

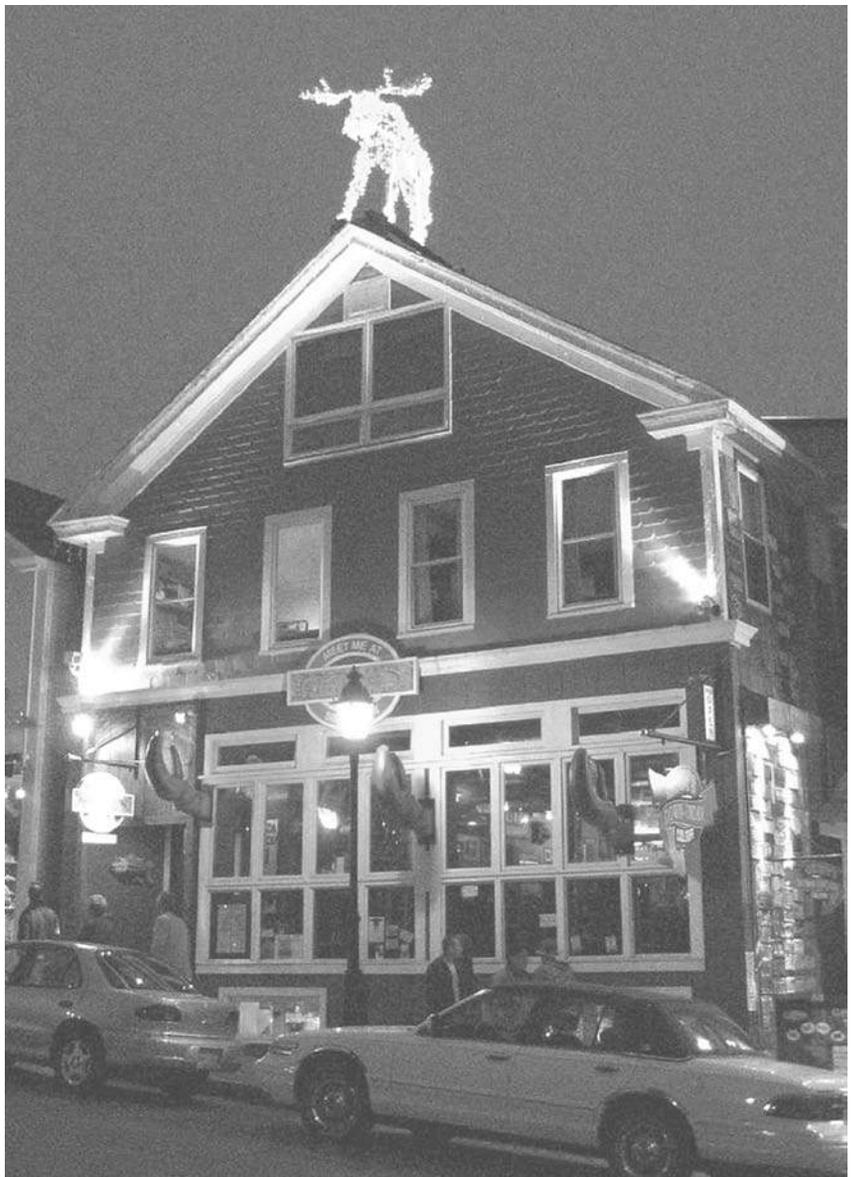
# CHAPTER 11

## Organization, Recruiting, and Staffing

### LEARNING OBJECTIVES

*After reading and studying this chapter, you should be able to:*

- Describe the processes for creating job and task analyses.
- Describe the components of a job description, and list the guidelines for creating one.
- Identify legal issues surrounding hiring and employment.
- Determine the legality of potential interview questions.



Presumably, we have our concept, our location, our menu, health and fire department approval, liquor licenses, and other local permits. We have found finances and taken care of legal matters. Now we think of setting up the jobs and *organizing the restaurant* so that it fulfills its function—to serve patrons and produce a profit. In an existing restaurant, improvements in job content and organization may be possible. In a new concept restaurant, tasks have to be defined to form jobs, and the jobs have to be related to each other. This chapter discusses how to analyze jobs and relate them to each other to form an organization chart. We first look at *task and job analysis*.

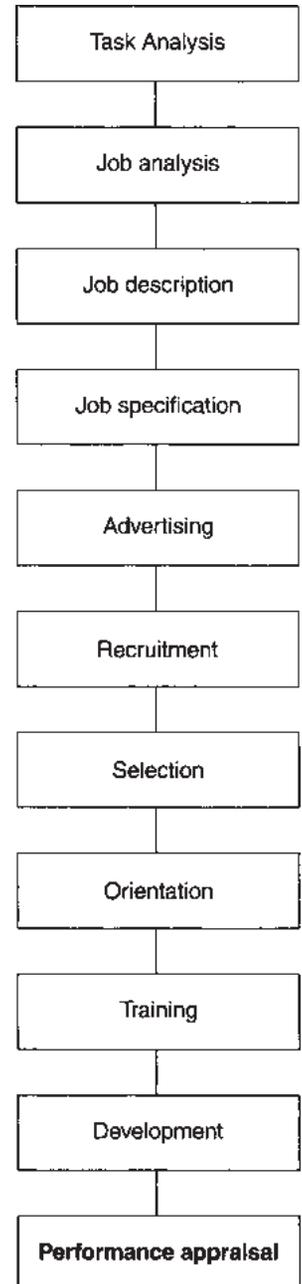
## Task and Job Analysis

A *task* is a related sequence of work. A series of related tasks constitutes a responsibility. A *job*, then, is a series of related responsibilities. When these are written down in an organized form, they constitute a *job description*. Fundamental to the entire human resource function is task and job analysis, the in-detail examination of the tasks and jobs to be performed. From these analyses come job descriptions, which are essential for *selection* and *training* of staff and for setting performance standards. *Job specifications* identify the qualifications and skills needed to perform the job. Job instructions provide the step-by-step details needed for training. Performance standards identify the outcome of the work.

There are two main approaches to task and job analysis. The bottom-up method is most frequently used when the organization already exists and the work behavior of existing employees is the basis for analysis. The bottom-up method has some merit in that experienced workers often find shortcuts to save their legs. For example, an experienced server will never enter or leave the dining area empty-handed.

The top-down method must be used in new restaurants because there are no existing employees to analyze. To determine what tasks must be performed, the mission, goals, and objectives of the restaurant must be examined. There is nothing to stop operators from analyzing jobs in similar organizations and, indeed, reanalyzing the jobs in relation to the mission goals and objectives of the restaurant after it has been open for a year or two. From these analyses come job descriptions that are essential for training and for developing job specifications.

Once the jobs are broken down into their various steps and the tasks are detailed, it is possible to develop training programs based on this information. This same information may then be used to evaluate or appraise job performance. Figure 11.1 shows the sequence from task and job analysis to appraisal. If the employee's performance meets or exceeds the standards, the employee may receive not only praise but also a pay raise. If the employee's performance does not meet the standards, coaching to improve performance is the next step—followed by termination, if performance fails to improve. Depending on the severity of the situation, the employee could be given a verbal or written warning or even be dismissed. In technical terms, jobs, positions, responsibilities,



**FIGURE 11.1:** The sequence of a job from task to performance appraisal

and tasks are quite separate and distinct. The job of server may have a number of server positions—one job but several positions. Each person fills a position.

A server's job may involve performing these tasks:

- Setting up tables prior to food service
- Taking orders/suggestive selling
- Waiting on and serving customers
- Making coffee
- Preparing simple salads or desserts
- Performing side work (cleaning salt and pepper shakers, folding napkins, cleaning ketchup bottles, cleaning ashtrays)

Servers may have to perform tasks that generally are someone else's responsibility, such as seating or busing tables. This happens when the restaurant is busy. Also, servers have to know how each position in the restaurant functions. On a busy night or a night that the restaurant is shorthanded, servers may have to prepare entrées with wines and other beverages, make sure stations are stocked, keep coffeepots filled, make sure trays and silverware are available at all stations, and so on.

Preparing employees to work successfully in the restaurant requires constant ongoing training to keep them up to date and well informed. The job description is the basis for identifying the employee qualifications needed to perform the job. These qualifications form the job specifications—or, more accurately, the person specifications.

The kind of person recruited and what is taught in training are based on task and job analysis. Selecting the right person for each job—based on its analysis—is critical for successful job performance. No amount of training can produce a sincere, friendly welcome if it is not in the person's character when hired. Most training is based on what is carried in the heads of supervisory personnel. This is excellent information, no doubt, but probably not well organized or in a form that can be systematically presented for effective training. Chain organizations have detailed training processes and manuals. Owners of small chains making the transition to large chains employ human resource directors and training directors to organize and present the training in a systematic manner. Necessarily, they must perform job and task analysis to obtain basic information.

### **TECHNICAL TASKS VARY WITH THE ESTABLISHMENT**

In breaking down a job into its various tasks, the analyst tries to determine logical work sequences or elements that can be pulled out as separate tasks and taught as a logical sequence of duties, practices, and skills. Each establishment will have somewhat different jobs and tasks within jobs. Tasks that might be broken out of a broiler cook job are:

- Care of broiler
- Broiling seafood exactly as ordered

- Broiling steaks exactly as ordered
- Broiling chicken to specification
- Cleaning the broiler

In analyzing tasks and jobs, emphasize the job objective. For example, a person can be thought of as a clean-up person, but a better description would be “a person who expedites seat turnover.” In the description for a buser, the purpose of the job might be spelled out like this: “The general objective of a buserperson is to speed seat turnover by setting up and clearing tables as rapidly and as efficiently as possible without interfering with the comfort of the patron. By speeding seat turnover, customer satisfaction (due to shorter waits) is increased, along with volume of sales and tips.”

