

FINANCE (7)

Handling Cash

- Using a safe
- Safely managing cash drawers
- Safe cash handling guidelines
- Preventing theft

Manager Math

- Calculating cost of goods sold for different departments
- Pricing food and beverages for menus
- Calculating labor cost and its impact on profitability

Inventory Best Practices

- Definition of inventory and its impact on cost of goods
- How to count inventory
- How to enter and calculate inventory

LEADERSHIP (8)

Leadership Essentials

- Comparing management and leadership
- Productive conversation techniques
- Awareness, vision, and energy
- Removing obstacles for your team
- Optimism and integrity
- Skills of effective leaders

Flexible Leadership

- Why different people require different leadership styles
- Reading people and using the right leadership style
- Ability and attitude
- Instruction and guidance
- How to remember using flexible leadership styles at work

SERVICE (3)

Running a Shift

- Scheduling and staffing levels based on needs
- Manager roles during shifts
- Following the customer path
- Communication with the team
- Maintaining ambiance and atmosphere

Waste and Comps

- Defining waste and its causes
- Why tracking waste is important
- Receiving and storage best practices
- Investigating causes of waste
- Customer comps and how to reduce them

Pars and Usage

- Purpose of purchasing and prep pars
- Calculating and adjusting pars
- Variables that affect pars
- Determine purchase and prep quantities based on pars
- Usage-based systems

Time Management

- How to sort tasks
- Planning daily
- Setting goals
- Simplifying tasks and avoiding obstacles

Building Accountability

- Preparing for and beginning interviews
- Best practices for conducting and ending interviews
- Ethical interviewing and bias
- Introduction to behavioral interviewing questions
- Questions to Avoid

Management Communication

- Impact of effective communication
- Obstacles to effective communication
- Definition and guidelines for active listening
- Using communication tools

Customer Recovery

- Why customers get upset
- Identify when managers need to step in
- Find resolutions to the problem
- Follow up and prevent future problems

Labor Management

- How to calculate total labor and labor costs for different departments How to calculate productivity
- Introduction to scheduling for maximum profitability
- Reacting to high and low labor during a sales period
- Streamlining tasks to increase efficiency

Sales Forecasting

- Purpose of sales forecasting
- Influences on sales forecasting
- How to create a sales forecast
- Reacting to small and large variances from forecasted to actual sales

Appearance and Professionalism

- How appearance contributes to the customer experience
- Best practices for professionalism
- How to lead a team and maintain appearance standards
- How appearance standards affect safety and liability

Team Meetings

- Purpose of team meetings: inform, focus, energize
- Types of meetings: pre-shift groups, pre-shift individuals, rollouts, annual full-team
- Preparing for and running meetings

Interviewing

- Preparing for and beginning interviews
- Best practices for conducting and ending interviews
- Ethical interviewing and bias
- Introduction to behavioral interviewing questions
- Questions to Avoid

Managing a Wait (Full Service)

- Informing customers and creating a positive wait experience
- Creating a waitlist
- How to determine and quote wait time

SAFETY (12)

Personal Hygiene

- Safe daily routines
- Washing hands and wearing gloves
- Preventing contamination with good personal hygiene Symptoms that exclude employees from work

Handwashing and Gloves

- When and how to wash hands
- Video: proper handwashing
- Best practices for wearing gloves
- When to change gloves

Alcohol Safety

- Purpose of safe alcohol handling
- Alcohol and the law
- Serving minors
- Introduction to dram shop laws
- Checking identification
- Highlights of alcohol effects on people
- Steps to handling intoxicated customers and refusing service

Storage, Labeling, and Rotation

- General storage best practices
- Storing raw proteins
- Labeling food
- Safe rotation of product
- How to store chemicals safely

WORKPLACE (5)

Diversity and Inclusion

- Define diversity and inclusion in the workplace
- Highlight diversity trends with groups
- Understanding stereotypes and prejudice
- How inclusion differs from diversity
- Responding to claims of exclusion

Employment Law

- Introduction and guidelines to:
 - Family and Medical Leave Act (FMLA)
 - American with Disabilities Act (ADA)
 - Consolidated Omnibus Budget Reconciliation Act (COBRA)
- Uniformed Services Employment and Reemployment Rights Act (USERRA)
- Equal Employment Opportunity (EEO)

Health Inspections

- Definition of a safe establishment
- Partnering with health inspectors
- Best practices during health inspections
- Following up and getting more information
- Practice scenarios for health inspections and safe food handling

Food Allergies

- Definition of food intolerances and allergies
- Common food allergies
- Responding to severe reactions
- Communication to prevent contamination and allergic reactions Avoiding cross-contact

OSHA Physical and Fire Safety

- The purpose of OSHA
- General physical safety guidelines (slips, trips, falls, lifting, attire, walking) Lockout and tag out overview
- Identify fire safety equipment
- Steps to extinguishing grease fires

Cleaning and Sanitizing

- Comparing cleaning and sanitizing
- Cleaners and sanitizers
- When and how to clean and sanitize

Halal Food Preparation

- Halal approved foods
- Unapproved foods for Halal consumption
- Storage of Halal foods

Kosher Food Preparation

- Kosher approved foods
- Unapproved foods for Kosher consumption
- Storage of Kosher foods

Cross-Contamination

- How food becomes contaminated
- Defining and handling ready-to-eat food
- Preventing cross-contamination

Time and Temp

- Minimum safe cooking temperatures
- How to measure temperature
- Temperature danger zone
- Cooling food safely

Harassment

- Defining harassment, quid pro quo, hostile work environment, and retaliation
- Responding to claims, reporting harassment, manager responsibilities, and assisting in investigations
- Review legal cases Burlington Northern Santa Fe Corp v Sheila White, Faragher v City of Boca Raton, and Burlington Industries v Ellereth
- Practice scenarios with harassment situations

PCI and Personal Data

- Introduction to Payment Card Industry (PCI) security standards
- Proper handling of personal data and credit card information
- Collection and release of personal employee information

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