

Section 8.2 Review Questions

- ① What is the role of ethics in the workplace?
- ② List ways a manager can motivate employees in the workplace.
- ③ Explain the steps for solving a problem.
- ④ What is the purpose of vision statements and mission statements?
- ⑤ What does Jeff Cook do to solve employee problems?
- ⑥ How can Linda use Uptown Grille's mission statement to help Katarina and Manuel improve their working relationship?
- ⑦ How do good leaders inspire and motivate employees?
- ⑧ Explain how SMART can help managers and employees provide better service to customers.

Section 8.2 Activities

1. Study Skills/Group Activity: Make a Statement!

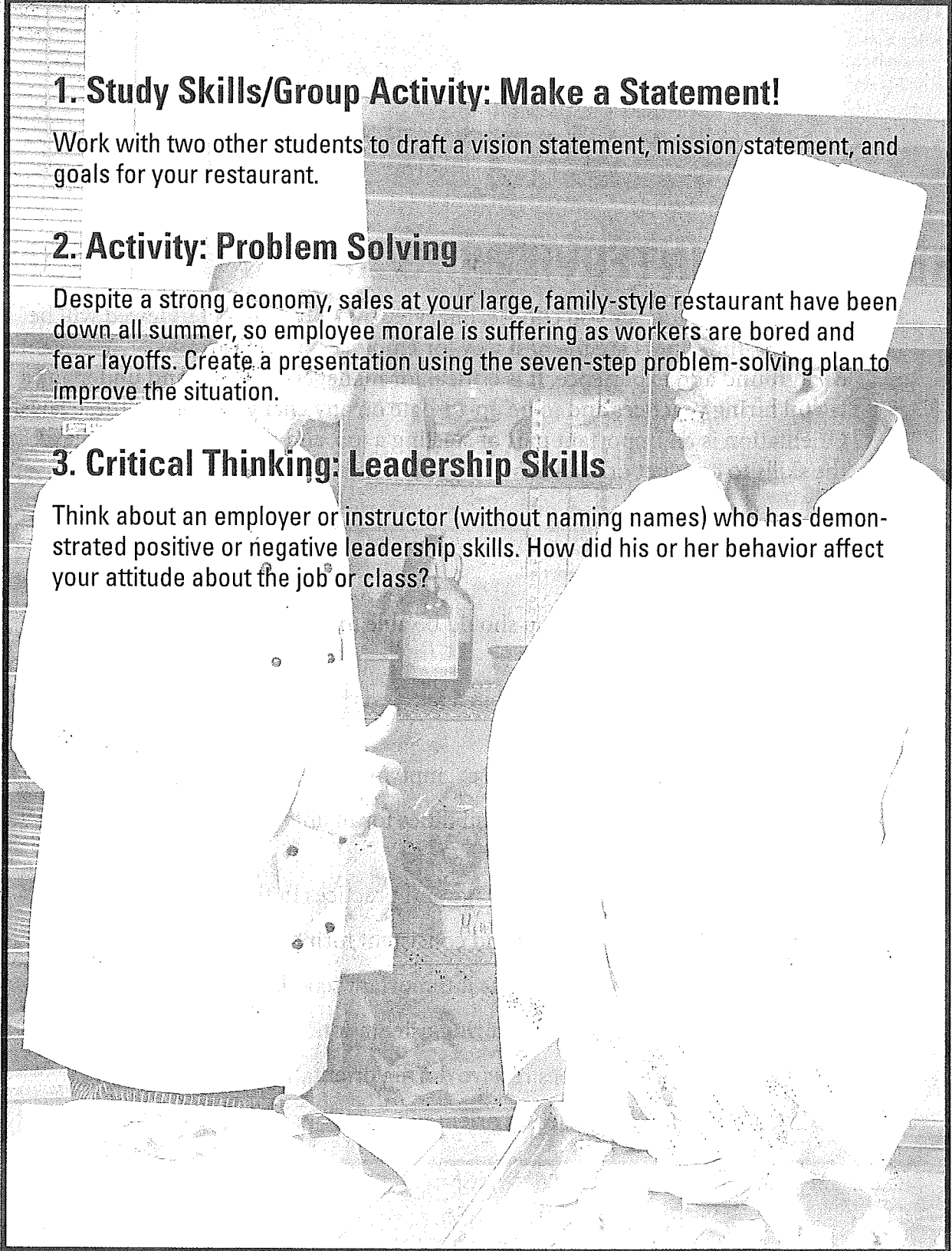
Work with two other students to draft a vision statement, mission statement, and goals for your restaurant.