The tendency is to analyze the entire job, rather than its parts, the tasks—but it is easier to examine the tasks separately, describe them, and use the analysis as a basis for training. Figure 11.2 shows a task breakdown for the preparation of a green salad. It could be part of the job of a salad person or of a cook, depending on the restaurant.

A number of tasks are common to more than one job within a restaurant—for example, using good telephone manners, giving first aid, dealing with special requests and complaints, acting in emergencies, and cleaning. Running through restaurant operations are other common denominators such as courtesy, cooperation, dexterity, and friendliness.



In recent years, job descriptions

have become important documents in law cases dealing with employee–employer problems. For example, employees may sue the employer for wrongful dismissal, alleging that they were not properly informed of the duties they were expected to perform.



A preservice briefing, at which managers describe the specials of the day and other service-related information

<b>JOB TITLE:</b> <u>Salad person</u>		<b>LOCATION:</b> <u>Preprep Area</u>
<b>OBJECTIVE:</b>		
To prepare and serve a quality, elegant-looking tossed green salad with crisp greens.		
(Standard of performance: One salad in three minutes)		
<b>EQUIPMENT AND SUPPLIES:</b>		
Large salad bowl; peeler	Parsley sprigs	Red tomato
Paring knife, grater	Head of lettuce	Carrot
Shredder	Head of red cabbage	
<b>“WHAT TO DO”</b>	<b>“HOW TO DO IT”</b>	<b>“REMARKS” (important information)</b>
I. Preparing the vegetables		
A. Lettuce	<ol style="list-style-type: none"> <li>1. Lay aside outer leaves.</li> <li>2. Pull apart leaves and shred into portion size.</li> </ol>	Make sure leaves are clean, crisp, and not deteriorated.
B. Red cabbage	<ol style="list-style-type: none"> <li>1. Pull off outer leaves.</li> <li>2. Shred cabbage with shredder.</li> </ol>	Be sure to shake off excess water as above. Make sure not to get it too fine and be careful of fingers when shredding.
C. Carrots	<ol style="list-style-type: none"> <li>1. Wash carrots thoroughly.</li> <li>2. Peel carrots.</li> <li>3. Grate carrots into very small pieces.</li> </ol>	Grate to small pieces.
D. Tomatoes	<ol style="list-style-type: none"> <li>1. Wash thoroughly.</li> <li>2. Cut into eight sectional wedges.</li> </ol>	Leave skin on to make a uniform-looking tomato.
II. Arranging the salad	<ol style="list-style-type: none"> <li>1. Place large outer lettuce leaves inside bowl.</li> <li>2. Toss lettuce, cabbage, and carrots together.</li> <li>3. Place tomato wedges on top of green salad.</li> </ol>	It is very important not to toss the tomato with the rest of the salad.
III. Garnishing the salad	<ol style="list-style-type: none"> <li>1. Garnish salad with parsley leaves.</li> <li>2. Place a scalloped-edge tomato in center also with above.</li> </ol>	Be careful not to “overdo” the garnish. People want the salad — not the garnish.
IV. Serving the salad	<ol style="list-style-type: none"> <li>1. Serve at once or keep it in a refrigerated area.</li> </ol>	The crispness of the salad will deteriorate if left in a warm area too long.

**FIGURE 11.2:** Task breakdown: preparation of tossed green salad

## Job Descriptions

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A well-organized restaurant has written job descriptions and specifications. Few independent restaurants bother to perform job analysis but rely on the owner's or manager's knowledge of the job. Chain operators usually have documented job descriptions and specifications for use by both manager and employees (see Figure 11.3). Often the description and specification are combined for convenience. The importance of good job descriptions cannot be overemphasized. They have been used as evidence in a number of lawsuits and *Equal Employment Opportunity Commission (EEOC)* cases. More important, they help in creating a clear and common understanding of the purpose and expected outcomes of each job. Every restaurant should have one for each position.

### Guidelines for Writing a Job Description

- Describe the job, not the person in the job.
- Do not describe in fine detail, such as would be the result of a time and motion study.
- Use short, simple, and to the point sentences. Use only words and phrases that really contribute to the description.
- Explain technical jargon if used.
- Make the description detailed enough to include all aspects of the job.
- Include the essential functions of the job and the outcomes expected from performing the job.<sup>1</sup>

### JOB SPECIFICATION

A job specification lists the education and technical/conceptual skills a person needs to satisfactorily perform the requirements of the job (see Figure 11.4). Once the tasks performed in a job are described, a separate section of the job description form can be developed. Remember, no job requires all the faculties of an individual, which means that many jobs can be performed by people who lack several abilities or who are physically unable to perform certain tasks. Many jobs can be done by mentally or emotionally handicapped people. For example, at the Olive Garden restaurants, such workers make salads and do the dishwashing.

### JOB INSTRUCTION SHEET

Task analysis can be converted into job instructions, which can serve not only as a guide to new employees but also as a quality assurance measure for the maintenance of work standards. Job instructions comprise a list of the work steps performed, arranged in sequential order if there is a natural cycle to the work. It is a short step from job description to job instruction sheet. If the job description is well done, the information can be reorganized, with some information added and some omitted, to form a job instruction sheet. This is used both by trainer and trainee.

Position Assistant Manager

Reports to: Manager

Position overview: Under the general supervision of the manager, subject to the Service Policy and Procedure Manual, assures constantly and consistently the creation of maximal guest satisfaction and dining pleasure.

### RESPONSIBILITIES AND DUTIES

#### A. Planning and organizing

1. Studies past sales experience records, confers with manager, keeps alert to holidays and special events, and so on; forecasts loads and prepares work schedules for service employees in advance to meet requirements.
2. Observes guest reactions and confers frequently with waiters and waitresses to determine guest satisfactions, dissatisfactions, relative popularity of menu items, and so on, and reports such information with recommendations to the manager.
3. Observes daily the condition of all physical facilities and equipment in the dining room, making recommendations to the manager for correction and improvements needed.
4. Anticipates all material needs and supplies, and assures availability of same.
5. Inspects, plans, and assures that all personnel, facilities, and materials are in complete readiness for excellent service before each meal period.
6. Anticipates employment needs, recommending to the manager plans for recruitment and selection to meet needs as they arise.
7. Discusses in advance menu changes with waiters and waitresses to assure full understanding of new items.
8. Conducts meetings of service employees at appropriate times.
9. Defines and explains clearly for waiters, waitresses, and buspersons their responsibilities for relationships with:
  - each other
  - the guest
  - the hostess/host
  - the manager
  - the cashier
  - kitchen personnel

#### B. Coordinating

1. Assures that waiters and waitresses are fully informed as to all menu items — how they are prepared, what they contain, ounces per portion.
2. Periodically discusses and reviews with employees company objectives and guest and personnel policies.
3. Keeps manager informed at all times as to service activities, progress, and major problems.

#### C. Supervising

1. Actively participates in employment of new waiters, waitresses, and buspersons; suggests recruitment sources, studies applications, checks references, and conducts interview.
2. Following an orientation outline, introduces new employees to the restaurant, restaurant policies, fellow employees.
3. Using a training plan, trains new employees and current employees in need of training.
4. Corrects promptly any deviations from established service standards.
5. Counsels with employees on job and personal problems.

