



By: Melissa Miyoshi

Mia Kuo

Thoemaas Lozier

Evrin Yakupoglu

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Human Resource Management PWF



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A 1

- Concept
 - Our vision is to have PishPosh be the social hub of the community. Be it a small luncheon, grabbing a quick bite, or just sitting and relaxing with friends, PishPosh serves as a source of the extraordinary amidst the everyday mundane.
 - PishPosh is a small café that offers quality coffee and tea, sandwiches, soups and baked goods. Our baked breads, pastries, and soups are made in house. Our coffee selection is from Thailand and Vietnam and our tea is imported fresh from China, Japan, and Europe. The atmosphere is a very calming, relaxing and new age.
- Service type
 - Our service type is an upscale, fast-casual café. Orders are taken at the beginning and then picked up at the end of the counter. We have bussers who go through and clean up as customers leave and will also have trash cans and a dish area.

● Hours of operation	
○ 7am – 5pm Monday through Saturday.	
○ 7am- 3pm Sunday	
● Seating capacity 35 -45 seats	
○ Couches in lounge area	
○ 35 seats	
▪ 5 two tops	
▪ 4 four tops	
▪ 8 bar seats by the window	



<ul style="list-style-type: none"> Estimated Guest check average 	Example checks
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Breakfast \$12 per person 	Breakfast
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Lunch: \$15 per person 	Coffee \$ 4.50
<ul style="list-style-type: none"> Estimated number of covers/ guests 	Pastry \$ 5.00
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Monday- Friday 	Fruit \$ 2.50
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> Breakfast: 170 	Total \$12.00
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> Lunch: 140 	Lunch
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Saturday 	Tea \$ 4.50
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> Breakfast: 190 	Sandwich \$ 7.00
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> Lunch: 160 	Cup of soup \$ 3.50
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Sunday 	Total..... \$ 15.00
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> Breakfast: 180 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> Lunch: 120 	
<ul style="list-style-type: none"> Anticipated weekly and annual sales volume 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Weekly Breakfast \$12 X 1220 = \$14,640 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Weekly Lunch \$15 X 980 = \$14,700 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Total weekly \$14,640 + 14,700 = \$29,349 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Annually Breakfast \$12 X 1220 X 52= \$761,280 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Annually Lunch \$15 X 980 X 52 = \$764,400 	
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Annual Revenue \$761,280 + \$764,400 = \$1,525,680 	



- **Demographics**

Total Population	399,457	100%
Population by Race		
American Indian and Alaska Native alone	1,195	0.30%
Asian alone	3,955	0.99%
Black or African American alone	76,880	19.25%
Native Hawaiian other pacific native alone	85	0.02%
Some other race	16,684	4.18%
Two or more races	10,740	2.69%
White	289,920	72.58%

Population by Hispanic or Latin origin (of any race)		
Person not of Hispanic or Latino origin	120,001	30.04%
Person of Hispanic or Latino origin	279,456	69.96%

Population by Gender		
-----------------------------	--	--



Female	200,530	50.20%
Male	198,927	49.80%

Population by Age		
Person 0 to 4 years	23,882	5.98%
Person 5 to 17 years	49,564	12.41%
Person 18 to 64 years	262,024	65.60%
Person 65 years and over	63,987	16.02%

- Location Downtown Miami Florida
 - 145 E Flagler St, Miami, FL 33131



"Google Maps." *Google Maps*.
N.p., n.d. Web. 13 Mar. 2017.
<[https://www.google.com/maps/pl](https://www.google.com/maps/place/145+E+Flagler+St,+Miami,+FL+33131/@25.774463,-80.1931304,17z/data=!3m1!4b1!4m5!3m4!1s0x88d9b69c285e5bef:0xdf6c73ff57fe2ab7!8m2!3d25.774463!4d-80.1909417)

[ace/145 E Flagler St, Miami, FL 33131/@25.774463,-80.1931304,17z/data=!3m1!4b1!4m5!3m4!1s0x88d9b69c285e5bef:0xdf6c73ff57fe2ab7!8m2!3d25.774463!4d-80.1909417](https://www.google.com/maps/place/145+E+Flagler+St,+Miami,+FL+33131/@25.774463,-80.1931304,17z/data=!3m1!4b1!4m5!3m4!1s0x88d9b69c285e5bef:0xdf6c73ff57fe2ab7!8m2!3d25.774463!4d-80.1909417)>.



B 2

Sign: Florida		EMPLOYEE WORK SCHEDULE														
# Sign: 45																
DATE: 10/11/2017																
Covers																
	Breakfast															
	Lunch															
	Monday	Hours	Tuesday	Hours	Wednesday	Hours	Thursday	Hours	Friday	Hours	Saturday	Hours	Sunday	Hours	Total Hours	
	BOH															
</																



B 3

Job Description

Job Title: Pastry Chef/ Exempt	Revision Date: January 1 st 2017
Department: Back of House/ Kitchen	Reports to: General Manager
Grade:	
Hours: Monday to Friday 7 AM to 5 PM	Supervises: Line Cook, Prep Cook
Saturday, Sunday 7 AM to 3 PM	

Job Summary

To lead the pastry department's operations and productions daily. To develop and uphold the quality of the products. To optimize profits by controlling food cost and production.

Demonstrates leadership skills. Committed to exceeding guest expectations.

Job Duties

1. Manages full shift responsibilities in absence of the Executive Chef. Manages all the pastry production ensuring the Pish Posh Café's quality and service standards.
2. Checks all the operation collectively with the Executive Chef to ensure there is no violation of food safety in the kitchen area and the service counters. Supervises the employees on sanitation of food and beverage products.
3. Ensures all the equipment in the kitchen and the service counter areas are used, cleaned and held properly. Trains employees on the equipment that are used in the property to raise the efficiency in the kitchen.
4. Checks in the pastry departments deliveries ensuring the company is billed properly according to the amounts, costs, and quality of the products.
5. Manages the usage of the products and the equipment according to the job. Distributes the production and the produced goods according to the predicted covers.



6. Prepares daily pastry production as necessary. Orders produce daily as required. Works collectively with the Executive Chef as needed.
7. Controls the production and the cost. Does inventory and checks the placements of the goods in the property (pastry fridge, freezer, chocolate shelf, liquor room, pastry lowboys) to control the cost and the proper usage of the products.
8. Communicates all repair and maintenance issues to the Executive Chef.
9. Ensures safe working environment to reduce the risk of injury and accidents.
10. Supervises all pastry department activities and staff.

Contacts:

- | | |
|------------------|-------------------|
| • Executive Chef | • Bussers |
| • Line Cooks | • Dishwashers |
| • Prep-Cooks | • Customers |
| • Manager | • Board of Health |
| • Cashier | |

Job Specifications:

- 4 Years Culinary/Baking School Degree preferred
- 2 years Culinary/Baking School education required
- Minimum 2 years of experience in a full-service restaurant or a bakeshop
- Required to pass ServSafe certification
- Verbal and people development skills
- Must have working knowledge of all positions and machinery

Environment

- Requires ability to work in both hot (hot line) and cold (walk-in) places.



- Ability to be comfortable and safe working with sharp objects in the work place.
- Expected to be able to work with edible (apple pectin) and non-edible (cleaning materials) chemicals.

Ensures to report to the manager if he/she has any allergies of any of these chemicals being used in the work place.

Physical Requirements

Ability to lift and/or move up to 30 lbs. Vision abilities to include: distance, color, depth, peripheral, and the ability to adjust focus. Taste and smell abilities. Regular use of hands to fingers; handles or feels objects, tools, heat, cold, pain or controls; reach with hands and arms. Able to work in cold and hot environments. Standing and walking 8 hour shifts. If you need further accommodations from the company to clarify any of the requirements in order to ascertain your eligibility, please consult Management prior to signing this job description.

