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Capstone Project
Professor Lynne Eddy
Human Resource Management-PFW
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A1. Introduction

Concept

White Rooster is a coffee shop that offers in-house roasted coffee as well as a selection of house made pastries.

Location

White Rooster is located in downtown Red Bank, New Jersey.

Hours of Operation

Open 6am-6pm Monday-Friday, and 8am-6pm Saturday-Sunday. Closed on Thanksgiving Day and Christmas Day.

Seating Capacity

Seating Capacity of 30

Estimated Guest Check Average

Estimated guest check average: \$6.88 per person

2 millennials: \$14.50; per person \$7.25

1 Large Cappuccino- \$5

1 Large Iced Macchiato- \$5.50

2 Scone- \$4

4 Family: \$24.50; per person \$6.13

1 Regular Hot Chocolate- \$3.50

1 Large Smoothie- \$5

2 Large Lattes- \$10

3 Cookies- \$6

2 Teens: \$14.50; per person \$7.25

1 Regular Mocha- \$4.50

1 Regular Latte- \$4

2 Bagels- \$6

Estimated Number of Guests

Estimated 600 guests per day

Anticipated Weekly Sales Volume

Anticipated \$28,896 per week

$600 \text{ guests} \times \$6.88 \text{ per guest} \times 7 \text{ days a week} = \$28,896$

Anticipated Annual Sales Volume

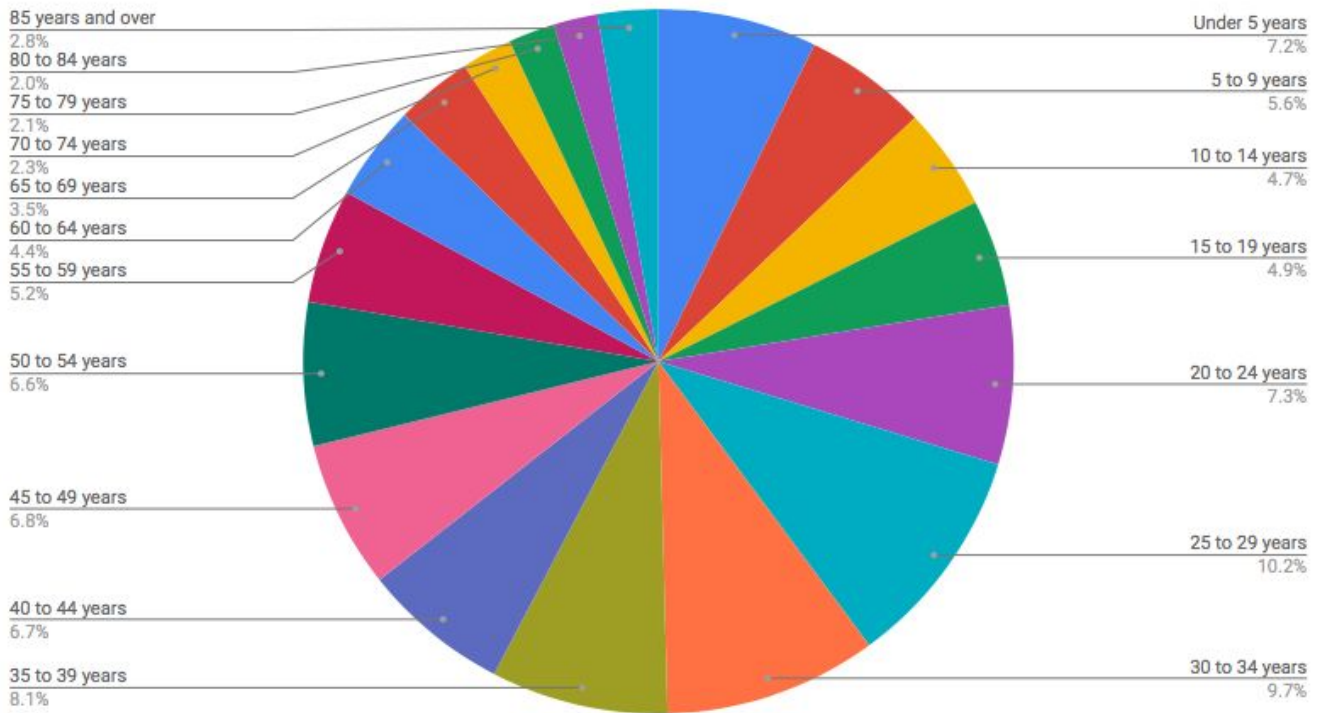
Anticipated \$1,498,464 per year

$\$28,896 \times 52 = \$1,502,592$

Demographics

Total Population	12,201
Male Population	6,211
Female Population	5,995

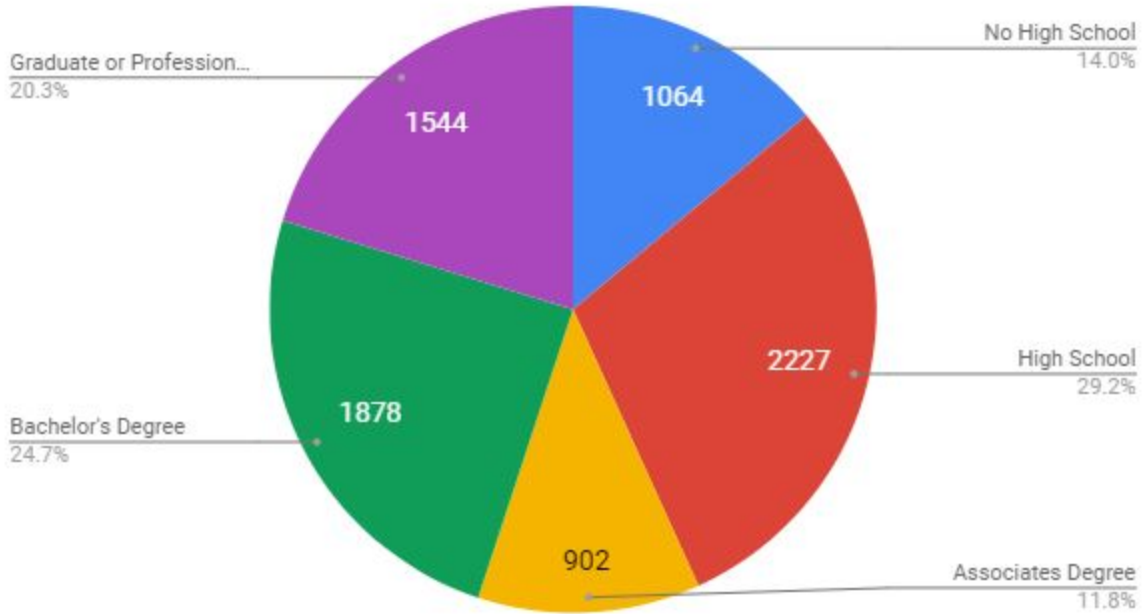
Age Demographics in Red Bank NJ



Education

No High School	1,064
High School	2,227
Associates Degree	902
Bachelor's Degree	1,878
Graduate or Professional Degree	1,544

