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# RESTAURANT ONBOARDING CURRICULUM

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# INTRODUCTION

The purpose of the Food Grads Restaurant Onboarding Curriculum (ROC) is to assist our restaurant members with a tool for welcoming, training, developing and retaining employees.

With a changing environment where employees are seeking opportunities more frequently, or it is difficult to hire new employees, it's important to develop industry programs that are easily adaptable, nimble and sustainable for the long term to retain employees for as long as possible.

Each company's program will involve some level of uniqueness depending on their available resources, organization size, business model and the management level of new employees. Refer to *Reference A* to review different tools to support ROC training.

We have created a few onboarding and training checklists, which your business can easily customize to suit your unique business needs. *References B & C.*

## Why is Restaurant Onboarding Important?

- Promotes enthusiasm in starting the new role/position.
- Enables employees to quickly adapt and enhance their engagement in their new environment.
- Provides an opportunity to better understand the company's values, culture, unwritten rules and products.
- Encourages the development of company ambassadors.
- Assists in achieving higher employee retention.

Employees are enthusiastic about starting a new role; however, unfamiliar workplace environments can cause some level of anxiety. As a result, the hiring company should do its best to transition the employee into their new role effectively. By encouraging a higher level of engagement with co-workers/employees and management, we can enhance these initial experiences.

Every new hire is eager to prove themselves, but this can result in employees trying too hard, too soon, without having the proper knowledge and depth required to make an informed decision. The employee must first understand the unwritten rules, history and organizational culture before taking action.

**FoodGrads believes that an effective onboarding program should support the employee in quickly adapting to and learning about the organizational culture so that the employee experiences a positive integration and discovers a sense of pride in working for their organization.**

# FOODGRADS RESTAURANT ONBOARDING CURRICULUM (ROC) OVERVIEW:

## ROC Phase 1

- Formal Welcome and Introductions
- Phase 1 Action Items & Checklists:
  - Day 1 Checklist: Welcome and Introductions

## ROC Phase 2

- Employee Job Shadowing
- Phase 2 Action Items & Checklists:
  - Day 2 Checklist: Intro to Job Shadowing
  - Days 3-5 Checklist: Job Shadowing Trainer Checklist

## ROC Phase 3

- Reverse Shadowing
- Phase 3 Action Items & Checklists:
  - Days 6-9 Checklist: Reverse Shadowing Trainer Checklist

## ROC Phase 4

- Management Check-Ins
- Phase 4 Action Items & Checklists:
  - Day 10 Checklist: "Exit Test" Management Evaluation

## ROC References

- Reference A: Tools to Support Onboarding Messages
  - Reference B: Onboarding Program Checklist
- Reference C: Feedback on the Onboarding Program



## PHASE 1: Formal Welcome and Introductions

### Expectations - Day 1

- Provide a general workplace tour for the employee to familiarize themselves with the layout of the restaurant.
- Understand who is teaching and leading the training program.
- Share all relevant training materials with the new employee.
- Ensure that all appropriate training materials are available for the lead trainer.
- Share with the employee the expected timeline of the orientation.
- **Must relay clear messages to new employees – workplace culture, restaurant mission and core values (Think: “Who are we? What does our organization embody?”).**
- Select/coordinate future Job Shadowing sessions where the new employee will “shadow” the customary duties of experienced employees – **select highly experienced employee(s) who best demonstrate the company’s values and workplace culture to ensure consistency of clear messages to new employee; consider how skilled the potential trainers are at communication and coaching.**

### Action Steps - Day 1

- Provide direction on all facility and system access with IT & security.
- Send a welcome letter to the employee before training that outlines expectations for Day 1. *Reference A.*
- Prepare and provide an agenda for the day. This can be provided with the welcome letter or on Day 1. *Reference B.*
- Review the company online tools and show how to access.
- Prepare a list of messages by utilizing different tools, such as Skype, online training videos, etc. *Reference C.*
- Provide the employee with an onboarding program checklist. *Reference D.*
- Begin all training sessions. Make it interactive and fun!
- Provide a gift bag with some of the best company products from the to taste, enjoy and experience on their own time.
- Tour the company office with new employees (workstations, supplies, facilities, important rooms, etc.).
- Introduce new employees to their core team.
- Review other important topics (parking, workplace events, how to order supplies, etc.).

