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Objective

To work as a part-time server at Uptown Grille

Work Experience:

2009-present, Busperson, Blue Bird Café, Funtown, USA

- Clear tables quickly and set correctly
- Refill water and other beverages during dinner service
- Assist servers in serving food, as needed

Related Experience:

- Help serve food at high school café (sponsored by Foodservice Class)
- Organized junior class bake sale
- Developed new recipe for low-fat chocolate chip cookies sold at annual bake sale
- Used computer program to type recipes for class cookbook
- Volunteer kitchen worker at community Thanksgiving dinner

Related Skills and Abilities

- Strong customer service, teamwork, and interpersonal skills
- Ability to use word-processing and spreadsheet programs
- Dedicated to maintaining a clean dining area and adhering to all safety and health guidelines
- Work well with others

Education

- Senior at Funtown High School
- Currently taking food, management, and health and safety procedures classes in Foodservice school-to-career program.

References Available on Request

Figure 8.15 A résumé is a summary of your experience, skills, and achievements that relate to the job position.

Essential Skills

Creating an Employee Application Form

An application form is one of the most important tools you have for gathering information about potential employees:

- **Remember what information you cannot request a candidate to provide:** You may not legally ask about an applicant's age, gender, marital status, parental status, race, religion, or nationality.
- **Ask for relevant personal information:** The candidate's legal name, mailing and permanent addresses, telephone numbers, email address, employment status, eligibility for employment in the United States, and Social Security number are all legitimate requests here. You may also ask whether the individual has ever been convicted of a felony and whether the individual, if hired, would be willing to undergo a pre-employment drug screening.
- **Request educational information:** You can ask what schools the applicant attended, the dates attended, and the degrees earned. You can also ask about courses of study or awards won.
- **Ask for an employment history:** You can ask where the candidate has worked, the dates worked, the positions filled, the tasks performed, and the salary earned. You can also ask for a supervisor's name and contact information.
- **Request references:** These "character witnesses" can provide more information about a potential employee.
- **Ask for any other relevant information:** The candidate can provide details of any professional certifications, awards, or other activities that might make him or her a more appealing employee.
- **Request a signature:** The potential employee should sign the application just below a statement attesting that the application form has been completed honestly. You should specify penalties for dishonesty.

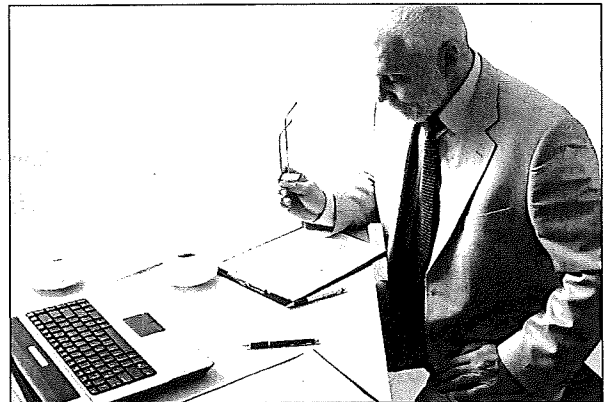


Figure 8.16: To avoid asking potential employees questions that are protected under law, have a lawyer review your application form.

Most importantly, have the finished document examined by a lawyer before you give it to an applicant. See Figure 8.16. After all, much of the information that you're asking for is sensitive material, and you may have inadvertently asked applicants to provide material that is protected information. A lawyer's assistance can help you avoid uncomfortable moments—or even lawsuits.

Many other options are available. For example, other options are personality or ability tests, references, background checks, and medical records. Whichever methods are used, managers must make sure that every person is given a fair chance and that all laws are followed.

Managers should develop a standard list of questions that gets them the information they need while making sure all laws are being followed. The same list should be used for every applicant for the same position.

Some questions can be answered with a yes or no or with a brief factual statement and are appropriate for some information. However, most questions should ask the applicant to explain his or her experience and past performance. The following are examples of those questions:

- Discuss two skills you developed at your previous job.
- What area of your work skills do you most want to improve?
- How would your colleagues describe your work habits?

[fast fact]

Did You Know...?

The most common interview questions are:

"Tell me about yourself."

"Why did you leave your last job?"

"Why do you want this job?"

"Why should I hire you?"

"What would you like to be doing five years from now?"

Some applicants go through a series of interviews as part of the screening process for a job. This is known as **successive interviewing**. The interviews can be done by one person or by many people in the operation, such as the dining room manager and the general manager. This style of interviewing helps to provide various impressions of an applicant. Pooling the information from the interviews gives a better picture about the person and often lets managers share perspectives on the candidates.