Education



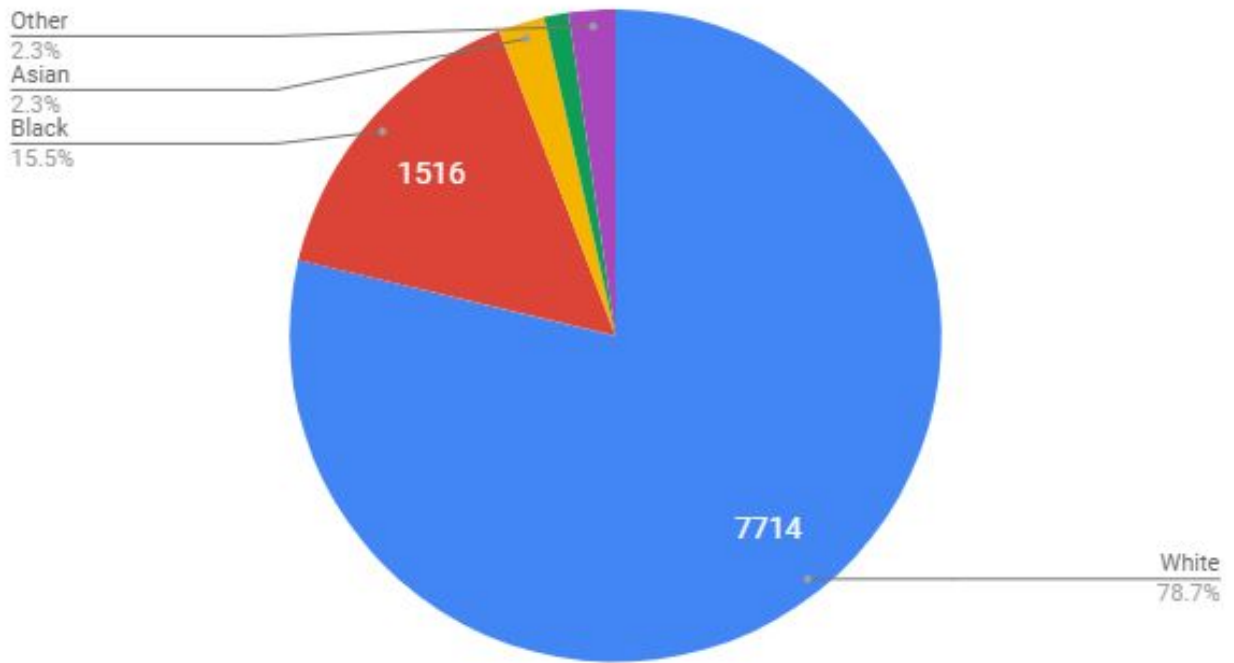
Income

Average Income	94,416
Median Income	69,778

Race

White	7,714
Black	1,516
Asian	226
Native American	118
Other	226

Race



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¹ All Demographic Information is from FactFinder.Census.com

Sample Menu

White Rooster

Beverages

Coffee regular	Regular-3	Large-4
Espresso		1.50
Americano	Regular-4	Large-5
Macchiato	Regular-4.50	Large-5.50
Cappuccino	Regular-4	Large-5
Latte	Regular-4	Large-5
Flat White	Regular-3.50	Large-4.50
Mocha	Regular-4.50	Large-5.50
Coffee Special	Regular-4.50	Large 5.50
Tea	Regular-2.50	Large-3.50
Hot Chocolate	Regular-3.50	Large-4.50
Iced Tea	Regular-3	Large-4
Iced Coffee	Regular-3	Large-4
Cold Brew	Regular-4	Large-5
Frozen Coffee	Regular-4	Large-5
Fruit Smoothies	Regular-4	Large-5
Flavors: Caramel, Dark Chocolate, White Chocolate Mocha, Vanilla .50 each		
Extra Shots		.65 each

Bakery Items

Croissant	4
Pain au Chocolat	4
Danish	3
Scones	2
Biscotti	2
Bagel	3
Cookies:	2
Chocolate Chip	
White Chocolate Macadamia Nut	
The Rooster Cookie, Coffee Toffee	

² Based off of Professor Lynn Eddy's Labor Schedule

[illegible]

B.3 Exempt Job Description

White Rooster

Title: General Manager

Department: Food and Beverage Operations

Grade: 85

Wage Category: Exempt

Reports to: Owner

Subordinate Staff: Barista, Pastry Cook, Assistant Manager and Dishwasher

Other Internal Contact:

External Contacts: Vendors, Suppliers, Board of Health, Customers



Job Summary: In charge of all daily operations of coffee shop. Overlooking the barista counter as well as kitchen activities. In addition, they are in charge of finances including payroll and the fiscal stability of the coffee shop. The general manager is also in charge of human resources.

Job Duties:

- Prepare all drinks such as coffee, tea and smoothies on menu
- To serve all pastries over counter
- Have a large knowledge of all menu items creativity to make changes to the menu
- Take customers orders and carryout order
- Handle transactions of cash and credit
- Understand how to use all equipment
- Know temperatures of freezers, fridges and ovens
- Roast and grind coffee
- Talk to customers and ask about their experience is and handle any problems
- Take inventory and order items that are needed for front and back of house

- Helps associates when needed
- Hiring, training, and terminating, of employees
- Performance evaluations
- Monitoring expenses
- Purchasing all food, coffee, and equipment
- In charge of budgeting
- Control all situations between employees, customers and employees, and customers
- Teach employees and encourage them to do their best

Job Environment: Counter, seating area, and kitchen

Job Specifications:

- Good communication and people skills
- Must be able to stand for 10-hour shifts
- Must be able to lift a maximum of 50lbs

Minimum Qualifications:

- BS in Food Business Management
- ServSafe Certified
- 1-year experience as manager
- 2-years experience as a barista
- Understand, read and write in English and preferred Spanish

Signature_____Date_____

B.4 Non-Exempt Job Description

White Rooster

Title: Barista

Department: Front of House

Grade: 25

Wage Category: Non-Exempt

Reports to: General Manager/Assistant Manager

Subordinate Staff: None

External Contacts: N/A



Job Summary: To prepare coffee station, make all coffee orders, and serve pastries over the counter. Maintain quality of all drinks and cleanliness of station, seating area, and countertops. Break down coffee station at the end of the day. Use people skills to allow customers to want to return to White Rooster.