**FIGURE 11.3:** Job description

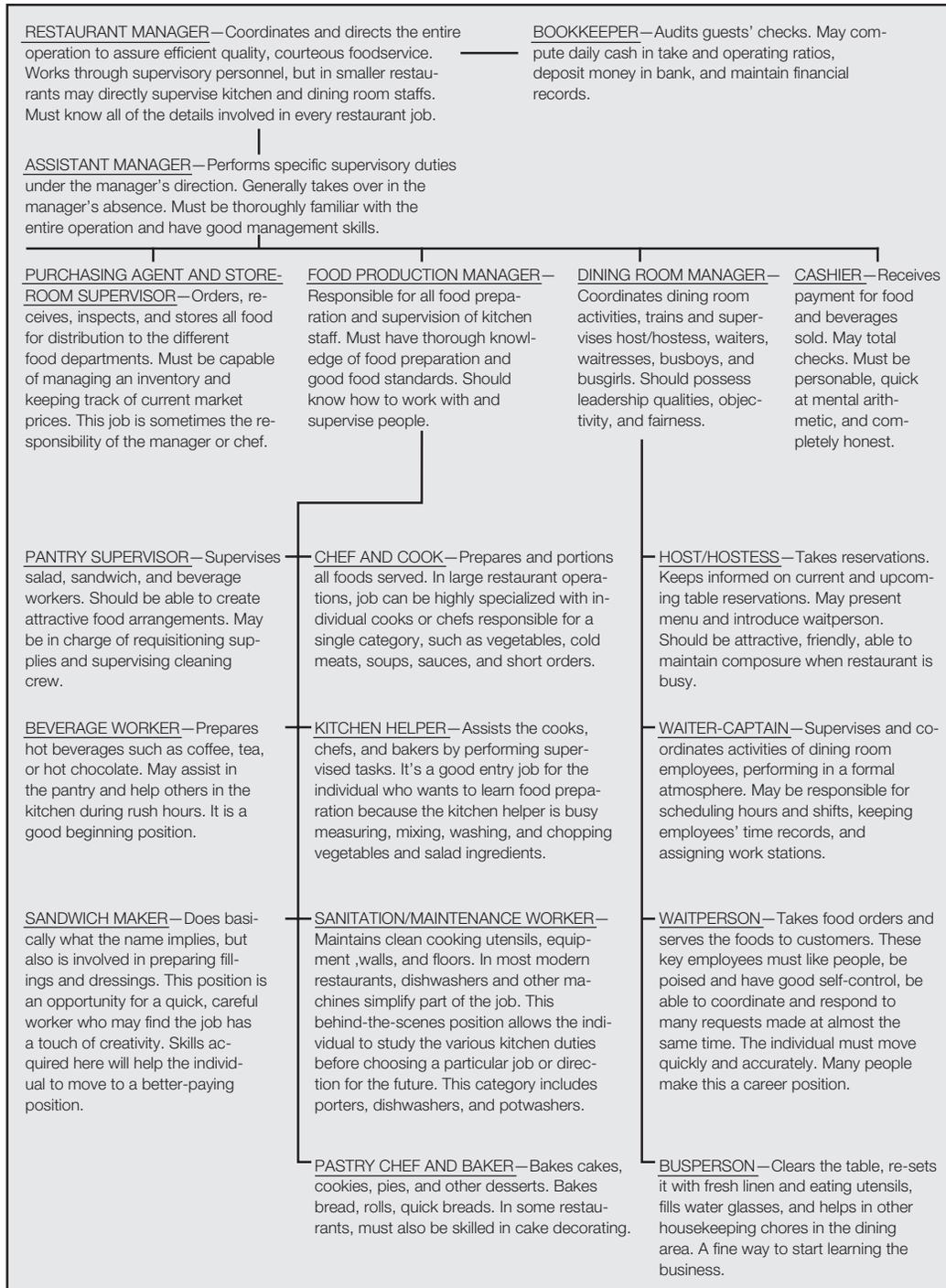
6. Follows established policy in making station assignments for waiters and waitresses.
  7. Establishes, with approval of manager, standards of conduct, grooming, personal hygiene, and dress.
  8. Prepares, in consultation and with approval of the manager, applied standards of performance for waiters, waitresses, and buspersons.
  9. Recommends deserving employees for promotion and outstanding performers for special recognition and award.
  10. Strives at all times through the practice of good human relations and leadership to establish esprit de corps — teamwork, unity of effort, and individual and group pride.
  11. Has a responsibility to maintain and keep a keen and constant alertness to the entire dining room situation — a sensitivity to any deviation or problem — and to assist quickly and quietly in its correction, adjusting guest complaints.
  12. Greets and seats guests cordially and courteously, to assure a sincere welcome and genuine interest in their dining pleasure.
- D. Controlling
1. Controls, according to established policies, standards, and procedures, employees' performance, conduct, dress, hygiene, sanitation, and personal appearance.
  2. Studies all evidence of waste — time, materials, and so on — making recommendations for prevention.
- E. Other
1. On emergency occasions may serve guests, act as cashier, or perform specifically assigned duties of the manager.
  2. Personifies graciousness and hospitality to guests and employees on the basis of "We're glad you're here" and "We're proud to serve you."

**FIGURE 11.3:** (continued)

## Position: Hostess/Host

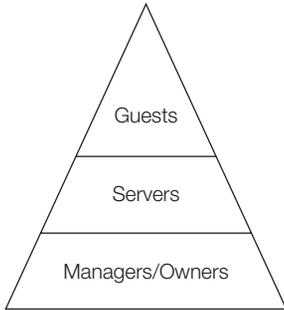
1. Maturity — capable of relating effectively to elder and younger patrons and employees. Observable personal competence and stability.
2. Education — minimum of a high school education required, some college desired.
3. Experience — prior positions as a waitress/waiter required, experience as a hostess/host desired. Possess ability to perform as cashier and assist in table clearings. Prior supervisory experience desired. Basic understanding of food, service skills, sanitation, and dining room equipment mandatory.
4. Physical requirements — appropriate physical stature, excellent hearing and vision. Observable strength to be able to walk and stand for long periods without noticeable fatigue.
5. Mental requirements — observable average intelligence, ability to retain sense of order and balance of patron seating placements. Ability to relate to several persons concurrently in a pleasing and prompt manner.
6. General character — observable conscientiousness, good grooming, basically pleasant, and exudes an attitude of willing cooperation. Possesses a "taking charge" demeanor of personal authority. Speaks clearly and with acceptable volume and intonation. Possesses personal confidence.

**FIGURE 11.4:** Job specification



**FIGURE 11.5:** Job functions in a large restaurant

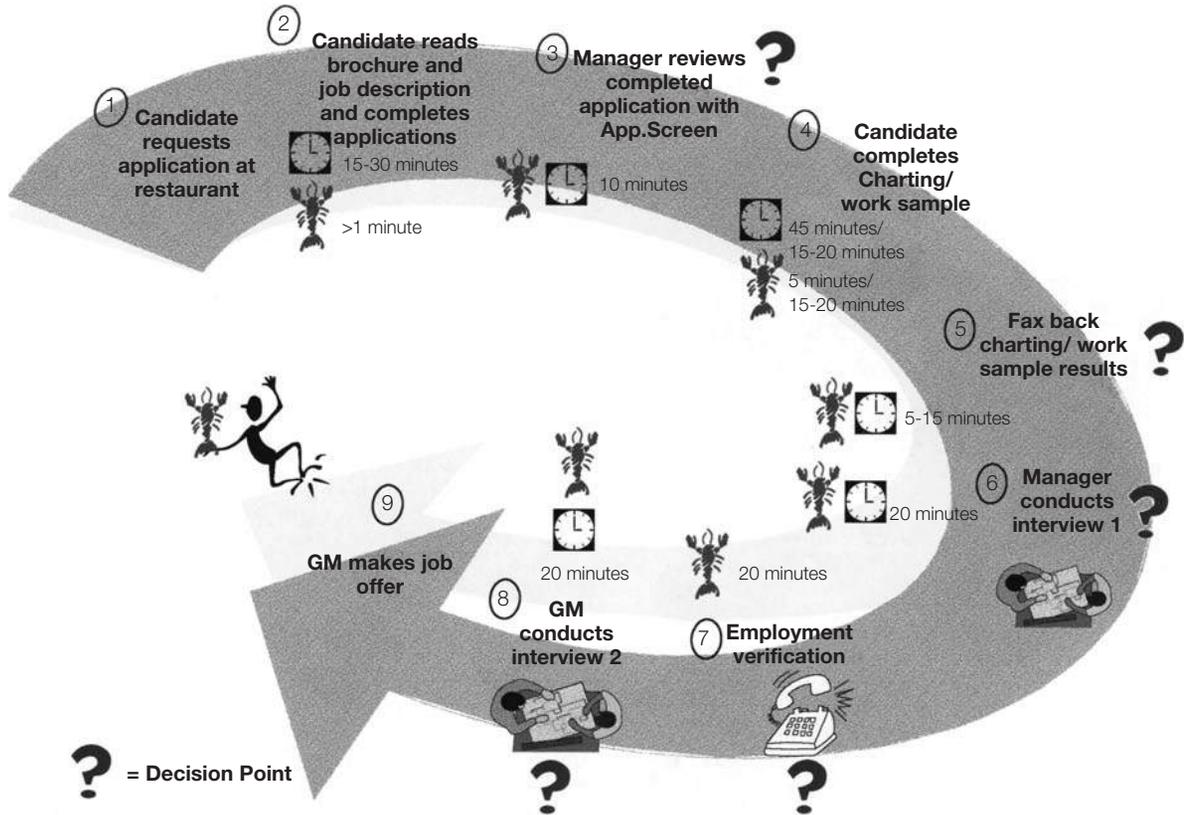




**FIGURE 11.7:** Managers/owners are supporting servers who are taking care of the guests

As the restaurant grows, specialization of function becomes necessary. The owner/manager must delegate most or all of the restaurant functions, except management, retaining responsibility for planning, overseeing, motivating, and making major decisions—especially financial decisions. People are added and specialists take on responsibilities for purchasing, for food preparation, and for service. Figure 11.7 shows the Red Lobster recruitment process.

Some organization charts are flat—meaning they have fewer levels. This type of organization works well for small and large restaurant businesses, both independents and chains that are informal or less autocratic. A variation of the flat organization chart is the pyramid—especially the inverted one with guests at the top and managers/owners at the bottom. Figure 11.8 shows an inverted pyramid organization chart.



**FIGURE 11.8:** Red Lobster recruitment process  
 Courtesy of Red Lobster Restaurants

## Staffing the Restaurant

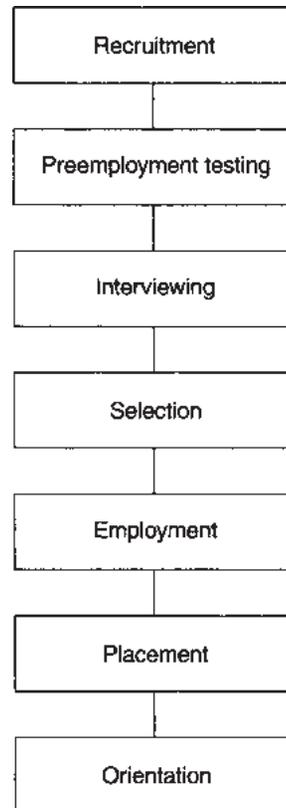
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The restaurant continues to grow and finally reaches the maximum capacity of sales that can be generated in the location. The owner adds another restaurant by taking over a failed place or perhaps constructing a new restaurant.