## Action Items & Checklist - Day 1

### Day 1: Welcome and Introductions

Training Activity	Completed Y/N	Comments
Complete restaurant tour		
Health and Safety Training		
How are you delivering the training? Circle method(s):		
Workbook; computer; pamphlet; take-home booklet with Q&A; take-home menus; online learning at home; Other:		
Share/demonstrate the following core messages to the employee:		
o Core values		
o Mission statement		
o Workplace Culture		
Introductions to the management team (Restaurant Manager(s), Bar Manager(s), Owner(s), GM, Supervisor(s))		
Uniform sizing and attire requirements (as per checklist)		
Select/coordinate future Job Shadowing sessions – discuss training plans with the selected Job Shadow trainer(s)		

Additional Comments:

Trainer Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

## PHASE 2: Employee Job Shadowing

### Expectations - Days 2-5

- This phase allows new employees (trainees) to shadow more experienced staff members (trainers)
- Provides an opportunity for a Question & Answer session
- Tests the new employees' general understanding of the restaurant layout and menu items (fill any remaining gaps)
- Allows the new employee to meet/connect with their workplace colleagues
- Conduct daily Job Shadowing sessions (one shift = one Job Shadow session)
  - Formally introduce the trainee to their selected trainer
  - Guarantee that each trainee pairs with the same trainer for the entire duration of each Job Shadowing session
- Shadowing session
  - Aim for one person per trainer for each Job Shadowing session

### Action Items & Checklist - Day 2

Day 2: Introduction to Job Shadowing

Training Activity	Completed Y/N	Comments
Meet with the employee for a Q&A session		
Quiz employee to test the level of existing knowledge; fill any remaining gaps in knowledge		
Provide an overview of the Job Shadowing training process; discuss expected timeframe and learnings		
Introduce the employee to their co-workers; encourage connections		
Introduce the employee to their Job Shadow trainer		

Additional Comments:

Trainer Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Employee Name: \_\_\_\_\_ Signature: \_\_\_\_\_

## Action Items & Checklist - Day 3-5

The Job Shadowing Phase consists of three areas of focus:

1. Customer Service
2. Product Knowledge
3. Restaurant Processes

### Day 3-5: Job Shadowing Trainer Checklist

#### CUSTOMER SERVICE: PROVIDE TRAINING ON:

Training Activity	Completed Y/N	Comments
How to engage with customers; proper serving etiquette		
How to treat customers like family (refer to the company culture)		
Understanding that the customer is always right		
What to do when/if you make a mistake		
Dealing with conflict and difficult customers		
Multitasking working under pressure while maximizing efficiency and remaining pleasant to customers (Smile!)		
Utilizing your note pad – it's your best friend. Write things down!		
Understanding procedures around food allergies, religious food restrictions, or vegan/vegetarian/ special diet options		

Trainer Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_



**PRODUCT KNOWLEDGE: PROVIDE TRAINING ON:**

Training Activity	Completed Y/N	Comments
Restaurant menu - confirm that the employee is familiar with the Menu—food, desserts, beverages, etc.		
Special Event Menus – things are always changing; must be aware of menu changes (especially if the employee is part-time)		
How to make food recommendations – guests will commonly ask what you recommend. Try the food, if possible!		
Attending meetings to address menu changes		
Drink menu – confirm that the employee knows all mixed drink ingredients and the different alcoholic beverages; understands food/drink pairings		
How to open a wine bottle—always carry a bottle opener in your apron!		
How to communicate Menu specials and features to customers—they will want to take advantage of good prices		
How to upsell and to include add-ons		
Understanding Menu substitution changes—what are your limitations?		
Knowing the costs of add-ons and items with extra charges		

Trainer Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

# RESTAURANT PROCESSES: PROVIDE TRAINING ON:

Training Activity	Completed Y/N	Comments
How to use the food ordering system and related technologies		
How/when to take and place customer orders		
How to set and clean tables—where do dirty/clean dishes go? Are bussers available to help clean tables?		
How to serve bar drinks if bartender(s) not present—who is in charge when/if bartender(s) unavailable?		
Handling guest allergies and food modification requests.		
How to follow up with customers during their meals.		
Understanding the table sections		
Understanding the duties of other restaurant staff members—kitchen staff, bartenders, supervisors, hostesses, bussers, etc.		
How to answer phone calls and take phone reservations		
Understanding how to best support your co-workers and how they can assist you		
Knowing where cleaning items, utensils, etc. are stored; how to set up for reservations, special events and outdoor patios (if applicable)		
Understanding server duties when there are no tables to serve (filling salt, rolling utensils/napkins, telephone calls, garbage, laundry, etc.		
Quiz the new employee on the Menu		

