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# Manager & Assistant Manager Guide

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# Manager & Assistant Manager Introduction

*“Tell me and I forget. Teach me and I remember. Involve me and I learn.”  
-Benjamin Franklin*

## Learning and Development for better results

### Top tips to make your team feel engaged

All of our employees are site-based and in direct day-to-day contact with our clients and customers. This demands exceptional human qualities and behaviors. Key to providing an excellent service is our core value ‘Spirit of Progress’. Even minor improvements to performance or processes can have a huge effect across the business. Your team members can all get better at what they do, and as a manager you can have a major impact on their development.

### Ever thought about how people learn?

- 70% of learning takes place by actually being part of an experience or doing something. This could be working with a colleague, taking on a new task or being part of a specific project. We all ‘learn from experience’, and mostly we’re learning this way even without knowing.
- 20% of learning comes from feedback. We all need to know that we are doing the right things, and how we can improve: giving feedback is essential for the development of your team members. Our appraisal process is the formal way of giving feedback, but there are other opportunities too.
- The remaining 10% comes from formal learning, such as attending courses or e-learning. This doesn’t make them less valuable, but as stated above, there’s a lot more to learning than you might expect.

This guide gives you a lot of practical tips in the field of employee development.

## 1. Learning From Experience

*“You don’t learn to walk by following rules. You learn by doing, and falling over.”  
-Richard Branson (Businessman)*

### HOW?

Learning from experience involves employees using their own problem solving skills to develop understanding of a task or situation. You have a huge influence on the extent to which your employees can learn from their experience.

#### **It is your responsibility to Define, Facilitate and Encourage:**

- **Defining** the performance standards will help employees have a clear understanding of their role and enable them to monitor their own performance, which in turn will encourage accountability for performance and results
- **Facilitating** regular reviews of performance and setting new goals and targets for employees will make it possible for them to achieve the standards expected of them as defined in earlier discussions
- **Encourage** your employees with support and constructive feedback

## 2. Provide Constructive Feedback

“I like to listen. I have learned a great deal from listening carefully. Most people never listen.”

- Ernest Hemingway (Author)

### HOW?

To help team members perform their best, a great manager will provide feedback – the right kind, at the right time.

Feedback is an important part of learning – and it shouldn't just happen in formal performance reviews.

Providing effective feedback to employees is essential. The employee should be praised for good performance, using examples where possible.

Feedback should be:

- **Specific:** Specific work examples should be given along with a clear indication of any corrective action that might be needed in future
- **Factual:** Provide facts about the behavior, which are observable or verifiable, rather than generalizations
- **Constructive:** Try to emphasize what to do rather than what not to do
- **Impersonal:** Avoid loaded or potentially insulting terms like stupid, daft, silly etc.

### **Remember: Feedback is a two way process**

Focus on tasks or behaviors over which an individual can exercise control. Your feedback should always be given in such a way as to suggest some possible means of improvement.

Give people the chance to ask questions to clarify and build on or add to ideas. Employees will respect a manager more for encouraging two-way communication and feedback.

## 3. Make Appraisals Meaningful

*“He who learns but does not think is lost! He who thinks but does not learn is in even greater danger.”*

*-Confucius (Philosopher)*

### HOW?

Appraisals enable us to turn organizational goals into objectives. This helps to clarify people's contribution to 'the bigger picture' which in turn develops our organization and our individual employees. This is our spirit of progress.

An appraisal is not just about completing a form: it's the quality of the conversation that makes the difference. How can you make these reviews meaningful?

- Inform the employee about the purpose of the meeting in advance so they can prepare
- Encourage your team members to reflect on what's gone well in their job and where there is room for improvement
- Ensure proper preparation for these reviews yourself. Especially by drafting up clear performance and development objectives for the team member
- Make sure that the objectives clearly contribute to organizational or site goals and the development of your employee
- Make sure you can hold the conversation in a quiet area, where you will not be disturbed
- Make sure there are no surprises in the appraisal by giving frequent feedback on the employee's performance during the year

## 4. Set Clear Objectives

*“Failure only comes when we forget our values, objectives and principles.”*  
-Jawaharlal Nehru (First Prime Minister of India)

### **HOW?**

What are Commellini Estate’s values? You should know them intimately – and so should your team. Team Spirit is a core value, and involving your team in formulating their own objectives is very important. This will increase the ownership they have and contributes to the achievement of the goals you want to reach.

