

# 7

## Leaders Manage Daily Operations

### INSIDE THIS CHAPTER

- Managers Establish Priorities
- Managers Develop Operating Tools
- Managers Resolve Operating Problems
- Managers Report to Upper-Level Managers
- Managers Plan for Emergencies



### CHAPTER LEARNING OBJECTIVES

*After completing this chapter, you should be able to:*

- Describe how restaurant and foodservice managers should establish priorities.
- Describe procedures used by restaurant and foodservice managers to develop and use two important operating tools: policies and procedures.
- Explain a basic approach that managers can use to resolve operating problems.
- Describe how restaurant and foodservice managers should develop and submit reports to upper management.
- Review procedures that restaurant and foodservice managers should use to plan for and manage emergencies.

## KEY TERMS

action plan, p. 193	manager's daily log, p. 196	standard operating procedure (SOP), p. 186
alternative (problem-solving), p. 193	media policy, p. 205	subpoena, p. 197
cause, p. 192	petty cash fund, p. 195	suggestive selling, p. 189
competitive bids, p. 183	policy, p. 183	task analysis, p. 186
contact list, p. 205	preventable emergency, p. 202	task breakdown, p. 186
critical incidents, p. 199	preventive maintenance, p. 182	task list, p. 186
emergency, p. 202	problem solving, p. 191	unpreventable emergency, p. 202
evacuation, p. 204	standardized recipe, p. 186	
legal liability, p. 196		

## CASE STUDY

Alana and Vernetta are managers at Pomme de Terre Café and are discussing some employees they recently hired.

"I used to think it was better to hire experienced servers because they would require less training," said Alana, "but now I'm wondering about that. The last two servers we hired have lots of previous experience. However, they always want to do things the way they did them in other restaurants. They don't seem interested in following our procedures."

"Yes," replied Vernetta, "I've noticed that too. I think that 'No experience preferred' is the best way to handle our search and selection procedures in the kitchen."

1. What is the main problem that Alana and Vernetta have as they train and supervise new employees?
2. Who do you think would be better new employees: those who did or did not have previous experience in the position for which they were hired? Why do you think so?

## MANAGERS ESTABLISH PRIORITIES

Restaurant and foodservice managers must be able to do many things at the same time. There is no such thing as a “typical” day. Most managers do the best they can to estimate the number of customers to be served, to have the right amount of food products available, and to schedule employees to prepare and serve the customers. However, many things can happen.

For example, there may be a weather problem that was not expected, causing customer counts to go down. Maybe for some unknown reason a lot more customers decide to visit the establishment than were expected. Employees may call in sick or even quit without telling the manager. There may be equipment problems, even in operations with good **preventive maintenance**. Preventive maintenance programs involve procedures to follow the manufacturer’s instructions about how to keep equipment in good working order.

Employees or customers may become ill while they are at the establishment (*Exhibit 7.1*). Food delivery trucks may be delayed, or products that were ordered may not be on the trucks. Then managers must quickly arrange to obtain necessary products or to plan menu substitutes. Emergencies of several types can occur without warning, and professional restaurant and foodservice managers must be ready for these.

It should be no surprise to learn that managers determine their priorities based on the operation’s goals. These goals, in turn, are driven by the operation’s values, mission statement, and long-range and business plans. This approach helps place the mission statement into the planning of daily operations. In other words, what managers do every day will lead the operation toward attainment of its goals.

### Manager’s Memo

No one can know exactly what is going to happen at any given time. However, experienced managers develop plans that consider what they expect will happen. For example, they schedule employees according to the times when most customers normally visit the property. They set rules for customer reservation systems that allow the normal amount of time between table turns. They have procedures in place to help ensure that the right quantities of food and beverage products are available when needed. They develop standardized recipes to best ensure that products will always look, taste, and smell the way customers expect them to.

These and many other plans minimize surprises, but they do not prevent unexpected challenges. The best-prepared managers are still confronted with problems that must be managed on the spot with little time to think about what to do. The ability to deal with unexpected problems sets apart the best managers.

Exhibit 7.1



Sometimes managers have trouble knowing the difference between tasks that are urgent and tasks that are important. While important tasks are significant, urgent tasks require immediate action. Some managers think that all tasks that are urgent must be done “right now.” However, they need to think about the relative importance of their tasks and then do those that are more important before addressing those that are less important.

One way to set priorities is to classify tasks based on their importance and urgency. Work on tasks in the following order:

1. Give priority to tasks that are very important and very urgent. Examples might be to finish a budget due tomorrow or to communicate frequently with the kitchen and dining-room managers as setup is done for tomorrow’s Mother’s Day buffet—the busiest meal period of the year.
2. Work on tasks that are very important but not urgent. The best example for many managers is long-range and business planning. There are few things more important than planning for the operation’s future; however, this is frequently not an urgent task and is put off to another time.
3. Deal with tasks that are not important but urgent. Examples may include returning telephone calls and email messages. A good approach is to set aside blocks of time for these tasks rather than to be interrupted when doing more important activities.
4. Handle tasks that are neither important nor urgent. Tasks such as editing a preventive maintenance report and reading outdated trade magazines should probably not be done at all, or certainly only when tasks in the previous three categories have been completed (and in almost all establishments, this situation will never occur).

## MANAGERS DEVELOP OPERATING TOOLS

Restaurant and foodservice managers should make use of two powerful tools to help them with their ongoing leadership tasks: policies and procedures. Policies and procedures are rules that guide employees. If they are well developed and implemented, they can help promote the consistent, standardized, and quality-driven work that must be done every day to make the operation successful.

### Policies

A **policy** is a planned course of action for an important activity and provides a general strategy for managing that activity. Policies guide managers as they make decisions about issues that occur frequently.

For example, how many weeks of vacation does an employee receive if he or she has worked at the establishment full time for three years? Is it always necessary to get competitive bids when meat orders are placed? **Competitive bids** involve requesting prices for items of the same quality from a specified number of

## Manager’s Memo

Some managers do long-range planning when they “get around to it.” Their belief is that they must take care of all the daily business first and then do planning activities.

The approach discussed in this chapter recognizes that a manager’s best plans sometimes may need to be set aside during work shifts to take care of unexpected issues. However, it also focuses on the need to develop plans for “normal” operations to minimize time spent on problems that might not have occurred with proper planning.

Planning does not stop surprises in daily operations, nor does it eliminate emergencies. It does, however, help the manager spend as much time as possible on tasks that help move the operation toward its goals.

## THINK ABOUT IT . . .

Some managers set priorities and do all they can to stick with them. Other managers think there are so many “surprises” during the day that planning is a waste of time. What do you think?

vendors to determine the lowest price. Policies that indicate two weeks of vacation and a requirement for competitive bids make questions about these issues easy for managers to answer consistently.

Policies connect the establishment's mission to its daily operations. They identify expected outcomes and establish responsibility, and they provide clear direction to employees to help them with their work. Policies are written expectations about the conduct and actions of all employees.

Managers should ensure that these actions are taken regarding policies:

- Well-written policies are developed and implemented.
- Employees receive proper training so they know about and can follow policies.
- All policies are routinely reviewed, revised if necessary, and monitored to ensure they are followed.

There may be property-wide policies that apply to all employees, with specific requirements for employees in each department. For example, the operation's vacation policy may call for a certain number of allowed vacation days, but different procedures may be used in each department to request them.

Some policies are used throughout the operation to address general issues such as what to do in the event of a fire. In an independent establishment, these should be approved by a manager, but approval of a higher-level manager may be required in a restaurant chain. Some policies relating to safety and health are developed to address requirements of governmental agencies. If there are questions about them, the governmental officials should be contacted.