A couple of policies are called to your attention. Pish Posh Café, prohibits the use of drugs and alcohol while in the workplace or on restaurant property. Also, sexual harassment and harassment based upon race, color, national origin, religion, age, gender, sexual preference or disability is prohibited and will not be tolerated.

I have reviewed this job description and am able to perform the essential functions of the job under the described conditions.

Approval Signatures:

Executive Chef..... Date:.....

Manager..... Date:.....

Applicant..... Date:.....

Template From Moodle, TGIF position description



B 4



Job Description

Job Title: Line Cook/Non- Exempt	Revision Date: January 1 st 2017
Department: Back of House/ Kitchen	Reports to: General Manager
Grade:	
Hours: Monday to Friday 7 AM to 5 PM	Supervises: Prep Cook
Saturday, Sunday 7 AM to 3 PM	

Job Summary (Primary Duties)

To cook, prepare and ensure all the needs of the daily production and service under the supervision of the Executive Chef. Committed to exceeding expectations of the guests and Pish Posh Café's quality.

Job Duties

1. Performs the needs of the production for the daily service according to daily production list which comes from the Executive Chef. Heats, prepares, and serves savory and pastry items.
2. Ensures all the equipment in the kitchen and the service counter areas are used, cleaned and held properly.
3. Places the goods in the right storage units after the delivery comes in and get checked by the Executive Chef.
4. Performs FIFO (first in first out) during all the production and regulates the placement of the goods according to FIFO.



5. Ensures the proper usage of all the products by communicating with the Executive Chef.
6. Prepares daily savory production as necessary. Orders produce daily as required. Works collectively with the Executive Chef as needed.
7. Communicates all repair and maintenance issues to the Executive Chef.
8. Ensures safe working environment to reduce the risk of injury and accidents.
9. Shows up on time ready to work and free of the influence of any drug. Maintains a drug-free work environment at all times.

Contacts

- Executive Chef
- Pastry Chef
- Line Cooks
- Prep-Cooks
- Manager
- Cashier
- Bussers
- Dishwashers
- Board of Health
- Customers

Job Specifications

- 2 years Culinary School Degree preferred
- High School Degree education required
- Minimum 6 months of experience in a full service restaurant
- Required to pass Serv Safe certification
- Verbal and people development skills

Environment

- Requires ability to work in both hot (hot line) and cold (walk-in) places.
- Ability to be comfortable and safe working with sharp objects in the work place.



- Expected to be able to work with edible (apple pectin) and non-edible (cleaning materials) chemicals.

Ensures to report to the manager if he/she has any allergies on any of these chemicals been used in the work place.

Physical Requirements

Ability to lift and/or move up to 30 lbs. Vision abilities to include: distance, close, color, depth, peripheral and the ability to adjust focus. Taste and smell abilities. Regular use of hands to finger; handles or feels objects, tools, heat, cold, pain or controls; reach with hands and arms. Able to work in cold and hot environments. Standing and walking 8 hour shifts.

If you need further accommodations from the company to clarify any of the requirements in order to ascertain your eligibility, please consult Management prior to signing this job description.

A couple of policies are called to your attention. Pish Posh Café, prohibits the use of drugs and alcohol while in the work place or on restaurant property. Also, sexual harassment and harassment based upon race, color, national origin, religion, age, gender, sexual preference or disability is prohibited and will not be tolerated.

I have reviewed this job description and am able to perform the essential functions of the job under the described conditions.

Approval Signatures:

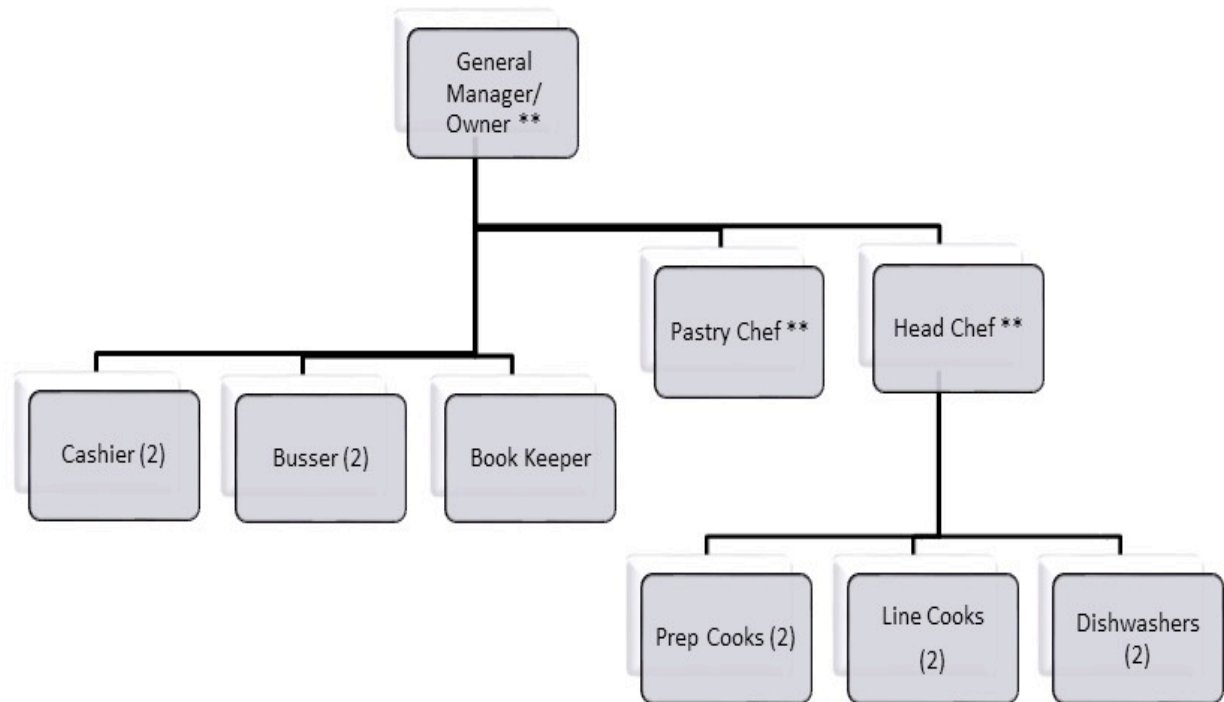
Executive Chef.....	Date:.....
Manager.....	Date:.....
Applicant.....	Date:.....

