is often not talent. It is structure.

6. Evidence of Supervisor-Level Thinking and Behaviour

The following examples show the kind of operational thinking I already bring into the business, even without formal supervisor authority.

6.1 Cross-Functional Support

I cover where I am needed, from floor to behind the bar. I support other stations when my own station is slow or under control. I do not see value in standing around or pretending to work while another area needs help. I get paid for my contribution to be felt, so I put effort into making myself useful.

This includes practical support that is not glamorous, such as helping with toilets, sorting stock issues, supporting other people's areas, and helping where the business needs hands rather than only where my assigned role begins and ends.

6.2 Process Improvement: Glass Sorting

One example is the way I have suggested organising dirty glasses by type before returning them across the bar stations. It may seem like more work at first, because it requires looking at all the glasses in front of us rather than dealing with each glass individually. However, by expanding perception to see the whole field, group what belongs together, and think ahead to where everything needs to go, the setup becomes faster and easier for the next person.

Multiple staff members have acknowledged that this makes the process easier and quicker. This is not only about glasses. It is about reducing movement, reducing mental load, and creating a rhythm that supports the bar rather than transferring disorder from one person to another.

6.3 Communal Space Accountability

I tidy communal spaces such as the stock room and have shared how it could look if the team maintained it collectively. These spaces affect the whole operation. If they are neglected, the mess does not stay isolated; it slows people down, creates frustration, and lowers the standard of how people treat shared resources.

A strong team culture is not built only through customer service. It is built through how staff treat the spaces they all rely on.

6.4 Dirty Lift Labelling and Separation

One of the clearest examples of practical operational improvement is the dirty lift system. Before labels were introduced, the boxes could become messy, with cutlery, mugs, plates, food residue, rubbish, paper, and napkins mixed together. I pushed for clearer separation and labelling so that cutlery, mugs, plates, food residue, and rubbish are separated properly.

This matters because the dirty lift is not just a floor issue. It affects the kitchen staff who then have to empty and wash what is sent up. A messy dirty lift transfers disorder to another department and creates double work for people who are already under pressure. The same pattern applies as behind the bar: if we organise things properly at the point of transfer, the next person can do their job faster and with less frustration.

I have also continued holding the team accountable in group chats about separating things appropriately. This is a small operational system, but it reflects a bigger principle: standards must be held collectively, not only when one person cares enough to mention them.

6.5 Risk Recognition

I notice risks early. I have raised broken tables. I noticed multiple contradicting menus on the floor within my first month, including different hours and offerings, when no one else had noticed. I have also raised the wider security concern already covered in the previous draft, especially around whether one dedicated security-focused hire could reduce the risk of a much larger consequence.

Small issues are not always small. A broken table can affect safety and customer experience. Contradicting menus create confusion, complaints, refunds, and credibility problems. Security responsibility inside a station is not an ordinary pub responsibility. These issues become expensive when they are dismissed until they create consequences.

6.6 Customer Complaint Handling and De-Escalation

I support customer complaints without escalating tension unnecessarily. Customers often want reassurance before they want authority. Sometimes management arrives with necessary authority, but authority can also make a situation feel bigger than it is. Where possible, I calm the situation first.

An example was a customer who did not realise steak frites came with chips. I understood her confusion because not every customer knows exactly what the term means, and she had ordered another portion of chips through the online ordering platform. I explained and reassured her calmly. The customer was satisfied with the service, and I only had to call a manager because I did not have the access to process the refund myself.

This shows where trusted supervisor access, or more available supervisors, could benefit the business. A calm staff member who can resolve the human part of the complaint still becomes dependent on management access for the practical completion of the solution. That delay can increase customer dissatisfaction even when the interaction itself has already been handled well.

6.7 Pressure Management

I handle pressure well during busy shifts. When others begin micromanaging, overreacting, or becoming visibly affected by pressure, I maintain calm and collectedness. This matters because pressure narrows perception. When people panic, they may move more but see less. I am able to stay clear enough to see what needs to happen, who needs support, and what should be prioritised.

In pressure, I do not become louder. I become clearer.

7. The Central Operational Problem: Standards Are Not Visible Enough

The business has training, but the issue is whether training translates into one shared operational standard across the team. At the moment, much of the learning appears to depend on which staff member happens to train or guide the new starter, what that person personally values, what their own limitations are, and what standard they have learned to accept.

I received online training through videos and questions, and floor staff showed me the reins. That is useful, but it is not the same as a clear, transferable, across-the-board operating standard. Each person had their own way, their own standards, and their own limitations.