#### **POLICY DEVELOPMENT BASICS**

The development of useful policies requires careful planning that begins by defining the policy's purpose. Ineffective policies are easy to recognize and, unfortunately, many operations have some. They are unclear and not useful because they do not provide reasonable direction and explanations. In other words, they do not tell employees what they need to know. However, if policies are well developed, the information helps guide the manager and employees as decisions are made and as actions are evaluated.

Writing a policy does not require a high level of writing skill. Instead, a manager must understand the policy development process and be able to communicate information in a meaningful way. A team effort is very helpful. The operation's managers and supervisors can provide input, and lawyers who know about labor law can advise when necessary.

Many operations use the same format for all of their policies. A sample is shown in *Exhibit 7.2*.

## Exhibit 7.2

## SAMPLE POLICY FORMAT

Policy Name	Employee use of phones
<b>Purpose</b>	Provide a guideline for the use of personal cell phones and all other electronic communication devices at the establishment.
<b>Scope</b>	This policy applies to all operation employees present at the establishment while not on approved personal breaks.
<b>Policy Statement</b>	<p>The policy of Pomme de Terre Café for employee use of cell phones at the establishment when not on personal breaks is as follows:</p> <ol style="list-style-type: none"> <li>1. Personal cell phones may not be used during work times and must be turned off and kept in employee lockers during work shifts.</li> <li>2. Exceptions, for emergency purposes only, may be granted by the manager.</li> <li>3. No still or video pictures may be taken at any time without the prior consent of the manager.</li> <li>4. No communication of any confidential information to any party at any time is permitted by use of personal cell phones or by any other means.</li> <li>5. Employees who violate this policy will be subject to disciplinary action based on the establishment's progressive discipline policy.</li> </ol> <p><b>Approved By:</b> H. Hammel, Operation Manager  <b>Approval Date:</b> 6/6</p>

Developing a good policy begins with a statement about its purpose. The next part of the policy can indicate for whom it is intended. The policy itself can then be explained in a simple and logical sequence. If a timeline is needed, it should be included. The final part should indicate the name and position of the manager who approved the policy.

### IMPACTS ON OTHER DEPARTMENTS

Policies made for one department may affect other departments. For example, a dining room policy requiring salad bars to be set up by a specified time requires the food to be available from the kitchen. Consult with all parties involved when developing or revising policies so everyone who is affected is aware of and agrees with them. This is usually best done when a team of managers work together to develop them.

### KEEPING POLICIES CURRENT

Existing policies must be kept current, and modern technology makes this easy to do. They should be routinely reviewed to ensure they reflect actual work practices. Then revisions can be made as needed to help the operation keep up with changing times. New policies should be developed in a timely manner.

Exhibit 7.3



## Standard Operating Procedures

A **standard operating procedure (SOP)** is a written description or list of steps that tell how to correctly perform a task. A task is one responsibility in an employee's position. For example, a cook may have the responsibility to prepare entrées. The entrée preparation task can be broken down into procedures that may be involved in several tasks (the correct use of a tabletop mixer, for example) or steps listed in a **standardized recipe** to prepare one entrée item. A standardized recipe is the set of instructions that should be used to produce a food or beverage item. If followed, the recipe will ensure that the operation's quality and quantity standards for the item are met (*Exhibit 7.3*).

SOPs must be reviewed and updated as necessary. Customer complaints, unexpected costs, quality problems, and employee feedback can help identify areas of concern. Priorities should be established, and a process to revise procedures should be implemented. Drafts of procedures should be reviewed and ideas should be received from affected employees before final approval by the restaurant or foodservice manager.

The process of developing and revising SOPs is ongoing as menu items and service procedures change, as customer preferences evolve, and as new equipment is purchased. However, the use of approved procedures is an important aspect of ensuring quality in daily operations.

Sometimes SOPs are developed just to improve a specific step in a task. At other times, job tasks are developed basically by putting procedures together or revised, for example an SOP might be made for purchasers buying fresh seafood because of increasing spoilage. Once developed, this procedure can be included in the purchasing task.

A second approach is to determine how an entire task should be done and then develop the SOPs that make up the task. For example, a standard operating procedure could be developed to indicate how bottled wine should be presented and served to customers. This is done in a process called task analysis.

## Task Analysis

**Task analysis** is a process for identifying each task in a position such as cook or server and determining how the procedures in a task should be done. Its purpose is to focus on the workplace knowledge and skills required to perform each task. Done correctly, task analysis becomes the foundation for developing standard operating procedures that will be taught in training programs. Task analysis can also be used to decide how experienced employees can do things in better ways.

The first step in task analysis is to prepare a **task list** that indicates all tasks included in a position. The second step is to develop a **task breakdown** that explains how to perform each of the procedures that make up the task. When

## Manager's Memo

You have learned in earlier chapters that the best restaurant and foodservice managers want their employees to make decisions to improve operations. Now you are learning that the same managers develop procedures that indicate how tasks should be done. Should employees have some say in how work should be done, or shouldn't they?

The answer to this question is simple: Employees should have input when procedures are developed. After they are developed, every employee should consistently use them unless the manager and his or her team agree that the procedures should be changed.

these are developed and included in training programs, employees' work is more likely to be done correctly. Then many problems that can occur in daily operations will be avoided.

## Task List

Managers use several activities to develop a task list:

- Ask supervisors and experienced employees to describe the work done by someone in the position during a normal shift.
- Review existing position descriptions to learn about the responsibilities indicated for the position.
- Use a simple questionnaire that asks, "What do you and others in your position do as part of your job?"
- Observe staff members as they work. Compare and contrast what they actually do to what they said they would do.

After the tasks in a position are known, SOPs to complete each task must be determined.

*Exhibit 7.4* shows a sample task list for a bartender position at Pomme de Terre Café.

## Manager's Memo

A good SOP is a simple guideline that helps employees understand their job. It should be written in clear and concise language. Slang terms and technical jargon should be avoided. If abbreviations must be used, their meanings should be included. Remember that written procedures will most often be read and used by those with less experience than the writer. The goal is to create a document that tells employees how to do a task or improves their understanding of a work process.

### Exhibit 7.4

#### SAMPLE TASK LIST FOR BARTENDER POSITION AT POMME DE TERRE CAFÉ

##### Position Tasks

1. Inspect the bar prior to opening to ensure that adequate supplies are available.
2. Request additional supplies as necessary and stock the bar.
3. Follow setup procedures including checking and obtaining glassware and paper supplies.
4. Prepare garnishes, mixes, and premixed drinks.
5. Greet customers.
6. Mix, prepare, and serve drinks to customers, and mix and prepare drinks ordered by food servers and beverage servers according to the recipes approved by the beverage manager.
7. Collect checks and payment for drinks served.
8. Report complaints to a manager as soon as they occur.
9. Maintain and clean bar area and equipment.
10. Carefully follow all laws and operation policies and procedures regarding alcoholic beverage service and inform manager if continued service to specific customers is in question.
11. Serve drinks to customers seated at lounge tables in the absence of a beverage server.
12. Continually practice beverage and revenue control procedures.
13. Thank customers and invite them to return.
14. Maintain records of liquors, beers, and wine to ensure bar stock is maintained at all times.
15. Maintain daily inventory and records indicating drinks in the greatest demand.
16. Clean and lock up the bar area according to SOPs.
17. Attend staff meetings as required.

**Approved By:** Macie Smith, Operation Manager

**Approval Date:** 6/11



### TASK BREAKDOWNS

A task breakdown indicates the SOPs that are required to perform each task. For example, a storeroom clerk may have to “Properly rotate food products so the oldest items will be issued first” (*Exhibit 7.5*). To do this, the storeroom clerk will need to determine the quantity of each product needed, know correct product placement locations, move products from the receiving area to the storeroom, and do all of these procedures in a way that recognizes basic safety and sanitation principles.