Template From Moodle, TGIF position description



C 5

Organizational Chart



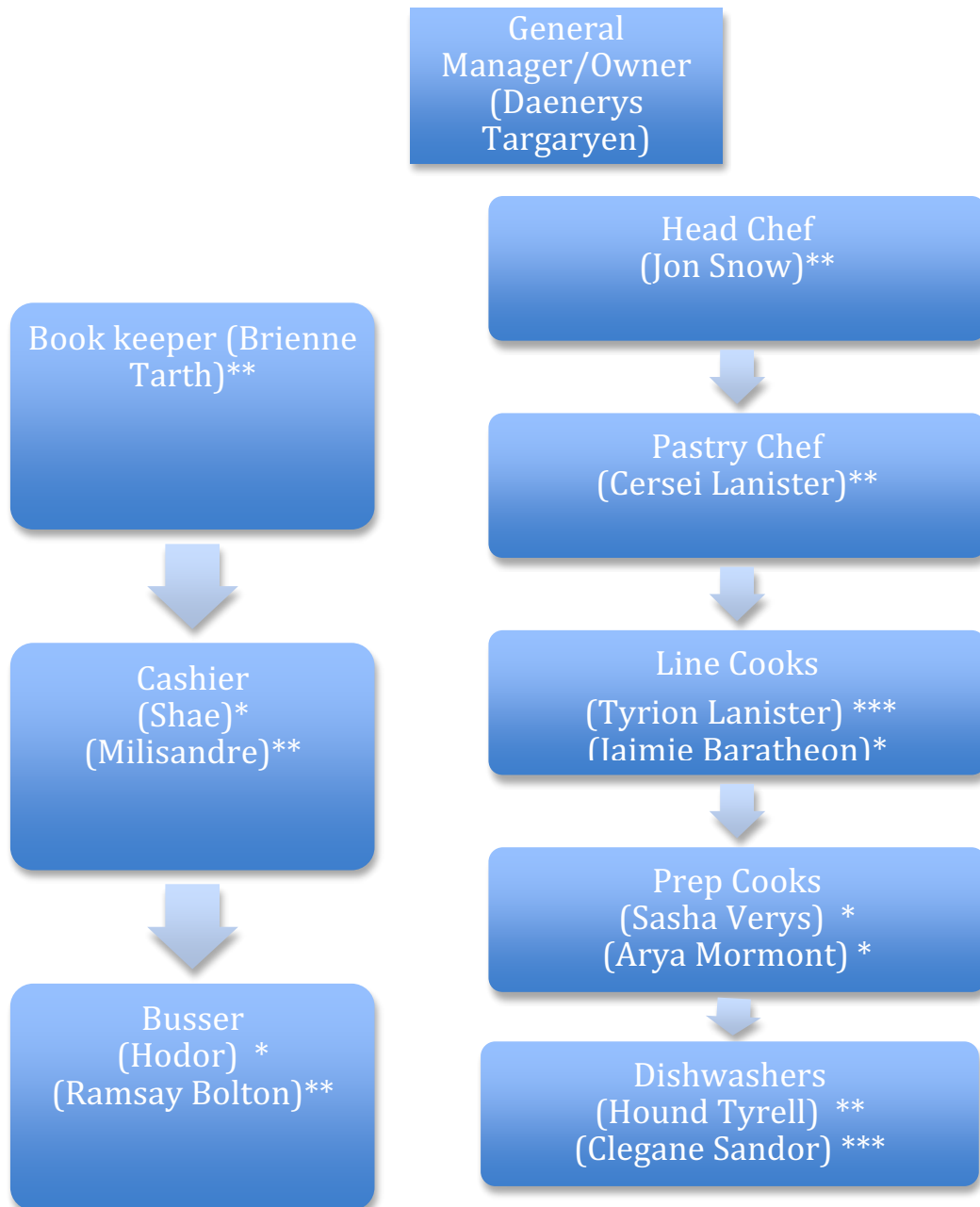
** Exempt Positions

- All others are Non-Exempt Positions



C 6

Succession Chart



Promotability Index

* Needs considerable Training

** Needs Some Training

*** Currently Ready



C 6

Succession Planning

Within 6 Months	*
Within 1 year	**
Within 18 months	***
Within 2 years	****

Name	Position		Comments: Training, Experience Needed
Tyrion Lanister	Line Cook	***	Management and finance training
Sasha Vervys	Prep Cook	*	Food safety training, efficiency, sense of urgency.
Milisandre	Cashier	*** *	Requires interpersonal skills, time management training.
Hound Tyrell	Dishwasher	**	Knife skills, Food safety training

A succession chart is important because it allows management to organize the staff, as well as have a plan in place if a key staff member is no longer in their position. Succession planning helps management know what gaps are left behind and how to fill vacancies left by employees who are retiring, leaving their position, are being prompted, etc. This planning also helps smooth out any issues regarding the need to cross train, filling “call out” positions, retention, and the training program. Having an effective succession plan provide organizational stability and sustainability by ensuring that there is an established process to meet staffing requirements. Pish Posh’s management team will demonstrate its exceptional leadership by having the strategies and processes in place to ensure that these transitions occur smoothly, with little disruption to the company.

“Succession Planning Step-by-Step.” Succession Planning for Financial Advisors (2014): 147-70. Web



C 7

Recruiting Internally Vs Externally

Pish Posh will be recruiting externally, since we are a new business, utilizing the local colleges (job fairs, contact with placement counselors, guest speakers, hospitality management programs), employment agencies, student organizations, open job fairs, employees at other hospitality companies or service-oriented organizations that you meet while dining out, shopping, or doing other day-to-day activities. We hope to recruit locally, around the downtown Miami, Florida area. We will use internal recruiting only when our management team at Pish Posh feels we are ready to expand our operation, possible opening restaurants in new locations. Internal recruiting will also be considered if our employees have goals to be in a managing position or higher position.

Recruiting Approaches & Methods:

- Open Job fairs
- Head Chef/ GM guest speak at colleges
- Posting job openings
- Employee referrals from trusted individuals
- Recruit interns
- Bring a colleague to work- stage
- Ask during the interview for the names of other good individuals who they know
- Social media



C 7



Sample Recruiting Announcement

Pish Posh Café
145 E Flagler St, Miami, FL
33131

Phone (123)456-789
PishPoshHR@culinary.com
www.PishPoshcafe.com

NOW HIRING!

*Pish Posh Café is now accepting applications for **LINE COOK** position at our brand new location in Downtown Miami, Florida.*

We are a (casual modern café), looking for experienced individuals who are willing to work 11:00AM- 5:00PM.

Benefits include Medical & Dental insurance, Social security, Disability and more.

Pay starts at \$13.00 per hour, with opportunities to advance within the company.



C 8

Interview Questions

- Are you legally eligible to work in the United States?
- Are you able to perform all aspects of the job?
- Do you have reliable transportation?

Head Chef

- What do you think are the best attributes of a leader?
- How would your employees describe you?
- What are your three strongest assets?
- Why do you think it is hard to motivate your employees in today's environment?
- How many employees have you fired and why?
- What changes have you made in the last twelve months that improved your past business?
- What type of training program did you have for your employees?
- Did you ever take a unpopular stand?

Pastry Chef

- Are you willing to consistently work early mornings?
- Are you able to train employees?
- What do you think are the best attributes of a leader?
- How would your employees describe you?
- What are your three strongest assets?
- Why do you think it is hard to motivate your employees in today's environment?



- Did you ever take an unpopular stand?

General Manager/ Owner

- What do you think are the best attributes of a leader?
- How would your employees describe you?
- Why do you think it is hard to motivate employees in today's environment?
- What changes have you made in the last 12 months that improved your past business?
- What training program did you have for your employees?
- Did you ever have to take an unpopular stand?
- How many people did you fire at your last job?

Cashiers

- How many years of experience working with customers do you have?
- Were you full time or part time at your last job?
- Why do most cashiers quit their job?
- How would your previous employer and coworkers describe you?
- How would you handle a guest that isn't happy with their experience?
- Suppose your supervisor had a task for you and told you to do it a certain way but you have a more efficient way to complete the task, what would you do?
- What are your three strongest assets? Weaknesses



General Staff

- How many years of experience do you have in the restaurant industry?
- How longer were you with your previous employer?
- Were you a full time or part time worker?
- Why did you leave your last job?
- Do you have any other jobs?
- Do you have reliable transportation?
- How many times were you late and/or absent from work?
- How many hours are you looking for?
- How would your former boss and coworkers describe you?
- How much notice did you give your last job?
- Did your last company have quality product?
- Where do you see yourself in 5 years, 10 years, beyond that?
- Can you lift more than 50 pound's multiple times over a workday?
- Are you able to stand for 8-10 hours without respite?
- Suppose your supervisor insisted you do something a certain way but you knew you had a more efficient way to execute the task, how would you go about it?

