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ARA GUIDE TO OPENING A NEW CAFETERIA

by

Cynthia R. Hay

A project submitted to the faculty of the School of Food,
Hotel and Tourism Management

at

Rochester Institute of Technology
in partial fulfillment of the requirements for the degree of
Master of Science

June 1994

ROCHESTER INSTITUTE OF TECHNOLOGY
School of Food, Hotel and Travel Management
Department of Graduate Studies

M.S. Hospitality-Tourism Management
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ABSTRACT

In 1992 ARA had 39 business dining cafeterias open. In 1993 38 new cafeterias opened. These numbers not only represent openings, but new pieces of business for ARA. The opening is the first impression the customer gets of ARA; this makes it essential that the opening be a success. A successful opening is the beginning to a successful new piece of business.

To assure a successful, organized opening, a standard manual is needed to guide the ARA operator. A successful opening is the mark of a successful future. If the appropriate policies and procedures are implemented from the start, the business will begin with a definite advantage.

The manual developed will guide the operator and assist in implementing policies and procedures. The manual covers opening procedures including forming an opening team, how to staff and train employees for the operation, menu selection, and ordering food and equipment.

An area not covered in the manual that the operator may need to be concerned with is government regulations which include such areas as building permits, health permits and fire department permits, all of which vary by location. Generally these are the responsibility of the clients and building contractors, but if permits are not obtained, the opening will not happen.

ROCHESTER INSTITUTE OF TECHNOLOGY
School of Food, Hotel and Travel Management
Department of Graduate Studies

M.S. Hospitality-Tourism Management
Presentation of Thesis/Project Findings

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CHAPTER 1

Introduction

This manual has been developed to assist the ARA operator in achieving a successful opening. Following the manual will allow the operator not only to make a strong first impression but start a long range relationship with a new client..

The key to a successful opening is to be organized. This manual will allow the operator to be organized. The problem many operators have with organization is that they do not know where to begin. Two hundred and thirty-six cafeterias have been opened without this manual (ARA, 1992). They have been relatively successful. This manual defines the policies and procedures to follow when opening a new operation. It informs the operator where to begin and how to proceed.

The manual will also offer the operator examples of items from food production to training. This will allow the operator to follow the appropriate steps without question.

Many times in an opening the manager has no idea how and where to progress, due to inexperience, without the input of another person. This other person is often a district manager, a food service director or a vice president. All of these people have many other responsibilities and are not available to focus their full attention on the opening. This manual will be the official procession guide for the operator.

The manual contains checklists, job descriptions and information from a variety of sources. All of these sources and references have been gathered into one functioning

guidebook. This will save the operator time in researching from where to gather the information from.

This manual was designed to be a guideline only. It only focuses on topics that an operator needs to concentrate on for a successful opening. Many other issues will arise both internal and external which are not discussed in this manual. These issues include such items as budgeting and government regulation. The operator does need to be aware of them; however, they are generally the responsibilities of clients, vice presidents and district managers.

The manual is limited in scope because it is the career background of one operator, not a gathering of information from many operations. It serves the purpose, however, with providing a written procedure that corporate executives verbally instruct.

Problem Statement

With all of ARA's policies and procedural manuals, none deal specifically with opening a new operation. A standardized manual is urgently needed because a successful opening will lead to a successful operation.

Background

ARA is opening more and more food service operations all of the time. As important as new pieces of business are, retaining existing business is even more important. An unsuccessful opening is the first step in losing that newest piece of business.

ARA is recruiting new managers on a consistent basis. It is ARA's goal to provide these managers with the tools and training to achieve success. This manual will be an important additional tool to aid the manager in succeeding.

CHAPTER 2

Literature Review

Changing Business Environment

With the changing environment in the businessworld, it is becoming more prevalent for a business to concentrate on its employee services (ARA,1991). Employee services include maintenance of the building, child care, recreation and food services. Due to this changing philosophy, ARA has acquired seventy-seven new contracts to provide food services to companies in the last two years (ARA,1991,1992).

Retaining Business

New business is important to ARA. The first step in retaining business is to have a successful opening (Sedia,1993). A successful opening marks the future of the operation. The grand opening is what gives our customers their first impression of ARA. If the customer receives quality food and service from day one, they will return. If a customer receives bad food and bad service, they may never return to the facility. This would be the beginning of the end. Nationwide an average of two hundred and fifty restaurants open per year. Of those two hundred and fifty restaurants, over half of them close the door by the second year of operation (Bergeroglu, 1985).

Aspects of Openings

There are many aspects to an opening. To guide the operator through these tasks, it is necessary to have a checklist (ARA). The checklist provides a reference point for the operator to stay on track for a successful opening.

In all operations sanitation is a key issue. In order to achieve an acceptable level of sanitation, a detailed schedule needs to be provided for the employees (Roberts,1993). The more detailed the schedule, the better the results will be.

A detailed job description will provide an outline for the employee on how to accomplish the goals that have been set for them (Horn,1993).

In order for an opening to be successful, organization is required. To achieve this organization, a manual has been developed.

CHAPTER 3

Methodology

The following methods were used to collect the data to support this research: 1)secondary sources in the library were identified; 2)phone interviews with ARA executives were conducted; 3)ARA manuals were investigated; 4)the authors personal experiences and career background were summarized. 5)A pilot study was conducted.

The library search provided information on opening restaurants which was then applied to cafeteria operations.

Telephone interviews with ARA executives such as the human resource manager, area salespeople and a vice president were direct sources for data and selected areas that the manual should cover such as job descriptions and procedures for figuring portion costs.

ARA manuals were collected, changed and summarized to provide guidance in the opening procedures in Appendix A.

The author's personal experience and career background provided insight into the areas such as training and recruitment that often are the weak spots of an opening.

A pilot study was conducted at two new ARA accounts. These accounts were Tops in Buffalo, New York and Citibank in Rochester, New York.

CHAPTER 4

Results

The ARASERVE MANAGER'S GUIDE TO NEW OPERATIONS, (Appendix A), provides the procedures for a successful opening. It is a standardized manual providing a method to achieve success.

The manual provides a reference point for managers. The reference point is readily available and allows for the continuous flow of the process and not one where the manager is waiting for their next assignment from the expert district manager or vice president. Figure 1 is an outline of the manual representing the process.

The opening procedure checklist is a complete list of all tasks that need to be executed prior to the grand opening of the facility. The checklist allows the manager to be organized and keep a record of when and who completed the task.

The section on formation of the opening team provides an example of areas of responsibility that can be assigned to other participants in order to achieve a successful opening.

The staffing, job description and cleaning schedules section provide specific examples of how to go about communicating procedures to staff. This initial communication to the staff sets the stage for how the staff views the company. These examples provide a proven effective method.

Figure 1

Outline of ARASERVE MANAGER'S GUIDE TO NEW OPERATIONS

- I. Introduction
- II. Opening Procedures
 - A. Formation of Opening Team
- III. Staffing
 - A. Productivity
 - B. Performance Standards
 - C. Labor Forecasting
 - D. Points of Service
 - E. Staffing Levels
 - F. Computing Total Labor Hours
 - G. Labor Cost
- IV. Job Descriptions
 - A. Cleaning Schedules
- V. Recruiting
 - A. Interviewing
- VI. Orientation
 - A. Interview
 - B. Post Job Assignments
 - C. Paperwork
 - D. Group Orientation Session
 - E. Training
- VII. Menu
 - A. Menu Planning
 - B. Regional Food Preferences
 - C. Availability of Supplies
 - D. Staff Skills
 - E. Facility Layout
 - F. Selling Price
 - G. Menu Balance
 - H. Price & Portion Guide
- VIII. Ordering
 - A. Small Wares
- IX. Conclusions

The recruiting, interviewing, orientation and training sections provide acceptable guidance to the manager inexperienced in these areas. These tools, especially the employee handbook, make even the newest manager look like a professional.

The menu, price and portion guide section provides an example of how ARA guidelines were applied at the unit level in developing a menu.

The ordering and smallwares section of the manual provides a timetable to allow complete organization of the process.

In conclusion, the manual provides procedures for the manager to follow when opening a new facility. The procedures are a detailed extension of the verbal instructions followed in opening a new facility. The written procedures will allow for a successful opening and, therefore, a successful future of the operation.

Pilot Study

The manual created in Appendix A demonstrates the procedures that need to be completed to achieve a successful opening. If the manual is followed, all permits are obtained, and the details are completed to meet the needs of the specific operation, a successful opening can be guaranteed.

The pilot study conducted at two new ARA accounts in the fall of 1993 will lead to some additions to the manual. A list of ARA specified products to order through super

distributors will be added. A list of suggested small wares compiled for small and large cafeteria operations will also be an addition. Station set-ups including a diagram of the station, a price and portion book and recipes specific to the station will be added to the manual. The two openings participating in the pilot study showed favorable results. The food service directors in charge of the opening had a clear vision and direction to follow. The openings were organized and flowed throughout the process.

CHAPTER 5

Conclusion

Summary of Purpose

A manual was developed which provides a guide to the operator to ensure a successful opening. By providing detailed examples of necessary procedures to use for the insurance of a success. The manual allows the operator to proceed in an organized manner and frees the expert district manager or vice president to concentrate on issues rather than a step by step procedural teaching method.

Limitations

The main limitation of the study is that it is a gathering of information only from one operator. The author did not include the personal experiences of other operators. The manual serves its purpose, however, in providing a written procedure from corporate executives.

Methods of Research

ARA manuals and the authors personal experience were the major methods used during the research of the project. Secondary sources from the library were used to tie restaurant opening information into the opening of a cafeteria.

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Appendix

A

ARASERVE MANAGER'S GUIDE TO NEW OPERATIONS

ARASERVE

MANAGER'S GUIDE TO NEW OPERATIONS

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Introduction

The purpose of this manual is to provide standardized guidelines for opening a cafeteria.

The manual offers the operator not only procedures; but examples of items from food production to training. These procedures allow the operator to progress through the opening with minimal assistance from the experts. The examples provide workable references to accomplish the procedural goals.

The manual contains checklists, job descriptions and information gathered from a variety of sources. All of these sources and references have been gathered into one functioning guidebook.

This manual was designed as a guideline only. The focus of this manual is on topics on which an operator needs to concentrate. These topics include opening procedures, staffing, recruiting, orientation, menu formation, and ordering of food and small wares. Many other issues both internal and external are not discussed in this manual such as permits.

CHAPTER 1

Opening Procedures

The component opening checklist (see Appendix 1) is the manager's guide to the tasks that need to be completed. The checklist contains columns with tasks and lists each task. Next to the task in a column. In these columns, the manager can write the name of the person assigned to the task, the expected completion date, and the actual completion date.

The checklist is an organizational tool for the manager. It not only lists the tasks, but allows the manager to see if the project is being completed in a timely manner. This checklist will be the most important tool.