Job Duties:

- Prepare all drinks such as coffee, tea and smoothies on menu
- To serve all pastries over counter
- Understand and be able to describe all menu items to customer
- Take customers orders and carryout order
- Handle transactions of cash and credit
- Understand how to use all equipment
- Know temperatures of freezers, fridges and ovens
- Clean/Sanitize counter, machine and tools
- Cleaning tables and milk and sugar counter
- Clean floors, bathrooms and take out trash
- Be able to roast and grind coffee beans
- Organize retail display section
- Write and draw on description chalkboards

- Use of people skills to interact well with customers

Job Environment: Counter and seating area

Job Specifications:

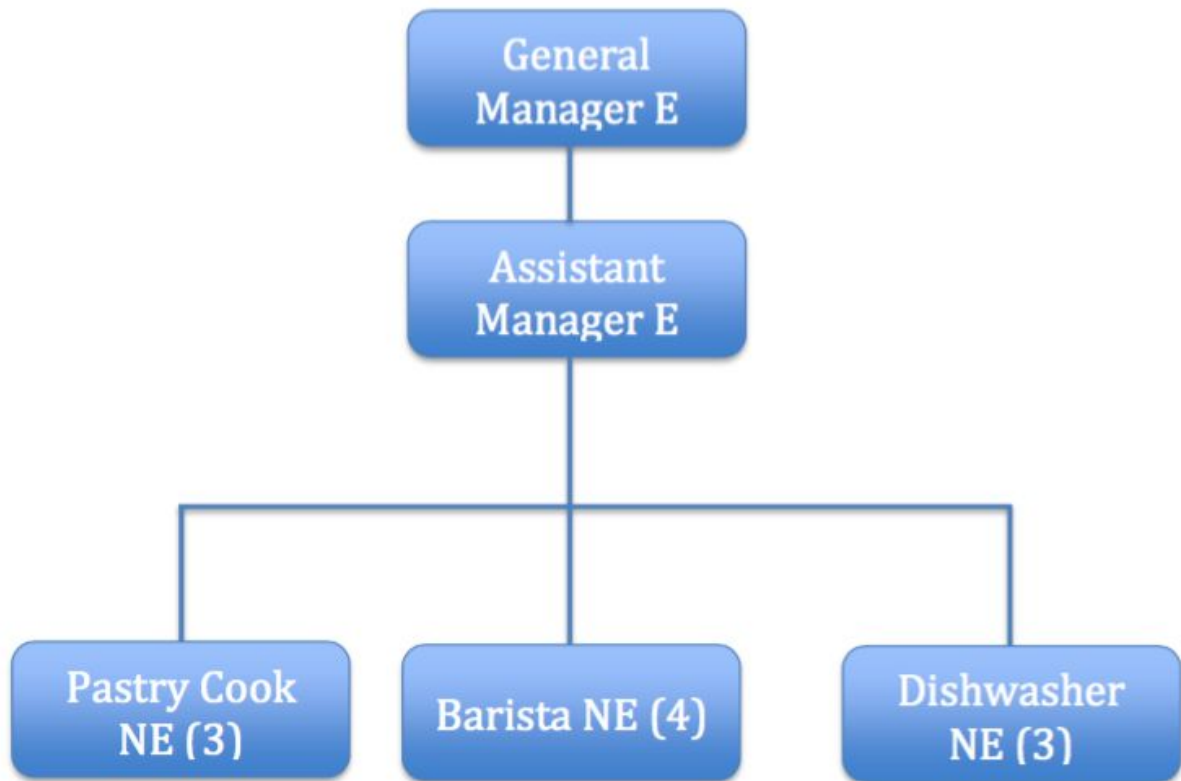
- Good communication and people skills.
- Must be able to stand for 8-hour shifts.
- Must be able to lift and move 50 pounds repeatedly during shift.
- Must be able to work weekends

Minimum Qualifications:

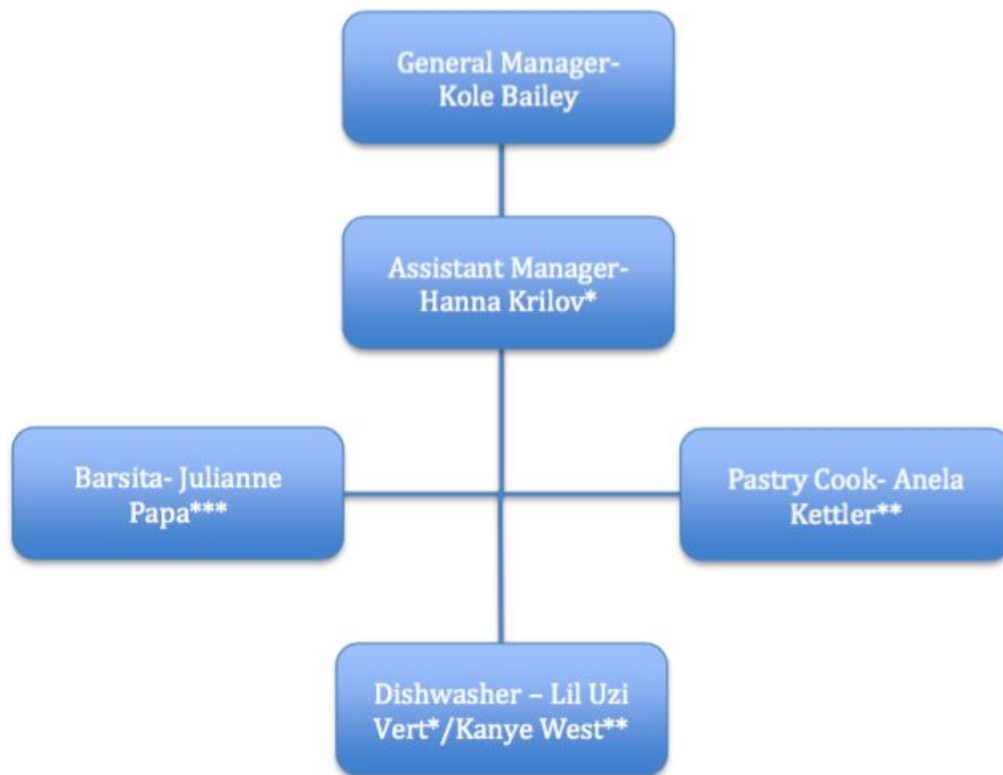
- High School education
- 1-year experience preferred
- Understand, read and write English

Signature _____ Date _____

C5. Organizational Chart



Succession Chart



Promotion Code:

***= Ready Now

**= Needs Some Training

*= Needs Considerable Training³

It is extremely important for White Rooster to have an active succession plan in place to ensure that we will be able to continue running an efficient coffeehouse in the event that any employees must leave unexpectedly. Employee retention will improve with added promotion opportunities.

³ Based off of Page 92 of *Managing Hospitality Human Resources, 5th edition*

C.6 Recruitment

Recruitment

- To establish a strong foundation for our company we will be utilizing external hires, simply because it is a new business and we want the best to start a long-lasting legacy. Starting out externally will guarantee our managers learn the archetype of work ethic we are looking for and will be able to seek it in the hiring process. We predict after six months we will begin to promote and hire internally to help ease turnover and to increase morale.
- The sources we will be tapping into for our original external wave of hiring will be employment agencies which may be state or private, Job Fairs, professional and trade journals, social media such as Facebook and Twitter, the company website and State restaurant association. Some methods of recruitment are going to be through word of mouth and through online advertisements such as Craigslist.
- We are currently looking for:
 - General manager
 - Assistant manager
 - Baristas
 - Pastry Cooks
 - Dishwashers

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⁴ Based off of Page 26 of *Managing Hospitality Human Resources, 5th edition*

C.7 Recruitment Sample:



**NOW
HIRING**

- * Part-Time and Full-Time Baristas
- * Manager and Assistant Manager
- * Pastry Chefs
- * Dishwashers

1-732-555-555
www.whiterooster.com

300 Main Street
Red Bank, NJ
07701

PosterMyWall.com

⁵ Created on postermymwall.com

Announcement

- White Rooster is a business run by a group of close friends who are passionate about coffee, so much to the point that we even roast and grind our own blends in house!
- Our expert team of Roasters (Baristas), work endlessly to deliver you fresh, single origin, fair trade organic coffee, brewed especially for you.
- Our pastry team is comprised of New Jersey's many talented bakers, and use their specialization to bake fresh and consistently delicious foods to enjoy with your drinks.
- If you are friendly, nice, and find pleasure from providing premium quality service to people, then you are perfect to join a family of dedicated, happy, coffee-heads! Join us by calling 1-732-555-5555, going to our website www.thewhiterooster.com or visit us at 300 Main Street, Red Bank, NJ!