A person has been appointed for training, which is helpful. However, if training only happens properly when that person is on shift and available, the structure remains fragile. Training responsibility should be held across the board, but through one standardised way, so that a new starter does not inherit five different versions of the same role.

Accountability becomes unfair when the reference point has not been made visible first. If the standard is assumed rather than taught, correction becomes personal instead of procedural.

8. Standardisation Without Killing Personality

Hospitality needs personality. Staff bring warmth, humour, rhythm, emotional intelligence, charm, softness, confidence, and presence. Those are the soft skills staff bring into the business. But the business must provide the soft tools and operational structure that allow those qualities to land consistently.

There should be one standardised way of completing core tasks, with enough clarity that people know the reference point and enough flexibility that people can still add their own personality to the experience. The standard should not remove the humanity of hospitality. It should protect it.

Staff should not have to guess the standard. The standard should be taught, visible, repeated, measured, and protected. Personality should enhance the service, not replace the system.

9. Where Standards Need to Be Made Clearer

The areas where clearer standards could help include:

- Opening procedures: what each station should look like before service begins, including setup, menus, cleanliness, stock, water, cutlery, and room readiness.
- Closing procedures: what each area must look like before staff leave, so that the next day does not inherit yesterday's unfinished work.
- Dirty lift management: labelled separation for plates, mugs, cutlery, food residue, rubbish, paper, and napkins.
- Glass management: sorting by type to reduce movement and support bar flow.
- Floor security checks: not only hourly repetition but meaningful awareness, especially because the business is inside a station.
- Food running: clearer expectations on cutlery, timing, table awareness, and communication between pass and floor.
- Cutlery standards: whether cutlery should arrive before food, with food, or according to room type, and making sure all management hold the same standard consistently.
- Maintenance on the go: teaching floor staff to keep spaces close to opening standard throughout the shift, including carrying tissue and spray while collecting glasses, clearing plates, and moving through rooms.

- Shift priorities: staff are usually told which area to cover and whether table service is happening, but not always what to prioritise when several needs happen at once.
- Drink and meal matching: especially with menu changes, staff without drink specialism may be less able to consult customers properly unless trained.
- Function room preparation: a clear standard for preparing rooms for the next day or next booking, so that events do not inherit disorder from the previous shift.

10. Room-Specific Run Sheets

The strongest practical solution I would recommend is room-specific run sheets. Each room or station should have its own clear reference document that staff can use whether they are experienced, new, covering temporarily, or moved there during a busy shift.

Each run sheet should include:

- The purpose of the room or station.
- The service model: table service, bar ordering, online ordering, or mixed.
- Opening checks.
- During-shift maintenance.
- Quiet-time tasks.
- Customer-flow expectations.
- Restocking expectations.
- Cleaning expectations.
- Security awareness relevant to that room.
- Escalation rules: what staff can handle, when to call a supervisor, and when to call a manager.
- Closing checks.
- What “good” looks like in that room.

For example, Dining Carriage should have a clear identity as a table-service dining space. Staff covering Dining Carriage should go around every table as customers arrive, offer table water, provide menus, and explain that orders are taken through the assigned staff member rather than online ordering. Ideally, Dining Carriage should have menus that reflect its table-service model and do not confuse customers into thinking the online-ordering journey is the same as other parts of the building.

If Dining Carriage is supposed to be a table-service dining area, then the menus, staff instructions, customer journey, and room standards should all reinforce that identity.

The same logic applies to Snug, Atrium, the function rooms, the bar, the pass, and upstairs dining. Each area has its own geography and customer expectation. The building should not rely on staff guessing those priorities from memory or personal interpretation.

11. Role Clarity and Cross-Training

I was hired as floor staff and later moved across floor and bar. I do not mind this because I enjoy learning, and I love the bar. However, not every staff member appreciates being moved from the role they were hired for without clear communication around cross-training expectations.

This applies across the building. It may be a bartender being moved to the floor. It may be floor staff being moved behind the bar. It may be a manager having to complete hourly security checks while also handling complaints, refunds, staff questions, office responsibilities, and operational support.

Flexibility is valuable when it is communicated clearly. When flexibility is assumed without structure, it can feel like displacement rather than development.

The business should be clear about whether roles are fixed, flexible, cross-trained, or development-based. If cross-training is part of the business model, it should be presented as such from the beginning, with training and standards to match.

12. Expectations, Feedback, and Performance Review

Expectations were never directly covered with me beyond customer service training in the online videos. Some things are assumed to be common sense, such as being on time, but common sense is not common anymore, and every business has its own way of doing things.

