

Chapter 8: Managing Employees

In this chapter you will learn about:

- Employee Administration
- Performance Evaluations
- Employee Relations

After reading each section of the chapter your trainer will schedule practical training time for each new procedure.

Employee Administration



In this section, we cover the more technical aspects of employee administration. This section explains employment policies and U.S. federal laws. States also have labor and employment laws. It is important to know and obey the laws governing employment practices in your state.

General Team Rules

We expect that each employee understands and follows these general team guidelines when coming to work each day:

- Remain loyal to the company and its goals.
- Understand the importance and maintain the level of service, quality of products, and the cleanliness in the restaurants.
- Remain honest and take responsibility in the performance of job tasks.
- Respect the supervisor and fellow workers, as well as understand the importance of teamwork.
- Extend warm attention and politeness towards our customers and clients as they are the reason of our existence and ones responsible for us having jobs.
- Always project a great image of our company.
- Fulfill all the assignments that are given to them.

- Transfer all information that they get from the customers in regards to the quality service and quality products that we serve, as well as the cleanliness of our restaurants.

Appearance Standards

The nature of our business requires high standards of cleanliness and sanitation, both in our food products and work areas, and from the individuals who prepare and serve food. Appearance and hygiene have a direct impact on the overall experience we provide. Remember, our guests' experiences are based on the use of their senses. What they see, hear, smell, touch, and taste in our restaurants affect how they remember their experiences, whether they will return, and whether they recommend us to others. To maintain the necessary high standards and to present our guests with an appropriate image, we have established guidelines governing the attire, cleanliness, and appearance of our employees.

Personnel Standards

Shoes, Socks: Comfortable closed-toe, rubber-soled, safe shoes are required. Shoes must be clean and polished. Socks are required.

Hair: Hair must be neat, clean, and styled in a conventional manner. Staff working with food in any manner must contain their hair appropriately to avoid safety and health issues. Long hair must be restrained, pulled back, or tied up.

Hats: Hats, where applicable, must be clean and must be worn facing the front, as designed to be worn.

Shaving: Men should be clean-shaven daily. Fully grown beards and mustaches are acceptable if they are kept neatly trimmed. Beards and mustaches may only be grown during vacation or extended non-working periods.

Bathing, Personal Hygiene: All employees must bathe and use deodorant daily. Scents should be worn lightly, or not worn at all, so we do not interfere with guests' senses of taste or smell (or allergies).

Tattoos, Body Piercing: Tattoos must be covered while in uniform. No body-pierced items visible to guests may be worn.

Beepers, Cell Phones: Beepers, cell phones, or similar items are not allowed to be worn or carried on duty since they can cause distraction from your duties. Such items should be stored for use when off duty.

Uniform Standards

Employees wear different uniforms in each of our restaurants, with the restaurant providing part of the uniform. Remember, appearance creates

an important first impression for our guests and our team atmosphere. Employees are responsible for their uniform care. All articles should be clean, pressed, and available to wear prior to each shift. **All aspects of the uniform are subject to management approval.**

Compensation and Benefits

It is our desire to pay wages and offer benefits that are competitive with other employers in the marketplace. The following is what we consider competitive pay:

- Pay and benefits are fair and competitive in the local market
 - Employees receive consistent and timely merit increases
 - Compensation is structured to foster improved performance
 - Employees value their pay and benefits
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Federal Wage and Hour Laws

Federal wage and hour laws were created to protect the rights of employees. These laws ensure that employees are fairly paid for all hours worked and all hours for which employees are required to be present in the restaurant, such as standby time and training time. Check your state wage and hour laws. Some state laws are more restrictive than the federal statutes. If the federal and state laws conflict with each other, whichever law is more restrictive is the law that applies.

Standby Time

Employers are prohibited from working employees off the clock (without pay) or from requiring standby time. Standby time is any time when an employee is required to be in the restaurant without being paid.

Meal and Rest Periods

The following information is the recommended meal and rest period policies for restaurants. It is important for you to know your local regulations and to follow whichever policies are stricter.

Rest Period

Each employee is allowed two paid 10-minute rest periods, one for every four hours worked. For every two hours of overtime worked, an additional 10-minute rest period is allowed.

Meal Period

Employees who work a period of more than five hours are entitled to a 30-minute meal break. Employees must be relieved of all duties during the meal break. Compensation for the 30-minute meal break must be paid if the employee has voluntarily agreed to waive his or her meal break by (1) working through his or her meal break, or (2) agreeing to remain on premises during the meal break.

www.dol.gov/esa/programs/whd/state/meal.htm - State requirements for meal and rest periods.

Equal Pay Act

The Equal Pay Act requires that men and women be paid equally for doing essentially the same work with a similar or equal amount of effort, responsibility, and skill. Male and female employees cannot be paid different wages because of their gender. Any difference in wages must be justified by differences in experience, performance, or other job-related criteria.

Federal Child Labor Laws (USA)

When hiring employees under the age of 18 in the United States, you need to be aware of federal and state laws.

When employing people under the age of 18, you should establish an ongoing monitoring system to ensure that there are no violations of the child labor laws. Penalties can be severe for violating the rules.

Various states impose restrictions beyond federal law as to the hours and duties that can be worked by 14- to 17-year-olds. Many states require a work permit from each employee under the age of 18. To protect yourself, require proof of age for employees under the age of 18.

You must follow **both** state and federal laws on child labor. Where federal and state rules differ, you must comply with whichever rule is stricter.

Americans with Disabilities Act

The Americans with Disabilities Act (ADA) is a federal law implemented in 1992 that prohibits discrimination against the disabled in employment practices, public accommodations, and commercial facilities.

In addition to prohibiting discrimination, the ADA, in some cases, requires actions to make jobs, stores, and offices accessible to the disabled.

Restaurants and other public accommodations must modify policies and procedures that discriminate against the disabled, and provide auxiliary devices and services for the disabled unless these devices or services would fundamentally alter the business or create a significant threat to the health or safety of others.

Under certain circumstances, the law also requires that policies and guidelines be modified to provide disabled customers access to areas available to non-disabled customers, such as play areas.

Service Animals

Under the ADA, all public restaurants must permit disabled individuals to bring a service animal onto the premises.

A service animal is any animal individually trained to do work or perform tasks for the benefit of an individual with a disability. No particular type of certification or documentation is required for an animal to be considered a service animal under the ADA.

The law requires all employers subject to the ADA to permit access to service animals. The specific details of a written policy, including the education and training of restaurant managers and employees, are the responsibility of the individual franchisee.

Schedules

Schedules are prepared to meet the work demands of the restaurant. As the work demands change, management reserves the right to adjust working hours and shifts. Schedules are posted weekly. Each employee is responsible for working his or her shift.

Employees should arrive 10 to 15 minutes before the shift begins so that they have time to get settled and ready for the shift. Employees are to clock in when the shift begins and be ready to start work immediately.

Schedule changes may be allowed only if the employee finds a replacement and receives management approval. To be valid, the manager must indicate and initial the change on the posted schedule. The restaurant