C.8: Legal Questions

Interview Questions

General (Dishwasher, Pastry Cook, Barista)

- Why did you choose this line of work?
- Are you eligible to work in the United States
- Do you have a reliable method of transportation?
- Do you have certain hour restrictions we should know about? (Second job, cannot drive at night, etc.)
- Which days of the week work best for you?
- How many hours a week would you like to work?
- Are you able to perform all of the job duties?
- What can you bring to White Rooster?
- Can you work weekends and holidays?
- Have you worked weekends before? Where? How often?
- Have you ever been in a situation with a customer where they were unsatisfied with their stay? How did you rectify this issue?
- Are you able to work on your feet for 8-10 hour shifts?

Dishwasher:

- Can you handle the hot temperatures commonly seen in dishwashers? (Water temps up to 170 degrees)
- How many dishes per hour can you wash?
- Can you handle chemicals commonly seen in kitchens?
- Other than dishes, glasses and flatware, what other items do you expect to wash?

Barista:

- If a customer complained about their drink, what would you do?
- What is an Americano?
- What's your favorite drink to make?
- Are you able to work in a fast-paced environment with other people?

Pastry Cook:

- What inspired you to be a chef?
- What are some highlights from your experience that you think have prepared you for this role?
- When you're not at work, where do you go for some good pastries?
- How do you manage your time in the kitchen?
- How do you cope with stress in a fast paced environment?
- What is your favorite item to bake?

Exempt (Manager and Assistant Manager)

- What were the daily tasks of your previous jobs?
- What are some issues you would like to avoid with this new position?
- What skills are you looking to develop with your position?
- Describe a time where you were supervised by someone and how it affected your skills today
- Have you ever been in a situation with a customer where they were unsatisfied with their stay? How did you rectify this issue?
- Have you ever been in a situation where you had to hold an employee accountable for their actions?
- What is your educational background?
- What can you bring to White Rooster to make it a better place and promote teamwork?
- What are your weaknesses and strengths as a supervisor?
- What did you do at your last job to improve how it performed?⁶

⁶ All interview questions are based off of pages 106-107 of *Managing Hospitality Human Resources*, 5th edition

D.9: Selection Process

White Rooster will use the multiple hurdles strategy in selecting employees. This will include the hurdles for a general manager being ServSafe certified, at least 2 years barista experience, and at least 1 year of management experience. For a barista, this will include a high school education, the ability to read and write English, and must be able to work weekends. By using the multiple hurdles strategy, which means our applications may be eliminated at any point in the process, White Rooster will be able to easily eliminate any applicants who do not qualify for those jobs. This will allow for the selection process to move smoother and aim to not waste any time in pursuing applicants who will not be hired.

Pre employment testing via Paid Stage:

- All managers will be tested on making different coffees.
- All managers will be given a case study to talk about what they would do in certain situation.
- All baristas will be tested on making cappuccinos, lattes, and macchiatos, as well as making change.
- All pastry cooks will be tested on making croissants, bagels, and scaling recipes.
- All employees will be given physical ability tests to lift and move a 50 pound bag.
- All employees will be tested for drugs and must pass a drug test before being able to begin work.⁷

⁷ Pre-employment based off page 125 of *Managing Hospitality Human Resources, 5th edition*

D.10: Application Form

Job Application White Rooster



Date of
Application _____

Position Applying for _____

First Name _____ Last _____ Middle _____

Nickname _____

Availability: _____

Can you work weekends? ☐ Yes ☐ No

Are you legally eligible to work in the United States? ☐ Yes ☐ No

Do you have a reliable means of transportation? ☐ Yes ☐ No

Are you fluent in English? ☐ Yes ☐ No

Are you able to perform all the duties of the job? ☐ Yes ☐ No

List of equipment you are able to operate _____

Contact Information:

Current Address _____

City/State/Zip _____

County _____

Home Phone _____ Cell Phone _____

Email Address _____

Education History:

Name of School _____

City/State _____

Degree _____

Name of school _____

City/State _____

Degree _____

Work Experience:

Company Name _____

Title of Position _____

Dates of Employment _____

Reason for Leaving _____

Name of Supervisor _____

Company Name _____

Title of Position _____

Dates of Employment _____

Reason for Leaving _____

Name of Supervisor_____

Military Service _____ () Yes () No

Rank_____

Signature_____ Date_____ ⁸

New Jersey is a State that participates in the Ban the Box Movement. We will not be including any questions about convictions or misdemeanors in our job application.⁹

⁸ Professor Lynne Eddy's Job Application Worksheet

⁹ Ban the Box by Beth Avery, article

D.11: Interview Process

During the process of hiring, the candidate will be interviewed to ensure he/she is the most qualified candidate for the position. Either the general manager or the pastry chefs will need to be well informed of how to conduct an interview and ask the correct questions within the law. The candidate will be interviewed for about 30 minutes at the office of White Rooster outside of operating hours. The interview process is a semi-structured one on one interview with two approaches.

The interview will help to identify the candidate's skills and experiences but also help to identify the candidate's skills and experiences but also help to identify if the candidate is a problem solver or a second-mile performer. White Rooster will use an eclectic interview approach, which is a combination of non-direct approach and direct approach. The eclectic approach method is often considered conical because it allows the candidate to evoke responses to open-ended questions at the beginning of the interview. At the end of the interview, the interviewer will start asking more structured, direct questions. White Rooster will use this method to identify possible high performing employees.

Non-direct approach

Open-ended questions help the manager to understand the candidate's ability to express her/his past work experiences. It helps evaluate the candidate's communication skills and the interest of the job.

Examples:

- What set of skills are you bringing to White Rooster's work environment?

- Why did you choose this line of work?

Behavioral Description Interview

To fully see the background of the candidate, like abilities and performances, White Rooster trusts the discussion-based interview help to move past that first impression and improve the hiring process. White Rooster uses this approach to review the candidate's job-related skills, personal characteristics, and past experiences. This helps to analyze the past performance and predict a future behavior. The information will give the manager some information on how the candidate dealt with past experiences and situations.

Examples:

- What was your most stressful shift? How did you manage working that shift?
- Have you ever been in a situation where you have had to hold an employee accountable for their actions?
- Have you ever been in a negative situation with a guest? How did you rectify it?

