READING

Before reading the text learn the meaning of the following words.

staff (verb) to be or provide the people who work for an organization

screen (verb) to test or examine someone or something to discover if there is anything wrong with them

screen somebody out (phrasal verb) to not accept someone because checks show that they are not suitable to do a job

outgoing (adjective) (of a person) friendly and energetic and finding it easy and enjoyable to be with others

extrovert ( ALSO extravert) (noun) an energetic happy person who en-joys being with other people; extroverted (adjective)

clean-cut (adjective) describes a man who is tidy in appearance and be-haves well

asset (noun) a useful or valuable quality, skill, or person

rely on somebody/something (phrasal verb) to trust someone

eligible (adjective) having the necessary qualities or satisfying the neces-sary conditions

grooming (noun) the things that you do to make your appearance tidy and pleasant, for example brushing your hair

**Reading**

Staffing a Restaurant: Ideal Employee Profiles

Staffing the restaurant is extremely important, because effective screening not only selects the best employees but also screens out undesirable ones. Effective recruitment selects people with the most positive service spirit and professional-ism.

The human resource cycle begins with defining jobs and organizing the restaurant. The first step is to examine the details of the work performed and write a description of each job. The next step is to identify the skills necessary to perform the job.

Besides that, management decides what type of personnel will fit best with the restaurant’s style, because employees constitute a large part of restaurant ambience, spirit, and efficiency. Outgoing personalities fit well in the front of house, where staff must be clean-cut, optimistic, healthy, and outgoing. The kitchen can use those who are not so extroverted. Apparent health and goodwill are obvious assets to all foodservice personnel, adding to the atmosphere, helping to create the eating-out experience.

Restaurants need to allow for employee development. Obviously, the ideal cook would need training to make an ideal server, and the ideal bartender could be the ideal assistant manager. An employee may start out as a server and be-come a bartender, followed by time in the kitchen, before moving into an assistant manager’s position. Some restaurants have a formal management training pro-gram; others will move or promote employees when opportunities arise. In either case, it’s important to plan for and give employees the chance to succeed in the restaurant business.

The temptation is to think of a kitchen with a highly trained chef at its head. However, only about one-third of all restaurants employ anyone with the title of chef. Sometimes the term kitchen manager or head cook is used. Large hotels generally have chefs. Full-service restaurants are more likely to have chefs than other restaurants are, and about half of all foodservice operations have someone with the title of chef. Quick-service restaurants may call someone chef, but the title is more name than reality, as few of the skills required of a chef are needed.

The highly profitable restaurants are those with relatively fixed menus that require few skills in the kitchen; here, the ideal employees may be teenagers rather than experienced cooks. The dining room may be staffed almost completely by students.

A problem in hiring is determining whether the candidate is underqualified or overqualified, and whether he or she will be satisfied with the job. Another big problem in selecting restaurant personnel is determining the candidate’s degree of honesty and responsibility. Cost controls diminish the need for absolute honesty, and productivity standards help ensure responsibility.

For restaurant service jobs, attitude is more important than ability and, in a plentiful job market, the operator can afford to take the time to be highly selective.

Prestige restaurants may select only one out of twenty applicants. Because of the low wages offered in most restaurants, the operator does not have such a wide choice and must rely on continuous training to meet high service standards.

When selecting an employee, the manager has to determine the eligibility and suitability of a prospective employee | not only how well a person can cook or serve but also how he or she will fit in with the team. Personal appearance, grooming, and hygiene are also important. The purpose of the selection process is to hire an employee who will be a team player, a person who will exceed the performance expectations of guests and management.

**Comprehension check** Answer the questions.

* 1. Why is screening prospective employees important?
	2. What information does a job description include?
	3. What in your opinion are the elements that make up restaurant ambience, spirit and efficiency?
	4. What are the basic criteria for employee selection?
	5. Why should restaurants allow for employee development?
	6. The text implies that there is a difference between kitchen chef and cook. In what do you think the difference lies?
	7. How are highly profitable restaurants staffed?
	8. What problems do HR managers face when hiring staff?
	9. Would you agree that for restaurant service jobs \attitude is more impor-tant than ability"?

**Activity**

1. Search the internet for restaurant job descriptions. Compare them, analyse the differences in approach to job descriptions, in the amount of duties and responsibilities, etc. Choose the best. Make up your own job description for a restaurant job.
2. Work in groups and write a restaurant business plan. Search the internet and find out what aspects your business plan should cover. Here are some clues:

Concept. Sample Menu. Service. Management team. Design. Target Market. Location. And whatever you think is important.

Make a PP presentation of your business plan.

1. Which of the given adjectives would you use to describe two difier-ent kinds of personality?

sociable / shy / self-confident / happy / modest / reserved / unsociable / a good mixer / self-conscious / lively / retiring / cheerful / energetic

extravert

introvert

1. Read the job advertisement for a restaurant manager.

Then using your knowledge and the internet, make a list of RE-SPONSIBILITIES and REQUIREMENTS (personality profile, education, experience, etc.) for the job.

We are looking for a Restaurant Manager to lead all aspects of our business. You will deliver a high-quality menu and motivate our staff to provide excellent customer service.

Restaurant manager responsibilities include maintaining the restaurant’s revenue, profitability and quality goals. You will ensure efficient restaurant operation, as well as maintain high production, productivity, quality, and customer-service standards.

To be successful in this role, you’ll need management skills and experience in both front and back of the house. We want you to know how to oversee the dining room, check-in with customers and balance seating capacity. Back of the house management experience is also essential, as you’ll hire qualified cooks and wait staff, set work schedules, oversee food preparation and make sure we comply with health and safety restaurant regulations.