### **Set clear objectives by making them SMART (Specific, Measurable, Achievable, Relevant and Time-bound):**

- Make the objectives Specific, clear and well defined. They must explain exactly what is expected, why they are important and what is involved
- Make the goal Measurable. This makes it possible to measure progress which will help a team or employee to stay on track. Always ask yourself ‘how will I know when the objective is accomplished’?
- It is important that goals are realistic and Achievable. Attainable objectives may stretch a team or employee in order to achieve them, but they must be able to be met or they will simply de-motivate
- They must be Relevant. A relevant goal drives the employee, the team and the organization forward. If you can answer ‘yes’ to these questions, your goal is relevant. Does this seem worthwhile? Does it support other goals? Does this match our other plans?
- Make the objective Time-bound. When will we review this? When will we know that the objective has been achieved?

## 5. Use Our Learning & Training Tools

*“Learning never exhausts the mind.”*  
- Leonardo Da Vinci

### **HOW?**

Even Minor improvements can have a dramatic effect across our business.

Your experienced people can add value through their knowledge and understanding of the tasks they do and the business we’re in.

Your new starts can bring a fresh pair of eyes to the workplace and see things that we have grown used to.

And everyone in your team has the opportunity to improve and develop themselves in a wide variety of ways, both on-the-job, and through the our Learning and Training tools that are accessible to all.

## 6. Provide a Warm Welcome to Our New Team Members

*“Coming together is a beginning. Keeping together is progress. Working together is success!”*  
- Henry T Ford (Industrialist)

### **HOW?**

Providing a warm welcome to all new team members is a core part of how we manage people within Commellini Estate.

- An effective induction should not only give the employee the information they need to start their role safely and effectively, it also plays a key part in helping them feel part of the team.
- It is really important you take the time with them to complete the training relevant to your site, so that they are productive, safe and feel valued from day 1.
- As a manager, it’s important that you plan an effective induction as soon as your new employee has been recruited. It’s essential we make induction periods successful to truly engage our new team member from their very first day.
  - Prepare the induction before your new employee starts.
  - Involve other team members in the induction program wherever you can.

## 7. Use experienced team members to develop your team

“In youth we learn, in age we understand.”  
-Marie Von Ebner-Eshcenbach (Author)

### **HOW?**

In every team there are experienced employees and high performers. Make use of the experienced and well performing team members to develop your whole team. This is not only an efficient way to boost performance and development within your team, it also engages the more experienced team member by giving them this additional task.

- Create an environment in which employees are open and willing to learn from each other.
- Share best practice. How does an experienced employee act in certain situations? And why is this successful? And how did they develop these skills?
- Appoint an experienced employee as a buddy for a less experienced or new employee.
- Help the buddy in providing constructive feedback – let them have a read through this guide! See chapter two for tips on providing feedback.
- The use of a buddy doesn't stop you being a manager. You are still the one who is responsible for the development and performance of the employee

## 8. Talk about the Future

*“As business leaders we have a responsibility to ensure that our people are continually developed to ensure we have security for the future of the organization.”*  
-Susan Elston

### **HOW?**

Everyone thinks about their future. Everyone wants to develop in a certain way. A manager can help to meet these needs.

- Make learning and development needs part of your performance reviews.
- Ensure you follow up development needs identified in performance reviews or development plans. Don't make your development plans ‘wish lists’ that never come true! If you agree a development plan you have a responsibility to try and make it happen. If it can't happen, you have a responsibility to discuss alternatives. Remember...courses only account for 10% of all learning!
- Be aware that discussing development needs can create expectations with the employee. If these cannot be met, these expectations can lead to disappointment, if not managed properly. Use SMART objectives to create realistic goals
- Discuss training and development throughout the year, outside the performance reviews.
- Take development needs seriously. Even if they are not realistic in your eyes. Listen, ask questions, be honest and sincere, and remember to be respectful and realistic

## 9. Recognize your employees' learning and development achievements.

*“People often say motivation doesn't last. Well, neither does bathing – that's why we recommend it daily.”* Zig Ziglar  
(American Author and Motivational Speaker)

### **HOW?**

We all have a need to feel appreciated, whether at home or at work. Regular, positive recognition makes us feel valued. Show your appreciation for your employees and their learning and development achievements. This will not only motivate your employees to continue their development but will also have a positive effect on how people perceive their own learning. If people see their own growth and development as important then they will start to think of training as a reward or as recognition, rather than something that ‘has to be done’.