Interview Content:

- Past employment
- Academic Achievements
- Organizational Skills
- Interpersonal Skills

Type of Interview

- **Semi-Structured Interviewing**
 - This consists of questions that are planned in advance. Every interview is the same for all candidates. They consist of the same questions and there is very little flexibility allowed in the interview. If the interviewer feels it is necessary, flexible follow up questions may be asked at the end to further address any other potential questions the candidate may not have answered completely.¹⁰

¹⁰ All interview approaches based off of Professor Lynne Eddy's Powerpoint (Chapter 4: Selection)

E.12: Compensatory Philosophy

Total Reward System	Monetary	Non-Monetary
Direct	Direct Immediate <ul style="list-style-type: none">● Base pay● Merit Pay● Overtime	Direct Immediate <ul style="list-style-type: none">● Company apron● Company hat
	Direct Deferred <ul style="list-style-type: none">● Holiday bonus	
Indirect	Indirect Immediate <ul style="list-style-type: none">● Medical insurance (required)● Social Security (required)● Unemployment insurance (required)● Workers compensation insurance (required)● Employee discount● Paid sick days/vacation	Indirect Immediate <ul style="list-style-type: none">● Holiday company party
	Indirect Deferred	

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¹¹ Based of Professor Lynne Eddy's Compensation Summary Worksheet

Compensation Philosophy

White Rooster pays their employees competitive rates because of our philosophies as a coffee house. The barista is becoming a lost art and should be celebrated and rewarded if someone can hone their craft enough. Direct compensation is when the employer pays money to the employee in exchange for productive work. At White Rooster, base pay and merit pay is monetary direct immediate compensation. After the employee's performance appraisal, employees exemplifying improvement within the company or demonstrating good leadership skills will be considered for merit pay. Holiday pay will also be given as direct deferred compensation annually. Employees who work holidays will be compensated with a higher loyalty pay that will be available in December.

Annual holiday parties at White Rooster will be non-monetary, indirect immediate compensation. Non-monetary, direct immediate compensation for White Rooster will also include a free company hat and apron, available for their own personal use. Our holiday party and other small non-monetary exchanges throughout the year will demonstrate the company's appreciation and gratitude towards its team.

Indirect compensation is a condition of employment. It is not a direct exchange for productive work. Although it is required to provide medical insurance by law, it gives employees a sense of security. Insurance, paid sick days, vacation days and employee discounts (25%) are offered as monetary, indirect immediate compensation. Employment at White Rooster includes insurance required by law: unemployment, medical, social security, and workers compensation.¹²

¹² Based off of chapter 8 of *Managing Hospitality Human Resources*, 5th edition

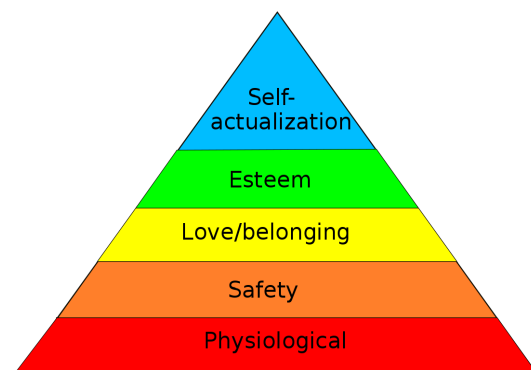
E.13: Motivation

At White Rooster, we recognize that our employees have different needs and want. Therefore we want to offer different motivation strategies to keep our employees invested in their jobs at our establishment without relying entirely on monetary incentives. We will apply motivation strategies from both the Content Theory and Process Theory. The Content Theory makes the assumption that all people are motivated by common needs. The Process Theory identifies all of the factors in a situation and then determines where employees are motivated.

How We Will use Content Theory:

White Rooster adopts the Maslow's Hierarchy of Need Theory, which states that individuals have five basic needs. An individual will experience these needs at different times but they all eventually need to be satisfied. Woods Prioritizes these needs at different times but they all eventually need to be satisfied. Woods Prioritizes these needs via a diagram resembling the lower-level physiological needs on the bottom and the higher-level self-actualization needs on the top of the pyramid. ¹³

The first level of Maslow's Hierarchy of Need Theory is physiological needs; base human necessities such as food, water, sleep and simple comforts. We will ensure that we meet our



¹³ Simply Psychology

employees' physiological needs by offering a family meal and encouraging them to sit down for at least thirty minutes per shift. White Rooster will also make sure that each of our employees is physically safe on our property. We will be committed to addressing all safety concerns in a timely manner to show our employees we are here for them. For our exempt employees, we offer a benefits package, insurance, and retirement plan.

After our employee's physiological and security needs are met we can safely address their social needs. We hope that our employees will venture to form a social unity with their staff and friendly competition between workforces. A coffeehouse, its nature, is a social environment, and we will make sure as our employees are working hard that they can sit and relax for their breaks. With time, our employees will naturally develop camaraderie with one another. These relationships will move employees to work harder, and they will certainly remember their friends when they leave White Rooster family.

In addition, we will be holding monthly barista competitions where employees can compete to make signature lattes, show off creative latte art, and otherwise work swiftly to innovate and achieve. These competitions promote team building and also give our employees to show off their skills and invent new specialty drinks and receive incentives such as free coffee and drinks for a week.

Esteem needs are considered a lesser need in Maslow's Hierarchy of Needs. That being said, it is still an important goal to satiate this need entirely. Our hope is that our employees start off their positions with this need taken care of, but it is our duty to assist if need be. Morale boosting is a specialty of all managers hired at White Rooster, and each one will make sure that

each employee recognizes their self-worth and accomplishments. As they develop their skills, we will make sure our employees know how they have progressed.

To reach the level of self-actualization with our employees, it will take an extra step that some other businesses are afraid to take. Our employees will be developed from low-level knowledge on coffee and, with time, progress to higher positions with more confidence and intelligence than when they started. To achieve self-actualization, we will make sure our employees continue to strive for greater achievement, even if it means they can no longer serve as an employee for White Rooster.

How we will use Process Theory:

It is important and necessary for our employees to understand what it means when managers ask them to do their best. It is imperative that employees are aware of their job descriptions. Managers need to outline the expectations before they can set goals for employees. Managers cannot expect their employees to respond to set goals if they are unclear in their job description, to begin with. We will use E.A. Locke's Goal Setting Theory to provide feedback for employees. We will have pre-service meetings every shift to go over changes in the menu and to educate on the coffee origins that we are using for that day. Managers should set short-term and long-term goals for employees such as improving drink making times and seeing employees talk more informatively about their products. At the end of each shift, managers will use a checklist detailing all of the service flip/closing side duties. These expectations will be outlined by the managers so the employee knows what they are being judged upon as they break

down. This checklist will subconsciously ask each employee the question: How organized are you?

We will also utilize customer satisfaction cards in the check holder to understand when and where improvement can be made to our business. This will give White Rooster the opportunity to make improvements on the customer's behalf and know where we are excelling. In this day and age, we will not refuse to consider the online review on sites such as Yelp, because these are heavily regarded in many customer's eyes. If someone online is unsatisfied with us, we will make it a point to respond to the review and make improvements where necessary. All of these messages and goals should be shared with each employee in White Rooster because a true team is one that shares a unified vision.¹⁴

¹⁴ E. A Locke & G. P.Latham

E.14: Identify Wages

Two categories for employment

- Exempt- are apart from all the regulations, overtime, protection, and other rights afforded to the non-exempt. Must have a salary and not be paid by the hour. The United States Department of Labor proposed minimum salary level for exempt employee at \$913 per week or \$47,476 per year, the current minimum salary is \$23,660.
- Non-Exempt- are entitled to overtime at 1 ½ times their hourly wage for hours worked over 40 in a seven day work week as the FLSA (Fair Labor Act) mandate. ¹⁵

State Wage Labor Laws

- New Jersey State Minimum Wage is set at \$8.60.
- New Jersey minimum wage for tipped employees is \$2.13. Employer may only pay employees the tipped minimum wage if the employee does not make enough in tips during a given workweek to earn at least the applicable minimum wage for each hour worked, the employer must pay the difference. ¹⁶

Federal Wage Labor Laws

- The federal minimum wage for non-exempt employees is \$7.25 per hour.