Formation of Opening Team

One of the items contained in the opening checklist is the formation of an opening team. This is essential because no matter how small or large, an effective opening requires a team effort.

A team is most often composed of other area unit managers using corporate staff as support. Each team member should have a specific purpose in the opening development and in the opening itself.

The person in charge of the team should be the manager of the new cafeteria. There is an exception to this if the manager is inexperienced. The manager takes the position of general manager and assigns other team members tasks.

Example

List #1

Cindy H.	General Manager
Cindy H.	Marketing
Betsy L.	Sanitation
Rob D.	Receiving/Storage
Jack S.	Service
Bill K.	Service
Cindy H.	Menu Forecasting/ Ordering
Peggy B.	Accounting

The first assignments are general areas of responsibility. As the project progresses, the team assignments become more specific and due dates are assigned. The assignments given to each person should reflect their areas of expertise for the best results.

CHAPTER 2

Staffing

Productivity

Many factors need to be considered when staffing. Productivity is one factor. One definition of productivity is the amount of work output by an employee during a specific time period. Employee productivity levels will fluctuate. Productivity will vary depending on employee skill level, availability of materials and automation. Automation usually allows an employee to increase productivity. The exception to this would be if an employee is not properly trained on the machine. Skill level will increase with practice. An employee new to a position will require more time to do the job than one who has completed the probationary period. If the equipment or ingredient is not available for the employee to use, this will also decrease productivity, of course.

Productivity standards define the acceptable quantity of work to be completed by employees and need to be altered as the employee progresses. Meeting standards should be the goal for the employee. If the employee can meet the standards the first day on the job, the standard could be too low or the employee's skill level is very advanced. This needs to be determined and the job standards should be altered to challenge the employee.

Performance Standards

Performance standards define the required levels of quality in the work performed. The time it takes to complete the amount of work in a specific time period, or productivity will be affected by performance standards. For example, if an employee is not sanitizing the slicer between slicing different types of meat, the employee's productivity will increase; however, they will not be meeting performance standards.

Labor Forecasting

Labor forecasting is used to determine the amount of work required in a specific period of time. Before forecasting labor sales volume needs to be established. Sales volume equals number of customers served times check average.

$$\text{Sales volume} = \text{CC} \times \text{ck. avg.}$$

After establishing sales volume, points of service and productivity standards need to be considered.

Points of Service

Points of service must be considered first. During service periods, all stations must be manned. Stations needing to be manned will determine the number of employees that must be on the floor. Service levels come into play here. For example, a deli station can be manned or self serve. It depends on the desired service level. The steamtable could have one or two attendants. This will

depend upon the number of customers served and also the flow of customers during specific time periods. For example, the first 15 minutes of service 100 customers may be served; the second 15 minutes, 75 customers and the third 45 customers.

Staffing Levels

Often staffing levels are determined in the proposal to the client. These guidelines should be considered when staffing. Statistics can also help guide in the staffing process. Productivity standards come into play here. For example, a cafeteria serving 1,400 people a day may have a goal of 14 customers served per man hour worked per day. A cafeteria serving 300 people a day may have a goal of 8 customers served per man hour worked per day. The cafeteria requiring 14 customers served would have 100 allowable working hours per day. The cafeteria serving 300 customers would have 37.5 allowable working hours per day.

$$\text{man hours worked} = \frac{\text{CC}}{\text{labor hours}}$$

$$\text{labor hours} = \frac{\text{CC}}{\text{man hours worked}}$$

Goals for man-hours worked for each location should be determined by the unit manager and district or general manager.

Computing Total Labor Hours

After sales level, number of employees, and productivity standards are set, the total labor hours need to be

determined. This is not a simple process. All units with the same customer counts will not have identical productivity standards. It will vary depending on a number of factors. Factors include preparing food from scratch vs. packaged foods; or operating a satellite vs. a free standing unit. Each job description needs to be evaluated to determine the amount of hours the job will take to complete.

Labor Cost

After establishing total labor hours, the estimated labor cost is determined by multiplying hours worked X wage X fringe. Fringes include all taxes and employee benefits; usually expressed by a percent. Following is an example:

$$100 \quad \times \quad 5.75 \quad \times \quad 29\% \quad = \quad \$1,639.50/\text{day}$$

At this point a labor chart can be made. See table 1.

CHAPTER 3

Job Descriptions

Job descriptions will be an essential part of an effective opening and operation of a cafeteria. An effective job description should provide an employee with a guideline for desired job performance.

The American Disabilities Act (ADA) does not require an employer to have written job descriptions. Written job descriptions, however, do provide many advantages. The job description can help to determine whether or not a candidate is qualified for the job. The job description will help a candidate understand the requirements of the job. A job description is helpful evidence in court if a candidate files a discrimination case.

When preparing job descriptions, the ARA Service Manual on preparing effective job descriptions will provide assistance. The manual states that the description should state the principal function of the job. The principal function will give the job purpose and goals.

The job description will list the job's activities. For an hourly employee, this is often a list of the day's activities. This area of the job description will also point out the job qualifications.

The ADA has suggested that the job description contain a section of essential job functions. These essential job functions are things that cannot be eliminated by reasonable

accommodation. Reasonable accommodation is an area that becomes important when dealing with a disabled candidate. An employer is expected to make reasonable accommodations for the disabled candidate. For example, a person in a wheel chair could not be eliminated from a cashier's position because the register is too high for them to reach. The cash register must be moved to a height that would accommodate the candidate. An essential job function of a steward would be the ability to identify items. A blind candidate would then be disqualified for the position.

The job description for the salad position (Appendix 2) provides a description section. This description section states the job title, component number and name, the hours of work, meal and break periods, as well as total hours worked per day and per week. There is also space allotted to fill in the employees name and start date of the position.

The second section of the job description states that the employee is not only held responsible for what is contained in the description, but also anything else a supervisor may assign.

The third section of the job description lists the daily tasks assigned to the job with a time schedule.

The fourth section lists weekly job duties. In the case of the salad preparation position, it is a cleaning schedule.

The fifth section of a job description lists the essential job skills. In the case of the salad position, this includes the ability to perform repetitive movements, the ability to identify food items, the ability to stand for four hours, the ability to operate a hobart mixer and buffalo chopper, the ability to count money and the ability to use a knife.

The final section of the job description is a section that the employee can sign to verify that they can perform all job duties and that they have seen what's expected of them.

Cleaning Schedules

Cleaning schedules will play a major role in the sanitation of the facility. A cleaning schedule will provide the employee with a guideline to sanitizing expectations. Before compiling a cleaning schedule, a survey of cleaning needs must be conducted. This survey should cover entries, kitchen, dining room, servery, garbage area, dishroom, and restrooms. Each piece of equipment needs to be listed.

A cleaning schedule issued along with a job description will provide an employee with management's expectations. A manager cannot expect that employees know how to clean. Cleaning procedures should be a part of the employee's training. The more detailed the cleaning list, the better the results. If you do not point out the areas that dirt can accumulate, the employee often will overlook the area.

For example, if you list clean the inside of the reachin refrigerator and do not list the shelves, walls, etc.; they most likely will not be cleaned.

A detailed cleaning schedule covering the entire operation is often beneficial to the manager when inspecting the operation (Appendix 3). A detailed cleaning schedule will list the area or part of the equipment to be cleaned, when it is to be cleaned, with what it is to be cleaned, and who is to clean it.

A sanitation checklist for each station should also be provided. This checklist lists general areas of responsibility that an employee needs to keep clean and sanitized (Appendix 4). It is often beneficial to post these checklists in the employees' work area as a constant reminder.

As demonstrated by the line service hot foods checklist, sanitation items such as is the grill area clean is addressed. A safety issue such as are spills cleaned up immediately are addressed. Food safety issues such as is raw meat refrigerated and maintained at proper temperatures is addressed.

CHAPTER 4

Recruiting

After setting staffing requirements and writing job descriptions to identify necessary skill levels, a manager is ready to recruit staff. When recruiting, the manager has some options. When taking over an existing facility from another company, it is best to keep the existing staff and transition them. The exception to this would be an employee who has loyalties to the old company that would interfere with ARA goals and standards.

The manager could recruit internally. Internal recruiting meaning through ARA. This would be transferring an existing ARA employee from one facility to another. Internal recruiting is often used for skilled positions, such as a chef. Often an assistant chef from one facility may be promoted to a chef at another facility.

Recruiting could be done through an employment agency. The advantage of this is the savings on the cost of advertising and interviewing time. The agency will charge a per hour rate that the employee works. This often works out to be about the same rate that wages and benefits would be. This also allows the unit manager time to determine whether or not the employee can perform the job without making a commitment to the employee.

External recruiting is most common. For external recruiting, an advertisement is placed in the local newspaper with a list of job qualifications. For example:

Grill cook, short order, direct customer contact, high sanitation standards, Mon. - Fri., EOE, ARA Services, 427-5269.

A blind ad may also be placed. In a blind ad, the name and number of the company is not listed. The advantage of this is if you are not able to staff yourself to answer the calls. Following is an example:

Grill cook, short order, direct customer contact,
high sanitation standards, Mon.-Fri., EOE

In a blind ad, the newspaper will provide a post office box for resumes to be sent which will then be forwarded to the company placing the advertisement.

When placing an advertisement in the newspaper, it is advisable that the state and county employment agencies also be contacted. In some states, this is a legal requirement.

Local colleges are also a good external source for recruiting.

When recruiting, always remember the legal ramifications of the wording. All job postings should be approved through the ARA legal department in corporate.

Interviewing

After applications have been collected and reviewed, the manager can begin interviewing. Interviews should be conducted with both external and internal candidates.

Before conducting an interview, the manager should be prepared with a list of questions and an evaluation form (Appendix 5).

When a candidate arrives make note as to whether or not they were on time for their interview. If a candidate is late for their interview, it is often "tell-tale" of how timely they will be once employed.

The first step is to greet and introduce yourself to the candidate. If the manager or interviewer is not available, assign the initial greeting to someone else. This is important because we want to give our prospective candidates a good impression of ARA.

The second step of the interview is to provide the candidate with information about ARA. Often job candidates do not realize how large our company is. At this point allow the candidate to ask any questions they have before starting to question the candidate.

When questioning a candidate, it is imperative that all questions are legal and pertinent to the job. Questions dealing with personal issues such as; Are you married? or Do you have children? can not be asked. If a candidate was asked these questions and not hired, they may say that ARA discriminated against them because they are a married female with children.

Upon completion of questioning the candidate, allow the candidate to ask any additional questions. In closing, thank the candidate and give them a date that they will hear from you by.

CHAPTER 5

Orientation

The orientation period is a critical point in establishing the employee, employer relationship. This is the time to discuss with employees company standards, expectations, policies and procedures. It has been proven that a good orientation program helps reduce employee turnover.