Background checks, reference checks, and other investigations such as medical and drug tests, cost time and money. When these methods are used, they are often done after an operation has decided to hire a candidate—just before a job offer, after the job offer but before the new hire starts, or just after the new hire starts the job. If these checks provide information that contradicts information supplied by the candidate or new hire, the operation has grounds to withdraw the offer or terminate the new hire, assuming it has appropriate policies for handling such situations.

In planning to conduct interviews, employers should remember to do the following:

- Prepare a list of legal and appropriate interview questions.
- Schedule interviews when there will be no distractions.
- Inform other employees and coworkers that they cannot be disturbed during interviews.
- Interview applicants in private areas.
- Make sure that all paperwork has been read and reviewed before the interview.
- Have any information about the operation available for applicants.
- Try to involve other appropriate supervisors, such as managers, chefs, and kitchen managers, in the interviewing process. This provides several opinions of job applicants.
- Check job applicants' references. The standard question to ask references is: "Would you hire this person again?" If references are willing to talk to you, ask about candidates' punctuality, dependability, and attitude toward work.

[what's new]

Online Job Applications

It used to be that if you wanted a job in a restaurant or other foodservice establishment, you would simply show up and ask to speak with a manager or to complete a job application. While this is a great way to check the place out, it's not necessarily the most efficient way to get a job. You have to go to the restaurant during a certain time of day, and the management has to take time to evaluate your application. It's no wonder that many large restaurant groups and franchises are turning to online job applications, either managed in-house or outsourced to another agency.

Online applications help prevent hiring biases by presenting all potential employees in the same way. Physical appearance is not an issue. Since each applicant must complete the entire application with no gaps, the manager doesn't have to spend valuable interview time obtaining information that the applicant should already have provided. The technology can sort applicants by different criteria. For instance, the system can eliminate from consideration all management applicants without a high-school degree or GED, or all potential cooks without foodhandling cards. Sometimes the online application form includes an assessment test so the employer can learn more about the applicant's actual experience or qualifications. Also, automated responses to applicants notifying them either that they will be considered for interviews or that they do not meet employer qualifications at that time prevent potential employees from falling into limbo.

Historically, the restaurant and foodservice industry has experienced high employee turnover. This contributes to the thousands of job applications that restaurants and other operations receive each year. That's a lot of paper to process. Using online application forms can help managers identify potential candidates for hire more efficiently as well as maintain a professional, organized image. Most importantly, managers can save time, money, and energy by switching to automated systems.

Lawful Hiring Practices

Managers for restaurant or foodservice operations need to know the legal and regulatory environment in which they operate. Knowing the applicable laws is important because managers must ensure that operations comply. Fortunately, the policies and procedures of most operations closely follow the laws. Managers may not need to understand the details of every law that affects the operation, but they do need to understand the intent of the laws and the details that directly affect their workplaces.

Managers also need to know what they do not know, so they can recognize when to get additional information or defer issues to specialists, such as a human resources or legal professional. Not knowing or following the laws puts the manager and the operation at risk for complaints, fines, and lawsuits.

Since laws and regulations vary from state to state and may be amended, one responsibility of managers is to keep up-to-date on the changing laws. If an operation has a human resources professional, he or she can keep managers informed of applicable changes in the laws. These laws impact all areas of an operation, and understanding them is an important aspect of the manager's job. Some potential resources that managers can use to stay up-to-date include online resources and professional associations. Posters in the workplace, such as those required by OSHA, explain in detail many of the major laws that apply to employment. Some posters vary by state.

In the restaurant and foodservice industry, there are numerous laws and regulations governing what can and cannot happen and what should and should not happen in the workplace. Many of these laws protect employees from discriminatory, unsafe, unfair, or unethical treatment. Some of these laws also protect customers and the community from discriminatory practices. Regulations can outline guidelines, practices, policies, and procedures. They guide what an operation is required to do to be in compliance with the law.

Antidiscrimination laws can impact many aspects of daily operations, including job descriptions, recruiting, screening, hiring, employee development, training, and promotions. Most company policies enforce these laws and contain zero tolerance statements for discrimination of any kind. A **zero tolerance policy** means that no violation is forgiven—the offender is disciplined accordingly. The discipline goes up to and includes termination. For example, a zero tolerance policy might state that if an employee is caught stealing, the consequence will be immediate termination.

Other areas that are impacted by laws include the following:

- Food safety and alcohol service
- Scheduling and work assignments

- Workplace safety
- Union relations
- Wages and payroll, including how overtime is paid and when breaks should occur
- Employee benefits, like health care and retirement savings

[fast fact]

Did You Know...?