Trainer Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

## PHASE 3: Reverse Shadowing

### Expectations – Days 6-9

- Align this training with a time when the facility has high traffic to gain the best experience.
- This phase allows trainees to demonstrate their job skills/knowledge under the direct supervision/guidance of their trainer
- Tests the new employees' understanding of restaurant processes and ability to provide excellent customer service (fill any remaining gaps)
- The first Job Shadow session should take place during low traffic days/times
- Subsequent Job Shadow sessions should take place during high traffic days/times to further challenge trainees
- Trainers must always supervise their trainee, but should decrease their guidance/involvement with trainee tasks to allow trainees to demonstrate leadership
- Upon completion of the Job Shadowing Trainer Checklist, the trainer will review all items with the trainee—a great time for giving positive feedback and assessing weaknesses!

### Action Items & Checklist - Day 6-9

#### Day 6-9: Job Shadowing Trainer Checklist

#### CHECKLIST BEFORE WORKING THE FLOOR:

Training Activity	Completed Y/N	Comments
Will you, the trainer, directly supervise this trainee for the entire duration of this Job Shadow session?		
Did the trainee understand the meal menu?		
Does the trainee satisfy all uniform requirements?		
Does the trainee have the necessary tools to complete their duties (notepad, pencil, coin pouch, bottle opener, etc.)?		
Is the trainee familiar with the workplace layout and can navigate the workplace efficiently?		
Does the trainee know where items are stored (cleaning items, utensils, condiments, etc.)?		
Is the trainee familiar with their table section?		

Does the trainee understand the duties of other restaurant staff members?		
Are bussers available to help clean tables?		
Are bartenders available? If not, who is in charge?		
Is the trainee familiar with the ordering system and related technologies? Ensure they have all passwords/access cards to access systems.		
Does the trainee know today's Menu specials/features?		
Can the trainee properly answer phone calls and take reservations?		
Can the trainee make food recommendations and upsell with Menu add-ons?		
Does the trainee know the costs of Menu add-ons?		
Does the trainee know how to input Menu substitutions/changes?		
Does the trainee thoroughly understand food allergy procedures?		
Can the trainee prepare mixed drinks and alcoholic beverages?		
Can the trainee recommend proper food/drink pairings?		
Can the trainee open a bottle of wine on their own?		

Trainer Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

## CHECKLIST AFTER WORKING THE FLOOR:

Did the trainee:	Completed Y/N	Comments
Actively ask questions during today's Job Shadow session?		
Effectively take/place customer orders and follow up with customers during their meals?		
Properly set and clean tables?		
Navigate the workplace in an efficient way?		
Know where to locate workplace items?		
Provide excellent customer service?		
Complete other server duties as required (filling salt, rolling utensils, napkins, etc.)?		
<b>Does the trainee:</b>	<b>Yes or No</b>	<b>Comments</b>
Does the trainee display a strong understanding of our company's workplace culture? Y/N		
Does the trainee have a positive workplace attitude and get along well with other staff? Y/N		
Overall, is the trainee a good fit for this role and within our organization? Y/N		

Trainer Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

## PHASE 4: Management Check-Ins

### Expectation – Days 10

- This phase allows trainees to fully demonstrate their job skills/knowledge via an “Exit Test” where trainees serve the GM or Restaurant Manager
- Trainers must have reviewed all Checklist items/feedback with the trainee prior to this phase
- The “Exit Test” must be scheduled on low-traffic day/time
- Ideally, the “Exit Test” will occur at the beginning of the employee’s shift
- Upon completion of the test, the GM or Restaurant Manager will provide detailed feedback on the trainee’s performance
  - If satisfactory performance, the employee will work the remaining of their shift on their own, without a trainer
  - If unsatisfactory performance, the GM or Restaurant Manager should clarify weaknesses—either the “Exit Test” will be rescheduled, or it will be concluded that the employee is not a good fit for the role