The enclosed employee handbook will give the orientation program its backbone. This handbook should not only be given to the employee to read, but also discussed with the employee. If the handbook is simply handed to the employee without review, many policies will be overlooked.

Orientation sessions should be held with all employees. Orientation is very important in dealing with transition. Transition in this case meaning the employee changing from another company to ARA. Often when ARA takes over an existing facility, the employees are hired by ARA. These employees need to feel comfortable and secure with their new company. A comprehensive orientation program will allow for a smooth transition period and provide new employees with a positive start with ARA.

To guide the orientation period through the following steps see Appendices 7 and 8.

Step 1 - Interview

Talk with each employee individually. For new hires, this can be completed during the interview phase. For employees, in transition, interviews also need to be set up. This interview should provide employees with job descriptions, determine what job the employee would be interested in doing and whether or not the employee is suitable for the preferred job. Pay rate should also be discussed if the employee is hired. It is important during this interview to realize that an employee may not be suited for the job they are currently performing. During this interview, questions and concerns of the employee should be answered and discussed. This time spent with individuals will make the employee feel important and welcomed. This is the beginning of the positive experience.

Step 2 - Post Job Assignments

At this point, the open door policy needs to be used. Make it clear to all employees that they are welcome to discuss job assignments. Keep in mind that some employees are not going to be happy with their job assignments. Be prepared to discuss this with them.

Step 3 - Paperwork

Complete the employees file. Ensure that all files contain a completed application for employment, a W-4, an I9, a new hire form, a signed handbook and that the employee has been called into MII.

Step 4 - Group Orientation Session 1

This session should be a full eight hour session. The session should be conducted as follows:

Have the manager who is conducting the orientation session introduce themselves. Have them discuss their educational background, history with ARA and their present position. The orientation director should also state why they enjoy working for ARA. Have the employees at the session introduce themselves.

Orientation should then give a brief history of ARA and their relationship with the client. This information can be sited from the employee handbook.

An organizational chart should then be shown to the employees. This will allow the employee to see the big picture. Both a chart of the immediate facility and one of ARA should be shown.

The spirit of service videos should be shown at this point. These tapes can be ordered through the human resources office.

After viewing the tapes, a ten minute break should be allowed.

Upon return, review the pay period with employees . For example, at ARA at Xerox, Rochester, New York, the first day of the pay period is Thursday. The last day is Wednesday. Pay day is nine days after the period ends. Pay day is Friday.

Review the overtime policy with employees. Information can be cited from the employee handbook. Review payroll deductions with employees. Show them a sample pay check stub and explain deductions. Explain to employees elective deductions such as U.S. Savings Bonds.

Employee benefits should be discussed next. Review vacation and holiday pay from the employee handbook. Go over the uniform and meal policies, also in the handbook.

At this point allow half an hour before lunch to tour the facility and meet co-workers. This will not be possible with transition employees.

Allow a half hour for lunch.

Upon return to the orientation session discuss how each employee's job fits into the big picture. Site examples that they may have seen at lunch such as the importance of keeping the ice dispenser full so that it keeps customer traffic flowing and customers satisfied with minimal waiting periods. If the ice dispenser was empty, a customer would go over to the cashier who would then have to leave their station to find someone to fill the dispenser. There would, therefore, be lines piling up at

the ice dispenser, at the cashier station and at the person's station who ended up filling the ice. At this point discuss the employee's opportunity for advancement.

Rules and Regulations should be covered next. For this discussion such topics as probationary periods, work rules, time clock policies, security, absenteeism, smoking, personal appearance, parking and transportation, call-in policies, employee meetings, bulletin boards and company publications need to be discussed.

Sanitation, safety and service should be discussed in additional training sessions.

Training

Training is an ongoing ARA policy. Training never ends. For ongoing training, ARA has a complete set of videos on safety, customer service and excellence. ARA has complete manuals covering many of these areas also.

For start up, training orientation is the first step. On the job training is the most beneficial. In the ideal situation, you can take employees and put them in another unit for a few weeks to learn their job. This is not always possible due to time and distance constraints. Another on the job training option would be to bring someone in to train the employee individually on the job for at least a week. A final option, which only works with employees already possessing job skills, would be to spend a full day with the employee reviewing standards and expectations and demonstrating desired performance.

CHAPTER 6

Menu

When building a new facility or redesigning a facility, the menu is the first consideration. The menu will guide the equipment needs of the establishment.

Menu Planning

When creating the menu many factors need to be considered. An easy way to create the menu is to use the ARA Choices Menu Program. These menus come to the operator already thought out and tested with recipes and portion costs included. If you are creating your own menus, all these considerations need to be followed:

1. Regional food preferences
2. Availability of supplies
3. Staff skills
4. Scratch vs. pre-made
5. Facility & equipment
6. Price ► cost and selling, spending patterns
7. Client requirements
8. Menu balance

Regional Food Preferences

Prior to compiling a menu, the regional food preferences of the clientele need to be investigated. These food preferences should appear frequently on the menu to make the establishment a success. This information can be found by visiting local restaurants and inquiring about the most

frequently ordered items. Food magazines can also guide the operator in the latest trends. Naming menu items also needs to be investigated. For example, does the operator call them subs, hoagies or turbos.

Availability of Supplies

The availability of supplies is also a factor in menu planning. Seasonal menus are often used to take advantage of in-season fresh produce. Seasonal menus allow for the use of high quality in-season products at a value price. Before placing an item on the menu, an operator needs to ensure the item is available in the area. For example, white hot dogs are not going to be carried by suppliers in St. Louis, Missouri, but will be by suppliers in Rochester, New York.

Staff Skills

The skills of the staff are a major factor in menu planning. It needs to be determined if the staff can handle the menu items. The best way to create a menu the staff buys into and makes work is to let them help in the creation of it. Too many complicated dishes in one meal period can often put undue stress on the staff. Items that the chef and staff are unfamiliar with are also in this category. All menu items need to be tested before service. During the testing it is to be determined whether or not the staff can successfully serve the item. Successful menu items should have a picture of them taken to put with the recipe card. This will help in the consistency of the product every time it is served. Pictures will also aid in the training of new staff.

If it is found that the item was not successful, there are alternatives other than dropping the item from the menu. For example, let's take Alfredo sauce. This is a delicate sauce not only in its preparation, but in the holding of the item. If the testing of the Alfredo sauce has been unsuccessful time and time again, it can be purchased as a frozen or packaged product. There are many other food items that can be purchased already made. Keep in mind when using these items, a higher food cost will result. The pre-made item may, however, save in overall costs. A cost benefit analysis must be done.

Facility Layout

The layout of the kitchen and serverly should reflect the requirements of the menu. The menu should guide the design of the establishment. The equipment needs should be determined by the menu. If the menu is being created for an existing facility, the menu must be adapted to the equipment available. The menu should use all available equipment and not overload a piece of equipment on any given day.

Selling Price

Price is a factor in menu planning. When discussing price, we need not only consider portion cost, but also what the customer is willing to pay and what the client will approve as a selling price. Chicken French, for example, costs sixty-one cents for a four-ounce portion. On the menu, Chicken French is served with 4 ounces of rice pilaf and 4

ounces of snow peas. Our total portion cost is \$1.14 (appendix 9). This item is served as an upscale item and is sauted in the servery. A thirty percent food cost is desired. Therefore, it is proposed the item be sold for \$3.80.

Selling price equals food cost divided by percentage.

$$\begin{array}{ccccccc} \underline{\$1.14} & = & \underline{\$1.14} & = & \$3.80 \\ 30\% & & .30 & & \end{array}$$

If the client restricts any meals being sold over \$3.00, this item would be unacceptable. If the clientele isn't willing to pay the price, the item would also be unacceptable. To held determine whether or not the customer will pay the price can also be researched. Find out about the local economy, find out the average salary of the establishment. Study past spending habits, usually done through the preliminary survey of the establishment.

Menu Balance

Balancing a menu provides variety and contrast that will hold the customer's interest. Menu balance consists of flavor, texture and appearance.

Flavor provides variety through varying tastes. An operator wants to avoid serving foods with similar tastes For example, do not serve zucchini and tomatoes as an accompaniment to spaghetti and meatballs.

Texture applies to the feel of the food. Feel, meaning softness or firmness of the food. For example, an operator would not want to serve macaroni and cheese and turkey tetrazzini during the same meal period.

Appearance is the look of the food. Colorful vegetables will improve the appearance of most main entrees.

Nutritional consideration is a new factor in menu planning. Customers current trend nationwide is healthy food. ARA's "Treat Yourself Right" program can create healthy menu selection.

Price & Portion Guide

The Price and Portion Guide will provide a better understanding of the menu (appendix 10). The Price & Portion Guide should be given to all personnel to help them understand the menu. The Price & Portion Guide lists receipt names with major ingredients followed by serving sizes and product costs. If desired, selling price and gross profit can also be included. ARA has a quarterly price and portion guide that can be used when following the choices menu cycle.

CHAPTER 7

Ordering

To ease the tension of inventorying and putting orders away, opening food orders should be received in segments. Arrange with suppliers for orders to arrive early in the morning so the entire day can be spent storing stock. For a favorable time schedule, have groceries, paper goods and nonperishables arrive two Fridays before a Monday opening. Have frozen products arrive the Tuesday before a Monday opening. Have perishables arrive the Thursday before a Monday opening.

This time schedule will allow for any forgotten items to be ordered and will also allow enough time to properly store the stock.

Small Wares

The marketing person or staff member on your opening team will be of great assistance in this area. They will take care of assessing needs in all merchandising areas. Merchandising areas include all salad bar, grill, deli, dessert, pizza, World's Fare, Cafe Feature, soup, beverage, condiment and cashier stations. Every item from pans to utensils will be covered.

The manager needs to assess storage container needs, cooking and food preparation items. Your marketing consultant will be able to assist you. Other sources for this information include ARA ASAP department and ARA expendable supplies program.

CHAPTER 8

Conclusions

ARA's future lies in the hands of its employees. This manual will aid the manager in continuous quality improvement by providing a guideline for a very important process; the opening of a new account.

Opening new accounts successfully will aid in account retention which means company stability.

The manual covers topics pertinent to the manager in charge of the opening and provides a point of reference. The manual will provide a written procedure for the opening of all new accounts.

The manual created in Appendix A demonstrates the procedures that need to be completed to achieve a successful opening. If the manual is followed and the details completed to meet the needs of the specific operation, a successful opening can be guaranteed.