I have not been given a clear performance review since starting in February, nor have I been clearly told what standards I am being judged against. At the moment, the standard seems to be whatever the common standard is on shift, with individuals increasing or decreasing that standard based on personal preference.

This is not sustainable if the business wants consistent excellence. Staff cannot be expected to rise to a standard that has not been clearly shown, reviewed, and reinforced. The business should introduce clearer feedback points, especially for new starters, high-performing staff, and anyone being considered for development.

A simple 30-day, 60-day, and 90-day review structure could help staff understand what they are doing well, where they need development, and what pathway exists if they show leadership potential.

13. Management Overload and the Need for a Stronger Supervisor Layer

The deeper structural issue is that managers are being asked to hold too much. Managers and assistant managers are already dealing with short staffing, floor oversight, kitchen communication, customer issues, accidents, refunds, access limitations, staff needs, food discount approvals, breaks, paperwork, hourly security checks, and general operational pressure.

There are times when managers have to cover food running or bar service because there is not enough cover, while also being expected to manage the floor, support staff, complete security responsibilities, respond to customers, and handle office matters.

When too many permissions sit with too few people, the business slows down at the exact moments it needs to move faster. If a customer complaint requires a refund, if a staff member needs a code, if a food mistake needs a decision, or if a customer needs reassurance and the manager is unavailable because they are being pulled into another operational task, the delay creates dissatisfaction that could have been avoided.

The answer may not be to give every staff member more access. The answer may be to strengthen the supervisor layer. More supervisors, properly trained and trusted, could reduce delays, support staff, protect standards, and give managers more space to manage rather than constantly react.

This would fill the in-between space: not ordinary staff, not full management, but operational guardians who can hold standards, direct movement, support customer recovery, coordinate breaks, maintain room priorities, and represent management instructions without diluting them through personal preference.

14. Security Responsibility in a Station Environment

This is not a normal pub environment. The Parcel Yard operates inside King's Cross Station, and that creates a higher level of responsibility. Security checks are not ordinary administrative tasks. They are linked to public safety, staff safety, customer safety, and the business's ability to remain open.

The business has already experienced the seriousness of this through failed station checks and closure. Staff are aware. Station members are aware. Management is aware. Pat has also been receptive to the concern around hiring someone specifically for security, and she had apparently mentioned this even before the business closure following the failed check.

Pat also expressed that she loves being with customers but does not always get enough time to do so because security checks and operational responsibilities pull her away. This matters because a manager's strength with customers is a business asset. If that asset is constantly redirected into tasks that could be held by a dedicated person or clearer structure, then the business loses value in another area.

No matter how good hourly checks are in theory, if the same overstretched staff and managers are expected to manage service, customers, food flow, refunds, incidents, staff discounts, breaks, security sheets, kitchen communication, multiple floors, and operational pressure at once, then security risks becoming another repeated task rather than a fully conscious responsibility.

The danger is that repetition can create desensitisation. People sign sheets. Managers remind people. Staff repeat the language. The task becomes familiar. But familiarity is not the same as alertness. In a station environment, that distinction matters.

If the threat being managed includes unattended bags and the possibility of serious harm in a transport environment, the business should treat the responsibility with the seriousness it deserves. This is not about panic. It is about acknowledging that one overlooked risk in the wrong context can become emotionally, legally, financially, reputationally, and structurally devastating.

A dedicated security-focused role, or at minimum a clearly assigned and protected security lead per shift, could reduce pressure on managers, increase meaningful attention, protect staff and customers, and reduce the chance of another failed check or worse consequence.

15. Staff Welfare as a Commercial Issue

Staff welfare is not separate from commercial performance. Staff welfare is part of the business model because staff carry the atmosphere customers pay to enter.

The most damaging factors I observe are not only reduced hours. Staff understand that zero-hour contracts mean hours can change and that business levels fluctuate. What affects morale more deeply is understaffing, feeling unheard, receiving contradicting information, seeing standards not sustained, feeling replaceable, being expected to absorb pressure, and feeling almost taken advantage of for little return.

The change from free staff meals to discounted meals may make sense from a cost-control perspective, but it still lands inside a wider emotional and operational context. If staff already feel stretched, replaceable, or unheard, changes like that can become symbolic of a wider lack of care even when the business has financial reasons.

When staff feel unsupported, it leaks into the atmosphere. Customers notice. The station notices. The business becomes exposed. A customer overhearing staff complaining is not simply an individual staff issue. It is a sign that internal pressure is becoming external atmosphere.