Should the managers or the employees determine how each procedure should be performed? If not these individuals, who will decide? The trainers? The trainees themselves? None of these choices will ensure that procedures to consistently attain the quality and quantity standards will be developed and used. Therefore, it is much better when procedures are defined and implemented by a team of managers and employees.

How are task breakdowns written? The same basic process is used that was used to develop the task list. In other words, experienced staff can be interviewed, and available information such as existing task breakdowns and training documents can be studied. Employees can be asked to write out, in order, the steps needed to perform a task. They can also be observed, and brainstorming sessions can be used to identify the best ways to perform each task.

The SOPs that are developed should completely explain how the task should be done. They should also be easy to understand and consider the knowledge and skills needed to perform the task.

A simple way for managers to develop a task breakdown is to observe an experienced employee doing the task and write down what they observe:

- Record each activity (step) in sequence.
- Ask the employee and a manager to review the notes.
- Make any necessary changes to reach agreement about how the task should be done.

*Exhibit 7.6* shows a sample task breakdown for serving a bottle of wine to customers.

#### Exhibit 7.6

#### SAMPLE TASK BREAKDOWN AT POMME DE TERRE CAFÉ

##### Task: Serving a Bottle of Wine

Step No.	Step
1.	Present wine list.
2.	Assist customer with wine selection.
3.	Take wine order.
4.	Obtain proper wine glasses and place on table.
5.	Obtain wine that was ordered and bring to table.
6.	Present wine bottle to customer.
7.	Open wine bottle.
8.	Pour small amount of wine in customer's wine glass.
9.	Allow customer to taste wine.
10.	Pour wine (if acceptable) or obtain second bottle (if unacceptable).
11.	Refill wine glasses as necessary.

Note that each step for serving a bottle of wine is listed in proper sequence in *Exhibit 7.6*. In some establishments, SOPs could be much more detailed. For example, Step 1 might be expanded to include information about **suggestive selling**, a strategy for encouraging guests to order products or services they may not have been aware of or intending to purchase. Step 9 could be expanded to indicate how to determine which customers should be served before other customers at the table, how to present the wine, if requested, to each guest, and exactly how to pour the wine.

Once the SOPs are developed, they should be used for training new and existing employees. Also, restaurant and foodservice managers can evaluate whether SOPs are being followed correctly in daily operations as they “manage by walking around” and observe how tasks are being done.

### Policies Drive SOPs

Policies and standard operating procedures often are included in an employee handbook for manager and employee reference. *Exhibit 7.7* shows a sample policy and procedure for checking the identification (ID) of a customer ordering alcoholic beverages.

**Exhibit 7.7**

**SAMPLE STANDARD OPERATING PROCEDURE**

**Policy:** All customers ordering an alcoholic beverage will be asked to show proper identification (ID) that will be checked thoroughly and properly according to a specific standard operating procedure.

**Standard Operating Procedure**

1. Greet the customer politely.
2. Politely ask the customer for an ID.
  - Ask the customer to remove the ID from his or her wallet and look for signs of tampering such as bubbles, creases, improper thickness, or ink signatures.
  - Greet the customer using the name on the ID.
3. Verify the following on the ID:
  - The ID is valid.
  - It has not been issued to a minor.
  - It is genuine.
  - The ID belongs to the customer.
4. If the ID is OK, serve the customer.
5. If there are concerns about the ID, seek further verification:
  - Ask for a second ID.
  - Compare the customer's signature to the ID signature.
  - Ask the customer questions that only the ID owner could answer.
6. If the ID is OK, serve the customer; if the ID is not OK, refuse service and follow the establishment's procedure for refusal of service.

**Approved By:** A. Samuels, Operation Manager

**Approval Date:** 2/22

### Manager's Memo

Most managers monitor their food cost by using a food cost percentage:

$$\text{Food cost} \div \text{Food revenue} = \text{Food cost percentage}$$

If a food cost percentage is too high, the problem is frequently thought to be in the back of the house. For example, the purchase costs are too high, there is inventory theft, or portion sizes are too large.

Sometimes this approach does not define the problem. A food cost percentage can be too high because the revenue is too low due to theft or embezzlement: the crime of stealing money or property from the person or business who lawfully owns it. In this case, the high food cost percentage is not occurring because the food cost is too high, but because the food revenue is too low. Finding ways to reduce food cost will not increase the revenue, and the problem will continue.

This example shows that it is critical to properly define a problem before solving it.

### MANAGERS RESOLVE OPERATING PROBLEMS

Managers handle problems during almost every work shift, and they must do so quickly and correctly. If not resolved, problems can become more challenging for managers to solve. Therefore, managers must be able to implement effective problem-solving strategies.

Managers rarely have all of the information needed to be 100 percent certain of their decisions. Therefore, they must be comfortable with the uncertainty and risks that are involved with many decisions.

In rare cases, one possible solution to the problem is to do nothing. For example, a contract with a vendor is ending, and the last delivery is late. There is little need to discover why and then correct the problem.

However, in most cases, problems that are either unsolved or incorrectly solved can cause negative results:

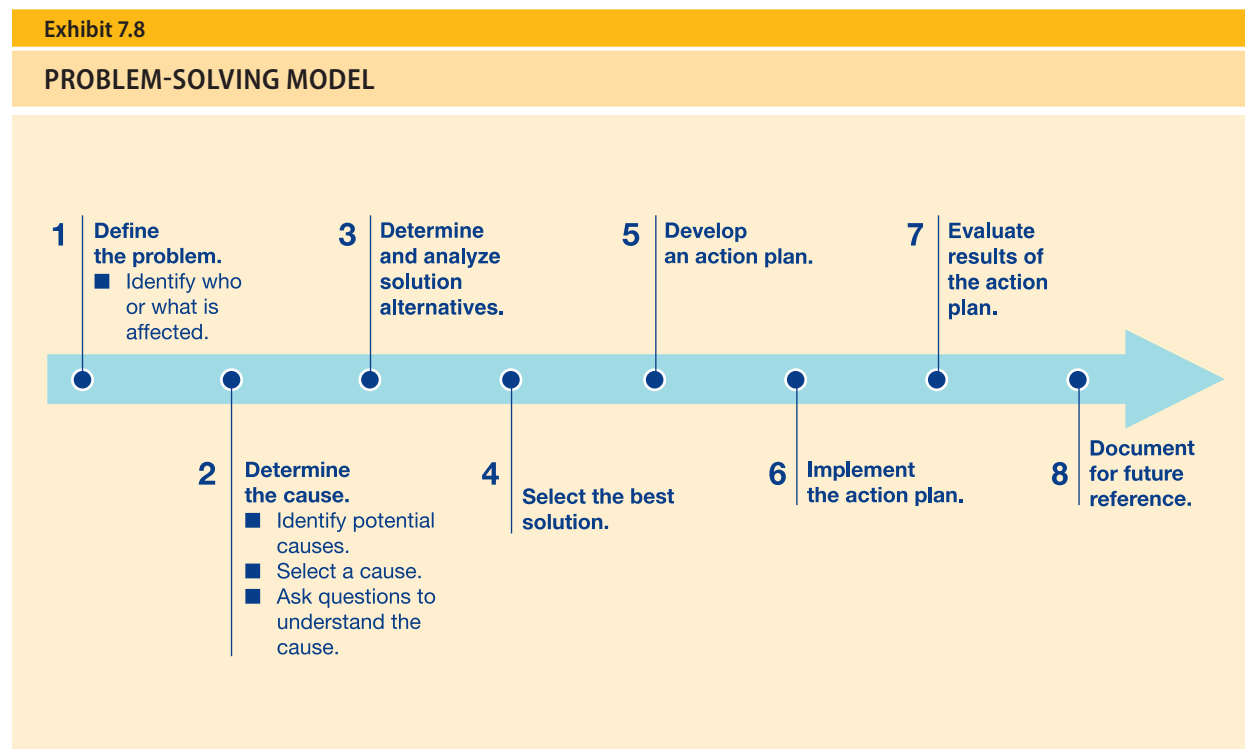
- Poor employee morale and high turnover
- Customer dissatisfaction
- Lost revenue, increased costs, and decreased profits
- Continuing problems for the operation

Managers must recognize a problem when it occurs, define and properly resolve it, and quickly implement a solution.

