

Table 8.5: Contents of a Typical Employee Manual

<p>Employment Policies</p>	<p>Absence from work Schedule substitutions and trading work shifts Paid holidays Overtime Tips Pay periods Shift changes Time cards Performance appraisals Wage and salary reviews Work breaks</p>
<p>Rules and Procedures</p>	<p>Dress code Illegal activities (i.e., drinking alcohol, drugs) Grievances (complaints or problems at work) Disciplinary procedures Probationary policies Causes for dismissal Emergencies (i.e., injuries, fires, natural disasters, robberies) Safety rules Off-duty time at the operation Friends visiting the operation Personal telephone use</p>
<p>Employee Benefits</p>	<p>Medical and dental insurance coverage Sick leave and disability Meals Pension, retirement, and/or death benefits Profit sharing Retirement</p>
<p>Other Topics That May Be Included</p>	<p>Employee and locker areas History and mission of the organization How the company is organized (the chain of command) Job description Where to enter and leave the facility Smoking and nonsmoking areas Restrooms Breakage (accidents, broken dishes or equipment) Parking Training opportunities Employee assistance programs Job openings and postings</p>

Human Resource Managers

People don't often think about the importance of human resource (HR) managers until they need one. Restaurant groups and franchises commonly employ regional human resource managers to ensure that management at each location is treating employees with respect and following all applicable laws. These HR managers develop standards, policies, and procedures to be observed by each restaurant, as well as providing professional advice and assistance to employees and managers on a daily basis. They work to improve employee relations and to develop new leaders. Regional human resource managers also serve as liaisons between each restaurant and the national office, making sure that communication lines stay fluid and helping to resolve any emergent problems quickly and appropriately.

Regional human resource managers typically have a bachelor's degree, often in business or management, and may hold advanced degrees. This position carries great responsibility, so several years' experience in this field is a must. In addition, strong communication, interpersonal, and computer skills are essential. HR managers should be excellent trainers, facilitators, educators, and listeners. They should be familiar with all applicable federal, state, and local laws affecting the restaurants in their assigned regions. Finally, they spend a great deal of time traveling among job sites, making sure that corporate rules are being followed and that appropriate standards are being maintained.

Summary

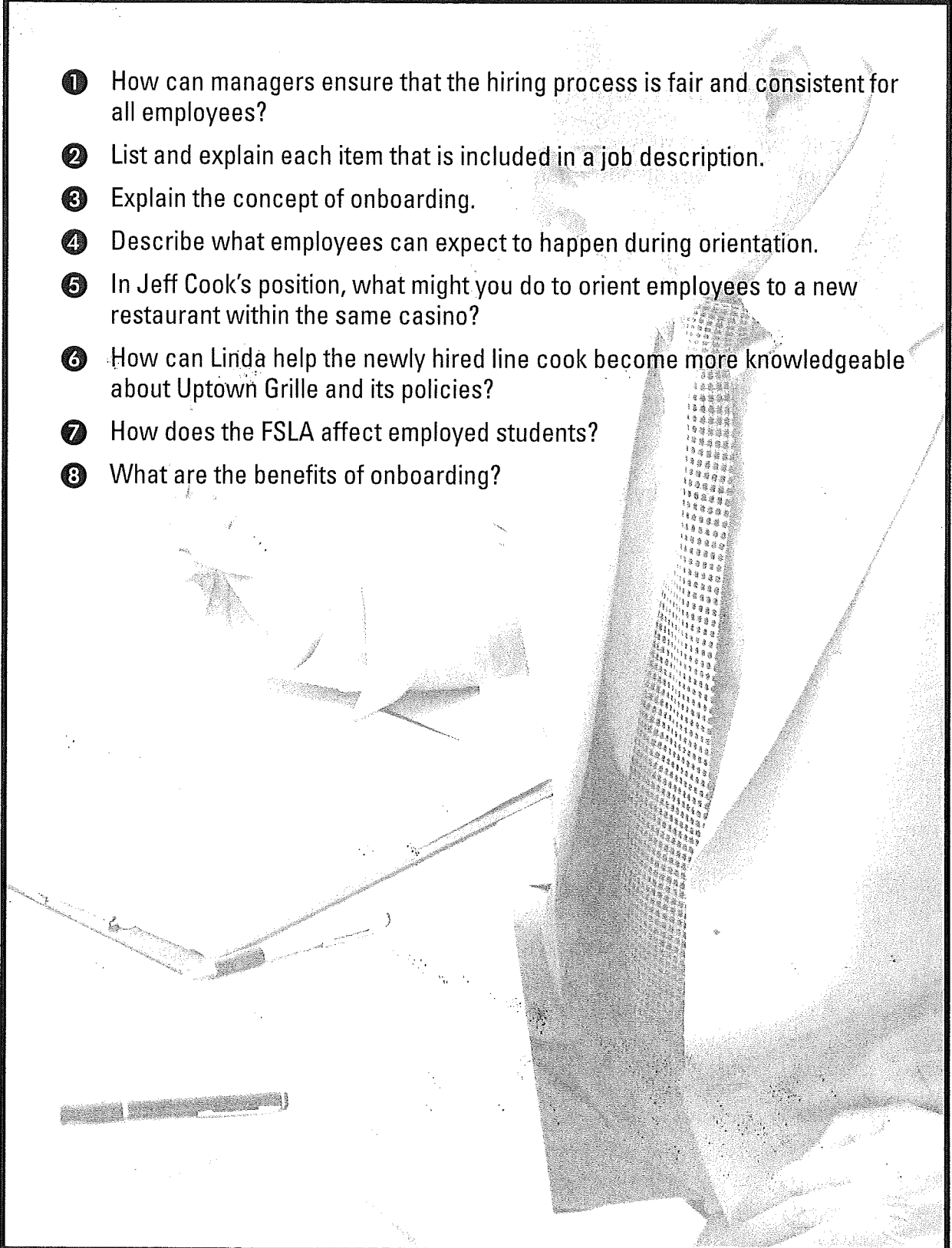
In this section, you learned the following:

- A job description is a document that defines the work involved in a particular assignment or position.
- Exempt employees are not legally entitled to overtime pay or the minimum wage established by the FLSA. Nonexempt employees are paid for every hour of overtime.
- Managers are responsible for knowing the laws to ensure that the operation complies with all laws.
- Managers must avoid discriminatory language and use the same application forms and tests for everyone who applies for the job. Everyone regardless of race, age, gender, religion, national origin, color, and ability gets a fair chance at a job opening. Managers should avoid gender-specific titles, avoid references to a specific group of people, and focus on the actual skills, knowledge, and abilities needed for the job.
- Tools used to ensure a fair and consistent hiring practice include job applications, screening interviews, cover letters and résumés, personality or ability tests, references, background checks, and medical records.

- Onboarding is the process that a company uses to integrate new employees into an organization. It gives companies a better chance at making sure the people they hire stay in their jobs.
- During orientation, employees can expect to fill out paperwork, hear lectures, and receive printed materials such as an employee manual.
- Employees may receive the following items during orientation: name tag/employee pass, locker or other personal space, uniform, office/desk, telephone, employee manual, training materials, first week's schedule.
- An employee manual generally includes employment policies, employee benefits, rules and procedures, and other information about the company such as mission of the company.

Section 8.3 Review Questions

- ① How can managers ensure that the hiring process is fair and consistent for all employees?
- ② List and explain each item that is included in a job description.
- ③ Explain the concept of onboarding.
- ④ Describe what employees can expect to happen during orientation.
- ⑤ In Jeff Cook's position, what might you do to orient employees to a new restaurant within the same casino?
- ⑥ How can Linda help the newly hired line cook become more knowledgeable about Uptown Grille and its policies?
- ⑦ How does the FSLA affect employed students?
- ⑧ What are the benefits of onboarding?



Section 8.3 Activities

1. Study Skills/Group Activity: Job Descriptions

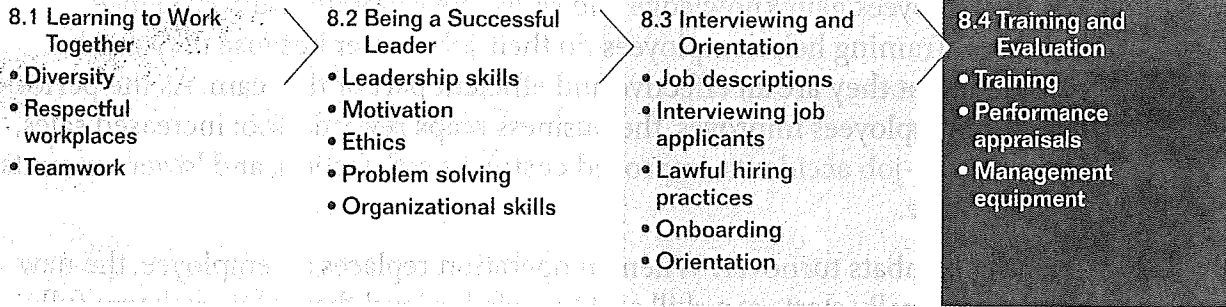
Work with two other students to write job descriptions for three positions at your soon-to-open restaurant: entry-level prep cook, server, and executive chef.

2. Activity: Laws for Teenagers in the Workplace

Research federal, state, and county laws affecting teenagers in the workplace and write a one-page paper on your findings.

3. Critical Thinking: Ethics in the Hiring and Interview Process

Explain the role played by ethics in the hiring and interviewing processes.



SECTION 8.4 TRAINING AND EVALUATION

After an operation hires an employee, job training begins. Training encourages employees to work together as a team. There are different types of training.