Dish Washers

- Are you good at multitasking and can you give examples?
- Are you willing to learn how to prepare food?



Line Cooks & Prep Cooks

- Did you go to a culinary school?
- Do you have current ServSafe certification?
- Have you had experience in writing menus?
- What are your thoughts on FIFO?
- Can you give an example of stepping up when things did not go as planned?
- What are your views on coming to work on time and being dependable?
- Suppose your supervisor insisted you do something a certain way but you knew you had a more efficient way to execute the task, how would you go about it?
- What are your three strongest assets? Weaknesses?

“Woods, Robert H., Misty M. Johanson, and Michael Sciarini. Managing Hospitality Human Resources. East Lansing, MI: American Hotel & Lodging, Education Institute, 2012. 423-27. Print. Chapter 3 (pages 106-107).



D 9

Selection Process

At Pish Posh we are going to ensure that each employee is chosen fairly based on the requirements of the job. We plan on using the *multiple hurdle strategy* for the selection process to make sure that we are securing employees that will be a good fit in our establishment. We will first start the process by looking at if the applicant can or cannot work the desired hours. This is necessary because we are only open from the morning to early evening. We will then eliminate, servers, and cook position applicants who have no restaurant, cafe, bakery, or other food service experiences in an attempt to get more experienced and efficient employees. After making it through the application process, we will validate their experiences through their references. If everything is correct on their application then we will interview them and use the questions from section C. When the interview is completed, we will then conduct a background check. Finally, we will select the best candidate and then make an offer.



D 9

Pre-Employment Testing

- 1) Value and Decision Making, Situational Honesty Testing
 - a) For all our staff, we would like to gauge their values on honesty and ability to solve problems by presenting them with hypothetical scenarios and having them tell us what they feel is the right thing to do.
- 2) Written Testing (Written Stage)
 - a) For our wait staff applicants, we would like to test their ability to quickly and accurately make change, add check totals, and split checks, within reason, without a calculator.
- 3) Reference Check
 - a) All professional references recorded on the employee's application will be contacted to ensure that they are being honest about their previous work experiences
- 4) Background Check
 - a) We will conduct a background after a job has been offered
- 5) Drug Testing
 - a) All applicants after accepting the job must go through mandatory drug testing



D 10

Employment Application

APPLICANT INFORMATION										
Last Name				First				M.I.	Date	
Have you ever worked for this company under a different name?										
Street Address							Apartment/Unit #			
City				State				ZIP		
Phone				E-mail Address						
Date Available						Desired Salary				
Position Applied for										
Are you a citizen of the United States?			YES <input type="checkbox"/>	NO <input type="checkbox"/>	If no, are you authorized to work in the U.S.?			YES <input type="checkbox"/>	NO <input type="checkbox"/>	
Have you ever worked for this company?			YES <input type="checkbox"/>	NO <input type="checkbox"/>	If so, when?					
Do you have a reliable source of transportation?				YES <input type="checkbox"/>			NO <input type="checkbox"/>			
EDUCATION										
High School				Address						
	Did you graduate?		YES <input type="checkbox"/>	NO <input type="checkbox"/>	Degree					
College				Address						
	Did you graduate?		YES <input type="checkbox"/>	NO <input type="checkbox"/>	Degree					
Other				Address						
	Did you graduate?		YES <input type="checkbox"/>	NO <input type="checkbox"/>	Degree					
REFERENCES										
<i>Please list two professional references.</i>										
Full Name						Relationship				
Company						Phone				
Address										
Full Name						Relationship				
Company						Phone				
Address										



AVAILABILITY						
Days	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Hours Available						

PREVIOUS EMPLOYMENT		
Company		Phone
Address		Supervisor
Job Title		
From	To	Reason for leaving?
May we contact your previous supervisor for a reference?		YES <input type="checkbox"/> NO <input type="checkbox"/>
Company		Phone
Address		Supervisor
Job Title		
From	To	Reason for leaving?
May we contact your previous supervisor for a reference?		YES <input type="checkbox"/> NO <input type="checkbox"/>
Company		Phone
Address		Supervisor
Job Title		
From	To	Reason for leaving?
May we contact your previous supervisor for a reference?		YES <input type="checkbox"/> NO <input type="checkbox"/>

MILITARY SERVICE	
Branch	From To

DISCLAIMER AND SIGNATURE	
I certify that my answers are true and complete to the best of my knowledge. By signing I acknowledge I am able to perform all the duties of the job. If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.	
Signature	Date

*Miami, Florida “bans the box.” We will not be asking about the applicant's prior convictions
<http://www.nelp.org/content/uploads/Ban-the-Box-Fair-Chance-State-and-Local-Guide.pdf>

Woods, Robert H., Misty M. Johanson, and Michael P. Sciarini. Managing hospitality human resources. 5th ed. Lansing, Mich: American Hotel & Lodging Educational Institute, 2012. Print.



D 11

Interviewing

Pish Posh will be conducting multiple semi-structured interviews for each employee. We want to have specific questions to go over, they will be open ended and leave plenty of room for the conversation to take a natural flow. By using the *semi-structured* and *eclectic approach*, the employee will be asked some yes or no questions and then be encouraged to expand on their answers, giving us a better understanding of their experiences and their personal thoughts. This will give us some insight into who the employee is and what kind of future they would like to pursue. We will hold a personal interview between the applicant, the owner, and head chef. For our front of house staff, as well as the pastry cooks, we would like to be able to evaluate their skills, ability to think on their feet, ability to adapt to new situations, and to take directions by having them answer questions about quick problem solving scenarios. Our personal interviews will be conducted in the restaurant dining room because we would like the applicant to see the daily operations in real time and get a feel for the atmosphere of our establishment. For personal interviews, we would like to allot at least an hour to talk to the applicant.



E 12 Compensation Philosophy

Here at Pish Posh, we believe that our employees are the most important aspect of our company; therefore, Pish Posh has put together a bountiful and diverse package of benefits including competitive opportunities for salary increases, which will lower our turnover rate, boost motivation, and increase efficiency within the workforce.

We want all employees to feel valued, part of the team, and have equal access to all compensation programs we provide. Not only will there be both monetary and non-monetary compensation, we will also be offering in-house workshops sponsored by the company to provide our employees opportunities to learn new skills and experience new things.

Our commitment to bettering the lives of our employees is what drives us to create a fair and ever expanding compensation philosophy. We believe that since our employees are working for and with us, it is the company's job to ensure their happiness and to let them know that Pish Posh is a company that is proud to take care of them.

Woods, Robert H, et al., robert h woods. Managing Hospitality Human Resources. 5th ed., Lansing, MI, American Hotel & Lodging Educational Institute, 2012, p. Chapter 8 pg 259–287.



E 12 Total Reward System

Total Reward System	Monetary	Non-Monetary
Direct	Direct Immediate <ul style="list-style-type: none"> • Base Pay • Merit Pay • Incentive Pay • Overtime 	Direct Immediate <ul style="list-style-type: none"> • Family Meal • Pish Posh apparel (not uniforms) • Pish Posh Tchotchkes • Gift Cards
	Direct Deferred <ul style="list-style-type: none"> • Bonuses earned in one period and not paid until a later date 	
Indirect	Indirect Immediate <ul style="list-style-type: none"> • Social Security (Required by Law) • Workers Compensation (Required by Law) • Medical Insurance (Required by Law) • Unemployment (Required by Law) • Restaurant Discount • Paid sick leave (if on leave for more than 7 business days; guaranteed paid sick leave for a maximum of 14 business days) 	Indirect Immediate <ul style="list-style-type: none"> • Holiday Parties • Company Outings • Education/Life-style Programs
	Indirect Deferred <ul style="list-style-type: none"> • Post retirement plans 	

Compensation Summary Handout [CIA Moodle: Log in to the Site]. Compensation Summary. 2015, <http://moodle.culinary.edu/mod/resource/view.php?id=609662>. Accessed 15 Feb. 2017.