### Action Items & Checklist - Days 10

#### Day 10: “Exit Test” Management Evaluation

Rating Activity	Rating (1 - Low, 5 - High)	Comments
Uniform requirements satisfied		
Table properly set		
Appropriate greeting and introduction		
Presented today’s Menu specials/features		
Provided food recommendation(s)		
Offered Menu add-ons for upselling opportunity		
Knew the prices of Menu add-ons offered		
Knowledgeable about the Menu		
Inputted a Menu substitution/change		
Understood food allergy procedures		
Knowledgeable about alcoholic beverages		
Provided a food/drink pairing recommendation		
Effectively took and placed the order		
Effectively navigated the workplace		
Offered additional table items and condiments		
Can open a bottle of wine		
Accurate order was placed		
Knowledgeable about desserts		



Provided professional and courteous service (smiling, natural, confident, good listener, etc.)		
Attentive to customer needs		
Effectively used the ordering system and related technologies		
Bill and payment process completed quickly		
Table properly cleaned		
Can successfully complete other server duties: <ul style="list-style-type: none"> <li>- Filling salt/pepper</li> <li>- Rolling utensils</li> <li>- Setting up for reservations/events</li> <li>- Laundry duties</li> <li>- Garbage disposal duties</li> <li>- Answering telephone calls</li> <li>- Scheduling reservations</li> <li>- Other</li> </ul>		
<b>Does the trainee:</b>	<b>Yes or No</b>	<b>Comments</b>
Does the trainee display a strong understanding of our company's workplace culture? Y/N		
Does the trainee have a positive workplace attitude and get along well with other staff? Y/N		
Overall, is the trainee a good fit for this role and within this organization? Y/N		

Trainer Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

## REFERENCE A

### Tools to Support Onboarding Messages

- **Manuals:** Company Handbooks; Work Agreements; Benefits; Health & Safety; Good Manufacturing Practices
- **Videos:** Company local messages; Corporate messages from the president; Basic training; Products;
- **E-learning:** Mandatory training in areas of HR, legal, Health & Safety; Food Safety;
- **Product Library:** Company product library showcasing the evolution of products and brands;
- **Company Websites:** Information about the company, products, brands, customers, values, sustainability and company strategies
- **Trainer:** Dedicated department personnel to provide training or to act as a “training buddy”
- **Mentor:** A person with more seniority to provide company history, share the unwritten rules and to support the engagement with other co-workers

## REFERENCE B

## Onboarding Program Checklist

Employee Name: \_\_\_\_\_ Date Initiated: \_\_\_\_\_

Start Date: \_\_\_\_\_

The purpose of this onboarding checklist to share the process with our new employee.

Activity	Responsibility	Completed (Y/N)
Welcoming Letter Completed	HR	
Legal documentation completed	HR	
Welcoming gift bag prepared	Marketing	
Computer Ordered & Available	IT	
Work Station Prepared	Manager	
System Access Provided	Manager / IT	
Uniform or Personal Protection Equipment ordered and available for day 1	HR / Manager	
Facility Tour	HR	
Production Plant Tour	Manager	
Company Overview & Websites	HR	
Mandatory Training 1	HR	
Mandatory Training 2	Manager	
Mandatory Training 3	H&S	
Job Training Checklist Prepared	Manager	
Job Trainer Identified	Manager	
Mentor required for the role	Manager	
Manager's meeting set-up & completed	Manager	
1/1 Meeting and Agenda prepared	HR / Manager	
Obtain feedback from the New Hire	HR / Manager	

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_

HR Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Please return the final signed form to the HR Department for review and filing.

## REFERENCE C

## Feedback on the Onboarding Program

Employee Name: \_\_\_\_\_ Dept: \_\_\_\_\_ Start Date: \_\_\_\_\_

New Hire Survey & Feedback	Above Expectations	Met Expectations	Below Expectations	Comments (What worked or what can be improved)
Was the first day welcoming?				
Was the session on the company values, mission and product effective?				
Did you receive the required items to start the job – security & IT access, work station, PPE, etc				
Did you receive sufficient training for the job?				
Do you have a good understanding of the culture?				
Was the training effective?				
Were you able to adapt quickly to the workplace and your job?				
Did you meet with the appropriate people during the onboarding?				

Other Comments:

Signature: \_\_\_\_\_ Date Completed: \_\_\_\_\_

Please return the final signed form to the HR Department for review and filing.