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Table 1
Labor Schedule

LABOR SCHEDULE										BOS COMPONENT 0987										APRIL 1993											
POSITION	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00																			
FSD																															
ASST FSD																															
BOOKKEEP																															
CHIEF																															
ASST CHIEF																															
CASH																															
GRACE																															
CASHIER																															
CATER																															
SUB																															
S.T																															
SALADCA																															
UTILITY																															
STEWARD																															
DISH																															
DISH																															
CAR11																															
CAR12																															
MEAL																															
CC																															
SALES																															
MANH																															
SMH																															
CCMH																															

CODES	PREPARATION	SERVING	CLEAN-UP	BREAK
564				
620				
4775				
1298				
12				
2070				
5675				
3647				
1				
500				
1370				
2000				
4110				
13625				
3016				
15				

BUILDING POPULATION 1900

Appendix 1

from

ARASERVE POLICIES & PROCEDURES MANUAL

VOLUME II, POLICY NUMBER C50.05

Component Opening Checklist

COMPONENT OPENING CHECKLIST
 (BDS, CDS, HNS, SNS)

Component Name _____

Component No. _____ Component Opening Date _____

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
A. INITIAL OPENING ACTIVITIES			
1. Ascertain dates when on-site preparation and acutal services are to begin.			
2. Request field or headquarters staff services support when required.			
3. Obtain telephone for component, using client facilities where permissible.			
4. Select Component Manager.			
5. Assign opening team. Schedule additional employees for the opening.			
6. Obtain names and titles of client liaison and all routine contacts.			
7. Determine number of State Labor Department posters needed.			
8. Determine number of sets of recipes needed.			
9. If opening ARASERVE Depository Account, complete "Bank Account Request" Form #500-134.			
10. Obtain details regarding any preferred suppliers and special purchasing conditions. Review all existing supplier contracts, with special emphasis on processing agreements for United States Government donated commodities. Advise headquarters Purchasing Department of any special needs.			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
11. Determine need for visit to component by Purchasing Department representative and, if required, recommend schedule for visit.			
12. Take inventory of small equipment, complete "Expendable Equipment Requisition" Form #800-98 and send to Purchasing Department.			
13. Prepare a Sales and Profit Forecast for the component covering the period from opening date through the end of the current fiscal year and have it approved by the Regional Vice President.			
14. Secure copy of client-signed contract or contract draft and letter of intent signed by client authorizing the financial terms. (Reference PPM C50.05.01 - "Coordination of Component Openings".)			
15. Prepare an "Emergency Check Requisition" Form #800-35 (6/84) in duplicate to open Petty Cash Fund. Petty Cash requests over \$1,500 require approval of VP-Accounting Services. (Reference PPM C10.35.09 - "Petty Cash Fund Control".)			
16. If additional stationery and other miscellaneous supplies not included in the Standard Opening Package are required, complete applicable Stationery Order Form. (Reference PPM C50.05.01.)			
17. Complete Authorized Signature Cards (Form #100-54-1), two copies of each. (Reference PPM C10.10.07)			
18. Prepare capital equipment requisition and itemized equipment list, if applicable.			
19. Send memo to Data Administrator, ARASERVE Planning Department, regarding special requirements if assistance from any ARASERVE Headquarters Department is needed.			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
20. <u>Complete "Notice of Component Opening"</u> <u>Form # 500-32.</u> (Reference PPM C50.05.01.)			
21. Complete "Total Assets Forecast" Form #800-151. Contact Regional Office for form and assistance.			
B. CLIENT RELATIONS			
1. Review the sales proposal and notes. Determine client objectives.			
2. Ascertain which ARASERVE components the client visited with the sales representative. Determine the level of service reported.			
3. Arrange meeting to introduce to the client's representative the ARASERVE people who have major responsibility for the component's operation.			
4. Determine which member of the client's organization to contact for various needs.			
5. Determine specifics of client rules and regulations.			
6. Plan opening ceremonies with client's representatives.			
C. PERSONNEL ACTIVITIES			
1. Advise ARA Labor Relations Department if union negotiations will be required. Indicate whether the account is union or non-union. If union, state union name and number.			
2. Prepare labor analysis chart.			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
3. Prepare job descriptions and work schedules. Classify all jobs and establish wage rates.			
4. Interview manager and staff of client or previous contractor.			
5. Determine seniority rights, if appropriate.			
6. If any personnel are to be moved at ARASERVE expense, prepare "Relocation Expenses" Form #101-1 and "Request for Moving Expenses" Form #100-3. (Reference PPM C40.05.09 - "Relocation Expense".)			
7. Hire new employees, having checked employment references.			
8. Have each new employee complete a TMC (Targeted Management Consultants) Survey Card as part of the hiring process. Referring to the completed Cards, call TMC to request Targeted Jobs Tax Credit certification <u>prior</u> to hire date. Call 1-800-645-5579; New York call 516-422-3137.			
9. When staff is selected, hold general meeting introducing ARASERVE through use of film and literature. Explain benefits and working conditions, distribute Employee Handbook.			
10. Prepare appropriate New Hire Forms (Salaried and Non-Salaried) for new employees and PDS forms for existing/transferring employees. Secure required approvals. (Reference "PDS Field Users Manual".)			
11. Prepare initial payroll listing employees in social security number sequence. Be sure to put your component name, number and distribution code on the Time Sheet. Attach W-4's, New Hire and PDS forms to			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
first Time Sheet. Arrange for deduction of union enrollment fees and dues if applicable. (Reference PPM C10.45.01 - "Payroll Policy and Procedure" for related PPM's and forms.)			
12. Coordinate the benefits package to be offered with client Personnel and/or Labor Relations representative.			
a. If non-salaried employees are to be offered life, accidental death and dismemberment or weekly income insurance plans, complete a Schedule of Coverage and submit it to ARASERVE Benefits Department.			
b. If offering medical plan other than ARA/Prudential plans, you must have the approval of the Sector VP - Personnel. Complete a Schedule of Coverage and submit to ARASERVE Benefits Department.			
c. Have employees complete Benefits Enrollment Cards. Submit them to ARASERVE Benefits.			
13. Retain all applications for employment for at least one year in accordance with EEO policy.			
14. Arrange for physical examination of employees, if required.			
15. Train employees in individual duties and schedules.			
16. Conduct a meeting with all employees to review the following:			
a. ARASERVE rules and regulations.			
b. Client rules and regulations.			
c. Personnel practices, work schedules, holidays, etc.			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
d. Payroll distribution schedule and check cashing rules.			
e. Safety Program. (Reference "Safety Awareness and Claims Control Manual.")			
17. Post signs (NO SMOKING, PERSONAL APPEARANCE, STATE LABOR LAWS, NEW WAGE REQUIREMENTS, EEO, ETC.)			
18. Arrange for emergency medical treatment. Provide first aid equipment.			
19. Devise emergency procedure for "Snow Days" or other anticipated emergencies.			
20. Develop procedure for calling in substitutes in event of employee absenteeism.			
D. MENU AND MERCHANDISING ACTIVITIES			
1. Prepare "Menu Price Book" Form #500-15.			
2. Prepare menus to ARASERVE standards, using to maximum degree USDA-supplied commodities when applicable. Submit menus in accordance with Division and client requirements.			
3. Set up recipe files.			
4. Assign employee responsibilities and explain procedures for food production system, including records.			
5. Check menu board and letters. Set up the first day. Determine method for displaying and/or distributing menus. Take necessary steps to put method into effect.			
6. Establish schedule of special functions. Initiate detailed plans for those to be held in the near future.			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
7. Plan an opening month promotion, including posters, costumes, menu, decor.			
E. FOOD, SUPPLIES AND EQUIPMENT			
1. Count and compute value of opening inventory of food and supplies with client representative, excluding all goods not in usable condition. Give special attention to USDA commodities inventory.			
a. ARASERVE and client representative must sign completed inventory and each must receive a copy.			
b. Forward signed inventory of food and supplies to Manager, ARASERVE Accounting Services.			
c. If purchasing the inventory, attach a completed and approved "Emergency Check Requisition" (Form #800-35 6/84) to the inventory when forwarding to ARASERVE Accounting Services. Do <u>not</u> send to Accounts Payable.			
d. Retain copy of inventory in the component files.			
2. Prepare equipment inventories (capital, minor, serviceware) and have signed by the client's representative.			
3. Enter opening inventory in "Order-Receiving Inventory Record" and place initial food and supply orders with authorized suppliers. Fill out inventory control form for USDA commodities, if applicable.			
4. Select and order uniforms, linens and other laundry items.			
5. Arrange for opening displays.			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
6. Organize contents of storeroom in accordance with sequence established in Order-Receiving Inventory Record.			
7. Establish schedule for payment and receipt of food and supply orders.			
F. SAFETY AWARENESS AND CLAIMS CONTROL PROGRAM			
1. Make certain Occupational Safety and Health Act provisions are met:			
a. Federal poster in a conspicuous place.			
b. OSHA Log #200 maintained for each calendar year.			
c. ARA Injury Report #103-25 completed on each accident.			
2. Set up Safety Program:			
a. Form Safety Committee.			
b. Schedule safety meetings.			
c. Maintain file of minutes of meetings.			
3. Conduct Monthly Safety Inspection.			
4. All records must be maintained for five years.			
G. MAINTENANCE AND SANITATION PROCEDURES			
1. Review contract to determine which cleaning and maintenance responsibilities are yours, which are client's.			
2. Establish cleaning and maintenance responsibilities and schedules for all routine services:			
a. Cleaning of facilities.			
b. Trash and garbage removal.			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
c. Rodent and insect control (extermination service).			
d. Equipment repair and maintenance.			
3. Arrange for pre-opening cleaning.			
4. Determine sources of routine and emergency repair services and need for maintenance contracts.			
5. Review local and state health regulations and check component's facilities for compliance.			
6. Arrange for equipment check by qualified electric, gas and refrigeration experts. Utilize services of suppliers where practical (coffee urns, dish machines, ice cream freezers, etc.).			
H. CONTROL AND SECURITY PROCEDURES			
1. Have bonding applications prepared for all persons having access to cash and merchandise and forward to <u>Corporate Insurance/Risk Management Department</u> .			
2. Have safe combination changed and new combination memorized by as few persons as necessary.			
3. Prepare written money-handling procedures:			
a. Set up cashier's change fund.			
b. Designate responsibility for routine cash handling.			
c. Arrange for bank courier service, if necessary.			
d. Establish rules governing correct cash register operations. Provide for proper training of personnel.			