- Tip Use your team members' achievement stories in team meetings

## How to Conduct Pre-Event Meetings:

It is Commellini Estate's goal to always have a pre-event meeting with the entire event staff. Here is a step by step guide on how to conduct a Pre-Event Meeting:

1. **Set an appropriate time:**
  - a. Make sure you set a specific time so employees know when to gather.
2. **Gather All Employees**
  - a. Do your best to include all employees in the meeting
3. **Go Over BEO and Timeline**
4. **Go Over any odd or specific details**-allergies, client personality types, special setup
5. **Go Over Employee Role Assignments**
6. **Go Over any Employee Announcements**
  - a. Lauri may supply you a specific list
7. **Allow Event Coordinator and/or Chef to bring up details**
8. **Conduct Learning/Training Mini Sessions**
  - a. This is something we are enacting in the new 2018 season. We would like the Manager & Assistant Managers to conduct mini training sessions during every meeting. This can take 30 seconds or 5 minutes pending on the topic and time allowed. You can conduct the training or watch a video. It can also be a game or quiz. Keep it fun and interesting.
  - b. Example Topics:
    - i. Re-watching any Commellini Employee Training Video
    - ii. History Fact Quiz-
    - iii. History or Ghost Stories
    - iv. Pick section in Handbook to touch on
    - v. Any topic from the LNI Library:
      1. [Bloodborne Pathogens](#)
      2. [Hand Protection](#)
      3. [Preventing Slips, Trips & Falls : Restaurant Series.](#)
      4. [Hospitality Workplace Safety Training](#)
      5. [Injury Prevention in Restaurants and Kitchens.](#)
      6. [Chemical Hazard Communication](#)
      7. [Using a Fire Extinguisher](#)
      8. [Ladder Safety – General Ladder Use Hazards](#)
      9. [Meat Cutter Safety](#)
    - vi. Motivation & Teamwork -Even a game to bring people together or a quote to analyze

### **Additional Key Notes:**

- Be prepared for meetings
- Be concise
- Get all Employees Involved
- On occasion there will be times that the event timeline does not allow for an extremely cohesive meeting. In stressful moments go through the key details but make sure everyone is on the same page.



## Article: Become a Better Manager

Exert from WA Hospitality Guide:

### **Your Toughest Job: Managing and Supervising People**

You can go to chef's school, be an apprentice and learn culinary skills; but many restaurateurs never take a single management class. With so many disparate personalities under your supervision, managing people can be a daunting job. Here are some guiding principles to help you become a better manager and develop your leadership skills:

**Work on your communication skills.** The natural leader of any group is the best communicator. Let people know the goals of the business, what you expect and be liberal with constructive feedback. If you are the silent type, work at engaging your staff in conversation and inviting ideas and comments. If you tend to shoot first and ask questions later, practice restraint and think before you speak. In spite of the metaphors relating business to war, in business it is hardly ever necessary to react, but it is sometimes appropriate to respond.

**Keep your promises.** This sounds easy, but it can be difficult. You may have promised an employee that you'll give them an answer about something that day; but the next thing you know, it's 6 p.m. and dinner service is in full swing. It's easy to let that happen, but it doesn't help your credibility. Often, in an attempt to show employees that they are accessible, managers make unrealistic promises. It's better to tell an employee who wants your time, "It's crazy now, but I can meet with you around 11 tomorrow."

**Not everyone will do it the way you do.** From janitorial to kitchen prep work, you can be sure your employees will approach projects differently than you would. You may want it done your way, but you have to stand back and see how your employee does on his own. Pick your battles carefully, as they say. If you believe your way is the best way, and it's an important task — such as in matters related to food preparation — hold your ground. But for the hundreds of other activities that take place in every restaurant, there is rarely only one "right" way to do something. Preserve morale by showing some flexibility. Besides, you might even find that your employee's way is better than your way.