Recruitment, *preemployment testing*, interviewing, selection, employment, placement, *orientation*, and training are key words in finding the right people and preparing them to work successfully in the restaurant. Figure 11.9 shows the steps involved in staffing the restaurant.

The most important hiring decision is recruiting and selecting the chef. According to Brian Wilber, district manager of Bon Appétit Management Company, a chef is responsible for 60 percent to 80 percent of an operation's finances and 95 percent of its food costs.<sup>2</sup> Joseph Keller, chef-owner of Como's and Bistro Zinc, never hires a chef until they have worked together in the kitchen. He "auditioned" five for the opening of one of his restaurants by working together in the kitchen for one or two weeks for four to five hours a day.<sup>3</sup> Given the financial as well as interpersonal importance of the job it is essential to have a list of carefully prepared questions about financial and people management skills.

Other good questions include asking yourself why someone would want to work with your operation. In today's tight labor market, chefs can often select who they want to work with. It's all about getting the right people excited about working with you. When talking with potential candidates, ask them about past employee-management problems/challenges they have had. People who complain or bad-mouth previous restaurants are a sure sign of trouble.



**FIGURE 11.9:** Steps in staffing the restaurant

### RECRUITMENT

*Recruitment* is the process by which prospective employees are attracted to the restaurant in order that a suitable applicant may be selected for employment. Recruitment must be carried out in accordance with existing federal and state

employment laws and regulations and with civil rights regulations. Restaurants recruit employees from a number of different sources, including:

- Local career fairs
- Recommendations from existing employees
- As a result of being a guest lecturer at a college
- Serving as a mentor and having interns work at the restaurant
- Placing an advertisement in a local or community newspaper
- Via the restaurant Web site and social media
- Head-hunting—tactfully talking about your restaurant opportunities when meeting employees who are working at other businesses, including restaurants
- Internal recruiting, promoting from within
- Web sites like Monster.com, which may sound useful but will likely produce a flood of unqualified applicants

Whichever the method of recruiting, the message needs to be consistent. You must tell potential applicants what they want to know:

1. What the job is all about
2. Where you are
3. What the hours are
4. What qualifications are needed
5. How to apply
6. Features of the job—such as wages and benefits

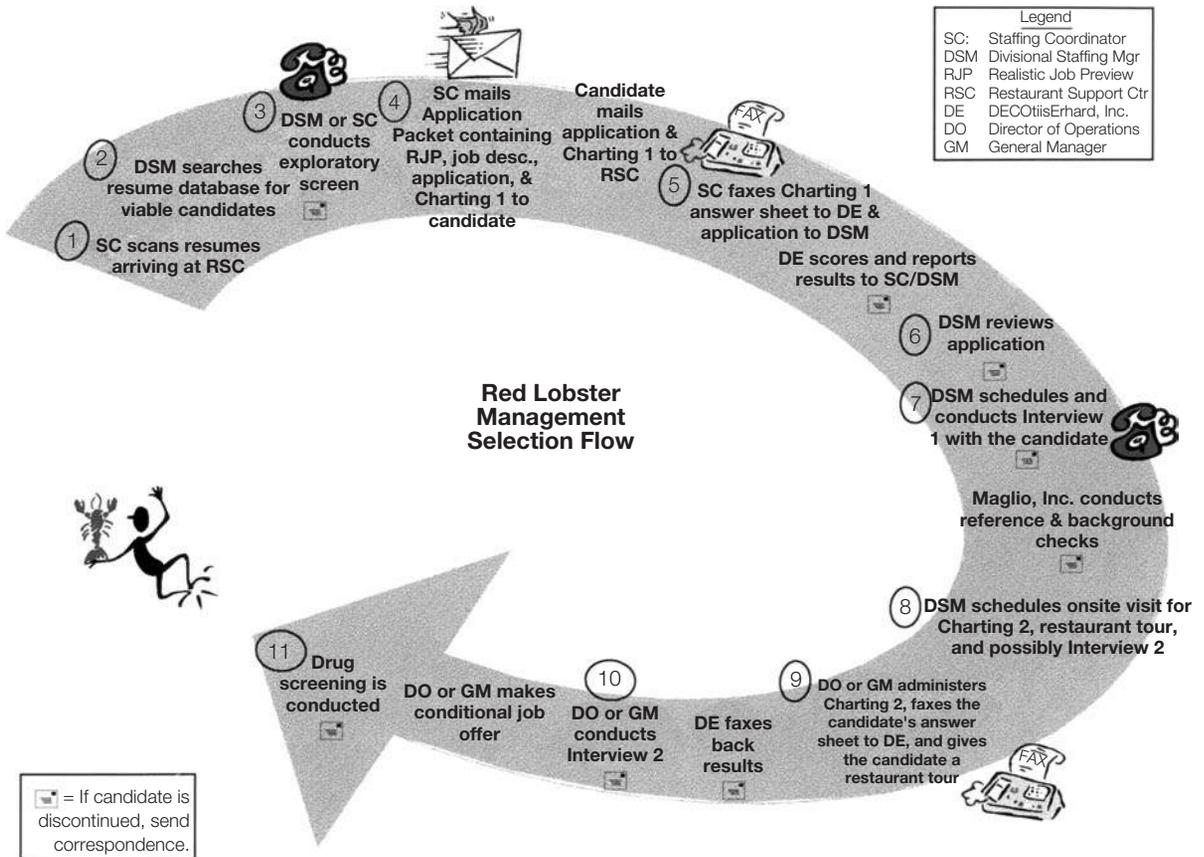
Let applicants know when and how to apply. For example, by fax; in person between 2:00 P.M. and 4:00 P.M., Tuesday. Figure 11.10 illustrates an example of management selection flow from Red Lobster Restaurants.

## PREEMPLOYMENT TESTING

Federal and state laws and regulations restrict the use of employment tests if they are not valid or reliable. The validity of an employment test relates to whether it measures what it is supposed to measure and whether test scores predict successful job performance. A test is said to be reliable if essentially the same results are seen on repeated testing. A test cannot be valid unless it is also reliable.

There is a range of tests for employers to select from: intelligence tests, aptitude tests, and achievement tests. These may or may not be considered necessary for a restaurant, depending on the position available and the desire of the owner or management to utilize a test as a step in the selection of staff.

Some restaurant companies check for substance abuse and honesty, and some use psychological tests in order to select the best possible employees. For example, a cashier position may require a police background check. First, however, a prospective employee would have to sign a waiver. Cooks may also be tested on their culinary skills before they are hired.



**FIGURE 11.10:** Red Lobster management selection flow  
 Courtesy of Red Lobster Restaurants

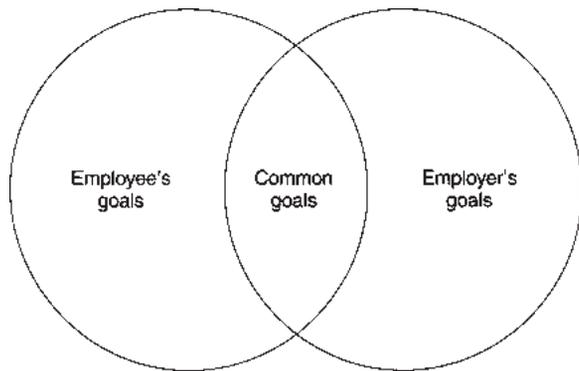
## INTERVIEWING

Making a hiring decision based on a job interview is not easy, because interviewees are on their best behavior. We are looking for a caring, skilled, outgoing, conscientious, loyal person with good work ethics. How do we determine if a person has all these qualities in the short time an interview allows?

*Interviews* seek to identify certain behavioral characteristics that may determine successful employment practices. They have specific purposes:

- Gain sufficient information from the candidate to enable the interviewer or a member of management to determine that the applicant is capable of doing the job for which he or she is applying.
- Give information about the company and the job to help the applicant determine if both are right for him or her.
- Ask appropriate legal but leading questions that will weed out undesirable workers.

First impressions are important both ways—in other words, the restaurant also needs to make a good first impression. An interview takes careful planning. The setting should put the applicant at ease; it should be comfortable yet businesslike and without interruptions.



**FIGURE 11.11:** Overlap of employer's and employee's goals

Once the applicant has been made to feel welcome, the completed application form is a good starting point for discussion. If the applicant has had nine jobs in 10 years, it would appear that he or she is not a stable employee who, if hired, would stay a long time. If there are gaps in the employment record, be sure to check them thoroughly.

The majority of applicants want to be placed in positions that will allow them to be challenged, to grow and develop. Other applicants may be happy to do the same job year in, year out. A win/win situation is achieved when the goals of the employee and employer overlap; the more overlap, the better. The overlapping circles in Figure 11.11 depict this. If either the employee or the employer has too strong a personal agenda, problems will occur.

**Ideal Employee Profiles** Because employees constitute such a large part of restaurant ambience, spirit, and efficiency, management decides what type of personnel will fit best with the restaurant's style. Outgoing personalities fit well in the front of house, where staff must be clean-cut, optimistic, healthy, and outgoing. The kitchen can use those who are not so extroverted.