Woods, Robert H, et al., robert h woods. Managing Hospitality Human Resources. 5th ed., Lansing, MI, American Hotel & Lodging Educational Institute, 2012, p. Chapter 8 pg 259–287



E 13 Motivation Theories

We succeed when every action is done based upon a clear understanding of and belief in what we do. Pish Posh's goal is to create great and happy experiences that are integrated into our everyday mundane lives. Our mission is to offer a sense of structured contentment to our customers *and* employees. By demonstrating our beliefs through the standard of treating each other the way we want to be treated, Pish Posh's staff sets the example for one another. Here at Pish Posh we take the opinions and dreams of our employees very seriously. To keep everyone's motivation and morale high, we decided to take ideas that complemented each other from two theories of motivation: a Content¹ and Process² theory. For the Content theory, we chose *Alderfer's ERG Theory* and for the Process theory chose *goal setting* to further motivate our employees.

Alderfer's ERG Theory focuses on satisfying the three fundamental needs of all people: Existence, Relatedness, and Growth. The *existence* of our employees is how and why Pish Posh will prosper and grow at a steady rate. We believe that employees should be treated fairly, equally, and compassionately. The reason why Pish Posh is an establishment is because our employees *exist*. We work to satisfy the basic needs of our people by providing them a fair and constant salary, as well as many opportunities to earn bonuses and take part in internal promotions. *Relatedness* refers to the socialization and feeling of "worth" in our employees. We acknowledge that our employees are human and will treat them just as such. Our employees have social lives outside and inside of our establishment. We understand that things can go wrong and unplanned events will happen. Pish Posh also offers numerous opportunities for our employees

¹ Content Theory is the theory that all people are motivated by certain needs.

² Process Theory is used to identify factors in any given situation that determines if an individual will become motivated or not.



to get to know one another which promotes team bonding and the betterment of interpersonal relationships. Such opportunities that will be offered are holiday parties, company outings, and special community events that will allow our customers and employees to get to know each other and the community we serve.

To satisfy our employees' *growth* needs and wants, we are fully invested in promoting from within. Thus, by combining this last segment of Alderfer's Theory with the Process Theory of goal setting³, we hope to generate a renewed spark of inspiration for our employees to actively pursue their goals. Be it a position in management, advancing from prep cook to line cook, a line cook to Executive Chef, or even from transferring from the back of the house into front of the house management, we want our employees to stay with Pish Posh and feel as if they are growing with the company. By having these goals, our employees will improve their work ethic and strive to achieve more. We want our café experience to be outstanding and innovative and to do so we believe in working with our employees to meet their expectations of service and inspiration.

As Pish Posh is offering an everyday source of "extraordinary" to our customers, we also extend this experience to our employees. Realizing that our employees will only benefit from growing with the company, we will be offering workshops and lectures that will teach new skills and lifestyle choices. Sessions taught by our managers and chefs will be offered to teach our employees on topics ranging from service, food preparation and garnish, and menu development. Some sessions will be taught outside professionals whom also come from within the local community we serve. These professionals will be speaking on topics such as creating a healthy

³ Goal Setting Theory is defined as setting specific goals to motivate better performance; as well as implementing specific and challenging goals to result in higher performance.



eating plan, mindfulness, and the benefits of exercising. Holiday bonuses will be offered to the employee with great work ethic and who shows the most vigor and perseverance. Employees can also earn small bonuses through the classes offered by the company. For example, if our employees choose to partake in the company's program of eating healthy and being active, after a month of complying to the program and its dietary plan, they will be awarded with a \$25- \$50 Pish Posh gift card. We hope that these short-term and long-term goals will motivate our employees and help them realize that they are valued and appreciated at Pish Posh.



E 14 Minimum Wage

	Federal	State <u>Florida</u>	Local <u>Miami</u>
Exempt	\$23,660⁴	\$23,660	\$23,660
Non- Exempt	\$7.25	\$8.10	\$8.10
Tipped	\$2.13	\$5.08	\$5.08

Exempt range: Executive Chef

\$ 47,000 **\$ 65,000**

Non-Exempt range: Dishwasher

\$ 9.00 **\$ 10.00**

Salary.com revealed that in Miami, Florida where Pish Posh will be located, the average annual salary for an Executive Chef is about \$60,000 at high end restaurants and big corporations. For small businesses, the range is about \$47,000 to \$60,000. Pish Posh is not a fine dining destination nor a big corporate company, and our menu prices and wages per employee reflect that. However, because we uphold a high standard of quality service and expect our employees to be passionate, skilled, and disciplined, we vow to provide fair salaries to both exempt and non-exempt employees.

The median salary for dishwashers is between \$8.70-\$10.60 as stated by the U.S. Bureau of Labor Statistics reported in the year of 2015 (prices have not changed since). Pish Posh values the work of our dishwashers and by paying them the median wage in Miami, we hope our dishwashers will choose to stay with us.

“Executive Chef Salary Details.” Salary.com Salary Wizard- Do You Know What You're Worth?, swz.salary.com/SalaryWizard/Executive-Chef-Salary-Details-Miami-FL.aspx. Web. 16 Jan. 2017

“35-9021 Dishwashers.” U.S. Bureau of Labor Statistics, U.S. Bureau of Labor Statistics, www.bls.gov/oes/current/oes359021.htm. Web. 16 Jan. 2017

⁴ According to the Department of Labor of the United States, to qualify as an exempt employee the person must make a minimum of \$455 a week on a salary basis, or no less than \$27.63 per hour.



F 15



Orientation Program

Here at the Pish Posh Café, we care about our employees' awareness and knowledge on the jobs they are about to start. To make sure that there is no question in their minds before they start working with us, they will go through our orientation program.

To provide the necessary awareness and knowledge to our new employees, we give a general property orientation, in which they learn about the general work cycle and the process of operations in Pish Posh Café such as these following topics:

1. Mission Statement
<ul style="list-style-type: none">• To provide a safe work environment for every employee in Pish Posh Café
<ul style="list-style-type: none">• To increase the enjoyment of
I. the work place for the employees
II. the quality of our goods, we create here at Pish Posh Café, for our guests
2. Management Philosophy
3. General Policies and Procedures
<ul style="list-style-type: none">• Hygiene
<ul style="list-style-type: none">• Professionalisms and Work Ethic
I. Work on Time
II. Respect to Everyone in the Work Place



III. Be Only on Your Job During the Work Hours
4. Communication Information/Hierarchal System
<ul style="list-style-type: none">• Applying for Sick or Vacation Time
5. Benefits and Insurance
<ul style="list-style-type: none">• Exempt
<ul style="list-style-type: none">• Non-Exempt
6. Personnel Forms
7. Transportation Options Information
8. Guest and Employee Relations
9. Organizational Goals and the Role of the Employees



F 15

After the general property orientation, the employee will be provided their job specific orientation by the head and the current workers of their departments. To ensure that we have a comfortable and non-stressful work place in Pish Posh Café, all the tasks and the key points for the jobs which will be held by the new employees, are going to be shown and explained during the job specific orientations. To give the information for their success, the following topics will be discussed during the job specific orientation:

1. Job description
a. Responsibilities
b. Policies
c. Hygiene
i. ServSafe
d. Working hours
e. Payroll
f. Break times
g. Employee meals
h. Potential promotions
2. Kitchen
a) Tour
b) Cleaning
i. Opening set up
ii. Closing clean up



iii. Organization of lowboys, freezers and any other storage unit
iv. Inventory sheets
3. Department
a. Reporting manager
b. Responsibilities of department as a whole
c. Contact information
4. Equipment
a. How to use it
b. Where to keep it



F 15

To provide the necessary information to our new employees, Orientation Kits will be handed in after the general property and job specific orientations get done at the Pish Posh Café.