Labor unions are organizations of workers who have joined together to work collectively to negotiate the wages, hours, and terms and conditions of their employment with their employer. Many unions also engage in political activity, either by directly supporting candidates for office or by supporting or opposing ballot initiatives. In the U.S., companies with union representation typically follow one of the following models:

- **Closed shop:** This means only union members are eligible for hire.
- **Union shop:** This means that anyone is eligible for hire, but new employees must join the union within a set amount of time after hire.
- **Agency shop:** This means that all employees are either union members or fair-share payers—the latter pay a fee, generally less than union members pay in dues, that entitles them to participation in union-negotiated benefits without actually joining the union.
- **Open shop:** This means that employees are either union members or nonmembers; unlike the agency-shop model, nonmembers pay no fees or dues, but are still entitled to receive union-negotiated benefits.

Workers in a wide variety of jobs belong to unions, including foodservice employees. The UFCW serves workers in retail food, meatpacking and poultry, food processing and manufacturing, and retail stores. The SEIU unites workers in three sectors—health care, property services, and public services. Unite Here represents workers in the hospitality, gaming, foodservice, manufacturing, textile, laundry, and airport industries.

While the federal government strives to protect all workers, special laws called **child labor laws** offer additional protections for children and youth. To protect minors from unsafe conditions in the workplace and from work schedules that may interfere with their education or affect their well-being, federal and local governments have enacted various child labor laws. The Fair Labor Standards Act (FLSA) of 1938, as amended, established various occupational protections primarily related to wages, but it also established provisions for child labor. Various state and local laws were built on this federal law to offer further protections for minors.

Generally, child labor laws restrict the hours young employees can work and the type of work they can do. According to the Department of Labor, 16- and 17-year-olds can work in front-of-the-house positions but are restricted in the back of the house. The laws impact these areas:

- **Hours worked:** Under the FLSA, 14- and 15-year-olds may work outside school hours for limited periods. The federal government does not limit the hours of 16- and 17-year-olds. They may even work overtime, and employers must pay them overtime wages the same as they would for anyone else. However, state and local laws may preempt the FLSA in these areas.
- **Operating hazardous equipment:** No one under the age of 18 can operate, feed, set up, adjust, repair, or clean any equipment declared hazardous, such as electric slicers.
- **Driving:** Federal law also prohibits minors from holding most driving jobs. Sixteen-year-olds cannot drive on the job at all, and 17-year-olds are severely restricted in this area. No employee under 18 years of age is allowed to drive on public roads unless it is only incidental to the job.
- **Work permits and/or age certificates:** Most states require that minors provide employers with a work permit or age certificate as a condition of employment. Depending on the state, these documents may be issued by the local school district or a government labor department.

For more information, check with your state and local departments of labor or seek professional advice.

Onboarding

Onboarding is the process that a company uses to integrate new employees into an organization. The goal of onboarding is to give companies a better chance at making sure the people they hire stay in their jobs. Many restaurants and food-service operations lose most of their new employees within the first six months after hiring them. Onboarding isn't just a single event, like a training class. It is a process that lasts from a candidate's first contact with a company through up to a year on the job. Figure 8.17 is a sample agenda for an onboarding session.

**UPTOWN
GRILLE**

75 EAST PLEASANT STREET, FUNTOWN USA 50094

Onboarding Session #1 Agenda

New Hire Packet

- Review and complete new hire packet, including human resources policies
- Review employee agreement
- Sign and return forms

Employee Manual

- Review manual
- Review and sign Code of Conduct

Overview of Uptown Grille

- Objectives, mission statement, vision statement
- History of Uptown Grille
- Introduction to staff members, including general manager
- Explanation of the Uptown Grill's procedures

Tour of Uptown Grille

- Walk-through of the premises including dining areas, front desk, locker rooms, and all food preparation areas (including receiving)
- Explanation of schedule sheets, timesheets, how to fill out and where time sheets are stored
- Schedule necessary training
- Uniform distribution

Q&A Period

Figure 8.17: Sample onboarding agenda.