Apparent health and goodwill are obvious assets to all foodservice personnel, adding to the atmosphere, helping to create the eating-out experience.

Obviously, the ideal cook would need training to make an ideal server, and the ideal bartender could be the ideal assistant manager.

Restaurants need to allow for employee development. An employee may start out as a server and become a bartender, followed by time in the kitchen, before moving into an assistant manager's position. Some restaurants have a formal management training program; others will move or promote employees when opportunities arise. In either case, it's important to plan for and give employees the chance to succeed in the restaurant business. Just think of the effect that Norman Brinker has had on the restaurant business. Back in the prime—no pun intended—of Steak and Ale's development, he nurtured several then-assistant managers or managers who are now presidents of large, successful restaurant chains of their own. Chris Sullivan of Outback Steakhouse is an example.

The temptation is to think of a kitchen with a highly trained chef at its head. However, only about one-third of all restaurants employ anyone with the title of *chef*. Sometimes the term *kitchen manager* or *head cook* is used. Large hotels generally have chefs. Full-service restaurants are more likely to have chefs than other restaurants are, and about half of all foodservice operations have someone

with the title of chef. Quick-service restaurants may call someone chef, but the title is more name than reality, as few of the skills required of a chef are needed. The highly profitable restaurants are those with relatively fixed menus that require few skills in the kitchen; here, the ideal employees may be teenagers rather than experienced cooks. The dining room may be staffed almost completely by students.

A problem in hiring is determining whether the candidate is underqualified or overqualified, and whether he or she will be satisfied with the job. Another big problem in selecting restaurant personnel is determining the candidate's degree of honesty and responsibility. Cost controls diminish the need for absolute honesty, and productivity standards help ensure responsibility.

**Interview and Rating Form** California Cafe uses an applicant interview and rating form (see Figure 11.12) that managers fill out immediately after the interview and attach to the application form. Managers are not permitted to write on the application form.

For restaurant service jobs, attitude is more important than ability and, in a plentiful job market, the operator can afford to take the time to be highly selective. Prestige restaurants may select only 1 out of 20 applicants. Because of the low wages offered in most restaurants, the operator does not have such a wide choice and must rely on continuous training to meet high service standards. Using a rating form can help interviewers keep track of attitude and other traits not revealed on an application form.

## SELECTION

Selection is the process of determining the eligibility and suitability of a prospective employee—not only how well a person can cook or serve but also how he or she will fit in with the team. Personal appearance, grooming, and hygiene are also important. The purpose of the selection process is to hire an employee who will be a team player, a person who will exceed the performance expectations of guests and management.

## EMPLOYMENT OF MINORS

The National Restaurant Association and many state restaurant associations have taken a positive approach to improving the industry's reputation as a youth employer. The National Restaurant Association has formed a partnership with the U.S. Equal Employment Opportunity Commission (EEOC) to promote their new Youth at Work Initiative. This is the first-ever industry alliance between the association and the EEOC. It has been formed to help raise awareness and promote important issues related to young workers in the restaurant industry, the cornerstone of rewarding career and employment opportunities.<sup>4</sup>

A concerted effort has also been mounted by a cooperative task force made up of officials from the U.S. Department of Labor (DOL), the U.S. Congress, and

**CALIFORNIA CAFE BAR & GRILL**  
**APPLICANT INTERVIEW AND RATING FORM**  
(FILL OUT AFTER INTERVIEW AND ATTACH TO APPLICATION)  
(DO NOT WRITE ON APPLICATION)

Date Of First Interview: \_\_/\_\_/\_\_ Manager: \_\_\_\_\_  
Call For Second Interview: 1st try: \_\_/\_\_/\_\_ 2nd try: \_\_/\_\_/\_\_ 3rd try: \_\_/\_\_/\_\_  
Date Of Second Interview: \_\_/\_\_/\_\_ Time: \_\_\_\_\_ Manager: \_\_\_\_\_

Approved For Hire GM's Initial: \_\_\_\_\_

Department: \_\_\_\_\_ Salary Requirements: \_\_\_\_\_

**RATE EACH CATEGORY 1 THROUGH 5:**

**APPEARANCE & ATTITUDE:** \_\_\_\_\_

**KNOWLEDGE:** \_\_\_\_\_

**EXPERIENCE:** \_\_\_\_\_

**SOCIAL SKILLS:** \_\_\_\_\_ (PERSONAL TRAITS)

**STABILITY:** \_\_\_\_\_

**TOTAL:** \_\_\_\_\_

**COMMENTS:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**REFERENCES CHECKED BY:** \_\_\_\_\_ **PERSON(S) CONTACTED:** \_\_\_\_\_

**DATE:** \_\_/\_\_/\_\_ **COMMENTS:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Date Of Hire:** \_\_/\_\_/\_\_ **Rate Of Pay:** \_\_\_\_\_

**Checked For Citizenship:** \_\_\_\_\_ **Managers Initial:** \_\_\_\_\_  
(Or Work Permis)

**Foodhandler Card:** \_\_\_\_\_ **Review Date:** \_\_/\_\_/\_\_  
(If Applicable)

**Employee Folder Completed:** \_\_/\_\_/\_\_ **MGR/BKPR Initial:** \_\_\_\_\_

- |   |                             |
|---|-----------------------------|
| <b>Employee folder must contain:</b>              | <b>Send To Datamasters:</b> |
| Photocopies of                                    | Copy of W4                  |
| Drivers Licence & Social Security Card            | Datamaster New Hire Sheet   |
| Other Documentation For Proof Of Work Eligibility |                             |
| Signed Parking Policy Sheet etc.                  |                             |
| 19 Immigration Form                               |                             |
| W4 Tax Form                                       |                             |
| Application & Ratings Sheet                       |                             |
| Signed Manual Receipt Pages                       |                             |
| Datamaster New Hire Sheet                         |                             |

**FIGURE 11.12:** Applicant interview and rating form

the National Restaurant Association to go beyond what is merely required by law to provide a high-quality work experience. There are five specifics of programs for students:

1. Education comes first.
2. Participating restaurants gather parental permission slips before hiring young workers.
3. Restaurants send notices of employment to the worker's school.
4. Employers pledge to schedule work hours flexibly to better accommodate students' school workloads.
5. Some programs encourage job-site visits by parents.<sup>5</sup>

Several leading restaurant chains have found that teenagers, beginning at age 16, are excellent candidates for almost every restaurant job, from bussing and dishwashing to cooking and order taking. Some restaurants have teenage shift managers, lead people, and assistants. All of the quick-service chains in this country and a number of table-service restaurants have built outstanding operations around teenagers. The biggest success story of them all, McDonald's, employs a high percentage of teenagers—if possible, part-time only, so that they can perform at peak efficiency during the hours worked. A tired, dispirited employee destroys the character of a restaurant almost as fast as poor food.

**Restrictions on Employing Minors** A number of federal regulations control the kind of work permissible for minors (under age 16). State laws also apply and may be different from the regulations laid down by the federal government. Where state laws are more restrictive, they take precedence over the federal regulations. The regulations change from time to time, as do their interpretations. The National Restaurant Association spells out the work that may not be done by minors under 16 years of age:

- Work in connection with maintenance or repair of machines or equipment
- Outside window washing that involves working from windowsills, and all work requiring the use of ladders, scaffolds, or their substitutes
- Cooking (except at soda fountains, lunch counters, snack bars, or cafeteria serving counters) and baking
- Work in freezers and meat coolers and all work in preparation of meats for sale (except wrapping, sealing, labeling, weighing, pricing, and stacking)
- Loading and unloading goods to and from trucks, railroad cars, and conveyors
- Work around cars and trucks involving the use of pits, racks, or lifting apparatus or involving inflation of tires mounted on a rim equipped with a movable retaining ring
- Work as a motor vehicle driver or outside helper
- Work in warehouses, except office and clerical work, and at any occupations found and declared to be hazardous by the DOL<sup>6</sup>

Minors between 16 and 18 years of age cannot:

- Operate elevators or power-driven hoists
- Operate power-driven shaving machines or bakery machinery
- Operate circular saws, power-driven slices, band saws, and guillotine shears

There are exceptions for students engaged as apprentices or in student-learner programs. Of course, federal and state laws set the absolute standard and may specify additional requirements for employing minors. At age 18, teenagers may legally work at any job. If in doubt, call your local DOL office for an interpretation of the law or regulations. Children under 16 may be employed by their parents in occupations other than those declared hazardous for minors under 18.

### Maximum Work Hours and Night Restrictions

- *Ages 14 and 15:* On school days, minors may work a maximum of three hours per day, 18 hours per week; on nonschool days, eight hours per day, 40 hours per week.
- *Age 16 and over:* There are no restrictions on working hours even during school hours. However, if a state law is stricter, it must be followed.
- *Ages 14 and 15:* Minors may not work before 7 A.M. or after 7 P.M. on school days; from June 1 through Labor Day, they may work until 9 P.M.

Because of the restrictions, some employers refuse even to consider minors under age 16.

Federal laws are enforced by the DOL, Employment Standards Administration, Wage and Hour Division, Washington, DC 20210. The U.S. Child Labor Requirements provide for a criminal fine for willful violators.