### A Problem-Solving Model

Problems arise during almost every shift in every establishment. Fortunately, most can be resolved by considering existing policies and procedures. Some problems, however, create special challenges and require creative ways to address them.

**Problem solving** involves a well-thought-out process that uses a logical series of activities to determine a course of action. While various common methods are used, the one shown in *Exhibit 7.8* combines useful steps from several and provides a practical plan that busy restaurant and foodservice managers will find useful. The steps in *Exhibit 7.8* begin with establishing what the problem is.



**STEP 1: DEFINE THE PROBLEM**

Before a problem can be solved, it must be carefully defined. If it is not, a manager can waste time determining a solution that will not be helpful. The best way to define a problem is to think about who or what is affected through a questioning process. It is also helpful to think about what the situation would be like if there were no problem. The answer to this question can help determine whether the action plan that is developed (see Step 5) is successful. Depending on the problem, groups of persons including employees, managers, owners, customers, or even the public could be asked to help explain the problem.

**STEP 2: DETERMINE THE CAUSE**

Problems can have one or more **causes** (the actions or situations that create the problem). They are often procedure breakdowns or human errors. Restaurant and foodservice operations are made up of a series of complex systems including those for purchasing, production, customer service, cash handling, cost control, and scheduling. Problems can occur when one or more of these systems break down or were not carefully developed in the first place.

When problems are caused by human error, a manager must question the people affected by the problem to determine its cause. Managers can use tools such as the Problem–Cause Box in *Exhibit 7.9*. Be careful not to accuse or blame anyone when asking these kinds of questions.

Exhibit 7.9

**PROBLEM–CAUSE BOX: ASK THE RIGHT QUESTIONS**

	<b>Is</b>	<b>Is Not</b>	<b>Therefore</b>
<b>Problem?</b> _____	Where, when, to what extent, or regarding whom does this problem occur?	Where, when, to what extent, or regarding whom does this problem <i>not</i> occur, though it might have?	What might explain the pattern of the problem?
<b>Where?</b> The physical location of the problem—where it occurs or where it is noticed.			
<b>When?</b> The hour, time of day, day of the week, month, and time of year of the problem; its relationship (before, during, after) to other situations or activities.			
<b>What Kind or How Much?</b> The type of problem—the extent, degree, size, or duration of the problem.			
<b>Who?</b> What relationship do various individuals or groups have to the problem? To whom, by whom, near whom, and so on does the problem occur?			

**STEP 3: DETERMINE AND ANALYZE SOLUTION ALTERNATIVES**

An **alternative** is a possible solution to a problem. The list of alternatives should be as long as needed. Do not think about whether an alternative is ideal; if it can potentially be helpful, put it on the list. One alternative that should always be considered is to do nothing. Sometimes solutions are found for problems that will go away, for example a “problem employee” is resigning next week. On the other hand, doing nothing when there is a big problem or putting off solutions for another time will allow the problem to continue.

After the alternatives have been generated, they must be analyzed to determine which, if any, will help resolve the problem. Several key questions should be asked for each alternative:

- What will happen if we use this alternative? Who will be affected and how? Will the alternative help more than any other alternative?
- Is it cost-effective? Will the solution cost more than the problem? Can the alternative be revised to cost less and still fix the problem?
- Is it reasonable? Does the alternative have a good chance of succeeding?
- Will everyone accept the alternative? If not, the alternative will be difficult to implement.

**STEP 4: SELECT THE BEST SOLUTION**

After the impact of proposed alternatives is known, the list of possible solutions should be reduced. Hopefully, there will be only two or three alternatives left. The analysis of the remaining alternatives should then continue. Ask the tough questions and dig deep to find the best alternative to eliminate or reduce the problem. Remember that an incorrect solution will create the need to repeat the problem-solving process, and the negative impact of the problem will also continue.

**STEP 5: DEVELOP AN ACTION PLAN**

After the solution has been chosen, an action plan must be developed. An **action plan** is a series of steps that will be taken to resolve the problem.

**THINK ABOUT IT . . .**

Albert Einstein said, “We can’t solve problems by using the same kind of thinking we used when we created them.”  
Why ask questions to find a solution? Why use a team to problem solve?

## Manager's Memo

With a little experience using this problem-solving method, managers will find it to be a practical way to resolve many daily problems. When a problem is noticed, the process begins, alternatives are identified, and solutions are considered.

All too often in the fast-paced restaurant and foodservice industry, a snap decision about a critical problem leads to disaster:

- The problem can get worse and even become a crisis.
- Employee morale can decrease. Problems can create stress for employees, and this can lead to frustration and create other problems including increased employee turnover.
- Reduced revenue may result. Revenue-related problems must be quickly resolved because the entire operation can be affected both immediately and in the longer term.
- Increases in costs may occur. This can occur from a problem with a procedure that creates waste or allows theft. Increased costs lead to reduced profit or, worse yet, a loss.

### STEP 6: IMPLEMENT THE ACTION PLAN

Communicate the action plan and its expected outcomes to everyone involved so they know what must be done and how they will be impacted.

### STEP 7: EVALUATE RESULTS OF THE ACTION PLAN

Was the action plan effective? Thinking about the answer to the question posed in Step 1, “What would the situation be like if there were no problem,” can help in the evaluation process. If the problem has been resolved, the action plan was successful. If the problem still exists, the alternatives to resolve the problem must be reconsidered or the action plan will need to be revised. Then the problem-solving process must be continued until the issue has been corrected.

### STEP 8: DOCUMENT FOR FUTURE REFERENCE

It is useful to record the problem and solution and keep the information on file. Before beginning another problem-solving activity, managers can review this file for similar events that may be helpful in resolving the new situation.

*Exhibit 7.10* shows how a manager can use the problem-solving method to resolve a common problem in daily operations.

This problem-solving approach is very useful for problems that occur in daily operations. It also applies to longer-term problems such as marketing concerns about how to increase revenue and operating issues relating to higher-than-normal costs. The steps can be done quickly, perhaps with participation from team members when necessary. As the challenge becomes larger and the results of not correcting the problem become greater, it is likely that more time and effort will be needed to ensure that the problem-solving process is successful.

**Exhibit 7.10****PROBLEM SOLVING IN DAILY OPERATIONS****Where Do We Get More Lettuce?****Step 1: Define the Problem**

Juan, the manager, has just learned that there will not be enough lettuce for tonight's dinner production. Juan recognizes two problems: Why did we run out of lettuce, and what do we do right now? The problem is easy to state: There is not enough lettuce.

**Step 2: Determine the Cause**

Juan realizes that it is critical to determine why the establishment ran out of lettuce. However, that issue can wait until a decision is made about where to obtain more lettuce.