The staff make the business money. That should not be reduced to a slogan. Customers interact with staff directly. Staff carry the service pace, emotional labour, cleaning, complaints, food flow, bar flow, security awareness, and customer recovery. If staff are under-supported, the customer experience becomes weaker even if the brand remains strong.

16. Commercial Leakage: Where Money Is Being Lost

The business may be losing money in many small ways across different timescales. Some losses are immediate and visible. Others are delayed and only become obvious when they have already become expensive.

Potential commercial leakage points include:

- Slow service caused by staff restrictions, access restrictions, unclear priorities, or insufficient cover.
- Confused communication creating avoidable mistakes and double work.
- Customer complaints not being resolved quickly enough because manager access is required and managers are already stretched.
- Refund delays that increase dissatisfaction even when the staff member has already calmed the customer.
- Contradictory menus or unclear dish descriptions leading to wrong expectations and avoidable complaints.
- Missing visual references for menu items, especially where customers may not know what a dish includes.
- Dirty lift disorder creating inefficiency between floor and kitchen.
- Visual mess, plates, glasses, and cups making the space feel neglected during busy periods.
- Function rooms not being properly prepared, affecting event readiness and perceived professionalism.
- Low morale reducing discretionary effort and loyalty.
- Manager burnout increasing the risk of experienced people leaving.
- Security risk creating potentially exponential financial, legal, reputational, and operational exposure.

Everything mentioned in this report turns into money somehow. The question is whether the business sees those costs early enough to prevent them, or only after the numbers become impossible to ignore.

17. Customer Experience and Menu Clarity

Although this analysis advocates strongly for staff, the customer experience is still central because staff and customers are linked. Customers are affected by the standard the staff are able to hold.

One area that could improve is menu clarity. Customers sometimes receive dishes that are technically correct but not what they expected. Visual pictures of menu dishes, or clearer wording where dishes may not be obvious, could help reduce complaints. The steak frites example shows this. Some customers may not know that “frites” means chips or fries, especially in a busy station pub with tourists and varied customers.

Menus should not create avoidable confusion. If a customer orders an extra side because the menu or online ordering journey did not make the included item clear to them, the business then has to spend time and possibly money fixing a problem that better communication could have prevented.

This also applies to Dining Carriage. If the room is table service, the menus, customer journey, and staff instructions should all make that clear. If customers can order online in one area but are expected to order through staff in another, the distinction needs to be obvious.

18. Functions and Next-Day Readiness

The function rooms are a major part of the business because they create bookings, events, meetings, birthdays, and other revenue. However, function rooms also create risk when they are not prepared properly for the next day or next booking.

A bad shift can leave function rooms unprepared. This may happen because closing starts too late, customers are left too late, staff are too stretched, cleaning was not maintained throughout the night, or there is no clear run sheet showing what each function room must look like before the shift is complete.

Function rooms should have their own reset standards, including layout, cleanliness, stock, glassware, furniture, bins, menus or event material, and any notes for the next team. If a room is hired for a business meeting, the standard should feel business-ready. If it is hired for a birthday, it should feel cared for. The next customer should not experience the previous shift's unfinished pressure.

19. Practical Recommendations

The following recommendations are practical and intended to be useful rather than theoretical.

19.1 Create Room-Specific Run Sheets

Every station should have a short but clear run sheet covering purpose, service model, opening checks, maintenance-on-the-go, quiet-time tasks, closing checks, escalation rules, and what good looks like.

19.2 Strengthen Supervisor Coverage

The business should consider whether more supervisors, or better-distributed supervisor responsibility, would reduce pressure on managers and give staff quicker support. Supervisors should hold the in-between layer: standards, breaks, customer recovery, room priorities, floor support, and escalation filtering.

19.3 Establish One Standardised Way First, Personality Second

Core tasks should have one visible standard. Staff can then bring their own personality to the customer experience. The business should not rely on personality to cover inconsistent systems.

19.4 Introduce Maintenance-on-the-Go as a Floor Standard

Floor staff should be trained to keep their station near opening standard throughout service. This includes clearing continuously, carrying tissue and spray where appropriate, wiping tables as glasses and plates are collected, checking menus, stabilising tables, and not waiting until closing for the room to be recovered.

19.5 Improve Dirty Lift and Back-of-House Flow

The dirty lift labelling and separation system should be formally adopted and reinforced. It should not depend on one staff member continuing to remind others. The goal is to reduce double work for the kitchen, protect hygiene perception, and create smoother flow between departments.