### EMPLOYMENT OF UNDOCUMENTED ALIENS

The *Immigration Reform and Control Act of 1986* makes it illegal for employers to employ undocumented aliens. It is the employer's responsibility to verify the prospective employees' legal immigration status and right to work in the United States. Fortunately, employers are not required to verify the authenticity of documents presented. However, human resources directors are required to do their best to ensure the authenticity of all documents and, in case of doubt, may refer to the Immigration and Naturalization Service (INS). Keep copies of all documents presented in case of a government audit. The I-9 form is proof of having inspected the employees' documentation. Failure to keep appropriate records may result in fines and, potentially, the loss of employees just before opening for Friday night business. These documents are used to determine the status of a prospective employee:

- U.S. passport
- Certificate of U.S. citizenship
- Alien card and/or Permanent Resident Card

- Foreign passport with INS stamp authorizing the individual to work
- Certificate of naturalization
- U.S. birth certificate with picture identification

The consequences of hiring undocumented aliens are substantial fines, which is a high price to pay for sloppy record-keeping and document checking. One restaurant chain was fined \$1.5 million for infractions of the law.

## EMPLOYEE SOURCES

The most useful source of employees is referrals by reliable current employees. Other sources depend on the area and the employment situation at the time. Possible sources include:

- Current employees via promotion (the first place to look)
- Facebook and Twitter
- State employment service
- Classified ads
- Schools—high school co-ops, culinary technical schools, colleges, regional occupation programs
- Vendors
- Customers
- Youth groups (e.g., Boy Scouts, Girl Scouts)
- Fraternities, sororities
- Walk-ins
- The Internet
- Minority sources
- Church groups
- Bus ads
- Radio
- Veterans' organizations
- Retiree organizations (a valuable resource that goes untapped)
- TV (ad time is often available on local cable stations at reasonable rates)
- Community bulletin boards
- Job fairs
- Local partnerships

There are several important legal issues to be aware of when staffing a restaurant. What follows is an overview of the employment laws affecting restaurants.

## Civil Rights Laws

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*Civil rights laws* state that employers may not discriminate in employment on the basis of an individual's race, religion, color, sex, national origin, marital status, age, veteran status, family relationship, disabilities, or juvenile record that



They don't necessarily look for experience. When I applied at the Olive Garden, I was applying to be a hostess, but they wanted me to work as a server, and it didn't matter that I had no prior experience because they had a good training program.

has been expunged. Neither may employers retaliate in any way or discharge employees who report, complain about, or oppose discriminatory practices or file or participate in the complaint process.

Federal and state laws on discrimination are similar. The state may be charged with the enforcement of federal civil rights legislation. Different state agencies are charged with enforcing various aspects of the law. For example, in Oregon, the Bureau of Labor processes federal complaints for the EEOC, while the DOL, Wage and Hour Division, deals with sex and age discrimination. Other aspects of the law are enforced directly by the DOL, the Office of Federal Contract Compliance, and the U.S. Department of Health and Welfare. As you might guess, when more than one agency is involved, they do not necessarily agree on the interpretation of the law.

### **EQUAL EMPLOYMENT OPPORTUNITY**

Equal employment opportunity (EEO) is recruitment, selection, and promotion practices that are open, competitive, and based on merit. Merit assessed by clearly defined, job-related criteria ensures that the best applicant is selected for the job.<sup>7</sup>

Providing equal employment opportunity is required by law and applies to discrimination based on race, sex, religion, color, national origin, veteran status, age, and non–job-related mental or physical disabilities. The intention of this legislation is to prohibit discrimination against job applicants or employees for promotion for one or more of the above reasons.

The EEOC is the organization to which employees or job applicants may appeal if they feel they have been discriminated against. If the EEOC agrees, this agency files charges against an individual and/or the organization.

The Immigration Reform and Control Act of 1986 outlaws discrimination against legal immigrants to the United States. It covers all employees, and someone with permanent work authorization cannot be favored over someone with temporary status.

The Age Discrimination Act was passed in 1967 to protect people over the age of 40 from discrimination.

### **AMERICANS WITH DISABILITIES ACT**

The *Americans with Disabilities Act (ADA)* prohibits discrimination against employees who are disabled and requires making “readily achievable” modifications in work practices and working conditions that enable them to work. ADA provides comprehensive civil rights protection for people with disabilities in these areas:

- Employment (Title I)
- All aspects of state and local government operations (Title II)
- Public accommodation, private business serving the public (Title III)
- Transportation (included under both Titles II and III)
- Telecommunication (Title IV)



An employment interview allows the prospective employee and the employer to get to know one another

*Courtesy of Ann Jenson*

The law specifically requires that restaurants welcome customers with disabilities by removing barriers that interfere with access to the facilities and services provided.

Today, there are 43 million people with disabilities in the United States and, as the population ages, the number will increase steadily over the next several decades.

**Who Is a Person with a Disability?** One out of five Americans is considered disabled, according to the Census Bureau, and the ADA protects any employee who has a mental or physical disability that substantially limits a major life activity, such as working.<sup>8</sup> The ADA defines a person with a disability to be an individual who falls within one of these three categories:

1. An individual with a physical or mental impairment that substantially limits one or more major life activities, such as walking, seeing, or hearing
2. Someone with a history of such an impairment—for example, a history of heart disease or cancer
3. Someone who is perceived as having a disability, such as an individual who is severely scarred or someone who is believed to have tested HIV positive

**How Does the ADA Affect Your Restaurant?** All areas in a restaurant used by the public are places of public accommodation under the ADA and thus are subject to the requirements of Title III, which regulates access to both a restaurant's physical facilities and to the services it offers. In terms of access to physical facilities, new construction designed for first occupancy after January 26, 1993, is required to meet the ADA Accessibility Guidelines (ADAAG). ADAAG provides technical design requirements to assure that newly constructed facilities are accessible to individuals with disabilities. Alterations undertaken later must also meet the guidelines. However, barrier removal that is readily achievable, defined as easily accomplishable without significant difficulty or expense, is required in all existing buildings. The factors for determining what is readily achievable in removing barriers are listed in *Americans with Disabilities Act: Answers for Foodservice Operators*, published by the National Restaurant Association.<sup>9</sup>

### **HIRING PEOPLE WHO ARE PHYSICALLY OR MENTALLY CHALLENGED**

Employees usually overlooked are those who are seriously disadvantaged emotionally, mentally, or physically. Hundreds of restaurant operators state categorically that they hire such workers because they are more loyal, try harder, and are more appreciative of having a job than the average employee. Numerous studies support this view.

Ask yourself which restaurant position is the most demanding, least satisfying, most confining, and, usually, at the bottom of the pay scale. The answer is the dishwasher, pot and pan person, or cleanup person. These are the jobs with the greatest turnover. In many restaurants, the dishwashing section is humid and noisy, and sometimes the only people doing the dog work of the kitchen are emotionally disturbed or addicted people. In many restaurants, the dish room has automatic dishwashers, good ventilation, lighting, and protective gloves, which make the job more acceptable.

A person with physical limitations may be able to do the job given a high-legged chair on which to rest periodically. Indeed, these assists may be helpful for all employees, not only persons with physical limitations. The chair can be on large wheels that enable the person to move about easily. A sit/lean backrest may help. A thick rubber or vinyl mat helps prevent slipping and the development of varicose veins in the legs.

Employers should keep in mind that they are selecting personnel for the facilities they have that are used in the tasks to be performed. High intelligence is not needed for most routine jobs, and the unchallenged person probably will soon leave. Avoid hiring those at obvious risk for work at hand. A person with a history of epilepsy may do extremely well as a receiving clerk or bookkeeper. As a line cook, he or she is at risk for self-injury and injury to others. Recovering alcoholics are not good candidates for bartenders but may do well in other jobs.

Some restaurant chains actively support hiring the handicapped. Bob Evans has, since 1991, hired many people with disabilities, including blindness.

McDonald's, Pizza Hut, and the Olive Garden seek persons who are physically and mentally challenged. The human resources vice president of the Olive Garden notes that the restaurant works with vocational training groups and hires candidates who are already well trained. Besides providing job opportunities, hiring people of varying abilities results in good public relations.

Restaurant jobs are often divided into front of the house and back of the house. Server and host positions put a premium on appearance and a desire to please. As one operator put it, "To hire a server, I ask only one question: Are you happy?" Happiness is not requisite for back-of-the-house people, but it helps. The chef's job is the most critical, requiring someone who is a teetotaler or who can control his or her temper and alcohol consumption. A sense of humor is divine.

Most of us are handicapped in one way or another, or will be under stress. Excessive work hours destroy efficiency.

## AIDS<sup>10</sup>

Acquired Immune Deficiency Syndrome (AIDS) cannot be transmitted through the air, water, or food. The only medically documented ways in which AIDS can be contracted are by exchange of bodily fluids, by shared needles (usually associated with drug addiction), by infusion of contaminated blood, and through the placenta from mother to fetus. AIDS is not passed through the daily routines that occur in restaurants. You cannot catch the disease by working with someone who has AIDS or by eating food prepared by someone who has AIDS. The Centers for Disease Control states:

All epidemiological and laboratory evidence indicates that bloodborne and sexually transmitted infections are not transmitted during the preparation or serving of food or beverages, and no instances of HBV or HTLV-III/LAV [the viruses that cause AIDS] transmission have been documented in this setting.

The statement of the Surgeon General is less technical but equally emphatic:

Nor has AIDS been contracted from . . . eating in restaurants (even if a restaurant worker has AIDS or carries the AIDS virus).