¹⁵ Page 286 of *Managing Hospitality Human Resources, 5th edition*

¹⁶ US DOL Wage and Hour Division

- The federal food service tipped employees receive \$2.13 per hour.¹⁷

White Rooster exempt worker: General Manager/40 week, \$55,000-\$65,000

The chosen annual salary for General Manager is above the federal minimum salary for exempt workers. We hope to attract talented workers to help better run our business. The maximum salary they can reach in \$65,000 annually.

White Rooster non-exempt worker: Dishwasher, \$10.50-\$14.00

White Rooster will pay above minimum wage in order to better compensate our employees for their time. The hourly pay has a potential increase up to \$14.00 an hour to motivate our employees to increase performance.

White Rooster Salary/Hourly Rates of Pay

	Federal	New Jersey	Red Bank (same as state)
Exempt (Annually)	Proposed \$47,476 Current \$23,660	Proposed \$47,476 Current \$23,660	Proposed \$47,476 Current \$23,660
Non-Exempt	\$7.25	\$8.60	\$8.60
Tipped	\$2.13	\$2.13	\$2.13

Exempt Range: General Manager, Kole Bailey; Grade 85

¹⁷ US DOL Minimum Wage Laws

Start Salary- \$55,000 Ending Salary- \$65,000

Non-Exempt Range: Dishwasher, Lil Uzi Vert; Grade 20

Start Wage- \$10.50 Ending Wage- \$14.00

F.15: Orientation Program

General Property:

The orientation program will begin with general property information. Following the manager's welcome, the background of the business, as well as its policies and procedures, will be discussed. Benefits will be outlined, followed by paperwork. A safety video will be shown highlighting the dangers of working with the equipment. The general property orientation will end with a discussion outlining employee and employer expectations, and a chance to ask any questions about the information presented thus far before moving onto job-specific orientation.

Job Specific Orientation:

The job specific orientation will begin with a review and explanation of the responsibilities listed in the employee's job description. Following this, the new employees will be introduced to their fellow workers before receiving a tour of the property and workstation. Departmental procedures including hours, breaks, and payroll and promotional opportunities will then be discussed.

Orientation will be concluded with a final opportunity for the employee to ask any questions.¹⁸

¹⁸ Based of Chapter 5 in *Managing Hospitality Human Resources, 5th edition*

White Rooster Orientation Schedule

Name:

Date:

General Property:



8:30 AM	Arrival, Greetings, Orientation Kit handed out, Drinks and Food
9:00 AM	Company History/Information
9:30 AM	Benefits Information
10:30 AM	Safety in the Workplace
11:00 AM	Paper Work for Benefits and Enrollment
11:30 AM	Workplace Expectations
12:00 PM	Break for Lunch

Department Orientation:

12:30 pm	Meeting the Coworkers
1:30 PM	Tours of Grounds
2:00 PM	Policies and Procedures

2:30 PM	Responsibilities of Job
3:00 PM	Training on Stations
4:00 PM	Questions and Answers with Managers
5:00 PM	End Shift

Orientation Kit

1. Hours of work, meal and break periods
 - a. Clock in and out times, and break periods
2. Break benefits
 - a. Discounts of food and beverages during breaks.
3. Attendance policy
 - a. This will outline policies concerning calling out, shift coverage, and repercussions for violation of policy.
4. Safety procedures
 - a. Outlines procedures for safety in the workplace, equipment safety guidelines, and repercussions for violations of policy.
5. Sanitation procedures
 - a. Outlines state sanitation regulations, property policies for adherence and repercussions for violation of policy.
6. Uniform, dress code, grooming standards
 - a. Outlines uniform, dress code, and personal grooming standards expected by the company as well as repercussions for violation of policy.

7. Emergency procedures
 - a. Outlines the steps to take in case of an emergency, such as a fire or earthquake.
8. Performance evaluations
 - a. A copy of the company's performance evaluation form will be provided so that employees will be aware of how they will be evaluated.
9. Disciplinary rules and actions
 - a. Outlines policies and procedures surrounding disciplinary actions including suspension and dismissal.
10. Promotion policy
 - a. Outlines the steps necessary to progress in the company.
11. Harassment policy
 - a. Outlines laws and company policies surrounding sexual harassment.
12. Payroll procedures
 - a. Outlines payroll policies including direct deposit.
13. Vacation, sick, and other leave policies
 - a. Policies surrounding time off from work.
14. Holiday schedule
 - a. Outlines days the business will be closed for public holidays.
15. Important telephone numbers and when to use them
 - a. Important contact information for managers and when to contact them.¹⁹

¹⁹ Page 166 *Managing Hospitality Human Resources, 5th edition*

F.16: Socialization Program

White Rooster uses several approaches to tackle our socialization program, specifically individual and informal strategies based on our size and location. All new employees are treated informally and are introduced to all their co-workers immediately. This process encourages a more optimistic work mindset, interest in their positions, and a close unified staff.

Focusing in on the individual strategy, we decided to put each employee there a personalized, isolated orientation so there is no group dynamic at first. This is mainly because we want to harbor a close-knit, small staff where each person feels as if they are a unique part of a wonderful machine. Since we prioritize the person, not the position, our employees will be more energized and feel confident in their places, as we will be able to identify their needs.

Disjunctive approaches help the employee express their own thoughts and grow with the staff, instead of simply by themselves. At White Rooster, we are constantly encouraging our staff to expand and share their knowledge, because that is a unique opportunity to grow. We insist that our current employees keep an open mind to our new hires personal thoughts and preferences. This not only gives the individual the strength to ask questions and feel valued.

The training would otherwise be variable at first, especially when it comes to complex drink making. It should be surmised from the hiring process that the barista is already well trained in drink making. So at first, we will give them the means to practice their drink making without a time deadline until they get a feel for the movement around the coffee bar and are comfortable. To keep employees motivated, non-monetary events will take place to harbor teamwork and unity. This incentive boosts efficiency without the competitive spirits. Having a holiday party, for example, allows the team to meet with each other outside of the work environment and gives everyone a sense of pride and accomplishment.

Every few months we will invite all of our employees out for a coffee tasting so they can learn to enjoy their coffees the way they are meant to be enjoyed; with delicious pastries. This will allow our employees to learn about their product and enjoy them at the same time.²⁰

²⁰ Socialization philosophy based off of Chapter 5 of *Managing Hospitality Human Resources*, 5th edition

F.17: Training Program

Training Program for Managers: White Rooster will train its managers using the case study technique. This program will allow for managers to be trained to respond to situations in the way that we hope they would act. Managers will be given a large selection of different scenarios and be expected to say what they would do and then explain why. If any of the managers' responses do not match up with those expected of them, the owners will explain how the manager should have acted in that situation. In addition, managers will also take place in diversity training in order to be conscious of different beliefs and cultures, as well as team training with the remainder of their staff in order to become familiar with fellow employees.