19.6 Review Security Staffing or Shift Security Ownership

The business should seriously review whether a dedicated security person is required due to the station environment and previous failed checks. If a dedicated hire is not possible, each shift should have a clearly protected security lead whose responsibility is not swallowed by ordinary service pressure.

19.7 Clarify Cross-Training Expectations

If staff are expected to move between floor, bar, functions, and other areas, this should be communicated as part of the role and supported through training. Flexibility should be developed, not assumed.

19.8 Introduce Performance and Development Reviews

Staff should know what standard they are being judged against. New starters and high-performing staff should receive clear feedback and development pathways. This would also help identify who is ready for supervisor-level responsibility.

19.9 Improve Menu Clarity and Customer Journey

Menus should be reviewed for customer understanding, especially in areas with mixed service models. Visual references or clearer descriptions could reduce avoidable complaints and refunds.

19.10 Protect Manager Strengths

Managers should not be pulled so heavily into every operational interruption that their strongest business value is diluted. If Pat's strength is customer engagement, and she loves being with customers, the business should protect her ability to do that while still ensuring security and management duties are covered properly.

20. My Supervisor Application and What I Would Bring

I will be applying for the supervisor role with no expectation and with full awareness that I still require training in specific areas. I would need training on the parts of the role I do not yet see clearly, such as office runs, system functions, refund categories, substitute decisions, and more situational procedures.

However, I believe I already demonstrate many supervisor-level qualities: calm under pressure, awareness of the whole building, ability to support multiple stations, customer de-escalation, willingness to hold standards, ability to organise flow, practical problem-solving, concern for staff welfare, and a willingness to represent management instructions rather than simply behave according to personal preference.

If I became supervisor, the standards I would want to hold include:

- No standing around when another station needs support.
- Clean as you go and maintain the space throughout service.
- Dirty lift separation as a shared standard.
- Glass sorting to support bar flow.
- Tables stable and safe for customers, especially where tables are moved around.
- Rooms left ready for the next person, not abandoned for the next shift to recover.
- Staff supported, redirected, and developed rather than simply criticised.
- Management instructions represented clearly and held consistently.
- Customers reassured quickly before situations become bigger than they need to be.
- The floor strengthened through example, not only instruction.

I would support Pat by making sure what comes down from management is held accountable on the floor. I would aim to become a bridge between floor staff and management, helping the team represent one shared standard rather than many different versions of it.

21. Closing Statement

I am writing this because I care about the business, the staff, the managers, the customers, the safety of the building, and the standards that decide whether an operation grows or only survives pressure until something breaks.

This analysis is not written to create panic. It is written to create clarity. The issues I have raised are not all dramatic on their own. Some are small. But small things become patterns, patterns become culture, culture becomes performance, and performance becomes money, safety, reputation, staff loyalty, or consequence.

The Parcel Yard has strong people inside it. It also has a complex building, serious location responsibilities, stretched management, inconsistent visible standards, and opportunities for improvement that should not be dismissed because the business is still functioning. Functioning is not the same as being protected.

The business has an opportunity to value this as more than staff feedback. This is operational consultation from inside the floor, written by someone who is willing to work the role, learn the business from the ground upward, and still think from the level of structure, consequence, and future business design.

The final point I want to leave is this: The Parcel Yard does not lack workers; it needs a stronger visible standard, a stronger supervisor layer, and a structure that protects the people holding the business before the business is forced to learn through consequences.

Appendix A: Proposed Room Run Sheet Template

Run Sheet Area	What Should Be Covered
Room / Station Name	Dining Carriage, Snug, Atrium, Bar, Functions, Upstairs Dining, Dirty Lift, Pass, Stock Room, etc.
Purpose of Area	What the area is for and what customer experience it should provide.
Service Model	Table service, bar ordering, online ordering, or mixed service.
Opening Checks	Menus, water, cutlery, cleanliness, table stability, stock, bins, function setup, security scan.
During-Shift Maintenance	Clear as you go, wipe tables, remove glasses, restock, monitor customers, maintain opening standard.
Quiet-Time Tasks	Reset tables, organise station, check menus, restock, clean visible areas, support nearby stations.
Escalation Rules	What staff can handle, when a supervisor is needed, when a manager must be called.
Customer Flow	How customers enter, order, receive service, and leave the room.
Closing Checks	Room reset, rubbish, glasses, plates, floors, stock, function readiness, notes for next shift.
What Good Looks Like	Clear visual and behavioural standard so staff can judge their own performance against one reference point.