**Criticize in private.** Praise in public. In the fray of a busy shift, it's easy to blurt out criticism on the fly. If the time comes when you must talk to an employee about behavior that has to change, make sure that you make the encounter as discreet as possible. When it comes to praise, bear in mind that everyone wants to feel appreciated. Don't save your praise for special occasions. When you make a positive comment to an employee about a small event, that employee will know that his efforts are appreciated.

**Think before you speak.** As a corollary to the above advice, it's easy to lose your cool in the pressure of a busy night. "What the [bleep] are you doing, you [bleeping] idiot?" is not a useful managerial comment. No one screws up on purpose. Rather than escalating a difficult situation with harsh words, take a deep breath, count to 10 or do whatever you have to do to stay calm. No good manager flies off the handle.

**Be the old dog willing to learn a new trick.** Your staff brings to your restaurant years and years of experience at other places. You've probably seen some neat technique or way of doing something that impressed everyone. "How'd you know to do that?" you ask, and your employee will no doubt say, "Well, I learned it from a dishwasher in a restaurant I worked in about 20 years ago." When you tap into the expertise of your staff, you'll learn new things, too.

**Stay visible.** Your employees want to know that you're on-site and in charge. If you're not in the kitchen, it's easy to get involved in your work and stay in your office during nonserving times. Make it a point to walk through your

restaurant frequently. Take the time to chat with employees about what they are doing. Vary your approach so your actions look natural, and take the time to listen when your employees have something to say.

*Originally published in 2009 Restaurant Startup & Growth magazine.*



## Managers Guide to Disciplinary Action

**Introduction:** When deciding what disciplinary action to take, keep in mind that discipline is supposed to be constructive. Your goal is to guide the employee to improve performance or correct inappropriate behavior, not to punish the employee. As a general rule, your action should be just enough to get the employee's attention. However, you may have to take progressively more serious actions if there is no improvement or if repeat occurrences follow. Frequency of feedback will largely depend on what you observe in the employee's behavior and performance and on the cycles of the work (e.g., tardiness can be corrected immediately). You need not take each of these actions, but you will normally take more than one of them. These steps are:

1. Oral Warning
2. Written Warning with Meeting
3. If applicable Intermediate Step: Suspension Without Pay, Reduction of Pay with Class, or Demotion to a Lower-Classification
4. Dismissal

**Oral Warning:** *This can occur without consultation of President, VP, or VP of Operations*

- Set a time and place to ensure privacy.
- Make notes about what you want to say in advance.
- Remember that the employee may have a right to representation.
- State clearly that you are issuing an oral warning.
- Be specific in describing the unacceptable performance or behavior.
- Remind the employee of the acceptable standards or rules. If they are available in writing, provide them to the employee.
- State the consequences of failure to demonstrate immediate and sustained improvement: Further disciplinary action may be the result.
- Note the oral warning on your calendar and key elements of discussion.
- Place note of warning in Employees File

**Written Warning with Meeting:** *Manager conducts meeting, however the Manager must notify the President, VP, or VP Operations so that it can be determined if their attendance is necessary*

If you gave an oral warning and the problem performance or behavior persists, a written warning may be effective. You may decide to use this disciplinary action more than once, to get the employee's attention. Be careful, however, not to get stuck issuing repetitive letters of warning that fail to influence the employee's behavior or performance.

- State clearly at the outset of the letter that it is a written warning, and cite the appropriate personnel policy or contract provision. (*See Sample Written Warning Letter in the end of this document.*)
- Describe the performance problem(s) or work rule violation(s) in very specific detail and attach documents which support your conclusions.
- Outline previous steps taken to acquaint the employee with the issue (coaching sessions, performance appraisals, previous disciplinary actions) and attach copies of the documents.
- Describe the impact of the problem (safety issues, need to reassign work).
- Note the employee's explanation (as revealed during your investigation) or that the employee declined to offer one. If it was unacceptable, explain why.