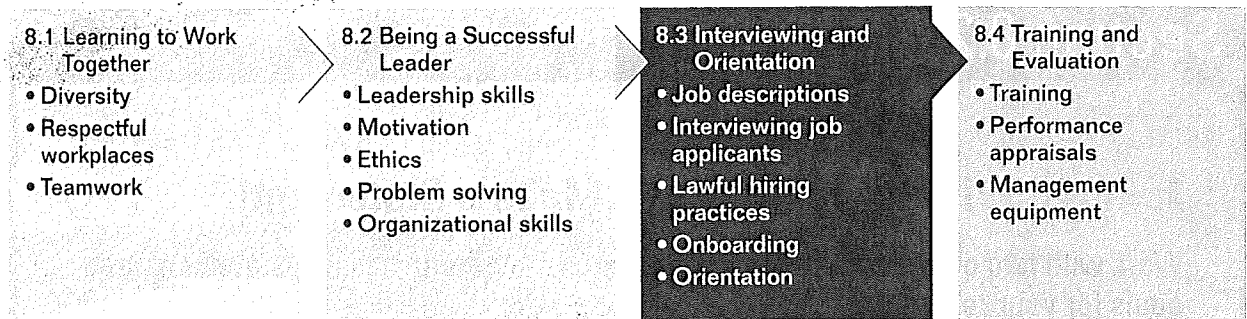
2. Activity: Problem Solving

Despite a strong economy, sales at your large, family-style restaurant have been down all summer, so employee morale is suffering as workers are bored and fear layoffs. Create a presentation using the seven-step problem-solving plan to improve the situation.

3. Critical Thinking: Leadership Skills

Think about an employer or instructor (without naming names) who has demonstrated positive or negative leadership skills. How did his or her behavior affect your attitude about the job or class?





SECTION 8.3 INTERVIEWING AND ORIENTATION

No matter what career you choose, interviewing and being interviewed will be part of it. Interviews are the best way for employers to get to know an applicant's background and experience. It is critical for managers to know and understand lawful hiring practices and to be up-to-date on any changes made to these laws. Orientation is an important part of starting a job, and managers need to have the skills to conduct orientation.

Study Questions

After studying Section 8.3, you should be able to answer the following questions:

- What information is included in a job description and why is it important to a business?
 - What is the difference between exempt and nonexempt employees?
 - What are the manager's responsibilities for maintaining labor law knowledge?
 - What are discriminatory language and practices in the hiring process?
 - What methods ensure a fair and consistent hiring process?
 - What is onboarding and why is it important to a business?
 - What can employees expect during orientation?
 - What items do employees receive during orientation?
 - What topics are addressed in orientation sessions and employee manuals?
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Job Descriptions

A **job description** is a document that defines the work involved in a particular assignment or position. A job description includes the position title and the responsibilities or duties of a position. Figure 8.11 is an example job description for an executive chef.

Job Title:	Executive Chef
Summary:	The executive chef is part of an operation's management team. An executive chef oversees the entire kitchen, from supervising all kitchen employees, to purchasing food supplies and making decisions about menu items.
Primary Responsibilities:	<ul style="list-style-type: none"> • Coordinate work of the kitchen staff and direct preparation of meals. • Determine serving sizes and plan menus. • Order food supplies. • Hire and supervise kitchen staff, including training. • Ensure all dishes are prepared properly and consistently. • Ensure sanitation and hygienic standards are met. • Ensure financial targets are achieved. • Manage marketing and publicity efforts. • Develop business plans. • Create menus. • Oversee customer relations. • Oversee and direct all kitchen work, personnel, and activity.
Knowledge and Skills Requirements:	<ul style="list-style-type: none"> • Possess exceptional managerial and organizational skills and work well with a team. • Possess a high level of manual dexterity and artistic ability, as well as a strong palate. • Maintain a high degree of personal cleanliness. • Knowledge of foreign language can improve communication with other staff, vendors, and customers. • Possess broad and deep knowledge of ingredients, regional and national cuisines, the use and maintenance of common kitchen equipment, and management fundamentals
Working Conditions:	<ul style="list-style-type: none"> • Ability to work efficiently and cleanly in small working quarters. • Ability to prepare meals quickly while ensuring quality, safety, and sanitation. • Ability to stand for hours at a time • Ability to lift weights of fifty pounds • Ability to work under extremely hot conditions • Ability to work long hours, often 12-hour work days including mornings, evenings, holidays, and weekends.
Education Requirements:	Experience in the industry for a number of years, gradually moving up in the kitchen hierarchy. Some establishments require their executive chefs to possess culinary degrees or to engage in ongoing professional education.