8 Steps of The Training Cycle:

1. Conduct Training Needs
 - a. Advisory Committee
 - b. Job descriptions/specifications
 - c. Work sampling
 - d. Attitude surveys

- e. Performance appraisals
 - f. Skills test
 - g. Performance documents
 - h. Guest feedback
 - i. Questionnaires
 - j. Exit interviews
 - k. Critical Incidents
2. Identify Training Objectives
 - a. Reaction Based
 - b. Learning Acquired
 - c. On-the-job behaviors
 - d. Results oriented
 3. Establish Training Criteria
 4. Select Trainees
 5. Pre-Test Trainees
 6. Select Training Methods
 - a. Managers:
 - i. Case study
 - ii. In-Basket training
 - iii. Conference Training
 - iv. Behavioral modeling

- b. Hourly:
 - i. On-The-Job training OJT
 - ii. Job Instruction training JTT
 - iii. Lectures off the job training
 - iv. Coaching or mentoring
 - v. Programmed instruction
- c. All:
 - i. Job rotation
 - ii. Role play
 - iii. Vestibule training
 - iv. Business games
 - v. Sensitivity training
 - vi. Basic skills training
 - vii. Team training
 - viii. Diversity training

7. Implement Training Program

- a. Anticipate resistance to Change

8. Evaluate Training Program

- a. Troubleshoot program failures ²¹

²¹ Above is based off of Professor Eddy's Steps of the training cycle worksheet

Knowledge and skills for a newly hired manager by month:

- Month 1
 - Where to park
 - Normal hours and times of work
 - Fire safety and other safety information
 - Tour of locations, equipment, and location of ingredients
 - Late and calling out of work rules
 - Number of employees they will be supervising along with their:
 - Names
 - Shifts
 - Personalities
 - Skill set
- Month 2
 - Weekly Food Costs
 - Weekly Labor Costs

- Number of callouts before more staff can be called in
- Month 3
 - Seasonality of menus and their price changes
 - Form a relationship with any purveyors
- Month 4
 - Monthly Food Costs
 - Monthly Labor Costs
- Month 5
 - Have a strong relationship with purveyors
 - Have the knowledge and ability to run an orientation and training for their staff.
- Month 6
 - Customer base, and what they like and dislike
 - Annual budget
 - Capital equipment
 - Hiring and firing

F.18: Evaluation Form

I am a: ☐ Executive Chef ☐ FOH Manager ☐ General Manager

Title of Course/Class _____

Location of Class _____

Date of Class _____

Instructor Name _____



	1	2	3	4	5
1. The Training met my expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I will be able to apply the knowledge learned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The training objectives for each topic were identified and followed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The content was easy to follow and organized.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The materials distributed were pertinent and useful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The trainer was knowledgeable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The quality of instruction was good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The trainer met the training objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Participation and interaction was encouraged.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Adequate time was provided for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

questions and discussion.

11. How do you rate the overall training experience?

☐ Excellent ☐ Good ☐ Average ☐ Poor

12. Other comments? _____

Optional Signature: _____ 22

G.19: Performance Appraisal

Our Appraisal System:

White Rooster will use result-based rating which will focus on an employees sales during each quarter, number of drinks made ,and the number of customers they serve.²³

Peer Evaluations

These are done by coworkers evaluating one another on how they think their performances are doing, which can lead to a stronger team.

Staff Evaluations of Managers 180

Employees have the option of evaluating new managers after their first six months. This is a positive evaluating system that can be used to determine if a manager if a good fit into the workplace environment.

Self Appraisals

Appraisals done by yourself used to evaluate how you think you are doing every quarter, these are used to create goals.

²² Professor Lynne Eddy Evaluation Form Worksheet

²³ Based off Professor Lynne Eddy Chapter 7 Powerpoint

Guest Evaluations

These are evaluations left up to the customer on how the employee served them and how their drink and food were. These are used to better our menus and staff at making menu items as well as to improve guest satisfaction.

Multiple Rater Evaluations

This form of evaluation is done by more than two people such as coworkers and managers and is completely anonymous.

Who Rates Who?

In our business the General Manager will evaluate every employee along with the help of the Assistant Manager on a six month basis.

Graphic Rating Scale

White Rooster used the graphic rating scale for our performance appraisal. This is where we have a question such a “Did they sell enough drinks?” and the options to pick from are a range between one and five. One begin poor, two being below average, three average, four above average, and five being exceptional and employees will be rated on ten questions about their performance.²⁴

²⁴ All Evaluation definitions based off Information in *Managing Hospitality Human Resources*, 5th edition

G.20: Appraisal Form

White Rooster Appraisal Form

Employee's Name: _____

Date: _____

Job Title: _____

Period of View: _____

Evaluator's Name: _____



	<u>Poor</u> <u>1</u>	<u>Below Average</u> <u>2</u>	<u>Average</u> <u>3</u>	<u>Above Average</u> <u>4</u>	<u>Exceptional</u> <u>5</u>
<u>Total Sales</u>					
<u>Number of Customers Served</u>					
<u>Number of Drinks Made</u>					
<u>Quality of Drinks</u>					
<u>Treatment of Customers</u>					
<u>Cleanliness</u>					
<u>Professionalism</u>					
<u>Safety</u>					

<u>Attendance</u>					
<u>Overall Quality</u>					
<u>Total Rating</u>					

Employee's Signature _____ Date _____

H.21: Drug and Alcohol Abuse Policy

White Rooster Drug and Alcohol Policy

White Rooster maintains a drug free workplace and a zero tolerance for consumption of alcohol during work hours.

- The use, possession, or sale of any illegal substances while on the premise of White Rooster is prohibited.
- We have the right to implement a random drug test if we find it necessary. All employees are required to comply. We do require a pre-employment drug test.
- Employees will be terminated immediately if found guilty of nonprescription drug use.
- If employees are found with illegal drugs, they will be reported to the proper authorities and removed from the premises.
- We strictly prohibit the consumption of alcohol while on the job. If an employee is found consuming alcohol while on the job, they will be immediately terminated.
- If an employee fails to meet the expectations brought on by this policy, formal approaches will be taken to discipline the employee²⁵



²⁵ SHRM Drug and Alcohol

Employees Signature _____ Date _____

H. 22: Sexual Harassment Policy

White Rooster's Harassment Policy

White Rooster strives to create a safe and comfortable environment for all employees. At White Rooster a strict, zero tolerance policy for sexual harassment will be enforced. Failure to comply will result in immediate disciplinary action.



- Sexual harassment in the workplace will not be condoned or permitted.
- Any case of sexual harassment experienced or witnessed is to be immediately reported to the general manager. If the general manager is the employee in question, the incident should be reported to the assistant manager and they will connect the employee with the owner.
- Sexual harassment includes, but is not limited to:
 - Inappropriate sexual advances
 - Inappropriate comments or sexual inquiries
 - Inappropriate comments about a person's body
 - Inappropriate noise or gestures directed towards another person
 - Inappropriate sexual jokes

- Inappropriate non consensual physical contact
- Indecent exposure
- Inappropriately displaying sexual photographs
- The Following situations do not constitute sexual harassment:
 - Mutual flirting
 - Nonsexual compliments
 - Consensual touching
 - Jokes without the intent to offend or shock
- Any violation on the part of the employee deemed as sexual harassment will result in immediate termination. ²⁶

Employees Signature_____ Date_____

²⁶ Based off page 27 in *Managing Hospitality Human Resources, 5th edition*

H. 22: Harassment Policy

White Rooster's Harassment Policy

White Rooster aims to create a safe and comfortable environment for all employees. At White Rooster a strict, zero tolerance policy for unlawful discrimination and harassment will be enforced. Failure to to comply will result in immediate disciplinary action; up to and including



termination. All employees regardless of their position are expected to comply with this policy and act according in the case that a fellow employee chooses to ignore this policy.