COMPONENT OPENING CHECKLIST

	ASSIGNED TO	DATE TO BE COMPLETED	DATE COMPLETED
4. Prepare written receiving and inventory control procedure. Have all storage locks changed and limit number of people having access.			
I. ACCOUNTING AND ADMINISTRATIVE PROCEDURES			
1. Arrange to obtain safe, filing cabinet, calculator and other necessary office equipment.			
2. Set up component's files			
3. Procure and post necessary licenses and permits.			
4. Examine state and local sales tax laws, etc., and set up procedures to comply with collection and reporting requirements. Due to complexity of tax laws, confirm interpretation with ARASERVE Tax Department. (Reference "Sales Tax Guidance Manual".)			
5. Analyze provisions of contract; review pre-proposal study, proforma and proposal data. Provide copies of this material for review with entire opening team and resident management staff.			
6. Evaluate proposed service systems. Make necessary adaptations if conditions have changed since service system was proposed and follow through so that facilities, labor, menu, etc. reflect the changed conditions.			
NOTE: Continue completion of this Check-list as follows: Page 11 - Campus Dining Services Page 12 - Healthcare Nutrition Services Pages 13, 14 - School Nutrition Services (Public Schools)			

Appendix 2

from

ARA at Xerox

1350 Jefferson Road

Rochester, New York 14623

Sample Job Descriptions

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____
 JOB TITLE Salads COMPONENT 0597 Xerox NAME Bldg. 801
 HOURS 6:30-2:30 MEAL PERIOD 12:30-1:00 BREAK PERIOD 10:00-10:15
 HOURS/DAY 8.0 HOURS/WEEK 40.5

This job analysis is a guide line only. The daily routine will vary depending on scheduled catering activities. Other duties may be assigned by management. Please punch in ready to work in a clean pressed uniform, with name tag, polished regulation shoes, and hat. The main function of your job is to provide fresh quality specified products in a timely manner to our customers.

TIME

DAILY ROUTINE TASKS

- 6:30 Put fruit out for breakfast. At least three kinds of fresh cut fruit should be made available. Fill remainder of fruit bar with purchased fresh cut pineapple, oranges and grapefruit. Cottage cheese, raisins, sunflower seeds and granola should also accompany the fruit bar. Canned fruit may also be used. Garnish fruit bar with lemon leaves and whole fruit. When filling the fruit bar with ice, fill to the top ridge.
- 7:00 Begin the day's production. Check all catering orders and produce salads for catering. Follow recipes and merchandise according to catering specs. Follow chart for proper serving sizes.
- Produce all premade salads for servicing line and carts. Make sure cart salads are ready to leave at 10:00.
- 10:00 Break - 15 minutes.
- 10:15 Set up salad bar and load premade salads in easy goes cooler. Put out condiments. Follow diagram when setting up salad bar. Ensure the proper black utensils are in the proper food items.
- Ensure all salad dressings are labeled.
- 11:00 Clean up salad counter.
- 11:05 Meet with chef for pre-service meeting.
- 11:10 VERIFY BANK BEFORE CASHING.
- 11:15 Cash lunch customers always being friendly and courteous. Work in a fast yet accurate manner.
- During lulls, wipe counters at soup station, condiment area and beverage areas.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Salads

Before taking lunch break, wipe counter at register.

12:20 Lunch break - 30 minutes.

1:00 Cash for remainder of lunch period. Count bank and take X and Z reading.

1:15 Clean out salad bar. Remove all crocks. Properly store all garnishes. Collect condiments. Count all leftover premade salads and record on production sheets.

Fill out production sheet and return to office. Adjust production for next day. Prepare salad dressings for the next day according to recipes.

Fill condiments, make sure all are in clean black cambro containers. Store in produce cooler with lids.

Fill salad bar crocks and bowls. Make sure all containers are clean. Store in cooler with lids or with plastic wrap.

Always have clean bleach water available to sanitize towel.

Cleaning List

Monday	Scrub legs and shelves of table, and sink with green scrubby and hot soapy water. Scrub hand sink and both paper towel holders with scrubby and hot soapy water.
Tuesday	Scrub ridges of salad bar with scrub brush and hot soapy water. Wipe green fronts of salad bar with cloth and soapy water.
Wednesday	Scrub and sanitize condiment wells with hot soapy water.
Thursday	Scrub salad bar with hot soapy water. Run perforated trays through dish machine. Run bleach water down drains.
Friday	Scrub condiment cart with hot soapy water.

See seperate cleaning list for additional duties.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Salads

Essential Job Skills

Ability to perform repetitive movements with hands.
Ability to see and identify food items.
Ability to stand for four hours.
Ability to operate and assemble hobart mixer attachments.
Ability to count money.
Ability to operate buffalo chopper.
Ability to locate keys on cash register.
Ability to use a sharp knife.

3:00 Punch out.

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT
IN MY DISCHARGE OR SUSPENSION.

SIGNATURE_____

DATE_____

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____
 JOB TITLE Catering COMPONENT 0597 Xerox NAME Bldg. 801
 HOURS 6:00-2:30 MEAL PERIOD 12:45-1:15 BREAK PERIOD 10:15-10:45
 HOURS/DAY 8.0 HOURS/WEEK 40.0

This job analysis is a guide line only. The daily routine will vary depending on scheduled catering activities. Other duties may be assigned by management. Please punch in ready to work in a clean pressed uniform, with name tag, polished regulation shoes, and hat. The main function of your job is to ensure customers receive quality products in a timely manner.

TIME

DAILY ROUTINE TASKS

- 6:00 Make coffee for catering breaks. Begin setting up breaks for delivery.
- 6:30 Pack out all donuts and bagels for breaks according to day's orders.

Deliver breaks 15 minutes before due. It is your responsibility to ensure all breaks arrive in a timely manner.
- 7:30 Set up the day's luncheons. Follow catering specifications.

Prepare all afternoon and A.M. snacks according to specs.
- 10:15 Break - 15 minutes.
- 10:30 Put finishing touches on luncheons. Ensure all carts are complete by following the checklist.

Make sure all deliveries are delivered on schedule. Assist in delivering luncheons.

Only use clean catering carts for all deliveries.

Prepare next day's packouts. Alert management to any needs.

Recycle all reusable items from returning breaks.
- 12:30 Lunch break - 30 minutes.
- 1:00 Clean all coffee pots inside and out. Use a light detergent (Express) inside and Satin Shine for the outside.
- 2:00 Clean up catering area. See cleaning list.
- 2:30 Punch out
Also responsible for any other duties assigned by management.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Catering

Cleaning List

Daily	Polish outside of reach-in. Clean and sanitize work table. Organize catering supply rack.
Monday	Organize and wipe down storage rack.
Tuesday	Clean inside of reach-in with hot soapy water.
Wednesday	Organize and wipe down cabinets, inside and out.
Thursday	Scrub table tops, legs and shelves.
Friday	Urn clean coffee maker, scrub outside. Scrub all shelves in area.

Always have clean bleach water available to sanitize towel.

See separate cleaning schedule for additional duties.

Essential Job Skills

- Ability to read and comprehend catering orders.
- Ability to stand for four consecutive hours.
- Ability to walk three miles per day.
- Ability to lift 20 pounds over head and from floor.
- Ability to identify food items.
- Ability to relate well with customers and co-workers.
- Ability to follow and give directions.
- Ability to handle a sharp knife.

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT IN MY DISCHARGE OR SUSPENSION.

SIGNATURE_____

DATE_____

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____

JOB TITLE St. Server COMPONENT 0597 Xerox NAME Bldg. 801

HOURS 10:00-2:30 MEAL PERIOD 1:15-1:45 BREAK PERIOD _____

HOURS/DAY 6.0 HOURS/WEEK 30.0

This job analysis is a guide line only. The daily routine will vary depending on scheduled catering activities. Other duties may be assigned by management. Please punch in ready to work in a clean pressed uniform, with name tag, polished regulation shoes, and hat. The main function of your job is to provide timely and professional service to our customers.

TIME

DAILY ROUTINE TASKS

- 10:00 Wrap dinner rolls for front line. Turn on steamtable wells and fill with water.
- 10:30 Clean dining room tables in non-smoking section. Wipe all tables with sanitizer-cleaner and cloth. Wipe all chairs with cloth, and fill all salt and pepper shakers, making sure shakers are clean. Pick up all garbage from tables and throw away. Monitor table tents on tables, when out dated remove and when dirty replace.
- Set up soup station. Fill wells with only 3/4 inch of water, place water china cups and small foam soup cups to the left of wells. Place large soup cups on riser to the right of wells and medium foam cups to the right. Place crackers to the right of wells on the tray line and lids immediately following. Ensure all napkins in baskets are clean, if not replace. Place stack of white napkins to the left of soup station.
- 11:00 Turn on plate warmers.
- 11:05 Attend preservice meeting.
- 11:15 Serve customers from steamtable. Always be helpful and polite, yet quick and accurate. Refill pans as needed, place empty pans back in hot box. Wipe steamtable area as needed. Ensure rolls and butter remain full.

When rush is over, close down second steamtable (approximately 12:15). Empty wells, wipe clean with soapy water, use Lime Away when needed. Clean all glass with glass cleaner, clean side lights with glass cleaner. Ensure all food soil and grease is removed. When wells are finished being cleaned, put clean steamtable pans in holes. Clean stainless shelf and back drop with hot soapy water and green scrubby. This task is to be

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Steamtable Server

completed between servicing customers. Always remember the customer is the first priority.

When serving on line, alert chef to any shortages. When you take the last pan of something, let the chef know.

Take temperature checks during service. If temperature falls below 150 degrees, replace the time and alert the chef.

1:15 Lunch break - 30 minutes.

1:45 Clean steam table wells at other cafe feature station and at hot dessert station. Use Lime Away and rubber gloves on Tuesdays and Fridays. Follow procedure above.

Clean soup station wells and glass.

Polish fronts of all hot boxes behind cafe feature station and hot dessert station with stainless steel polish.

Clean table and sink behind cafe station with hot soapy water and satin shine.

Clean tables in large section of cafe.

Always have clean bleach water available to sanitize towel.

2:30 Punch out.

Cleaning List

Monday	Clean all shelves and table legs under cafe steam tables, under hot dessert steam table, under soup station and under back table.
Tuesday	Scrub tray line ridges at cafe feature station, hot dessert station and soup station with hot soapy water and scrub brush. Fill salt and pepper shakers.
Wednesday	Wipe green fronts and stainless fronts of cafe station, dessert station, and soup station with hot soapy water and cloth.
Thursday	Scrub back hand sink with green scrubby and cleanser. Clean paper towel holder with hot soapy water. Clean stainless steel where plate holders fit in cubby hole with hot soapy water and satin shine. Fill salt and pepper shakers.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Steamtable Server

Friday Scrub hand sink and towel holder near hot boxes.
 Wipe wall behind cafe feature station with hot soapy water.

See seperate cleaning schedule for other duties.

Essential Job Skills

Ability to relate to customers and co-workers.
Ability to identify food items.
Ability to follow instructions.
Ability to stand for four consecutive hours.
Ability to lift 15 pounds.

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT
IN MY DISCHARGE OR SUSPENSION.

SIGNATURE_____

DATE_____

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____

JOB TITLE Deli/Sandwiches COMPONENT 0597 Xerox NAME Bldg. 801

HOURS 7:00-3:00 MEAL PERIOD 1:15-1:45 BREAK PERIOD 9:45-10:00

HOURS/DAY 7.5 HOURS/WEEK 37.5

This job analysis is a guide line only. The daily routine will vary depending on scheduled catering activities. Other duties may be assigned by management. Please punch in ready to work in a clean pressed uniform, with name tag, polished regulation shoes, and hat. The main function of your job is to provide timely and professional customer service.