Figure 8.11: Sample job description of an executive chef.

The responsibilities include both essential and nonessential functions performed by the person holding that position. The job description is a helpful tool for human resources and management in recruiting and maintaining employees.

Many job descriptions also include educational and legal requirements for holding the position, such as a diploma or sanitation certificate, and organizational information, such as to whom the position reports. Other organizational information commonly included is the class or salary grade of the position.

Because a job description identifies the scope of a job, it helps set employees' expectations. Job descriptions also define the boundaries between positions so there is no confusion about who is responsible for doing what.

Job descriptions frequently distinguish between **exempt** employees and **nonexempt** employees. These categories are defined by the Fair Labor Standards Act (FLSA). Different rules apply for paying employees based on the duties of their jobs and other factors. For positions that are covered under this law, the FLSA specifies a minimum wage and when overtime pay is required.

Positions that are exempt—or not covered under this law—are not legally entitled to overtime pay or the minimum wage established by the FLSA. Exempt positions are often known as salaried positions, because their compensation is usually based on a set salary rather than an hourly wage. On the other hand, positions that are covered by the FLSA are known as nonexempt: these employees must be paid for every hour of overtime. Table 8.4 lists some typical exempt and nonexempt positions in restaurant and foodservice operations.

Table 8.4: Exempt and Nonexempt Positions

Exempt	Nonexempt
Dining room managers	Cooks
Executive chefs	Dishwashers
Banquet chefs	Serving staff
Pastry chefs	Busers
General managers	Janitors
	Catering staff and catering sales persons
	Clerical staff
	Receptionists
	Hosts

Interviewing Job Applicants

At some point in a manager's career, he or she will probably be expected to interview and hire prospective employees. Unlike being interviewed, the interviewer's job will be to ask questions and think about how well that person will fit in to the operation.

Sometimes it is difficult to know the right questions to ask an applicant during a job interview.

Asking the wrong type of questions can make it hard to find the most qualified people. The wrong questions may also be illegal. The process of selecting and interviewing applicants is strictly regulated by laws that protect the civil rights of job applicants. An employer must have hiring and employment practices that protect these civil rights. In addition, employers must keep good records to prove they have observed the laws. Figure 8.12 shows a manager interviewing a job applicant.

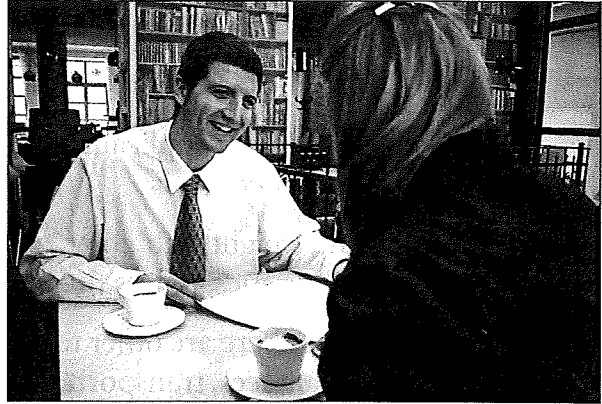


Figure 8.12: A job interview allows applicants to show potential employers why they should hire you.

All hiring and interviewing practices must be fair and directly related to the job. To avoid charges of **discrimination**, or making a decision based on a prejudice, employers should use identical application forms and tests for everyone who applies for the same job. Job applicants should be asked the same kinds of questions in interviews, and each one should receive the same information about the job and the organization. Employers *cannot* ask about the following things:

- Race
- Age
- Religion
- Gender
- Sexual orientation
- Parents' names
- Birthplace (or birthplace of parents)
- National origin or ethnic background
- Former name or maiden name

- Prior arrests (arrests are not convictions; there is no proof that the applicant is guilty of a crime)
- Marital status or any other information about a spouse
- Children, plans to have children, or childcare arrangements
- Disabilities an applicant might have unless it has a direct bearing on job performance
- Height, weight, hair color, or other questions about an applicant's physical characteristics, unless the information is directly relevant to doing the job

In addition, there are other topics that managers might want to avoid, such as personal finances, transportation, political affiliations, and union memberships. It is legal to ask about some of these topics. But bringing them up can leave an operation vulnerable to discrimination charges. Discussing these topics can give the impression that they factor into hiring decisions.