- Reiterate your expectations regarding behavior and/or performance.
- Note that if the employee doesn't demonstrate immediate and sustained improvement, the consequence will be further disciplinary action, up to and including dismissal.
- Refer the employee to the appropriate policy or contract provision for appeal rights.
- Deliver the warning letter to the employee in person. Sit down and walk through the letter together.
- Obtain a signature from employee of acknowledgement of the receipt of letter. Place it in the employee's file.

**Suspension without Pay:** *Approval needed from President, VP, or VP Operations*

This is normally the next stage in progressive discipline after written warning(s)

Suspension typically prevents work for a number of working days, as specified in the letter, and pay is docked accordingly.

Length of a suspension without pay will be influenced by policy or contract requirements.

The letter states that it is a suspension without pay, the appropriate policy or contract provision, and the number of days the employee will be suspended. It also (as with a letter of warning) describes the problem, previous corrective measures, impact of the problem, your expectations, consequences of failure to improve, and the employee's appeal rights.

Depending upon the personnel program the employee belongs to, you may be required to issue a letter of intent to suspend, which provides the employee with the right to appeal your intended action to the next higher management level before the action is implemented. Consult your L/ER Analyst as well as the policy or contract for more information.

**Reduction of Pay within a Class:** *Approval needed from President, VP, or VP Operations*

This alternative is normally used when you do not wish to remove the employee from the work site, but serious discipline is appropriate. It is most appropriately used in lieu of suspension without pay, in cases of chronic absenteeism or tardiness.

The reduction of pay is for a specific period of time, related to the seriousness of the performance discrepancy or work rule violation, and noted in the letter.

The disciplinary letter will incorporate the same elements included in a suspension letter.

You may have to issue a letter of intent similar to that used in cases of suspension. Consult your L/ER Analyst on the procedure.

**Demotion to a Lower Classification:** *Approval needed from President, VP, or VP Operations*

This action involves movement of an employee to a lower level position, and may be temporary or permanent.

Demotion is most often appropriate in cases of inadequate performance of responsibilities at a particular level, rather than violation of work rules. It should be based upon a reasonable expectation that the employee will perform successfully in the lower classified position. For example, did the employee previously hold a similar position, and did they perform satisfactorily?

Your notice letter and process are quite similar to those used for a suspension without pay, or a reduction of pay within class. Contact your L/ER Analyst if you are considering this disciplinary alternative.

**Dismissal/Termination:** *Approval needed from President, VP, or VP Operations*

This alternative is normally selected after performance counseling and progressive discipline have failed to get the employee's attention to the problem.

In extreme cases, such as job abandonment, theft, or an act that endangers others, the offense may be so grave that we forgo progressive discipline.

Manager must consult President, Vice President, or Vice President of Operations prior to termination. Manager may call President, Vice President, or Vice President of Operations if termination needs to be effective immediately.

### Other Disciplinary Action:

Manager has the right to reassign employee position during event.

Manager has the right to send an employee home during shift if a situation arises.

### Guiding Principles

In carrying out disciplinary action be sure to:

- Maintain a professional manner by keeping the disciplinary process confidential between you and the employee
- Make a careful diagnosis of the problem to determine whether disciplinary action is appropriate
- Provide specific examples of performance discrepancies or work rule violations so the employee fully understands what needs correction
- Allow the employee ample opportunity to explain so that you have all the facts
- Make sure discipline is the appropriate tool. Would coaching or performance appraisal be sufficient to get the employee's attention?
- When you take disciplinary action, make sure the punishment fits the crime
- Help the employee improve performance by providing specific recommendations and requirements
- Communicate clearly so the employee understands the consequences if performance or conduct does not improve
- Apply consistently: To avoid the risk of legal proceedings and setting precedent, disciplinary policies must be applied across the board.
- Be impartial: Any emotions and personal feeling toward specific employees should not factor into a decision on whether or not to apply a disciplinary policy. Penalties should be connected to a behavior or a violation and not to the personality of the violator
- Document, Document, Document: Create a culture among your employees to write incident reports when needed. Document the disciplinary action taken against the employee and also state consequences for the employee if the noted improvements are not made. Document the employee's reaction/action. Obtain the employee's signature on the document noting the infraction, even if only to show that the employee acknowledges receipt of the document.
- Last but not the least, acknowledge that the poor employee performance may be due to management's failings. A pattern of performance issues could indicate a much-needed change in hiring or training procedures or broader standard operating procedures. A little introspection might go a long way.