TIME

DAILY ROUTINE TASKS

7:00 Set up sandwich counter for lunch according to diagram. Check catering needs for lunch, make box lunches according to standards demonstrated. Follow production sheets for portion size and amount to prepare. Make premade sandwiches for lunch. Periodically check toast and bagel station. Resupply as needed, wipe up any crumbs and throw away garbage.

9:45 Break - 15 minutes.

10:00 Continue lunch preparation.

10:15 Make premades to be displayed in air-deck cooler.

11:15 Make sandwiches to order for sandwich counter.

1:15 Lunch break - 30 minutes.

1:45 Fill out service records and return to office. Clean and sanitize sandwich area. Clean sneeze guard with soap and water. Polish stainless steel with stainless steel polish. Sanitize with ecolab sanitizer from spray bottle.

Put all food items away, restock before storing. Assess needs for following day's production and communicate to deli slicer. Alert management to any shortages. Ensure all containers are rotated every other day. Ensure containers are clean around the edges and product is fresh.

Cleaning List

Monday Scrub legs of deli counter with hot soapy water.
 Scrub tray rail ridges in front of deli station, coffee station, and soup and soda station.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Deli/Sandwiches

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Tuesday Scrub deli cart with hot soapy water.

Wednesday Clean and sanitize toaster inside and out.

Thursday Clean one side of reach-in and out with hot soapy water.
Wipe green fronts of tray rail in front of deli station, soup station, coffee and soda station.

Friday Scrub wall behind coffee maker, coke machine, cups and soup area.

See seperate cleaning schedule for additional duties.

Always have clean bleach water available to sanitize towel.

Essential Job Skills

Ability to handle a sharp knife.

Ability to communicate and relate to customers and co-workers.

Ability to identify food products.

Ability to lift 15 pounds from floor and over head.

Ability to perform repetitive tasks with hands.

Ability to follow directions.

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT
IN MY DISCHARGE OR SUSPENSION.

SIGNATURE _____ DATE _____

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____

JOB TITLE AM Cashier/PM Grill COMPONENT 0597 Xerox NAME Bldg. 801

HOURS 6:00-2:30 MEAL PERIOD 1:15-1:45 BREAK PERIOD 9:30-9:45

HOURS/DAY 8.0 HOURS/WEEK 40.0

This job analysis is a guide line only. The daily routine will vary depending on scheduled catering activities. Other duties may be assigned by management. Please punch in ready to work in a clean pressed uniform, with name tag, polished regulation shoes, and hat. The main function of your job is to provide the customer with prompt and professional service.

TIME

DAILY ROUTINE TASKS

- 6:00 Drain both coffee urns and start making coffee. Set up toast and bagel station according to diagram. Put out coffee condiments, milk, cream pc's, sugar, sweet and low, ketchup, stirrers and lemon wedges. Fill both ice dispensers. Bring newspapers out, unwrap and display. Record on return sheet any leftover papers from the previous day.
- 6:30 Verify cash drawer.
- 6:35 Display donuts and muffins from bakery according to diagram. Be sure to place two dozen muffins in dessert area steam table well. Ensure all donut baskets have black tongs, and that 6 inch plates and donut bags are supplied. Place cereal out with both china and styrofoam bowls. Ensure cereal, donut and muffin signs are displayed and clean.
- 7:00 Cash for breakfast.
Get signs out for the afternoon service period. Ensure all signs are clean and presentable, if a sign is dirty bring to office to have new ones made.
- 7:30 Begin pizza preparation. Gather all supplies, such as grated cheese, mozzarella cheese, pepperoni, sausage, mushrooms, olives, pizza sauce and any ingredients needed for special pizza's. When preparing pizza's ensure specs are followed. One ounce of sauce, one ounce of cheese, 8 pepperoni and 1/2 ounce of all other toppings. When pizza sauce needs to be made, make sure the recipe is followed. When time permits, make pizzas needed for catering, otherwise alert management.
- 9:30 Break - 15 minutes.
- 9:45 Continue cashing.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

AM Cashier/PM Grill

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- 10:00 Count cash drawer X and Z. Return counted drawer to office.
- 10:05 Begin setting up grill for lunch according to diagram. Restock any necessary items. Follow production sheets. Ask chef for any prepared products that are needed for a day's production.
- 11:15 Service grill customers. Always work in fast and efficient manner. Always be courteous to customers. Cook all items to order after 12:45. This will eliminate waste. Wipe up counters and refill as needed. Restock for the next day.
- 1:15 Lunch break - 30 minutes. When time permits, your lunch break will be at 12:30.
- 1:45 Finish stocking grill cart and put in cooler. Fill out production sheet and return it to the office. Clean steam table wells and fill. Use Lime-Away twice per week. Clean grill and wipe down all counters. Sanitize and polish daily.
- 2:30 Punch out.

Cleaning List

- Monday Scrub green front of grill counter with hot soapy water. Scrub tray rail ridges with scrub brush and hot soapy water.
- Tuesday Clean fryer rear and sides with grease cutter, anything that doesn't come off, clean with oven cleaner. When using oven cleaner only leave on surface of equipment for one minute before wiping-- always wear plastic gloves.
- Wednesday Filter fryer, put new grease in as needed.
- Thursday Scrub char broiler and send to dish room. Send grease traps on grill to dish room. Spray grill area sides and border, not grill itself with oven cleaner to remove black stuck on grease.
- Friday Clean and polish all stainless steel legs and shelves in grill area.

See seperate cleaning list for additional duties.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

AM Cashier/PM Grill

Essential Job Skills

Ability to stand for four hours.
Ability to perform repetitive movement with hands and fingers.
Ability to count money.
Ability to identify food items.
Ability to relate to customers and co-workers.
Ability to lift 25 pounds.
Ability to work grill and fryer equipment.
Ability to identify keys on cash register.

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT
IN MY DISCHARGE OR SUSPENSION.

SIGNATURE_____

DATE_____

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____ -
JOB TITLE Subs COMPONENT 0597 Xerox NAME Bldg. 801
HOURS 6:30-3:00 MEAL PERIOD 1:00-1:30 BREAK PERIOD 9:30-9:45
HOURS/DAY 8.0 HOURS/WEEK 40.0

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TIME

DAILY ROUTINE TASKS

You are fully responsible for keeping the slicer, slicer table, and prep table clean and sanitized. Responsible for all aspects of sub department. Responsible for keeping sub department clean and sanitized.

6:30 Stock cart with all supplies needed to begin work: meat, cheese, and vegetables. Check all departments: sandwich, breakfast and lunch grill, salad, subs, and catering for their prep needs of the day.

Slice all meats first: slice meats in 1 oz. portions and separate with patty paper. All meat portions are to be weighed on an ounce scale. Each type of meat already portioned is to be weighed on a pound scale and labeled.

Slice cheese next, each slice is to weigh 1 oz. Cheese must also be weighed and labeled.

Slice all vegetables: Cucumbers, cut off ends, leave skin on, lay lengthwise and slice. Tomatoes, core and slice. Peppers, core and slice in rings. Mushrooms, wash and use egg cutter. Onions, skin and slice. Lettuce, core, use outer leaves for sandwiches and slice the inner portion for subs.

Be careful to produce only what is needed for the day.

To be as efficient as possible, use slicer on automatic. Weighing portions as slicer is working. Always work in a fast and efficient manner - using caution to keep fingers and hands from getting cut. Scraps from slicer should be kept minimal.

Assemble all meat and cheese trays for catering.

9:30 Break - 15 minutes.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Subs

- 9:45 All meats, vegetables, and cheeses should be sliced. Leftovers wrapped and put away.
- 10:00 Clean and sanitize slicer, table and prep table with hot soapy bleach water. Always have clean bleach water available to rinse towel.
- 11:15 Wait on lunch customers in a friendly and efficient manner.
- 1:00 Lunch break - 30 minutes.
- 1:30 Clean, sanitize, and restock the sub counter. Keep the sneeze guard clean. Polish the stainless steel with stainless steel polish. Clean sneeze guard daily with soap and water. Keep the inside and outside of the refrigerator clean and rotate stock. Polish the outside. Weigh all meats, cheeses, and vegetables and record on service record.
- 2:15 Ensure meat is pulled from the freezer for the week's usage. Alert the manager if low on any items.
- 3:00 Check with manager before leaving for any extra duties or special assignments. Punch out in uniform.

Cleaning List

- Monday Sharpen slicer and sanitize with bleach water.
- Tuesday Scrub legs of deli counter with hot soapy water.
- Wednesday Scrub one side of deli cooler inside and out with hot soapy water.
- Thursday Scrub slicer table and sink, legs and shelves included with hot soapy water.
- Friday Scrub supply cart.

See separate cleaning list for additional duties.

Essential Job Skills

- Ability to operate slicer.
- Ability to communicate and relate to customers.
- Ability to lift 25 pounds from floor and over head.
- Ability to perform repetitive tasks with hands.
- Ability to identify food products.
- Ability to handle a sharp knife.

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT IN MY DISCHARGE OR SUSPENSION.

SIGNATURE _____ DATE _____

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____
 JOB TITLE Utility COMPONENT 0597 Xerox NAME Bldg. 801
 HOURS 8:00-4:30 MEAL PERIOD 12:30-1:00 BREAK PERIOD 9:30-9:45
 HOURS/DAY 8.0 HOURS/WEEK 40.0

This job analysis is a guide line only. The daily routine will vary depending on scheduled catering activities. Other duties may be assigned by management. Please punch in ready to work in a clean pressed uniform, with name tag, polished regulation shoes, and hat. The main function of your job is to provide the customer and establishment with a clean and sanitary environment.

TIME

DAILY ROUTINE TASKS

8:00 Fill dish machine. As machine is filling, stack breakfast dishes. Fill silverware soak bins with soilmaster and hot water. One for spoons, one for forks and one for knives.

Scrub two catering or chef carts or racks daily. Scrub with brush, and hot soapy water. Ensure all wheels, sides, bottoms and tops are soil free.

Do task assigned on cleaning schedule.

Make any pizza's for catering that pizza maker could not make.

9:30 Break - 15 minutes.

9:45 Return to cleaning tasks

11:00 Sweep front house and set-up pizza and deli station.

11:05 Attend pre-service meeting.

11:15 Serve on hot food line. Always be friendly and courteous to customers and answer any questions they may have about food.

During lulls, wipe up area and refill steam table. After these tasks are complete, you may go to back house to remove boxes for recycling. When recycling boxes, use only non-waxed cardboard, break box down so that it is unfolded and flat and put in bin.

Keep a close eye on service line and return when needed. As a guide, when there are more than four people in line or when the line needs to be replenished, return to help.

12:00 Fill ice in soda dispensers if needed. Restock trays.