**Step 3: Determine and Analyze Solution Alternatives**

Juan and the kitchen manager have a quick conversation and consider the following alternatives:

- Call the vendor and ask him or her to deliver more lettuce. While it is too late for the delivery truck to make a run, the salesperson might be able to deliver more lettuce today.
- Send an employee to the grocery store to purchase lettuce at retail price.
- Send an employee to the local buyers' club where a discount can be received for large purchases.
- Contact a nearby unit in the restaurant chain to see if that property can provide the needed lettuce.

The situation is fairly urgent. The two managers decide not to contact the vendor because the vendor's location is in another town. They know they can buy the lettuce at either a retail store or a buyers' club, and the price will be lower at the buyers' club. They decide to first contact the nearby unit in their restaurant chain and, if that is not a possibility, to send an employee to the buyers' club.

**Step 4: Select the Best Solution**

The nearby restaurant in the chain does not have enough additional lettuce, so a kitchen employee who drives a pickup truck will be sent to the buyers' club. No check or currency will be needed because the establishment has an account, and the store's manager will be notified that an employee is on the way to purchase one case of lettuce.

**Step 5: Develop an Action Plan**

The kitchen employee is asked to go to the buyers' club and told he will be paid \$15 from the establishment's petty cash fund to reimburse for gas. A **petty cash fund** is a predetermined amount of money that is used to make relatively infrequent and low-cost purchases for an establishment.

**Step 6: Implement the Action Plan**

The employee leaves for the buyers' club, the manager calls the buyers' club, and the kitchen manager makes different assignments so food production can continue until the lettuce arrives.

**Step 7: Evaluate Results of the Action Plan**

After the problem has been corrected, the manager evaluates the solution to determine if it was successful. The results on lettuce stock levels, cost, and any time spent implementing the solution are evaluated.

**Step 8: Document for Future Reference**

The next morning the kitchen and operation manager meet to determine why they ran out of lettuce. Purchasing, inventory management, issuing, and food preparation activities are analyzed. They discover that two cases had been marked with the wrong date when they were received, so they were not issued in the order they were received. These cases were later thrown away by a kitchen employee when he noticed the case contents did not meet the property's quality requirements. Actions taken to resolve the problem include reminding all employees that no food can be thrown away, even if spoiled, without notifying the kitchen manager.



THINK ABOUT IT . . .

No manager is perfect. Sometimes risks must be taken and tough choices or unpopular decisions made. Do you think experienced managers will more often make the right decisions than inexperienced managers? Why or why not?

## MANAGERS REPORT TO UPPER-LEVEL MANAGERS

Effective communication is a key to maintaining a positive relationship with upper-level managers. Upper-level management has delegated the authority to perform certain tasks such as to lead the operation during specific work shifts. Management will want to know how well revenue and labor goals, among others, were attained. The on-time completion of a daily log and other reports will provide this information.

The best upper-level managers know that they must help those whom they supervise to be successful. Lower-level managers help themselves and their own managers when they use procedures that maintain positive relationships with upper-level managers. There are numerous ways to do so:

- Be competent: Always apply the knowledge and skills required to do the job correctly.
- Note what other higher-level managers do and how they act to mirror the actions important in the corporate culture.
- Follow the proper work practices. For example, meet deadlines, look for opportunities to help the operation be successful, and help improve the performance of line-level employees.
- Help employees find pride and joy in their work and practice effective team leading skills.

Managers must report information about daily operations to upper management; this task is an important part of a manager's responsibility. This communication is necessary to help ensure that all managers have all the necessary information available to make operating decisions. Information must be provided according to schedules developed by higher-level managers and should not be considered something for the manager to do at his or her leisure.

### Manager's Daily Log

The **manager's daily log** contains information that affects the operation. It tells what happened during each shift and is useful for reviewing situations and noting problems (*Exhibit 7.11*), and for capturing facts that can protect the establishment from legal liabilities. A **legal liability** occurs when an establishment is legally responsible for a situation.



Exhibit 7.11

Managers may record a variety of information in this log:

- Unusual changes in menu item sales or customer counts
- Unusual events
- Employee or customer accidents
- Reports of possible foodborne illness
- Incidents of unusual employee interactions
- Weather and other business-related forecasting information
- Information needed by managers of future shifts
- Communication or teamwork problems on the shift
- Employee tardiness, attendance, and absenteeism
- Future challenges that may need to be addressed
- Any critical incidents
- Other information required by the owner or higher-level managers

#### RECORDING INFORMATION IN THE LOG

The main purpose of the manager's daily log is to share information. Some information will help managers ensure smooth operations in the short term whereas other information will be useful to managers and owners in the long term. Therefore, the log must be available to various people. In addition, when there is a potential legal or other complaint, the log is subject to a **subpoena**: a legal notice that requires certain documents be provided to a court of law.

Managers should not make personal comments and other entries in a manager's daily log if they cannot be supported by facts. They should include only information that can be defended and explained if required by lawyers or a court, and they should always follow the operation's guidelines for making log entries.

The types of information that should be recorded in a log fall into two main categories: operating information and critical incidents, or events that need to be recorded for historical purposes in case of a potential claim or lawsuit.

**Operating Information.** Most information in a log will be about day-to-day operations. This operating information may have either a positive or negative effect on the business and includes both routine and unusual situations.

### Manager's Memo

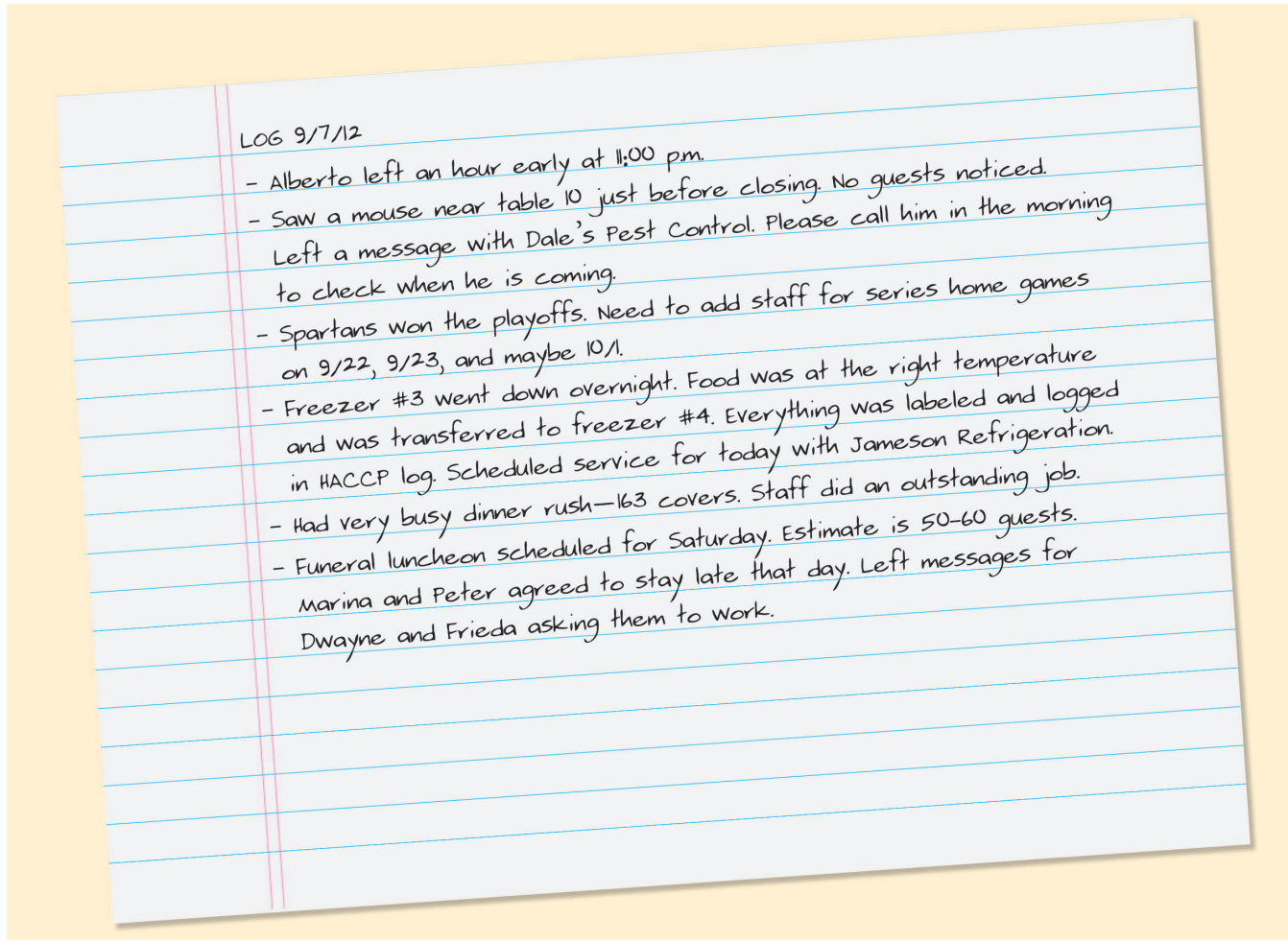
Large restaurant and foodservice operations must typically track much information and use several types of daily manager's logs. However, managers in smaller properties use simpler methods. For example, perhaps the daily reservation journal serves as the manager's log. Also, one simple log may be used for entries by all managers. The log summarizes the most important financial information such as total shift revenue and customer counts and total labor hours on a by-position or by-department basis.