### References:

<http://ucsfhr.ucsf.edu/index.php/pubs/hrguidearticle/chapter-24-separations/>

<https://www.template.net/business/hr-templates/disciplinary-letter/>

## Tardy Notice

### Tardy Notice

Name \_\_\_\_\_

Position \_\_\_\_\_ Date \_\_\_\_\_

You were late for work without permission and without notification to your supervisor on the following dates:

1st notice: \_\_\_\_\_ 2nd notice: \_\_\_\_\_ 3rd notice: \_\_\_\_\_

Employer \_\_\_\_\_

Supervisor \_\_\_\_\_

Supervisor Title \_\_\_\_\_

## Absentee Notice

### Absentee Notice

Name \_\_\_\_\_

Position \_\_\_\_\_ Date \_\_\_\_\_

You were absent from work without permission and without notification to your supervisor on the following dates:

1st notice: \_\_\_\_\_ 2nd notice: \_\_\_\_\_ 3rd notice: \_\_\_\_\_

Employer \_\_\_\_\_

Supervisor \_\_\_\_\_

Supervisor Title \_\_\_\_\_

# Warning Notice

## Warning Notice

Name \_\_\_\_\_

Position \_\_\_\_\_ Date \_\_\_\_\_

You are hereby notified that if you repeat the offense described below, or permit the condition described below to continue or be repeated, your employment relationship with this Company may be terminated without further notice. This notice is not intended to nullify or modify the employment-at-will nature of your employment relationship with the Company. Notwithstanding the above warning notice, the Company may terminate your employment at any time for any reason, except where specifically prohibited by law.

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Employer \_\_\_\_\_

Supervisor \_\_\_\_\_

Supervisor Title \_\_\_\_\_



# Employee Termination Record

## Employee Termination Record

My employment with the Company has been voluntarily terminated without any duress, coercion, or compulsion as of \_\_\_\_\_ (date). I have received a sum of \$\_\_\_\_\_, balance in full, for all regular and overtime wages due to me as of this date.

Employee Name (please print) \_\_\_\_\_

Employee Signature \_\_\_\_\_

Position \_\_\_\_\_ Date \_\_\_\_\_

Employer \_\_\_\_\_

Received and Accepted by \_\_\_\_\_

Date \_\_\_\_\_



# Sample Interview Questions

## Sample Interview Questions

The interviewer's main objective is to make the applicant comfortable. Establishing a good rapport from the beginning enables a two-way conversation avoiding "yes" and "no" answers. In addition to the questions below, the following steps will assist you in preparing and conducting a good interview:

- Greet the applicant warmly with a smile, firm handshake, and a casual statement
- Ask specific questions to gather the information about their background, past experience, and personal interests
- Listen
- Avoid questions that may be sensitive or illegal (such as religion, marital status, etc.)
- Tell them about the position and your company
- Discuss the skills and working conditions for the position
- Allow the applicant time to ask questions
- Close the interview by informing the applicant of what the next step will be
- Do not write on the application, as it is a legal document
- Keep a neutral tone and expression so as not to indicate how you are evaluating their responses
- Once the interview is completed, evaluate the candidate's qualifications

### Sample Questions

- What has been your greatest accomplishment? (This demonstrates a sense of pride and ability to achieve goals.)
- If a guest was unhappy with what they ordered, what would you do? (You are looking for the ability to problem solve, make the guest happy, and inform the supervisor.)
- Why are you leaving (or did you leave) your current position? (This provides insight in why they are moving - for job security, financial, or other motivating factors.)
- What has been your biggest challenge or obstacle to overcome? (How a person deals with difficulties may indicate how they overcome them.)
- Name three words that describe you. (Indicates self-confidence.)
- Describe your responsibilities in your current or most recent position. (How they define their job is helpful in finding out skill level and leads to additional questions.)
- On what issue do you disagree with your current boss most often? (This question gives you an indication of how the candidate handles authority.)
- What was your most satisfying evaluation and why? What about your most disappointing review? (This will give you an idea of the candidate's honesty and the type of skills they value.)
- How would your supervisor rate your ability to cope with last-minute changes? (This will tell you if the candidate deals with stress, is flexible in the working environment, and can be a team player.)
- Which kitchen position are you the most comfortable with? (i.e., sauté, grill, production)
- What type of food do you like to prepare at home? Go out for? (It's important to learn the level of cooking experience, or, for front-of-the-house positions, what type of food they personally enjoy. If you are in the delicatessen business and a significant portion of your business is selling cold cuts, hiring a vegetarian may not be your first choice.)

