PuzzleHR
Human Resources Solved

A PuzzleHR Case Study:

Restoring Compliance and Culture in a QSR Market

01 The Challenge

Our client, a multi-unit QSR experienced significant compliance, operational, and employee relations challenges at one of its highest-volume locations. Over a 12-month period, the location saw rising employee turnover, multiple employee complaints, declining engagement scores, cash handling issues, and escalating compliance concerns. PuzzleHR initiated an investigation after receiving reports through the employee hotline, field operations leaders, and routine compliance reviews.

Before PuzzleHR stepped in, the client had no clear HR foundation or support in place. The corporate administrative team handled HR matters, but managers followed inconsistent processes and drifted out of compliance. PuzzleHR's investigation spotlighted several compounding issues:

- **Breakdown in Chain of Command:** Leadership bypassing reporting protocols, resulting in unclear expectations and eroding trust.
- **Scheduled and Labor Compliance Violations:** Schedules that favored the management team and exceeded compliance thresholds.
- **Cash Handling and Financial Controls:** Daily cash variances beyond acceptable thresholds, inconsistent deposit verification, and incomplete cash logs.
- **Social Engineering Scam:** Location successfully targeted by a phone scam in which a caller posed as a company executive.
- **Employee Relations, Retaliation, and Conduct Concerns:** Issues with favoritism, inconsistent discipline, poor communication, and retaliatory behaviors.
- **Unauthorized Remote Management:** Leadership performing duties from home, leaving shift leads without support.



After 9 months, the sustained intervention and leadership accountability measures drove improvement across compliance, employee relations, and business performance.

02 The PuzzleHR Solution

PuzzleHR partnered with the client's leadership to design and carry out a comprehensive corrective action plan, combining formal investigation, leadership accountability, and new operational controls.

Immediate Response:

- Conducted a formal workplace investigation, interviewing all employees and leaders.
- Reviewed scheduling, payroll, and cash handling records.
- Reinforced anti-retaliation expectations and issues appropriate disciplinary actions.
- Developed and implemented new cash control, scam prevention, and operational policies.
- Instituted retraining on workplace conduct and compliance standards.

Accountability Processes:

- Clear accountability expectations were set through implementing written corrective actions, performance improvement plans, and disciplinary suspensions where necessary.
- Provided coaching on leadership and accountability.
- Implemented weekly schedule audits, cash handling verification processes, fraud prevention training, clear chain-of-command guidelines, management presence requirements, and escalation protocols for employee complaints.

03 The Results

After 9 months, the sustained intervention and leadership accountability measures drove improvement across compliance, employee relations, and business performance.

Compliance:

- Scheduling compliance improved and overtime costs decreased.
- Cash shortages dropped significantly, with zero additional fraud instances.
- Documentation and performance improved.

Employee Relations and Culture:

- Employee complaints decreased and confidence in leadership improved.
- Employees reported greater fairness, consistency, and open communication.
- Retaliation concerns were eliminated, and leadership trust increased.
- Workplace professionalism improved.
- Harassment and respect-related concerns declined.

Business Impact:

- Turnover decreased and staffing stability improved.
- Employee engagement increased alongside leadership changes.
- Customer service metrics improved, with operational performance exceeding district averages.

Contact PuzzleHR to discover how we can restore compliance in your organization.