12:30 Lunch

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Utility

- 1:00 Return to cleaning kitchen. Begin by removing boxes.
- When asked, clean pizza/deli station, dessert and World's Fare steamtable.
- 2:30 Begin cleaning kitchen. Clean kitchen of all debris, empty all garbage cans. If someone is still working in their area, leave them a garbage can.
- 3:00 Sweep kitchen. Sweep under all equipment and tables with small broom first. Second sweep entire kitchen with large push broom.
- Sweep garbage into four small piles in sections of the kitchen, then sweep into the dustpan and put in the garbage.
- Sweep driveway. Return all garbage cans to area with new bag.
- 3:30 Put dishes away from the dishroom. Place all pots and pans on designated racks face down.
- Put utensils in chef drawer or hanging on rack. Put catering utensils in catering drawer.
- Put all salad bar supplies in buckets and bowls and containers under table on shelf.
- Put pizza utensils at pizza station.
- Put plates in lowerators and return to front house. Attach cord and position lowerator so that it can be plugged in.
- Sort silverware and take out front to designated slot in condiment area.
- 4:30 Punch out.

Cleaning List

- Monday Clean mop room. Scrub sink inside and out with green scrubby and magnum. Change mop heads that need to be changed. When mop has an offensive odor or off color, it needs to be changed. Scrub out mop buckets and ringer. Scrub slippery when wet sign. Fill any chemicals that need to be filled. Scrub chemical rack with green scrubby and hot soapy water. Organize chemical cabinet and wipe down the outside.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Utility

Tuesday Scrub all garbage cans from kitchen inside and out with hot soapy bleach water and scrub brush.

Tuesday Bring grill hood filters to dishroom every other week.
Afternoon Bring chef hood filters to dishroom every other week.

Wednesday Wipe down all doors, storeroom, entryway, mezzanine, and kitchen doors with hot soapy water and green scrubby. Do windows with window cleaner. Wipe all kitchen racks with hot soapy water and scrub brush, especially bottom rim and wheels.

Thursday Clean garbage room, entryway and dock. Scrub with hot soapy bleach water and push broom. Make sure to scrub walls as well as floors.

Friday Scrub one walk-in cooler rack. Alternate racks to ensure they all get completed every other month.

Monthly Clean pizza oven.

See seperate cleaning list for additional duties.

Essential Job Skills

Ability to lift 50 pounds.
Ability to distinguish between chemicals.
Ability to follow instructions.
Ability to identify food items.
Ability to relate to customers and co-workers.
Ability to stand for four consecutive hours.
Ability to comprehend the operation of a dishmachine.

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT IN MY DISCHARGE OR SUSPENSION.

SIGNATURE_____

DATE_____

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____
 JOB TITLE Dishroom COMPONENT 0597 Xerox NAME Bldg. 801
 HOURS 9:00-5:30 MEAL PERIOD 11:00-11:30 BREAK PERIOD _____
 HOURS/DAY 8.0 HOURS/WEEK 40.0

This job analysis is a guide line only. The daily routine will vary depending on scheduled catering activities. Other duties may be assigned by management. Please punch in ready to work in a clean pressed uniform, with name tag, polished regulation shoes, and hat. The main function of your job is to provide the customer and establishment with a clean and sanitary environment.

TIME

DAILY ROUTINE TASKS

- 9:00 Work in dishroom. Run all breakfast dishes and silverware through machine. Put away in front house.
- 10:00 Help load food for cart and pack van.
Clean smoking section. Empty and wipe out all ashtrays. Empty customer self-serve ash bucket, ensure clean ashtrays are available for customers. Ensure all salt and pepper shakers are clean and full and all tables have shakers. Clean all tables with towel and pink sanitizer. Wipe down chairs with towel. Remove all garbage and throw away. Return any dirty dishes found to dish room.
- 11:00 Lunch break 30 minutes.
- 11:30 Return from lunch. Run all dishes through machine. Always keep tray line running and free of dishes.
Empty garbage as needed. As a guide, when garbage is touching lid, put in a new bag.
- 12:00 Restock trays at tray pick-up.
Always work in fast and efficient manner. When tray line isn't full, run dishes through machine.
Wet or soiled dishes are unacceptable and must be run back through dish machine.

Afternoon

Check soda room. Change bag-in-box coke and pepsi tanks. Make sure all flavors have two tanks. Recycle all empty boxes. Throw away all caps to pepsi tanks. Change CO2 as needed.

Unload catering carts. Run dishes through machine.

Put dishes away. Place pots and pans on designated racks face down. Put utensils in chef drawer or hanging on rack. Put catering utensils in catering drawer.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Dishroom

Put all salad bar supplies in buckets and bowls and containers under table on shelf.

Put pizza utensils at pizza station.

Put plates in lowerators and return to front house. Attach cord and position lowerator so that it can be plugged in.

Sort silverware, and inspect to ensure it's clean. Put out front at condiment bar in designated spot.

After dishes are put away, clean dish room.

Take all trash to garbage room. Spray and scrub soiled cans inside and out. If garbage can has food particles stuck to it or smells, it needs to be cleaned.

Scrub garbage return with scrub brush and hot soapy water. Polish stainless steel with satin shine and towel at garbage return and tray return.

Clean wall at garbage and tray return with hot soapy water and towel or scrub brush.

Clean wall inside dishroom at garbage return. Scrub stainless panels with hot soapy water and scrub brush and polish with stainless.

Scrub wall in front of cans with hot soapy water and scrub brush.

Dish machine - Empty all screens of garbage.

Turn heat and power off.

Drain machine.

If food has fallen into machine, spray out through drain. If screens remain in place, this will not happen.

Ensure all curtains are in place and if they are not, replace.

Polish outside of machine with stainless.

Scrub holding area and garbage disposal area with hot soapy water and scrub brush. Ensure all food particles are removed.

Scrub belt by running it and siping it with hot soapy water and towel. Scrub stainless steel part of belt with hot soapy water and scrub brush.

5:30 Punch out.

ARA DINING SERVICES JOB ANALYSIS

Dishroom

Cleaning List

Monday Polish all plate holders with satin shine.

Tuesday Polish all upper shelves in dishroom with satin shine. Run lime away through machine.

Wednesday Remove all wash arms and remove debris. Soak in lime away with all screens.

Thursday Scrub dish rack with scrub brush and hot soapy water. Polish plate lowerators with satin shine.

Friday Wash walls with hot soapy water and scrub brush-- the wall on each side of the dish machine, the wall behind the dish rack and the wall by the entry.
Run lime away through machine one time per month.
Scrub all table legs with green scrubby and hot soapy water.

See seperate cleaning schedule for additional duties.

Essential Job Skills

Ability to stand for four consecutive hours
Ability to lift 50 pounds
Ability to follow directions
Ability to comprehend the operation of a dish machine
Ability to distinguish between chemicals

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT IN MY DISCHARGE OR SUSPENSION.

SIGNATURE_____

DATE_____

ARA BUSINESS DINING SERVICES JOB ANALYSIS

EMPLOYEE _____ DATE _____

JOB TITLE Cashier COMPONENT 0597 Xerox NAME Bldg. 801

HOURS 6:45-3:15 MEAL PERIOD 1:15-1:45 BREAK PERIOD 9:45-10:00

HOURS/DAY 8.0 HOURS/WEEK 40.0

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TIME

DAILY ROUTINE TASKS

6:45 Unlock all coolers, pop machines, reach-ins and ice cream freezer.
 Put donuts and muffins out for breakfast service.
 Verify cash bank.

7:00 Cash during breakfast. Wipe up any spills. Restock supplies such as cups, lids, salad bar containers, plastic silverware, and napkins.

 Assist in making coffee.

 Prepare crystal light according to package directions.

 Fill yogurt machine.

 Place proper signage at designated station. Make sure all signs are clean if they are soiled, bring to manager to make a new one. Before placing signs in holders, ensure holders are clean.

 During service constantly wipe condiment stand, donut and coffee area.

9:45 Break - 15 minutes

10:00 Count breakfast drawer. Program registers for lunch. Display all signage.

 Break down and refill breakfast condiments.

 Restock plastic silverware, napkins, foam take-out trays, yogurt topping spoons, whipped cream, margarine and butter.
 Polish tray stand daily.

 Restock soup station by cafe feature steam table.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Cashier

Make sure area is clean and all linen fresh.

- 11:00 Verify lunch bank.
- 11:05 Attend preservice meeting.
- 11:15 Cash for lunch. During slow periods, wipe up spills, and refill condiment station supplies.
- 1:10 Count drawer. Perform X and Z readings.
- 1:15 Lunch break - 30 minutes.
- 1:45 Clean front house. You are responsible for cleanliness of front house. Wipe and polish all counters.
Cash out afternoon customers.
- 3:00 Count drawer. Perform X and Z register readings.
Lock juice cooler, ice cream freezer, all reach-ins, and all soda machines.
- 3:15 Punch out

Cleaning List

- | | |
|-----------|--|
| Monday | Remove all silverware holders, and napkin baskets and polish condiment area. |
| Tuesday | Scrub green front of condiment area with hot soapy water. |
| Wednesday | Scrub both reach-in in milk coolers with hot soapy water in and out. |
| Thursday | Dust and clean all cash registers, polish stainless steel counters in cash register area.
Change yogurt condiment containers. |
| Friday | Scrub tray rail stainless ridges with toothbrush and condiment stand, cash registers and yogurt, dessert and pizza area. |

See seporate cleaning list for additional duties.

ARA BUSINESS DINING SERVICES JOB ANALYSIS

Cashier

Essential Job Skills

Ability to count money.

Ability to locate and read keys on a cash register.

Ability to identify food items.

Ability to relate well with co-workers and customers.

I HAVE READ AND AGREE TO PERFORM THESE TASKS. FAILURE TO DO SO MAY RESULT
IN MY DISCHARGE OR SUSPENSION.