The following points will be included in the Orientation Kit;

1. Orientation Schedule
2. Company Policies
<ul style="list-style-type: none">• Call out policies
<ul style="list-style-type: none">• Schedule information
<ul style="list-style-type: none">• Attendance policies
<ul style="list-style-type: none">• Drug policies
<ul style="list-style-type: none">• Discrimination policies
<ul style="list-style-type: none">• Sexual Harassment policies
<ul style="list-style-type: none">• Uniform policies
3. Safety Procedures
4. Benefit Details
5. Contact Numbers
6. Organizational Procedures
7. Job Specific Key Terms
8. Job Specific Best Practices
<ul style="list-style-type: none">• Feedbacks and offers from a former employee for the position which is approved by the Executive or Pastry chef
9. Emergency Procedures



10. Job Description for the first 6 months' set goals
11. New employee policy and procedure handbook
<ul style="list-style-type: none">• Emergency
<ul style="list-style-type: none">• Safety
<ul style="list-style-type: none">• Employee Health & EAP
<ul style="list-style-type: none">• Paid time off (vacation, holiday...
12. Schedule for the possible training opportunities and classes
13. Career development
<ul style="list-style-type: none">• Potential Promotions
14. Transportation Options Information
<ul style="list-style-type: none">• Public Transportation Info
<ul style="list-style-type: none">• Map
15. Guest and Employee relations



F 15



Pish Posh Café Welcomes

(Name of Employee)

Orientation Day Schedule	
Non-Exempt Employee: Line Cook	
February 28th, 2017	
10:00 AM	Meeting at the personnel entrance
	<ul style="list-style-type: none"> • Meeting with the Executive and Pastry Chefs
	<ul style="list-style-type: none"> • Pish Posh Café welcoming introductions
	<ul style="list-style-type: none"> • History and goals of Pish Posh Café
	<ul style="list-style-type: none"> • General policies and procedures
11:00 AM	Pish Posh Café Tour
	<ul style="list-style-type: none"> • Information about the functions of FOH and BOH
	<ul style="list-style-type: none"> • Introducing the new employee to the Pish Posh Café crew
12:00 PM	Lunch
1:00 PM	New employee paperwork
	<ul style="list-style-type: none"> • W-4 and I-9 documents
	<ul style="list-style-type: none"> • Benefits Briefing



2:00 PM	Line Cook Orientation
	<ul style="list-style-type: none">• Cross Training with counter partners
	<ul style="list-style-type: none">• Personal meeting with the Executive Chef
	<ul style="list-style-type: none">• Briefing on the usage of the kitchen tools
	<ul style="list-style-type: none">• Kitchen vocabulary for the communication between FOH and BOH
	<ul style="list-style-type: none">• Detailed station and kitchen tour
	<ul style="list-style-type: none">• Demonstration on the station set up and break down procedures
4:00 PM	Concerns and Questions
	<ul style="list-style-type: none">• Meeting with the Executive Chef in his office



F 16

Socialization Program

Pish Posh Café, has a family dynamic as a small business. Therefore, team work is the most important motivation for the whole crew. Here at Pish Posh Café, we treat our employees like family members. We train new employees while on the job itself and also their co-workers, with our different socialization methods.

Informal Socialization is the first and the best socialization strategy for Pish Posh Café. As it is mentioned, the family dynamic of the café is the main structure and culture of our working style. Therefore, we want the new employees to understand that we work as a team, and we rely on each other. By this reason, we at Pish Posh Café, believe that the understanding of the family concept and the importance of team work are not such things that can be taught, but it must be observed, experienced and internalized by working with the team itself.

Individual Socialization, as the nature of a small business like Pish Posh Café that hires only a few people in a year, is really effective for the process of socialization for our new employees. By this strategy, our managers or chefs get the chance of knowing the new employees better and faster which also has a great impact on socializing with the rest of the crew. With this strategy, our chefs and managers are able to pair the new employees with the right people in the kitchen or in the dining room and that best the employees' reach their goals.

Investiture Socialization is the strategy we follow at the Pish Posh Café. This method is to ensure the quality and consistency of our products and service at all times. We strongly believe that our customers are only willing to pay for items they like and enjoy. In this manner, the consistency becomes severely important for the Pish Posh Café. Therefore, we like our current employees to work with the new hires to keep the information and the quality criteria the same



all the time.

Disjunctive Socialization is one of the socialization technique we use to keep our team exited and fresh. We believe that other than the traditional training to be given to our new hires, every person in our business has their own way of doing things. We believe that learning is an everyday process, and that we can always learn from one another. Thus, we welcome our employees to offer up any ideas or new ways of doing something. This team involvement will be what moves us forward and also helps us maintain the standard of quality in the products and service we provide for our customers.



F 17

Manager Training Program	
1st Month	
	<ul style="list-style-type: none">• Name of the employees
	<ul style="list-style-type: none">• Positions and their requirements
	<ul style="list-style-type: none">• Safety Procedures
	<ul style="list-style-type: none">• Opening and Closing Procedures
	<ul style="list-style-type: none">• Diversity Training
	<ul style="list-style-type: none">• Sexual Harassment policy
	<ul style="list-style-type: none">• Menu Knowledge
2nd Month	
	<ul style="list-style-type: none">• Major Responsibilities
	I. Key Holder
	II. Scheduling
	III. Accident Reports
	<ul style="list-style-type: none">• Works in main positions
	<ul style="list-style-type: none">• Learning the local culture and the target market
3th Month	
	<ul style="list-style-type: none">• Talk to suppliers
	<ul style="list-style-type: none">• Leadership skills
	<ul style="list-style-type: none">• Employee counseling
	<ul style="list-style-type: none">• Inventory



4th Month	
	<ul style="list-style-type: none">• Hiring procedures
	<ul style="list-style-type: none">• Firing Procedures
5th Month	
	<ul style="list-style-type: none">• Ordering and Receiving
6th Month	
	<ul style="list-style-type: none">• Annual budget
	<ul style="list-style-type: none">• Preparing performance analysis
	<ul style="list-style-type: none">• Promotions
	<ul style="list-style-type: none">• Profit margin



F 17

Training Cycle	
1. Conducting Needs Assessment	
	<ul style="list-style-type: none">• Advisory Committee
	<ul style="list-style-type: none">• Job Description/Specifications
	<ul style="list-style-type: none">• Work Sampling
	<ul style="list-style-type: none">• Job Performance Measurements
	<ul style="list-style-type: none">• Attitude Surveys
	<ul style="list-style-type: none">• Performance Appraisals
	<ul style="list-style-type: none">• Skills Test
	<ul style="list-style-type: none">• Performance Documents
	<ul style="list-style-type: none">• Guest Feedback
	<ul style="list-style-type: none">• Questionnaires
	<ul style="list-style-type: none">• Exit Interviews
	<ul style="list-style-type: none">• Critical Incidents
2. Training Objectives	
	<ul style="list-style-type: none">• Reaction Based
	<ul style="list-style-type: none">• Learning Acquired
	<ul style="list-style-type: none">• On-The-Job Behaviors
	<ul style="list-style-type: none">• Results Oriented
3. Training Criteria	
4. Select Trainees	