### Additional Topics

- What are some of your interests or hobbies? (Puts applicant at ease and assists in determining how they will fit with your company.)
- How did you hear about this position or company?
- What was your favorite job and why did you enjoy it?
- Which position you held was the most difficult or least satisfactory?
- What are some of your strengths both personally and professionally?
- How are you interested in furthering your education or your developing skills?

If the applicant is a potential employee, you may ask what his or her interest is in the position as defined. Ask questions regarding any education, vocational or additional training he or she may have received.

## Person in Charge (PIC)

Every permitted food establishment must have a designated person in charge (PIC) on the premises during all operating hours. The PIC will be required to:

- Have food safety knowledge,
- Take appropriate preventive and corrective actions (including excluding ill food workers)
- Demonstrate knowledge to the regulatory authority.

### Food Safety Knowledge

- The designation of a PIC during all hours of operation is intended to ensure the continuous presence of someone able to identify and prevent high risk practices to avoid the transmission of foodborne disease to the community.
- The PIC must be able to recognize hazards that may contribute to foodborne illness and be able to take appropriate preventive and corrective actions.
- The PIC must have sound knowledge of the basics of proper food handling, the requirements of the food rule, and the operating procedures within the establishment.
- The PIC must have sound knowledge of the basics regarding food allergies.

### Preventive and Corrective Actions

The PIC must ensure that all provisions of the food rule are followed, including:

- Food preparation and storage occur in proper areas.
- Employees effectively wash their hands as needed.
- Foods are received in good condition and from approved sources.
- Potentially hazardous foods are properly prepared, cooked, cooled, handled and stored.
- Consumer advisories are posted if needed.
- Proper methods are used to sanitize surfaces, utensils and equipment.
- Sick employees and unauthorized people are excluded or restricted as appropriate.
- Employees with illnesses transmissible through food are reported to the health authority.
- Bare hand contact with ready-to-eat foods is prevented.
- Employees have valid food worker cards and are properly trained for their duties.
- Employees understand the importance of food allergies and be aware of ways to eliminate potential allergic reactions.

### Demonstration of Knowledge

During an inspection, the PIC will need to demonstrate knowledge to the inspector. Knowledge must be demonstrated in one of three ways:

- Compliance with the Code. No "Red" High Risk violations noted on the current inspection report.
- Certification. Valid certificate from an ANSI-accredited manager certification course (such as ServSafe®).
- Correct answers to food safety questions and allergy related questions asked by the inspector.

### **What Kind of Questions Will be Asked of the Person in Charge?**

If the establishment has "Red" High Risk violations during its inspection and the PIC does not have a valid manager certificate, the PIC must correctly respond to questions regarding food safety practices. The regulatory authority may not ask questions that do not directly relate to the food handling in your operation.

Depending on the foods prepared at your establishment, the questions will be from areas of knowledge such as these:

#### **Foodborne Disease**

- Relationships between foodborne disease, hand-contact, personal hygiene and cross contamination.
- Prevention of transmission by an ill food employee.
- The modes of transmission.

#### **Potentially Hazardous Foods**

- The hazards involved in eating under-cooked animal products.
- Temperatures and times for receiving, holding, cooling, cooking and reheating.

#### **Contamination Prevention**

- Proper food storage and handling.
- The procedure for cleaning and sanitizing utensils and other food contact surfaces.
- Protecting the water source, including the prevention of cross connections.
- Identifying toxic materials and ensuring safe handling, storage and disposal.

#### **Operating Procedures**

- Food safety procedures in the establishment.
- Explanation of the HACCP plan, if required at the establishment.
- Identifying critical control points (CCPs) in the operation from purchasing through sale or service that, if not controlled, may contribute to the transmission of foodborne illness.
- The responsibilities of food workers, PICs and the regulatory authority as stated in the food rule.

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