Exhibit 7.12 shows a sample daily manager's log.

While Exhibit 7.12 shows sample entries about staffing issues, information about individual performance, attitudes, and disciplinary actions should not be part of a public record. If such issues occur, record them in the employee's file or other private logs kept in a secure location. Follow the operation's guidelines for recording these situations.

Exhibit 7.12

SAMPLE MANAGER'S DAILY LOG



### CRITICAL INCIDENTS

One purpose of the manager's log is to record **critical incidents**: events relating to food safety, security, police, or emergency services.

There are four main categories of critical incidents:

- **Accidents:** Slips, falls, or other mishaps involving injury or the potential for injury, even when no injuries are visible and the persons involved say they are unhurt.
- **Incidents:** Situations in which a person or persons become involved in unacceptable behavior in the establishment or on the establishment's property; for example, fights.
- **Emergencies:** Situations that involve urgent medical or security threats, such as a customer who collapses or a robbery. An emergency may or may not include rescue squads, 911 or similar emergency calls, and hospital visits.
- **Reports of food problems:** Reports or occurrences of possible allergic reactions, foodborne illness, or foreign materials in food.

The facts relating to critical incidents must be recorded in detail at the time of the incident. The general facts about the incident are usually included in the manager's daily log, with full details recorded in other documents or kept in private files.

Consider these examples of critical incident entries in a manager's daily log:

- Ten-year-old boy ran into lobby door and bruised forehead, 4:50 p.m. Checked forehead, and it seemed to be fine. Gave boy and his eight-year-old sister some promotional helium balloons.
- Yelling in the break room, 10 a.m., between Sam and Jean.
- Man choked on roast beef sandwich, 11:20 a.m., table 7. His companion performed Heimlich maneuver. Man is OK. See incident report.
- Customer found piece of plastic in her salad. Talked with guest; she was fine. Gave her a new salad. Checked back at the end of the meal and brought dessert to her and her friend. See incident report.

Each operation should have guidelines for managing and recording critical incidents. Many operations use a critical incident form to record the details. *Exhibit 7.13* shows a form with information that should be recorded to fully explain a critical incident.

Exhibit 7.13

**SAMPLE CRITICAL INCIDENT FORM**

**Critical Incident Form**

**Instructions:** In any emergency, accident, or situation that may lead to liability, please gather all of this information and print it clearly. If in doubt about what to record, put down as much information as you can, and consult the operation's policies as soon as you can.

If you need room to write, attach additional pages to this form. Also attach any copies of related documents created by others, such as reports.

- Has an accident happened?** If so, what was the nature of the incident? What happened? When did it happen? What else was going on at the same time? (Be as detailed—accident, persons, date, day, and time—and factual as you can.)
- Was there any medical attention needed and given?** Yes \_\_\_ No \_\_\_ (If yes, what happened? What professionals were involved? What did they do? Who was taken where? To what emergency room or to what hospital? What are their names, addresses, phone numbers, and email addresses?)
- Were there any witnesses?** Yes \_\_\_ No \_\_\_ (If yes, write down their names, addresses, phone numbers, and email addresses.)
- What did they see happen?** (Ask them to tell you or write down what they saw.)
- Was security or the police called?** Yes \_\_\_ No \_\_\_ (If so, find out and write down their name, badge, and office, township or jurisdiction they are from, their organization, badge number, etc.)

**Critical Incident Form**

- What actions were taken?** (Describe the actions that you or others took in response to the incident.)
- Were there any unusual conditions?** Yes \_\_\_ No \_\_\_ (If so, describe the weather, floor, equipment, temperature, and any other element that may have influenced what happened.)
- What was the nature of the accident?** (Was there any faulty equipment, improper use of equipment, poorly trained employees, ignorance of safety procedures, employee negligence?)
- Was any work lost?** Yes \_\_\_ No \_\_\_ (If yes, explain if there was any faulty equipment, improper use of equipment, poorly trained employees, ignorance of safety procedures, employee negligence.)
- Were any insurance claims filed?** Yes \_\_\_ No \_\_\_ (If so, indicate what companies were used and any relevant information about the claims.)
- Were any workers' compensation claims filed, or do you think they will be filed?** Yes \_\_\_ No \_\_\_ (Are there any possible permanent injuries? If so, what are they and to whom?)
- Record your name as the person who completed this report and the date.**  
Name \_\_\_\_\_ Date \_\_\_\_\_

Basic details should be recorded for each critical incident:

- Description of the situation and people involved, including names, date, and time.
- Names and contact information of witnesses.
- Any other important information such as employees following or not following normal procedures.

- The names and badge numbers of any police who come in response to the incident. When someone is sent to the hospital, the name of the hospital, ambulance company, and persons who operated the ambulance should be recorded. It is not necessary, however, to record all the information that may be necessary on hospital, insurance, or other legal forms.

This detailed information should be placed in a confidential file that will not be read by other employees and managers.

Critical incidents that involve unacceptable or excellent employee behavior may also be recorded in other private logs or in employee files. Always follow the operation's requirements for managing, recording, and reporting critical incidents.

### Reports to Upper Management

Recall that managers in charge of daily shifts use a manager's daily log to report important information to others, including upper-level managers. This information is very important and will be used to monitor and make decisions about operations.

Restaurant and foodservice managers should know what information their own managers want. Much, but not all, of this information will be financial data. Information about critical incidents will also be important. Note: *Much of the financial information in these reports can also be used by the management team for budgeting, problem solving, decision making, and other purposes.*

Managers in multi-unit restaurant or foodservice organizations will likely need to develop a detailed list of information on a by-shift, daily, or other basis. Much of the financial information may be sent electronically from the operation's point-of-sale system to the organization's central offices. This is often sent in a template, or format, determined by upper-level managers. For example, spreadsheets are often used to report revenue and cost information on a daily, weekly, monthly, and year-to-date basis.

Managers must learn what information is desired by upper management and then develop a process to collect it and send it on a timely basis. Managers need to keep copies of all reports sent to upper-level managers and be prepared to answer any questions about the information in the reports. Questions can be minimized by ensuring the reports clearly explain the data presented. This is important because critical-incident reports often describe unusual situations.