5. Pre-test Trainees
6. Training Methods
MANAGERS
<ul style="list-style-type: none">• Case Study Training
<ul style="list-style-type: none">• Behavioral Training
<ul style="list-style-type: none">• In-Basket Training
<ul style="list-style-type: none">• Conference Training
ALL
<ul style="list-style-type: none">• Job Rotation
<ul style="list-style-type: none">• Role-playing
<ul style="list-style-type: none">• Vestibule-training
<ul style="list-style-type: none">• Business Games
<ul style="list-style-type: none">• Sensitivity Training
<ul style="list-style-type: none">• Basic Skills Training
<ul style="list-style-type: none">• Team Training
<ul style="list-style-type: none">• Diversity Training
7. Implementing the Training Program
8. Evaluating Training

*For the employee to complete, after training has occurred



F 18

Training Program Evaluation Form	
Training Occurred	
Participant Name	
Job Title	
Date	
Trainers Name	
The objective of training was:	
Was this training good knowledge for my job? Explain:	
The aspects of the training that helped me learn: <ul style="list-style-type: none">•••	



I would change _____ during training to help me learn:

-
-
-

Ideas to help with the above changes:

I learned _____ from training and can implement in my job by:

I would/would not recommend this training in the future: Explain.

I would like to see _____ training in the future:

* Original Document Made By Evrin Yakupoglu

*For Pish Posh Café to complete after a brief period of time has passed



F 18

Training Program Evaluation	
Training Occurred	
Participant Name	
Job Title	
Date	
Trainers Name	
The objective of training was:	
Employee's attitude during training: Participation/Questions	
If applicable did employee try to implement training when going back to work?	



A week after training: Is employee using what was learned during this training period?

If the employee is not using the training learned, is it the employee or the training? Explain:

A month after training: Is employee using what was learned during this training period?
Explain:

Does the employee need to get re-trained on this training?

I would/would not recommend this training in the future: Explain:

*Original Document Made by Evrin Yakupoglu



G 19

Performance Appraisal

For our appraisal system, we are going with the *result based rating*. We are going with this system because it shows us right away if an employee is performing up to our standard. This rating also takes into effect the quality of the food that the cooks are making and the general outcome of the product leaving the kitchen. We will take into consideration customer satisfaction and time management as well as behavior and attitude. We will be using a graphic rating scale of 1 to 5 that will easily show where every employee needs improvement and the final score of each employee's progress. We like this method because we believe it is fool proof and accommodates our goals of keeping the system simple and organized while keeping it quick to use.

Our frequency in doing performance appraisals will be semiannual. The goal is for Pish Posh to receive the best possible performance from our employees. By doing a semiannual performance appraisal we give the employees time to improve if needed while also grooming a select few for promotion and possible management positions. The form will be completed by the supervisor of the employee and there will also be a self-evaluation form given to the employee. Pish Posh feels that the *result based rating* performance appraisal is the best due to it being swift, easy, and accurate.

*Reference Citation: Managing Hospitality Human Resources- Chapter 7 (pg. 230-24)



G 19

PISHPOSH

Performance Appraisal Form

REVIEW PERIOD: _____ to _____ DATE: _____

NAME: _____ DEPT: _____

TITLE: _____ HIRE DATE: _____

DATE STARTED IN MOST RECENT POSITION: _____

APPRAISER ONLY:

-Place a CHECK MARK accordingly. Add up the total numbers.

	Excellent(5)	Above Average(4)	Average(3)	Belew Average(2)	Poor(1)
Amount of Work					
Quality of Work					
Reliability					
Judgement					
Cooperation					
Attendance					
Planning&Organizing					
Directing/Controlling					
Deccision Making					
Attention to Detail					
TOTAL:	/50				

Employee Signature: _____ Date: _____

REVIEWER ONLY:

Managerial Comments:

Strong Areas of performance:

Areas of Improvement:



What has employee done to improve from prior review?

Development Plans?

Employee Comments:

Manager Signature: _____ Date: _____

“Woods, Robert H., Misty M. Johanson, and Michael Sciarini. Managing Hospitality Human Resources. East Lansing, MI: American Hotel & Lodging, Education Institute, 2012. 423-27. Print. Chapter 7 (pages 230-238).”



H 21

Drug and Alcohol Abuse Policy

Pish Posh is a drug and alcohol-free workplace. The use of or being under the influence of illegal drugs and/or alcohol is inconsistent with the behavior expected of employees. The use of illegal drugs and alcohol and misuse of prescribed and over the counter drugs subjects employees and visitors to unacceptable safety risks that undermine Pish Posh's ability to operate safely, effectively and efficiently.

The use, possession, distribution or sale of controlled substances such as drugs or alcohol, being under the influence of such controlled substances or testing positive for alcohol or any drug including, but not limited to, inactive components associated with the use of such drugs is strictly prohibited while on duty, on Pish Posh's premises, or while operating restaurant equipment. Pish Posh participates in a drug and alcohol test immediately following the injury.

Penalties for Violating Policy

If the employee is found to be working under the influence of controlled substances such as: drugs or alcohol, test positive for alcohol or any drug including, but not limited to, inactive components associated with the use of such drugs, found in possession, distribution or sale of controlled substances, or found misusing prescription and over the counter drugs, disciplinary actions will be taken. Pish Posh upholds a zero-tolerance policy when it comes to drug and alcohol abuse and reserves the right to terminate the employee. Pish Posh will require pre-employment drug testing upon accepting the job.



H 22

Sexual Harassment Policy

Pish Posh is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. When PishPosh determines that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What is Sexual Harassment?

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct.
2. The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.

Certain behaviors, such as conditioning promotion, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of them meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via email
- Verbal abuse of a sexual nature
- Touching or grabbing of a sexual nature
- Repeatedly standing too close to or brushing up against a person



- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize)
- Giving gifts or leaving objects that are sexually suggestive
- Repeatedly making sexually suggestive gestures
- Making or posting sexually demeaning or offensive picture, cartoons or other materials in the workplace
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of a sexual harassment can be a man or woman; the victim can be of the same sex as the harasser. The harasser can be a supervisor, co-worker, other Pish Posh employee, or a non-employee who has a business relationship with the establishment.

Violation of the Sexual Assault Policy

Employees who have been found by Pish Posh to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employee Signature: _____ Date: _____

“Sexual Harassment Policy.” U.S. Department of State. U.S. Department of State, n.d. Web. 30 Nov. 2016.



H 23

Discipline Process

At Pish Posh, we will be implementing a *Progressive Discipline*⁵ process. This will include four steps: oral warning, written warning, suspension, and termination. This process will treat all individuals equally. The more transgressions a person has, the more severe discipline they will receive. The new employee will be held to the same standard as the older employees. The new employee will be told what standards they will be held to when they are hired, before they officially start work and once they start, they will be held to the same standards as the other employees.

Woods, Robert H. Managing Hospitality Human Resources. East Lansing, MI: Educational Institute of the American Hotel & Motel Association, 1922. Print.