Two other laws—the Americans with Disabilities Act (ADA) and the Family and Medical Leave Act (FMLA)—plus any applicable state laws, must be taken into account in your dealings with employees who have AIDS or who are HIV-positive. The ADA law clearly states that people who acquire AIDS (or HIV infection) are covered by the ADA. You cannot discriminate in hiring, in promoting, or in offering benefits to an employee with HIV/AIDS. In addition, if such an employee needs a "reasonable accommodation" to help him or her perform the essential functions of a job, you are required to provide it unless doing so creates an "undue hardship."

## Questions to Avoid on the Application Form and during the Interview

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The civil rights laws do not prohibit specific questions, but they do forbid discriminatory use of information in selecting employees. The burden is on the employer to show the need for the information requested and how it is used in the hiring decision. If it is necessary to identify applicants by race and sex, the employer should include a statement informing the applicant that the questions are being asked for affirmative action purposes and that the information will not be used in a discriminatory way. Figure 11.13 shows questions to avoid.

- *Name and address:*
  - What is your full name?
  - What is your address?
  - What is your telephone number?
- *Age and citizenship:*
  - Do you meet the minimum age requirement for work in this state?
  - If hired, can you show proof of age?
  - Are you over 18 years of age?
- *Work schedule:* What is acceptable here is a statement by the employer of regular days, hours of shifts to be worked, and the expectations of regular attendance.
- *Physical condition handicap:* It is acceptable to ask if the potential employee is able to perform the essential functions of this job with or without reasonable accommodations.

Questions are appropriate only if asked of all candidates—for example, “Do you know any reason why you might not be able to come to work on time every day?” You may ask if a person has ever been convicted of committing a felony. If the answer is yes, then it’s legal to ask what for. You would then need to make a determination about the suitability of placement in the available position. You wouldn’t want a person convicted of stealing as a bartender or in charge of the payroll.

You should always ask potential employees about their sanitary attitude, habits, and knowledge. Find out what sanitation training they have had, in order to establish what needs to be learned. It is extremely important to hire employees with excellent personal habits and good attitudes toward safe service.

### QUESTIONS YOU CAN ASK

#### General Opener

- Tell me a little about your work experience.
- What is the most important factor in the success of a restaurant?

Protected Class	Inappropriate Inquiries	Comments
Marital status	Are you married? Divorced? Separated?	Since it is illegal to discriminate on the basis of marital status, all these inquiries are inappropriate. One's marital status has nothing to do with one's ability to perform the job, nor is this an effective means of discerning one's "character."
Age	Birth date? How old are you?	If it is necessary to know that someone is over a certain age for legal reasons, this question could better be stated, "Are you 21 or over?"
National origin	Are you native-born or naturalized? Have you proof of your citizenship? What was your birthplace? Where were your parents born?	If it is necessary to know if someone is a U.S. citizen for a job, this question could be asked directly without asking further, which might reveal national origin. If it is necessary to require proof of citizenship immigrant status, employment can be offered on the condition that proof be supplied.
Family relationship	Do you have any relatives currently employed here?	A job cannot be legally refused to someone who has a relative already working for the employer unless either relative would have supervisory or grievance adjustment authority over the other family member.
Mental or physical handicap	Do you have, or have you ever had cancer? epilepsy? addiction to drugs, alcohol? an on-the-job injury? Have you ever been treated for a mental condition?	A job cannot be refused because of a mental or physical handicap that would not prevent the person from performing the functions of the job. If there is a question about someone's physical or mental ability, the job can be offered on the condition that a physician's opinion be furnished indicating that the person is able to do the job with the probability that the person would not harm self or pose danger for others.
Race, sex	What is your race, sex? Furnish a photograph. What is your hair and eye color?	If it is necessary to ask for this information for affirmative action purposes, these inquiries should be accompanied by a statement indicating that the information is needed for affirmative action reporting purposes and will not be used to discriminate. A photograph should not be required; how someone looks has nothing to do with how he or she performs the job.
Sex	Are you pregnant?	Some state laws clearly state that discrimination on the basis of pregnancy is sex discrimination. In order to legally refuse employment because of pregnancy, an employer would have to show there was strong reason to believe the woman couldn't do the job (such as a physician's opinion to that effect) or that the nature of the position would not allow the employer to grant maternity leave without undue hardship. Pregnancy must be treated like other physical conditions under the law.

FIGURE 11.13: Questions to avoid

Protected Class	Inappropriate Inquiries	Comments
Injured worker	Have you ever applied for workers' compensation?	It is illegal to refuse to hire because a person has applied for workers' compensation. If it is necessary to know about someone's physical condition to perform a job, it is better to ask for this information directly.
Religion	What is your religious affiliation? What clubs/associations are you a member of? Can you work Saturdays? Sundays?	The first two questions are inappropriate. Religious affiliation is no indication of work ability. Asking for membership information may reveal religious affiliation; club membership is not an indicator of work ability. It may be necessary for an employer to know if an applicant cannot work Saturdays or Sundays because of religious beliefs. However, an employer has an obligation to accommodate those beliefs unless it would cause undue hardship to the business.
Race	Have you been arrested? Have you been convicted of crimes other than minor traffic violations?	Since minority group members are arrested and convicted of crimes at a significantly higher rate than nonminority people, these inquiries could be used to exclude minorities from job opportunities disproportionately more than nonminorities. Asking for arrest records is highly questionable, since being arrested is not a true indicator of guilt. Courts have held that conviction records can be used to deny employment if the crime for which the person was convicted is related to the type of job. For example, an employer could refuse to hire someone convicted of theft and receipt of stolen goods for a job as a bellhop who would handle personal belongings of customers.
	Do you own your own home?	This question may also tend to exclude people from minority groups because they do not own homes in the same proportion as nonminority people. Home ownership is not an indicator of someone's ability to do the job.

**FIGURE 11.13:** *(continued)*

**Experience**

- What is your favorite restaurant and why?
- What is your (foodservice, cooking) experience?
- What are your present duties and responsibilities?
- How well do you think you succeed in meeting those?
- Describe your ideal job.
- How do you see this restaurant helping with your future?

**Transportation**

- Can you get to and from work reliably for the shifts?

### **Availability**

- What are your available working hours?
- Is there any time you cannot work?
- Are you available to work overtime when necessary?
- Do you have limitations on what shifts you can work?

### **Hobbies/Interests**

- What are your hobbies and interests? (This is a general question that may encourage an applicant to open up.)

### **Goals/Ambitions**

- What are your goals and ambitions? (The restaurant owner may be able to provide assistance, counseling, and overall encouragement to a person who has identified goals.)
- What goals have you established for yourself that are not work-related for the next few years, and why?
- Where do you see yourself three years from now?

### **Sports**

- Which sports do you play or follow?

### **Languages**

- Do you speak more than one language?

### **Work Experience**

- How would your previous employer describe your work?
- What did you like most and least about your former job?
- How did you handle problems such as a drunken or obstreperous customer?

### **Skills and Specific Job-Related Questions**

- Describe how you would prepare an item on the menu (for a cook's position) or the way to serve a particular food item (for a foodserver).
- What skills do you possess that make you think you should be employed here? What do you think this job and our organization can do for you?
- How long do you think you will be able to work for us?

### **Other Interview Questions**

- How do you plan to achieve your career goals?
- What do you consider to be your greatest strengths and weaknesses?

- How do you think your last employer will describe you when we call to check references?
- How do your coworkers describe you? your subordinates?
- What motivates you to put forth your greatest effort?
- Why should I hire you?
- What qualifications do you have that make you think you will be successful in the restaurant business?
- What qualities should a successful manager possess?
- Describe the relationship that should exist between a supervisor and those reporting to him or her.
- What two or three accomplishments have given you the most satisfaction? Why?
- What led you to choose the restaurant industry?
- Do you have plans for additional education? What have you done to implement those plans?
- Do you think your grades in school are a successful indicator of your abilities?
- In what type of work environment are you most comfortable?
- How do you work under pressure? Give me an example.
- Why did you decide to seek a job with us?
- What do you know about our restaurant?
- What criteria are you using to evaluate the company for which you hope to work?
- What major problem have you encountered, and how did you deal with it?
- Tell me about an unusual request or demand from a guest and how you handled it.
- Give me an example of a situation in which you solved a problem of an angry guest.
- What two or three things are important to you in your job?



Do not write comments on the application form, because they may be used against you in legal proceedings.

### **MULTIPLE INTERVIEW APPROACH**

When plenty of applicants are available, the multiple interview is probably more effective than a single interview by a single person. A first interview may be given and the candidate rated from 1 to 5 on whatever factors are considered relevant to successful job performance. Only those candidates receiving a rating of 5 are given an additional appointment with a second interviewer.

### **TELEPHONE REFERENCES**

Following up references by phone is much more effective than sending a written request, if the caller is adroit in asking questions. The phone call should be directed toward finding out the applicant's strengths and weaknesses. Reference checks are also useful in verifying what the applicant has said about previous wage or salary, job title, and length of employment.

The caller should state his or her name, title, and restaurant, and request to speak to a past supervisor. Then he or she should explain that the applicant has applied for employment and has given the person being called as a reference. After asking “Would you mind answering a few questions?” the caller can review what the applicant said he or she earned and did.