A good onboarding program fulfills the needs of both the new employee and the company. There are many benefits to onboarding:

- Provides the company with a thought-out plan for new employees
- Helps job candidates and new employees understand the mission, vision, and culture of a company
- Builds relationships between new employees and other team members
- Avoids overwhelming new employees
- Boosts new employees' productivity and likelihood to stay
- Satisfies legal needs
- Ensures that new employees learn the correct, safe ways to perform tasks
- Gives the company feedback about what it can improve to help other new employees

Each company's onboarding process will be different. But most companies have a program that begins when a candidate for a job makes contact with the company and lasts upwards of a year. There are typically four phases of onboarding:

- **Hiring:** During hiring, companies stay connected with candidates and prepare for new hires. Examples include: providing Web sites with the company's history that potential employees can access, welcome letters, and checklists for supervisors to complete to prepare for a new hire's arrival.
- **Orientation:** New employees need to complete paperwork and learn about the company's policies. But they should also be introduced to team members and have an opportunity to interact with them. Orientation shouldn't be just a "dump" of forms and information onto the new employee. It can also last several days.
- **Training:** An onboarding program that includes many types of training has a better chance of success. For example, training might include role-plays, games, videos, and online activities. Finding ways to engage new employees helps to increase interest in learning.
- **Scheduled follow-up:** Good onboarding programs include contact with employees after orientation and training are over. Surveys, discussions, and quick chats at specific points, such as at sixty to ninety days on the job, helps keep everyone connected.

An onboarding program demonstrates the hospitality and customer service standards that all employees should meet. Employees should feel comfortable in their jobs, happy in their work, and geared toward customer needs. Onboarding programs should establish a culture of hospitality from the very beginning by welcoming new employees in a careful and thoughtful manner.

The lack of an onboarding program often contributes to more turnover (the number of people who leave a company during a given time period), because people do not feel comfortable in their new positions. If new employees do not feel they belong in an operation, they will find another place to work, or they will stay and be unhappy and unproductive. In the long run, a well-planned onboarding program reduces the time and costs needed to help an employee become productive and motivated.

Orientation

Orientation is the process that helps new employees learn about the procedures and policies of the operation and introduces them to their coworkers. The purpose of orientation is to make new employees feel comfortable in their new jobs, to let them know what their responsibilities are, and to make them feel part of the team.

The type of orientation employees receive depends on the size of the organization. In large operations, employees may complete some paperwork, hear lectures, and receive printed manuals or links to an online manual. Smaller operations might give new employees a photocopied employee manual, an individual tour of the operation, and introduce them to the company's mission and to coworkers.

The type of training employees receive depends on the job and the size of the organization. Some training may be accomplished by watching videos and reading workbooks, similar to a high school classroom experience. Many organizations also use computer-based training. Other training may be hands-on, similar to working in a classroom kitchen or cafeteria kitchen. The purpose of training is to be sure that employees know how to do the job on their own. New employees should remember to ask questions. It shows that they are serious about doing a good job.

Focus of Orientation

Orientation programs usually have two focuses: providing information about the company and providing information about the job. In large operations, employees learn about corporate culture. In an orientation program that includes many new employees, everyone can participate equally in the general orientation about the company.

This part of orientation includes the following:

- Review of the operation's mission, vision, history, and culture
- Identification of key managers and organizational structure
- Explanation of benefits and benefit schedules, when applicable
- Completion of any outstanding hiring-related paperwork
- Explanation of company policies and procedures
- Distribution of the employee handbook

After the general orientation, new employees need to learn about the specific demands of their jobs. Starting with a job description, the person learns what he or she is expected to do, when it must be done, and what materials are provided. Typically, the direct supervisor conducts this detailed job orientation and provides time for asking questions.

Job orientation should include the following aspects:

- Review and distribution of the job description
- Explanation of expectations for the employee's performance in training and on the job

- Training on how to do the job to standards
- Review of the employee's work schedule
- Distribution of contact numbers
- Introduction to coworkers and other staff
- Tour of the work area
- Distribution of any personal equipment or materials supplied by the operation, such as a uniform or a name tag

Supervisors give new employees whatever tools they need on their first day. These might include the following:

- Name tag and/or employee pass
- Locker or other personal space
- Uniform
- Office, cubicle, desk, or work area
- Telephone
- Employee manual containing general information concerning employment
- Training materials to help explain the work they will be doing
- First week's schedule

In addition to the job description and other hiring-related documents, additional documents used in orientation programs include organization charts, work schedules, copies of menus and promotional materials, and contact information. Of course, there are many other possibilities. To avoid overwhelming new employees, some operations spread out the orientation over a few days. New employees often receive an orientation packet that includes and organizes all the documents they need.

Orientation organizers should include all of the operation's policies and procedures in an **employee manual** handed out during orientation. An employee manual contains general information about employment, including company policies, rules and procedures, employee benefits, and other topics related to the company. When employees receive the employee manual, they should sign a form stating that they have received it. The employee's signature means that he or she has read the information and agrees to follow the rules and policies it contains. In some cases, a digital signature is created to show that employees have read the online version of the manual. Table 8.5 lists items commonly included in the employee manual.