Operation guidelines will indicate persons to whom upper-level management reports should be sent. These reports should be treated confidentially and should be shared only with those permitted by company guidelines.

## Manager's Memo

Unresolved problems can create some emergencies. For example, if managers ignore an unsanitary condition in the kitchen, a foodborne-illness outbreak could occur. An unsanitary condition is a problem, but a foodborne-illness outbreak is an emergency.

Not all emergencies result from unsolved problems. Sometimes they just happen. Tornadoes, hurricanes, floods, and other natural disasters do not result from problems in the operation. In these cases, managers can concentrate only on minimizing effects by properly handling the unexpected event.

## MANAGERS PLAN FOR EMERGENCIES

An **emergency** is a sudden or unexpected situation that can cause injury, death, or property damage, or interfere with normal activities. Managers must know how to effectively manage emergencies to minimize the chance of disastrous outcomes.

Restaurant and foodservice emergencies can affect owners, managers, employees, customers, and the public (sometimes all at once).

Establishments can often survive emergencies that are handled properly and, in a severe situation, a proper response can even save lives.

Some managers think that because emergencies occur without warning, they cannot be planned for. However, professional managers prepare for them with detailed plans. An establishment's reaction to an emergency must be planned before the event happens. A priority must be placed on actions that can protect people, help emergency services resolve the immediate problem, and calm the situation.

The key to managing emergencies is to have a plan before the emergency occurs and to practice it. Then if an emergency does occur, managers and employees will know what to do.

### Types of Emergencies

Emergencies can be preventable or unpreventable. A **preventable emergency** is one that may be prevented from happening, such as a fire or foodborne illness. An **unpreventable emergency** is one that cannot be prevented, such as a natural disaster.

*Exhibit 7.14* shows some of the most common types of preventable and unpreventable emergencies that impact restaurant and foodservice operations. It also provides a summary of actions that can be taken to manage the emergencies.

## Exhibit 7.14

## COMMON TYPES OF RESTAURANT AND FOODSERVICE EMERGENCIES

<b>Fire</b>	Many fires can be prevented. Proper installation of equipment and fire suppressant systems in the kitchen hood and easily accessible placement of fire extinguishers can prevent most fires from spreading. Periodic checks of electrical and gas systems can prevent many fires from starting. Only in rare cases, such as a lightning strike, can a fire not be prevented.
<b>Foodborne illness</b>	Most foodborne illnesses can be prevented. Managers should be trained and certified in food safety and should implement training programs so employees will correctly handle and store food. The use of a Hazard Analysis and Critical Control Point (HACCP) program within the establishment is also beneficial. The HACCP system is used to control risks and hazards during the flow of food through a restaurant or foodservice operation.
<b>Armed robbery</b>	Armed robberies cannot be prevented, but they can be deterred. Most robbers are after a quick and easy strike and will survey a location before they rob it. They are primarily after cash; therefore, money should be handled properly. If customers pay cash, the cashier station should be away from the front door and periodic drops should be made into the safe. A video surveillance system is also a good deterrent. An effective control system would involve servers collecting payment from guests and turning in their receipts after their shift. This way, the money is dispersed throughout the operation because some servers will be in the dining room taking orders and others in the kitchen picking up orders. Accounting for cash should be done in the manager's office, and the cash that is collected should immediately be put into a locked safe. In the event of a robbery, employees should never resist a robber. Procedures should emphasize the safety of employees and customers.
<b>Gas leak</b>	Although rare, gas leaks can be deadly, but they are preventable. Gas equipment should be properly installed by a licensed technician. All gas lines and couplings should be inspected monthly. Pilot lights should be inspected daily to ensure they are working properly.
<b>Terrorist attack</b>	Terrorists can contaminate the water or food supply. The U.S. Department of Homeland Security has named restaurants and hotels as "soft" targets of terrorists. Regrettably, at this time there is no way to prevent a terrorist attack or to know what form it will take. Managers and employees should be alert and report any suspicious activity to the authorities. Also, they should purchase all food and beverages from vendors that they know and trust.
<b>Natural disaster</b>	While some advance notice may be given about natural disasters, many occur with little warning. Managers should learn whether their area is likely to experience certain types of weather, such as hurricanes or tornados, and prepare as best they can if an event is forecast (e.g., boarding up windows and securing fixtures and furniture). Managers must rely on their emergency management plans to help ensure the safety of customers, employees, and property.

### Written Emergency Plans

Emergencies can happen quickly such as fires, explosions, or robberies, or they can occur over several hours or more as in the case of a foodborne-illness outbreak. They can also occur over many months or even years, as in the case of lawsuits.





**KEEPING IT SAFE**

Portable fire extinguishers can be used for two different purposes: to control or put out small fires and to keep exit routes clear of fire.

Some employees feel a false sense of security when fire extinguishers are available. In fact, there is much risk involved because fires can increase in size quickly and block the exit route of the person using the extinguisher. Also, portable extinguishers have limited contents that can be used up in a few seconds.

Before a fire extinguisher is used, it is important to make a quick risk assessment:

- Is the fire too big?
- Is the air safe to breathe?
- Is the area hot or smoky?
- Is there a safe way out?

The employee must quickly answer these questions to determine if it is safe to stay and use the fire extinguisher. Managers should train employees to be very careful and conservative as they make this almost instantaneous decision.

**THINK ABOUT IT . . .**

If every employee understands emergency management procedures, can any employee represent the organization during an emergency? What image do you want the public to have of your operation during an emergency?

Effective managers do not think about what to do when emergencies happen. Instead, they develop plans for them and communicate the plans to everyone before they occur. Emergency plans should include a written policy that clearly identifies how to handle each type of potential emergency. The policy should include this key information:

- A list of roles and responsibilities of those who will be part of the plan.
- A list of key contacts.
- Procedures for sharing information.
- A requirement that news media be referred to a specific contact person such as the owner or corporate offices. Employees should not talk to the media, and media should not normally be allowed on-site.
- Responsibilities for completing paperwork.
- Plans to provide training in emergency plans to all employees.

Some emergencies will involve evacuation. An **evacuation** is the process of removing customers and employees from the building when an emergency occurs. Managers cannot usually do this alone, but responsibilities for assisting should be delegated to a position, not a specific employee. Employees change, especially with multiple shifts, while positions do not. To ensure an evacuation is done successfully, the plan should include the following steps:

- A drawing should be made of the establishment showing all exits, routes to access those exits, and alternate routes in case an exit is blocked. The drawing should be posted throughout the building.
- When an emergency occurs, call the emergency number in the area without delay and tell the location, explain exactly what the problem is, and indicate the approximate number of people involved.
- A manager should be designated to secure all cash and other valuables if it is safe to do so.
- A manager or lead employee should be designated to meet arriving emergency personnel and repeat information about the problem and number of persons involved.
- A location outside the building should be designated for everyone to assemble. This should be located some distance from the establishment, perhaps in the parking lot of a neighboring business.
- Employees and customers should immediately be evacuated in a calm and orderly manner. Servers should be instructed to lead customers seated at their stations to the assembly area. A chef or lead cook should be designated to make sure everyone is evacuated from the kitchen and

back-of-the-house areas. Another employee should be designated to check the restrooms and assist anyone there in leaving.

- All employees should practice the plan on a regular basis, and it should be part of the orientation and training procedures for all new employees.

The roles and responsibilities required to follow through on the emergency plans should be in writing. Remember to indicate the responsibilities by position, not by employee name.