- Harassment in the workplace will not be condoned or permitted.
- Any case of harassment experienced or witnessed is to be immediately reported to the general manager. If the general manager is the employee in question, the incident should be reported to the assistant manager and they will connect the employee with the owner.

White Rooster, in compliance with all applicable federal, state and local anti-discrimination and harassment laws and regulations, enforces this zero tolerance policy with the following guidelines

Discrimination and Harassment

- Policy to discriminate in the provision of employment opportunities, benefits or privileges; to create discriminatory work conditions; or to use discriminatory evaluative standards in employment, or offensive remarks based off of a person's gender, age, religion, race, ethnicity, disability, or sexual orientation
- Any retaliation against a co-worker
- Nonverbal harassment includes but is not limited to: distribution, display or discussion of any written or graphic material that ridicules, denigrates, insults, belittles or shows hostility, aversion or disrespect toward an individual or group
- This policy is meant to comply with the prohibitions stated in these anti-discrimination laws. Title VII of the Civil Rights Act 1964, the Age Discrimination Act of 1975, and the Americans with Disabilities Act of 1990.²⁷

Employee Signature _____ Date _____

²⁷ Anti-Harassment Policy from SHRM

H.23: Discipline and Appeals Process Policy

White Rooster's Discipline and Appeals Process Policy

White Rooster follows a progressive disciplinary approach to ensure maximum adherence to policy and growth.

Our Expectations:

- Follow all rules and policies.
- Respect your customers and coworkers.
- Follow all state and federal laws.
- Perform to the best of your ability.

Grounds for Disciplinary Action:

- Failure to comply to rules and policies.
- Failure to perform the duties outlined in your job description.
- Failure to comply with state and federal law.
- Failure to respect guests and/or coworkers.
- Theft.
- Sleeping on the job.



Progressive Approach:

- First Offense: Informal verbal warning to let the employee know they are being monitored and correct the behavior.
- Second Offense: Written warning in the form of a disciplinary demerit in the employee's file.
- Third Offense: Second written warning in the form of a disciplinary demerit in the employee's file.
- Fourth Offense: Final written warning and possible suspension ranging from 1-5 days.
- Fifth Offense: Final offense, results in automatic termination.

Appeal Process:

- White Rooster will follow a hierarchical which is when an employee who believe that they have been disciplined unfairly can appeal at each level of management until all levels of appeal have been reached.
- All employees are entitled to an appeal.
- All appeals must be written and received by a manager within three days of the offense.
- Employees will receive a judgement within one week of submitting the appeal, resulting in either the removal of offense or proper disciplinary action.
- Failure to appeal within three days of the offense will result in the finalization of the disciplinary action.²⁸

²⁸ Page 423-426 *Managing Hospitality Human Resources, 5th edition*

Employee Signature _____ Date _____

Employee Disciplinary Form

Employee _____ Position _____ Supervisor _____

Department _____

Type of Action: -

Verbal Counseling (Dept file only) _____

Written Warning

Suspension: From _____ To: _____

Termination Effective: _____

Date of Incident _____ Time of Incident _____

Description of Incident: _____

Corrective Action Plan:

Next Action Step if Problem Continues:

I acknowledge receipt of this disciplinary action and that its content have been discussed with me. I understand that my signature does not necessarily indicate agreement.

Employee Signature _____ Date _____

Manager Signature _____ Date _____

H. 24: Code of Conduct

White Rooster Code of Conduct

Customer Service

At White Rooster it is our priority to exceed the guests' expectations.

It is very important to us that the front of house employees exemplify hospitality and efficient service to ensure that all guests feel

important. Our pastry cooks will ensure that guests receive the best quality food. The team at White Rooster will listen to our guests, solve problems, maintain a positive attitude and make an impact through service and hospitality.



Dress Code

The dress code at White Rooster is intended to create a professional environment. Employees are responsible for maintaining all parts of their uniform that is issued by the company. The general manager and assistant manager may wear business casual. The issued uniform for baristas is a baseball cap, and a white apron with White Rooster logo. Baristas are then required to wear a plain black shirt, black jeans, and black non-slip shoes. Pastry Cooks and Dishwashers will be issued plain white chef jackets and white aprons that will be laundered off premise by an outside company; they then need to wear black pants, black non-slip shoes, and a hat.

Security and Safety Policies

Management will work to create and maintain a safe working environment for all employees. All employees should work towards having a safe environment and should alert management if they feel threatened. White Rooster aims to reduce the risks of health, safety, and welfare of its workers, guests, and contractors. Management will aim to create a safe environment and ensure that all work at White Rooster is completed safely. Employees must be sure to prioritize their own personal health and safety in the workplace by: practicing the recommended safe workplace policies, participating in the workplace safety training programs, and contributing to promoting an environment that controls unforeseen hazards. Employees of White Rooster must adhere to these policies set by management for their own health and safety.³⁰

Employee Signature _____ Date _____

³⁰ The Customer Code of Ethics

I.25: Appendix

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J. Conclusion

Initially, our group set out to create a simple, yet loving local store. The ideas the romanticised philosophies based off of the individual were in the back of our minds, but the venue eluded us. Soon enough, our team descended on the perfect archetype to base our creative processes on, a coffee house. For us, we felt we moved past a hurdle, but there were many more opportunities for thought and learning along the way. Where would we source our workers? How would we pay our employees? Where should the coffee bar be? These questions, these outlying critical thoughts, made our team work together and hone in exactly what kind of experience we were to offer. We processed dozens of scenarios in our head to make the hypothetical experience of White Rooster better for our equally hypothetical employees. The mindset was what if it was us working these roles? How would we want our owners to treat us? We decided on the overarching answer: Humanely.

If White Rooster were to open in Red Bank, New Jersey, we certainly do not expect to cherry-pick from a list of amazingly talented chefs and baristas, but that is among the many scenarios we envisioned. The team we hire would be thirsty for knowledge, and we would absolutely give them it, as is our philosophy. We would hold the hands of the people who need it and check in on the people who do not. We would create a management system that is unheard of in many restaurants, one in which the professionals we hired are treated as such. We chose Red Bank, New Jersey because it is simply untapped potential, as is a lot of New Jersey locations. The culture and the “Jersey mindset” still linger, and White Rooster will happily join the family and set themselves apart from many places similar to it at first glance.

This project is very well organized and broken into manageable pieces for the students who have worked hard on it. This project also applies and reinforces the information from lectures and the textbook into a personalized format that makes the students like us who work on it more prepared for our futures in the industry. This is an excellent opportunity for students who wish to someday own their own business or get into the Human Resource field and excel in upper management. The project is a step-by-step guide to crafting an operations plan for success.