Study Questions

After studying Section 8.4, you should be able to answer the following questions:

- What are the benefits of training?
- What skills should a trainer have?
- What are the key points of effective employee training?
- What are the benefits of cross-training?
- What is effective group training and on-the-job training?
- What is the employee evaluation process?

Training

Training improves the skill, knowledge, and attitude of employees for their jobs. Effective training is essential to the productive functioning of an operation. Effective training should accomplish the following:

- Improve the quality of employee work
- Promote employee growth
- Keep employees challenged and satisfied in the organization
- Create talent to help the organization grow

When employees gain knowledge and skills, their morale and confidence increases. Training helps employees do their jobs better because they can be confident that they are an effective and efficient part of the team. As the performance of employees improves, the business reaps rewards, too: increased sales, fewer on-the-job accidents, improved customer satisfaction, and lower amounts of food waste.

Training combats turnover. When an operation replaces an employee, the new employee usually starts at a skill and knowledge level that is lower than a fully productive employee. Rather than waiting for the slow process of informal learning to show results, train new employees quickly and reap productivity benefits.

Qualified Trainers

For training to have the desired effect, the trainer must be a qualified expert in the subject, and should also be good at training others. Training is very different from simply giving a presentation. There is a tremendous difference between giving a presentation, lecture, or demonstration on a subject or skill and enabling other people to learn a subject or skill. The latter involves understanding what it takes to start with a novice (beginner) and go through the steps to make that person proficient. There are a number of important skills for training others:

- Identifying what the learner may already know
- Motivating the learner
- Setting the stage and providing advance organizers (previews of what is to come)
- Chunking the subject or skill into manageable pieces
- Letting the learner try and make mistakes without interference
- Having patience with the learner
- Giving constructive feedback
- Observing the extent of understanding and learning
- Adjusting or expanding on topics or procedures based on the extent of learning
- Helping the learner transfer the learning back to the job

Being a good trainer helps employees reach the next level in their careers. Managers look for the ability to teach others in the people they promote. Great trainers also understand that training employees to be more skilled workers

makes them better candidates for the next level. The ability to train replacements is a critical skill in the rapidly growing restaurant industry. Table 8.6 lists the six key points to effective employee training.

1.	Both the employee and trainer must be motivated.
2.	Training should be designed for the new employee and the task he or she needs to learn. All new employees do not learn at the same rate.
3.	Involve the new employee in the training by using hands-on practice and demonstration.
4.	Set realistic goals so that the trainer and new employee know what is to be accomplished.
5.	Feedback is essential to help the new employee remember each task. Always emphasize positive results, even when correcting the way an employee performs a task.
6.	Managers can use results to objectively evaluate employees' progress.

Cross-Training

Cross-training is when employees learn the functions of another job within the operation. Employees benefit from cross-training by becoming more skilled, which makes them more valuable to the company. It also sets them up for a promotion which can earn them more money. Many organizations are looking for employees that are eager to learn more than one area of the business.

Cross-training benefits the organization more than the individual, because employee absences and sudden surges in demand can be met with available staff. The benefits of cross-training to an operation include the following:

- Develops backups for operation
- Lets employees discover different interests and career goals
- Aids in scheduling by giving managers more options for who to schedule when
- Reduces overtime and turnover
- Boosts teamwork and morale

Cross-training is essential to productivity in the restaurant because it encourages more teamwork. Employees are more likely to help their coworkers if they know what that coworker will need. The business is very unpredictable at times and if one employee becomes overwhelmed, having another employee able to jump in helps keep the operation moving smoothly. Figure 8.18 illustrates six employees, all of whom have been cross-trained on certain jobs.

		EMPLOYEE					
		A	B	C	D	E	F
RESPONSIBILITY	dishwashing and kitchen sanitation	▲					●
	general prep (cleaning vegetables, etc.)	●	▲				
	pantry/garde manger station		●	▲			
	grill and deep-fry station			●	▲		
	saute and sauce station				●	▲	
	receiving and storage					●	▲
			▲ = primary ● = secondary				

Figure 8.18: Cross-training employees.

[fast fact]

Did You Know...?

Cross-training isn't always sideways. It can also be up or down. Employees can be cross-trained on positions either above or below their current jobs in an effort to help work in the entire operation flow more smoothly.

On-the-Job Training

On-the-job training (OJT) is appropriate for teaching skills that are easily demonstrated and practiced, such as preparing menu items, operating cash registers, and using tools and equipment. It is a popular form of training. Employees receive this type of training as they work in the restaurant and foodservice industry. OJT allows employees to demonstrate skills and reinforce what they have been taught. It also allows the trainer to monitor employee progress, give feedback, comment about or correct an action or process, and correct tasks that are not being done properly. There are four steps to on-the-job training:

1. **Prepare:** This is when the trainer gets ready for teaching someone; the trainer needs to be up-to-date on procedures and have all the tools the trainee will need ready.