Interviewers need to keep all job requirements and interview questions directly related to the job.

Employers need to write the information in job postings and advertisements in a manner that not only provides clear information about the job, but avoids discriminatory language as well. The **Equal Employment Opportunity Commission (EEOC)** and other government agencies enforce laws that ensure everyone, regardless of race, age, gender, religion, national origin, color, or ability/disability, gets a fair chance at any job opening. This means employers should not write a notice or advertisement in any way that eliminates or discourages certain groups of people from applying.

The following are guidelines for avoiding discriminatory language in job postings and advertisements:

- Avoid gender-specific titles and other language: Instead, use gender-neutral language or gender-inclusive language. For example, for a position that involves waiting on tables, use “server,” both “waiter” and “waitress,” or “waitstaff.” Don’t use just “waiter” or just “waitress.”
- Avoid references to groups of people that imply age, race, color, religion, gender, national origin, physical traits, disabilities, sexual orientation, or other traits that do not relate to job functions: For example, instead of advertising a position that is good for “homemakers,” “retirees,” or “students,” advertise the hours or seasonality of the job.
- Focus on the actual skills, knowledge, and abilities needed on the job: For example, instead of advertising a position as a “man’s job,” state the actual requirement, such as “must be able to lift 50 pounds.”

As in job descriptions, describing the duties a person might have to do on the job—so long as they are actually true—provides honest information and fair warning to each applicant and encourages the broadest range of qualified applicants. Including this information also helps protect you and your operation from possible claims of discrimination.

Throughout the hiring process, managers must use standardized tools and practices to make sure every applicant is treated fairly and consistently. This equal treatment is important for protecting the operation from charges of discrimination. The following are some of the tools and practices managers can use:

- Job application:** A standard job application form should be filled out by anyone who wants a job in the operation. The form helps managers to get the same types of information from every interested person. Many application forms also include legal statements that allow businesses to check references and remind applicants that lying on the application is grounds for dismissal. Applications should be kept on file, even when people aren't hired for the jobs they applied for. They might be good candidates for future positions. Likewise, managers shouldn't write notes on these applications during interviews. That way, other managers reviewing the application aren't influenced by notes that might not apply to the job they are hiring people for. Figure 8.13 is an example of a job application.

Figure 8.13: Job applications give general information to a potential employer.

- Screening interviews:** These discussions come before a job interview. They are intended to find out if an applicant meets the basic requirements to be considered for the job. Screening helps save time and money on more extensive interviewing. They can happen in person or by phone.
- Cover letters and résumés:** Some companies appreciate letters that show a person's interest in the job, accompanied by an outline of their experience and education. These are also screening tools. Figure 8.14 is a sample cover letter and Figure 8.15 is a sample résumé.

Ms. Linda Brown
Manager
Uptown Grille
75 East Pleasant Street
Funtown, USA 50094

January 5, 2010

Dear Ms. Brown:

I am applying for the position of part-time server with the Uptown Grille that I read about in Sunday's *Anytown Daily*. This position offers a great opportunity for me to continue my career in foodservice. I am a senior at Anytown High School, where I'm enrolled in a new program that combines food preparation classes with health and safety procedures as well as business management courses. Currently, I work as a busperson at the Blue Bird Café, so I have learned some of the basics of customer service, possess a valid Food Handlers' Card, and have received eight hours of food safety training.

For your review, I am enclosing a copy of my résumé that shows my qualifications. I am hard-working, dependable, and honest, with a pleasant disposition and outgoing personality. My references can testify to these characteristics.

I am sure that once you have had a chance to review my résumé and meet with me, you will agree that my enthusiasm and willingness to learn will help me become an ideal server at Uptown Grille. You can reach me Monday through Friday after 3:30PM or at any time on Saturday and Sunday at 123-456-7890.

I look forward to hearing from you at your earliest convenience. Thank you for your consideration.

Sincerely,

Faith Fitzpatrick
110 West 84th Street
Funtown, USA 50094
Phone: 123-456-7890
Email: ffitz@notmail.net

Figure 8.14 A cover letter highlights an applicant's strengths and confirms interest in the position.