### Other Emergency Concerns

The establishment should maintain a current list of key contacts next to every phone. A **contact list** includes key persons to be notified in the event of an emergency. Other useful contacts are the fire department, police, health department, an electrician, a plumber, and a security company, if applicable.

Another policy to define in advance of an emergency relates to how information will be shared. Restaurant and foodservice managers should always cooperate fully with local government officials. However, some managers are concerned about fines or other penalties if they are in some way responsible for all or part of the emergency.

Local health departments, fire code inspectors, and other officials protect citizens' interests. By cooperating with these officials and sharing information, managers enable them to complete their tasks quickly and efficiently and correct the problem so it does not recur.

### What Information to Share with the News Media

Restaurant and foodservice managers must be careful as they consider what and how much emergency information to share with the news media. Many large organizations have media relations departments to assist with the management of news media during emergencies.

Only one person should interact with the media, and this person should be designated in the operation's media policy. A **media policy** is a strategy developed to guide interactions with newspaper, television, and radio reporters about the establishment's response to an emergency.

The person representing the establishment to the media will depend on the emergency. If it is a lawsuit, the legal firm representing the operation would be the logical voice. If the emergency involves destruction of property or a customer illness, an owner or manager would be the most likely spokesperson. When talking to the media, the spokesperson should be

brief and focus on the positive to get customers back into the establishment. In no case should employees be allowed to talk to the media. They should be instructed to refer all questions to the designated person. The way the designated spokesperson interacts with the media will help in the establishment's recovery efforts.

If possible, the media should be kept off the property, and they should not be allowed to take photos or videotape. However, they can do so from the street or other public spaces.

**THINK ABOUT IT . . .**

Why would it benefit a restaurant or foodservice manager to practice ways of communicating with the news media before an emergency occurs?

**More about Policies and Paperwork**

An operation needs a written policy for all aspects of managing emergencies. It should be included in the employee handbook and addressed in every employee's training. Role-play activities can be used in management training to ensure everyone is prepared to act in any emergency.

All employees need to know "who is responsible for what" so they can fulfill their responsibilities if an emergency occurs. They should be trained so they can react quickly. In an emergency, the stress level is high, so the establishment will benefit from a trained and prepared staff.

After an emergency is over, there will be paperwork to complete. Forms from government agencies, insurance companies, and in the case of a chain operation, reports to the home office will most often be required. A meeting with everyone involved should also be held to evaluate the plan that was used. Did things happen as expected? What did not work as well as it should have? What needs to be improved?

Unfortunately, the effectiveness of an emergency plan, even if it is practiced many times, is unknown until it is needed. After the meeting, any policy affected by changes should be rewritten based on what was learned.

**SUMMARY**

1. Describe how restaurant and foodservice managers should establish priorities.

Restaurant and foodservice managers do many things, and they must establish priorities. One guideline is to give priority to tasks based on the operation's goals. Another is to classify tasks based on importance and urgency and then do the most important (not necessarily the most urgent) tasks first.

2. Describe procedures used by restaurant and foodservice managers to develop and use two important operating tools: policies and procedures.

Policies help managers make consistent decisions about issues that occur frequently. Policies should have a clear purpose. When practical, a team effort to develop policies is useful.

Procedures tell how to correctly perform a task. When possible, they should be developed with team input. Standard operating procedures (SOPs) should be easy to understand and should consider the knowledge and skills required to perform the task. Policies and procedures should be carefully written, featured in employee training, and kept current.

**3. Explain a basic approach that managers can use to resolve operating problems.**

A basic eight-step process can be used to resolve problems. The problem-solving model begins with (1) defining the problem, (2) determining its cause, and (3) determining and analyzing solution alternatives. The approach continues with (4) selecting the best solution, (5) developing an action plan, (6) implementing the plan, (7) evaluating the results of the plan and (8) documenting the problem and solution for future reference.

**4. Describe how restaurant and foodservice managers should develop and submit reports to upper management.**

Managers use procedures to maintain positive relationships with their own bosses. Effective communication is a key to this.

Managers can use a manager's daily log to report to other managers and improve communication between shifts. This report will include financial and operating information including an overview of any critical incidents.

Managers must be aware of other information, much of which is likely to address financial issues, that is desired by their own manager. They must then develop a process to collect and route this information to their manager on a timely basis.

**5. Review procedures that restaurant and foodservice managers should use to plan for and manage emergencies.**

While managers cannot know when emergencies will occur, they should plan for the most common types. Restaurant and foodservice emergencies may include fire, foodborne illness, armed robbery, gas leaks, and natural disasters.

Emergency plans should indicate the responsibilities of employees in certain positions and include procedures for evacuation from the building.

Restaurant and foodservice managers should develop a media policy that indicates how an appointed person should interact with the media in response to an emergency.



## APPLICATION EXERCISES

### Exercise 1

Break into teams of three. First, indicate the priority the manager should give to each type of problem. Then brainstorm examples of possible activities that would fall into each category shown below.

1. Activities that are urgent but not very important.
2. Activities that are not urgent but important.
3. Activities that are urgent and important.
4. Activities that are not urgent and not very important.

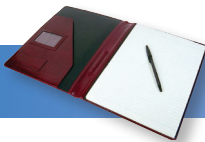
### Exercise 2

Break into teams of several students and discuss examples of situations where you were working in or visiting an establishment that should have been written up in a manager's daily log.

What might you have done and what would you have written about these situations?

Situation for Manager's Daily Log	How You Would Handle the Situation

## REVIEW YOUR LEARNING



Select the best answer for each question.

1. Managers should set their priorities to work on which type of tasks first?
  - A. Urgent but not important
  - B. Important but not urgent
  - C. Both urgent and important
  - D. Neither urgent nor important
2. Duties that are part of a job are included in which document?
  - A. Employee handbook
  - B. Task breakdown
  - C. Operation policy
  - D. Task list
3. Standard operating procedures should be developed
  - A. by a higher-level manager.
  - B. by the operation's legal counsel.
  - C. by a team of managers and employees.
  - D. by a cross-functional team of managers.
4. The problem-solving model includes the step of identifying
  - A. the person to blame for the problem.
  - B. the best alternative solution to implement.
  - C. how other establishments solve the problem.
  - D. a priority on selecting the cheapest alternative.

5. Which of the following are needed in action plans to resolve problems?
  - A. Policies
  - B. Costs
  - C. Goals
  - D. Steps
6. When analyzing different alternatives to solve a problem, which is the best solution?
  - A. Least expensive
  - B. Least complicated
  - C. Most immediate
  - D. Most likely to work
7. Information posted in a manager's daily log should
  - A. include facts to protect the operation from legal liabilities.
  - B. consist of problems that involve financial matters.
  - C. include in-depth descriptions of critical incidents.
  - D. focus on data that will help managers in the long term.
8. Responsibilities for assisting in an emergency should be delegated to a specific
  - A. employee.
  - B. manager.
  - C. department.
  - D. position.
9. Procedures for emergency evacuations should
  - A. be handled by the manager on duty.
  - B. be delegated by position, not by employee.
  - C. ensure customers leave before employees.
  - D. require an order by a police or fire official.
10. The establishment's contact person for an emergency should be
  - A. the same person regardless of the type of emergency.
  - B. the employee who made the call to emergency services.
  - C. the manager of the department affected by the emergency.
  - D. the person identified in the operation's media policy.



## FIELD PROJECT

### Part III

1. Interview the manager of a local establishment in order to learn how he or she resolves operating problems.
2. How does the manager identify potential causes of problems that have never occurred before?
3. How does the manager decide whether to personally resolve an issue or enlist employee assistance?
4. How does the manager evaluate potential solutions to solve problems?
5. If the manager has used the advice of entry-level employees about a problem solution and it did not work, what did the manager say to those employees?