⁵ "Progressive discipline generally includes a series of increasingly severe penalties for repeated offenses, typically beginning with counseling or a verbal warning." *"Progressive Discipline Policy: Single Disciplinary Process". SHRM. N.p., 2017. Web. 16 Mar. 2017.*



H 23

DISCIPLINARY ACTION FORM
(Administrative/Staff/Student Employees)

EMPLOYEE: _____

ID Number: _____

DEPARTMENT: _____

POSITION: _____

SUPERVISOR: _____

TYPE OF ACTION:

☐ Verbal Warning (Dept. File Only)

☐ Written Warning

☐ Suspension: Begins: _____ Ends: _____

☐ Termination: Effective: _____

Date(s) of Incident: _____ Time of Incident: _____

Description of the Incident(s) or Behavior(s):

Reported by:

Other Individuals who may have information:

Supporting Evidence, if any (please describe; attach copies of any documentation):

Employee's Comments:

Other Individuals who may have information:

Supporting Documentation, if any (please describe; attach copies of any documentation):

Corrective Action Plan:



Next Action Step if Problem Continues:

Follow up

☐ Two weeks ☐ One month ☐ Three months ☐ Six months

I acknowledge receipt of this disciplinary action and that its contents have been discussed with me. I understand that my signature does not necessarily indicate agreement and that refusal to sign will not invalidate the disciplinary action. I understand that this form will be placed in my personnel file. I further have been informed that I may submit a written response to the information in this form, and that my written response will also be kept in my personnel file.

Employee Signature

Date

Manager/Supervisor Signature

Date

***Copies of this form and any attachments should be sent to the Employee and kept in the Department.
The originals should be sent to Human Resource Services.***



H 23

Disciplinary Appeal Form

(To be sent to manager within 5 working days after the outcome of the disciplinary hearing)

Employee Name: _____

Department: _____

Date Submitted: _____

Reason for Considering Disciplinary Actions

- | | |
|---|----------|
| 1. The disciplinary procedure was not properly adhered to | YES / NO |
| 2. New evidence has been found | YES / NO |
| 3. The disciplinary action was too harsh | YES / NO |
| 4. The supervisor was biased | YES / NO |

Detailed Testimony of the Above

Employee Signature _____ Date _____

Manager Signature _____ Date _____

Witness Signature _____ Date _____

“Employee Manual.” Public Relations Review 3.2 (1977): 44. Sevens on



H 24

Code of Conduct

We at PishPosh are dedicated to providing our guests with the very best service and food possible. To do this, it is important to have established rules of conduct that allow our staff to know how they are expected to behave when doing their jobs. Our policies are put into place to ensure the safety of the food our kitchen produces the staff, and our guests, while also preventing anything that would detract from the experience we are trying to create for our customers.

Customer Service

Our cashiers will greet each customer warmly. In the event of customer complaints, FOH staff should try to accommodate any reasonable customer requests, as well as notifying the manager to decide whether it is necessary for them to step in to handle the problem. Additionally, manager can revisit procedures once the customer is gone to determine whether any aspects of service must be changed.

Employees must conduct themselves in a manner that won't disrupt the operations of the restaurant. Pish Posh expects its employees to refrain from using inappropriate language when communicating with others. Inappropriate language includes unwanted, deliberate, repeated, unsolicited profanity, cussing, swearing, and vulgar, insulting, or abusing or crude language.

Threats, threatening and abusive behavior, or acts of violence (verbal or physical) against employees, customers or other individuals or against restaurant property by anyone on the premises or while on restaurant business will not be tolerated.

Dress Code

Pish Posh requires employees to maintain a neat and clean appearance that is appropriate for the workplace setting and for the work being performed, Managers will communicate any department-specific workplace attire and grooming guidelines to staff members during new-hire orientation and evaluation periods. Pish Posh will provide green collared polo shirts for front of the house staff however require the employees to come prepared with khaki's pants and nonslip work shoes. Kitchen staff will be



required to work in a complete chef white uniform, complete with a white chef jacket, to checkered pants and nonslip shoes.

Any staff members who do not meet the attire or grooming standards set by his or her manager will be subject to corrective action and may be asked to leave the premise to change clothing. Hourly paid staff members will not be compensated for any work time missed because of failure to comply with designated workplace attire and grooming standards. Violations of the policy can range from inappropriate clothing items to offensive perfumes and body odor. If a staff member's poor hygiene or use of too much perfume/cologne is an issue, the supervisor or manager will discuss the problem with the staff member in private and point out the specific areas to be corrected. If the problem persists, supervisors will follow the normal corrective action process.

Security & Theft

Theft, fraud, embezzlement misappropriation, or wrongful taking of Pish Posh property is prohibited. This include, but is not limited to, unauthorized use of Company equipment, supplies, material, technology, proprietary information, or trade secrets, handling personal business while at work, excessive socializing and personal telephone calls, and using company time and resources to operate another business. Any scheme to defraud customers, suppliers, or Pish Posh itself, out of money or property is prohibited. Transactions must be properly documented, and the creation of false or misleading documented, and the creation of false or misleading documentation is prohibited.

Health & Safety

Pish Posh is committed to providing a safe and healthy workplace for our employees, as well as our guests. The kitchen and FOH must be clean at all times and must adhere to all food safety standards, even during busy services. Managers are expected to regularly review injury/illness incidence rates and the effectiveness of their health & safety programs, which must include provisions for employee training in both general and specific topics as mandated by OSHA. Installation of new equipment or modification or existing facilities should include an examination, during the planning stage, of impact on employee



health and safety and provisions for minimizing injuries and illnesses. To make sure our customers receive safe, quality food, we must:

- Maintain strict standards for raw products that meet or exceed government requirements
- Adhere to a strict food safety testing program
- Follow rigid food handling and preparation procedures
- Understand and maintain proper personal hygiene practices
- Remain vigilant; keep monitoring and improving our processes to maintain product safety.

Consequences

An employee who reports to work under the influence of or is unfit to work because of, the effects of alcohol or drugs is subject to disciplinary action, up to and including termination from employment consistent with the requirements of local law. Pish Posh reserves the right to search items on property, including but not limited to offices, desks, or computers at any time, to the full extent permitted by local law.

Pish Posh will take necessary steps to stop unlawful or unethical behavior and will take appropriate disciplinary action (up to and including termination of position) against those who violate this code or other policies. Management will take appropriate action on individuals responsible for the failure to reasonably detect a violation of this code. Management will also act against supervisors to ensure they are fulfilling their responsibilities in a manner consistent with the Pish Posh code and other policies. All employees are expected to cooperate fully in any investigation of a complaint under this Code or related policies.

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J 26 Conclusion

Writing this business plan would have been extremely difficult without the hard work and cooperation of everyone on this team representing Pish Posh. As students, this project taught us how to successfully create, manage, and plan for an operating establishment. To communicate with one another and to have access to everyone's work, we made a Facebook messaging group, a Google Document and Google Slide presentation, and most importantly used emails to keep track of our work.

The work put into this business plan has been divided, in which each team member worked on it individually. We made sure that we covered every detail required to make a sound business plan, and even if we may have missed a few this team feels confident in being able to fix it together. In the end, we came together and discussed everyone's part to ensure that nothing was missing or incorrect. This way every voice could be heard, and allowed us to go over differing ideas and opinions, and work cohesively to make the best possible plan for Pish Posh. Our greatest challenge was researching the minute details of the local law, requirements, and competition in Miami. Researching online led to many opposing information, some sites sourced the same citations, and while some provided us with close estimates, did not provide credible sources. As laws change from state to state, and town to town, it was tricky to ensure Pish Posh had been covered in every aspect.

If Pish Posh were to become a real establishment, we believe that it would be successful. Like any business, Pish Posh may have a slow start but we believe our service, environment, and product put forth will attract customers and soon turn them to be regulars. We believe that Pish Posh will thrive in Miami because of our promise to be a constant source of extraordinary experiences for the average person.