Few people voluntarily make adverse comments about applicants. The tone of voice and what is not said may be more important than the words. With “right to know” legislation and our litigious society, it is wise to ask questions that only relate to the applicant’s attendance, such as “How long has *x* been with you?” and the dates work began and ended, and work capability and rate of pay. An important question might be “Is the person eligible for reemployment?” (Conversely, restaurateurs should not volunteer opinions about former employees, no matter how factual they may be. A former employee could have a friend call and record the conversation. The former employee could then sue for break slander.)

Research-minded operators can rate applicants on a scale of 1 to 5 and use the rating as a prediction of success or failure on the job. A follow-up of worker performance can be correlated with the original ratings. Over time, an operator can see how effective his or her judgment has been in predicting employee performance and can change the interviewing process to sharpen the predictions.

## Careful Selection of Personnel

Taking time and care in selecting personnel is one of the best investments possible. Aside from the several positive reasons already mentioned, there is the need to take a defensive posture in trying to make sure that disruptive, dishonest people are not hired. Lawsuits brought by employees can be disastrous in cost and mental anguish. Some trials go on for years, with lawyers the only winners. Wrongful discharge alleged to involve race, color, creed, marital status, age, handicap, political affiliation, and so on are juicy complaints for lawyers. Lawsuits can be brought for such things as defamation of character, intentional infliction of emotional stress, and sexual harassment. Cases going to a jury trial often result in huge settlements unrelated to much of anything except the skills of the plaintiff’s lawyer, who pockets much of the award as legal fees.

### Three Main Hiring Objectives

1. Hire people who project an image and attitude appropriate for your restaurant.
2. Hire people who will work with you rather than spend all their time fighting your rules, procedures, and systems.
3. Hire people whose personal and financial requirements are a good fit with the hours and positions you are hiring for.<sup>11</sup>



Bill Nordhem, an experienced

Chicago restaurateur, says that, over the years, he has developed a sixth sense about which servers will succeed and which will not. He looks for applicants with a positive mental attitude and willingness to participate in a team effort. “I don’t believe in hiring the wrong person. I know in five minutes or less if someone is going to work out. I’ve learned to trust my gut. Every time I haven’t, I’ve paid the price.”

*Source: Nancy Backas, “Training and Personality,” Cheers 9, no. 2 (March 1998): 58.*



## FIVE TIPS FOR BETTER INTERVIEWING

Effective interviewing techniques and procedures are a key in recruiting and training the best-qualified managers. Here's a checklist of important tips that can help make you a better interviewer.

1. *Use a job profile based on the job description, a list of duties, responsibilities, and the personal characteristics the ideal candidate has:* This will also help evaluate each candidate's potential once the interview is over.

If your organization's human resources department has job descriptions for each position on file, review them periodically to make sure that they are up to date and truly reflect each position's responsibilities and necessary qualifications of potential candidates.

2. *Describe the job in reasonable detail at the start of the interview:* Let the candidate know what his or her day-to-day responsibilities will be, what opportunities there are for growth, how the rest of the management team is structured, and what is expected of the candidate in the larger organizational structure.

3. *Ask the right questions:*

Knowing the right questions to ask is a critical part of effective interviewing, so prepare a list of questions in advance and think about how you will ask each. Avoid questions that require a yes/no answer, which discourage candidates from elaborating. Instead, ask open-ended, focused questions like "Think back to a difficult situation you had with an employee under your supervision and tell me how you handled it." Identifying how a candidate handled past conflicts or situations is a good way to assess how he or she will handle that problem if faced with it again.

Tom Cooley, director of nutrition services at St. Luke's Hospital in Bethlehem, Pennsylvania, asks prospective hires several behavior-based questions to help determine their work habits. "I ask candidates if they like to work and if they like to work on their own. This helps me determine whether or not a person is a self-starter. I prefer a go-getter who requires steering to someone who needs prompting."

Gene Reed, director of foodservice at Ohio University in Athens, Ohio, asks potential management candidates which day is their favorite, Monday or Friday. "I'm looking for a Monday person," Reed says. "People who like Fridays generally like them because they look forward to having two days off. Monday people typically look to the start of the week as a chance to work toward accomplishing their goals."

4. *Get specific:* A good question to ask a job candidate is "What specific things did you do in your last job to improve your effectiveness or to improve productivity in your department?" The answer gives you a sense of a candidate's motivation and willingness to surpass the basic job requirements. Candidates who went that extra mile in a former job will probably do the same in your operation.
5. *Take notes:* Hiring decisions are too important to rely on your memory about every candidate you interview, so take good notes during each interview so you can review them later.

Attitude and appearance are critical, say many human resources directors. Employers can teach the job skills, not the human and interpersonal skills.

The ADA poses a number of questions. If there are two equally qualified candidates, one of whom is disabled, must the disabled applicant be given hiring preference, even though some modification investment will be required? The most qualified person would get the job. If questioned or challenged, an operator would have to prove how the person who got the position was the most qualified person. Make a bad choice and it will cost you; some experts estimate a poor hiring decision could cost over \$5,000!

Thousands of people with disabilities work in the restaurant industry as dishwashers, kitchen helpers, foodservers, cooks, and pot and pan washers.

Many were first trained by a job coach funded by state or federal grants. Totally blind persons can be proficient dishwashers. A number of other jobs require only travel vision—enough sight to move about and generally see what is going on. Defective hearing does not disqualify applicants for some jobs.

## SCREENING OUT THE SUBSTANCE ABUSER

Alcohol abuse is a big problem for restaurant managers; it is magnified by the sale of liquor and the high-pressure atmosphere in many restaurants. More recently, cocaine, marijuana, speed, and other drugs used by employees have added to management concerns.

Substance abuse impairs performance. More important, addicts frequently steal to support their habit.

Screening out drug abusers in the employment process is step one. Applicants who are habitual users show signs of health deterioration. Reference checks usually do not elicit explicit statements about drug abuse. The employment record can provide indicators: absenteeism, compensation claims, high number of sick days, accidents, late arrivals, and early departures. If the applicant has a history of arguments or fights with other employees or supervisors, substance abuse may have been involved. Tremors, excessive perspiration, slurred speech, and unsteady gait are physical indicators of substance abuse.

## PREEMPLOYMENT PHYSICAL AND DRUG EXAMINATIONS

Many restaurants are considering or using preemployment drug and physical exams as a means of avoiding future personnel problems. Physical exams, as long as they pertain to the job, are permissible (for example, lifting a tray or a stack of dishes). However, the ADA regulations must be conformed with. Drug testing may be required in order to provide a safe and secure working environment for both guests and staff.

## Summary

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Staffing the restaurant is extremely important, because effective screening not only selects the best employees but also screens out undesirable ones. Effective

recruitment selects people with the most positive service spirit and professionalism. Compliance with existing employment legislation is a must.

The human resource cycle begins with defining jobs and organizing the restaurant. A task is a related sequence of work and a job is a series of related tasks. Task and job analyses examine the details of the work performed and form the basis of the job description. The job specification identifies the qualifications and skills necessary to perform the job. The two main approaches to task and job analysis are bottom up, which is used when the organization already exists, and top down, which is used when opening new restaurants.

## Key Terms and Concepts

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Age discrimination	Job description
AIDS	Job, position, task
Americans with Disabilities Act (ADA)	Job specification
Civil rights laws	Organizing the restaurant
Equal Employment Opportunity Commission (EEOC)	Placement
Immigration Reform and Control Act	Preemployment testing
Interviewing	Recruitment
	Selection
	Task and job analysis
	Training

## Review Questions

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1. How long before opening would you employ your chef? your servers? your hostess?
2. Describe the ideal server, the ideal hostess, the ideal cook. How do they deliver on the experience you intend to provide to your guests?
3. Will you employ undocumented aliens in your restaurant? Give your reasons for your decision.
4. List five employee sources other than newspaper classified ads.
5. In some locations, job vacancy notices bring in literally hundreds of job applicants. If this happens to you, what methods will you use to select the best of them?
6. In checking employee references, how can you improve your chances of getting valid information on the applicant's past performance?
7. Will you use psychological tests in selecting employees?
8. Many people have a drug or alcohol problem. Would you hire such people? How would you avoid hiring such people?
9. Suppose you want to employ only women for your dining room and bar service. Will you be violating the Equal Employment Opportunity laws?
10. How will you prepare for interviewing a chef? What questions will you ask?

11. What is the difference between a job and a position? between a task and a job?
12. Give at least three reasons for performing job analysis.
13. In your restaurant, will your host be a “greeter and seater” or a dining room manager? What factors bear on your decision?
14. Will you bother to draw an organization chart for your restaurant? Justify your decision.
15. In your restaurant, will the sanitation/maintenance employees report to the chef or to you, the owner/operator? What factors bear on this choice? Is there an advantage in having these employees report to someone other than you or the chef?
16. What elements will you include in the job description for a food server? a line cook?
17. What elements will you include in the job specifications for a food server? a line cook?
18. Is a restaurant that performs task and job analysis and writes job descriptions and specifications likely to be more successful than one that does not? Why?
19. What is the value of training a person for working more than one job?

## Internet Exercises

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Surf the Web for restaurant sites, including restaurants that have “positions available” posted. Then, having gained some information from them, create your own ad—one for a front-of-the-house and one for a back-of-the-house position, for your restaurant.

## Endnotes

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11. Stephen Michaelides and Carolyn Watkins. “The Big Talent Search.” [www.food-management.com/article/12414](http://www.food-management.com/article/12414). June 29, 2006.