SIGNATURE_____

DATE_____

Appendix 3

from

ARA Xerox

1350 Jefferson Road

Rochester, New York 14623

Cleaning Schedule

<u>Where</u>	<u>When</u>	<u>How</u>	<u>Who</u>
<u>Dining Area</u>			
Chair seats	2 X daily	all purpose	dish/steam table
Table tops	2 X daily	all purpose	dish
Salt & Peppers	2 X daily	all purpose	steam table
tops & sides			
Fill salt & peppers	Tues. & Thurs.	funnel/salt	steam table
Chair legs	Monthly	all purpose	Xerox
Table legs & bases	Monthly	all purpose	Xerox
Windows	2 X/year	glass cleaner	Xerox
Window ledges	2 X/year	all purpose	Xerox
Carpet-spot clean	daily	carpet cleaner	Xerox
Lights	1 X/year	all purpose	Xerox
Ceiling Tiles	1 X/year	all purpose	Xerox
Pictures	1 X/week	all purpose	Xerox
<u>Dish Return</u>			
Walls under	daily	soap/water	dish
garbage return		scrub brush	
Garbage return	2 X/daily	soap/water	dish
doors		scrub brush	
Tray rail	2 X/daily	soap/water	dish
		scrub brush	
Garbage shoot	2 X/daily	soap/water	dish
		scrub brush	
Upper shelf	daily	soap/water	dish
		scrub brush	
Stainless steel	daily	soap/water	dish
at return		Satin Shine	
Wall at tray return	daily	hot soapy water	dish
		scrub brush	
door to dishroom	daily	hot soapy water	dish
wall surrounding	Friday	Robby	dish
return			
wall surrounding	Tuesday	Robby	dish
menu board & garbage			
V.F. recycling bin	daily	damp cloth	dish
tray pick up	daily	hot soapy water	dish
wall around tray	Friday	Robby	dish
pickup			
<u>Dishroom</u>			
garbage cans	1 ea. daily	hose, hot soapy	dish
	rotate	water-scrub brush	
wall behind	daily	hot soapy water	dish
garbage cans		scrub brush	
dish return belt	daily	hot soapy water	dish
		scrub brush	

stainless steel	daily	s.s. polish	dish
around belt			-
garbage disposal	daily	hot soapy water	dish
		scrub brush	
shelves	daily	hot soapy water	dish
		scrub brush	
outside dish	daily	s.s. polish	dish
machine			
inside dish machine			
screens	daily	hot soapy water	dish
		scrub brush	
wash arms	Wednesday	remove debris	dish
holding tank	as needed	hot water rinse	dish
lime away	Tues./Fri.	lime away	dish
machine			
screens & wash-	Wednesday	lime away	dish
arms			
check end caps	daily	---	dish
check curtains	daily	---	dish
storage shelves	Tuesday	stainless steel	dish
		polish	
plate lowerators			
inside & out	Mon. & Thurs.	stainless steel	dish
		polish	
wheels	Thursday	hot soapy water	dish
		scrub brush	
table legs	Thursday	stainless steel	dish
		polish	
dish storage rack			
shelves	Wednesday	hot soapy water	dish
wheels	Wednesday	scrub brush	
water pipes	Friday	hot soapy water	dish
		scrub brush	
tray dollies			
surface area &	Thursday	hot soapy water	dish
wheels			
utility cart			
legs & wheels	Tuesday	hot soapy water	dish
check machine	continually	---	dish
temperature			
floor			
swept	daily	broom	dish
mopped	daily	floor cleaner	Almac
powerspray	Friday	floor cleaner	Almac
walls	Friday	Robby	dish
lights	1 X year	all purpose	Xerox
ceiling tiles	1 X year	all purpose	Xerox
boiler	monthly	Robby	dish
<u>Manager's Office</u>			
floor			
swept	daily	broom	utility
mopped	Tues. & Fri.	grease cutter	utility

desks	Tues. & Fri.	all purpose	manager -
shelves	Wednesday	all purpose	manager
safe	Wednesday	all purpose	manager
lights	1 X year	all purpose	Xerox
ceiling	1 X year	all purpose	Xerox
cabinets	Wednesday	all purpose	manager
computer	Wednesday	all purpose	manager
bulletin board	Monday	all purpose	manager

Dry Storage

shelves			
organize	Mon./Wed./Fri.	---	Steward
wipe	1 X month	hot soapy water	Steward
walls	1 X year	Robby	Steward
lights	1 X year	all purpose	Xerox
floor	Thurs.	hot soapy water	Steward
		& mop	
doors	Wednesday	hot soapy water	utility

Entry

walls	1 X month	Robby	utility
floor	Thursday	broom/grease	cutter utility
doors	Thursday	broom/grease	cutter utility

Garbage Room

floor & walls	Thursday	broom/grease	cutter utility
drain area	Thursday	broom/grease	cutter utility
organize hose	daily	---	utility
<u>Dock</u>			
sweep	daily	broom/dust pan	utility
walls	1 X month	Robby	utility
scrub	Thursday	broom/hot soapy	utility
		water	
driveway	daily	sweep	utility
steps	daily	sweep	utility

Mop Room

walls	1 X month	Robby	utility
broom holder	Monday	hot soapy water	utility
		scrub brush	utility
mop holder	Monday	hot soapy water	utility
		scrub brush	
sink			
inside/outside			
faucet & pipes	Monday	hot soapy water	utility

ecolab chemical rack	Monday	hot soapy water	utility
outside		scrub brush	-
fill chemicals	Monday	---	utility
cabinet-inside & outside	Monday	all purpose	utility
floor			
mop	Monday	all purpose	utility
bucket wheels	Monday	hot soapy water	utility
		scrub brush	
signs (caution)	Monday	hot soapy water	utility
		scrub brush	
change mop holders	Monday	---	utility
<u>Chef Equipment</u>			
convection ovens	1 X month	Robby	asst. =
inside & outside			
handles	daily	hot soapy water	asst. =
legs	1 X month	hot soapy water	asst. =
back	1 X month	oven cleaner	asst. =
fryer			
inside	2 X month	grease cutter	asst. =
outside	Friday	Robby	asst. =
legs	2 X month	Robby	asst. =
back	1 X month	Robby	asst. =
broiler			
inside	1 X month	Robby	asst. =
outside	1 X month	Robby	asst. =
back	1 X month	Robby	asst. =
conventional oven			
inside	1 X month	Robby	asst. =
outside	1 X month	Robby	asst. =
back	1 X month	Robby	asst. =
steam jacket & kettles			
inside	daily	guardian	asst. =
outside	daily	guardian	asst. =
back	1 X month	Robby	asst. =
sides	Thursday	Robby	asst. =
Steamer			
inside	Thursday	guardian	asst. =
outside	1 X week	Robby/stainless	asst. =
		steel polish	
handles	daily	stainless st. polish	asst. =
top	1 X week	stainless st. polish	asst. =
back	1 X week	stainless st. polish	asst. =

Tilt Kettles			
inside	daily	guardian	asst. c
outside	daily	guardian	asst. c
drain	daily	guardian	asst. c
front/sides	Thursday	stainless st. polish	asst. c
back	1 X month	stainless st. polish	asst. c
Braiser			
inside	daily	guardian	asst. c
outside	daily	guardian	asst. c
sides	Thursday	Robby	asst. c
legs	Thursday	Robby	asst. c
back	1 X month	Robby	asst. c
Butcher Block Cart			
top	daily	hot soapy water/ sanitizer	chef
shelf	daily	hot soapy water scrub brush	chef
legs	Thursday	hot soapy water scrub brush	chef
wheels	Thursday	hot soapy water	chef
Chef Table			
top	daily	hot soapy water/ sanitizer	chef
shelf	Thursday	hot soapy water/ sanitizer	chef
spices	Thursday	damp cloth	chef
Shelf legs	Thursday	hot soapy water/ stainless steel polish	chef
bottom shelf	Thursday	hot soapy water/ stainless steel polish	chef
legs	Thursday	hot soapy water/ stainless steel polish	chef
pipes of sink	Thursday	hot soapy water/ stainless steel polish	chef
Assistant Chef Table			
surface	daily	hot soapy water/ stainless steel polish	chef
bottom shelf	Thursday	hot soapy water/ stainless steel polish	chef
legs	Thursday	hot soapy water/ stainless steel polish	chef
utensil rack	Thursday	hot soapy water stainless steel polish	chef
Chef Sink			
inside	daily	hot soapy water/ sanitizer	chef
outside	Thursday	hot soapy water/ sanitizer	chef
faucet	daily	hot soapy water/ sanitizer	chef

legs	Thursday	hot soapy water/ sanitizer	chef
pipes	Thursday	hot soapy water/ sanitizer	chef
Dessert Table surface	daily	hot soapy water/ sanitizer	chef
legs	Thursday	hot soapy water/ sanitizer	chef
Mixer			
top	Wednesday	hot soapy water	chef
sides	Wednesday	hot soapy water	chef
base	Wednesday	hot soapy water	chef
underside	Wednesday	hot soapy water	chef
handle	Wednesday	hot soapy water	chef
Bins (staples)			
outside	Wednesday	hot soapy water	chef
rubber tim	Wednesday	hot soapy water scrub brush	chef
wheels	Wednesday	hot soapy water scrub brush	chef
inside	1 X/month	hot soapy water	Stewart
Slicer			
as used	as used	hot soapy water	chef
underneath	Wednesday	hot soapy water	chef
Slicer Table			
top	daily	hot soapy water/ sanitizer	chef
sides	Wednesday	hot soapy water/ sanitizer	chef
legs	Wednesday	hot soapy water/ sanitizer	chef
Chopppe	as used	hot soapy water/ sanitizer	chef
underneath	Wednesday	hot soapy water/ sanitizer	chef
wall behind	Wednesday	hot soapy water/ sanitizer	chef
Pot Sink			
inside	daily	all purpose	stewart
faucets	daily	all purpose	stewart
front	daily	all purpose	stewart
sides	Wednesday	stainless steel polish	stewart
back	Wednesday	stainless steel polish	stewart
underneath	1 X/month	Robby	stewart
legs	Wednesday	stainless steel polish	stewart

Hot Boxes				
exterior	daily	hot soapy water/ scrub brush	chef	
interior	daily	hot soapy water scrub brush	chef	
seals	daily	hot soapy water scrub brush	chef	
control panel	Friday	hot soapy water scrub brush	chef	
air intake	Friday	hot soapy water scrub brush	chef	
legs	Friday	hot soapy water scrub brush	chef	
hoods				
filters	every other Tuesday	dish machine	steward	
hood	1 X/month	stainless steel polish	mainten	
Ice Machine				
outside	Tuesday	stainless steel polish	utility	
inside	1 X/month	bleach	utility	
legs	Tuesday	stainless steel polish	utility	
Wall at pot sink & ice machine	Tuesday	hot soapy water scrub brush	steward	
Dish racks	Thursday	hot soapy water scrub brush	utility	
<u>Salad Department</u>				
Work table				
st.rm. wall				
surface	daily	sanitizer	salad	
drainers	Tuesday	sanitizer	salad	
top shelf	Tuesday	sanitizer	salad	
bottom shelf	Tuesday	sanitizer	salad	
legs	Tuesday	sanitizer	salad	
wall behind	Tuesday	hot soapy water	salad	
Hand Sink				
inside	Monday	hot soapy water	caterin	
outside	Monday	hot soapy water	caterin	
pipes	Monday	hot soapy water	caterin	
paper towel holder	Monday	hot soapy water	caterin	
other paper towel holder	Monday	hot soapy water	caterin	
Work Tables				
surface	daily	sanitizer	salad	
shelf	Monday	sanitizer	salad	
legs	Monday	sanitizer	salad	
drawer	Monday	sanitizer	salad	

Carts				
shelf & wheels	Friday	hot soapy water scrub brush	salad -	
Catering Area				
Storage cabinets				
top	Wednesday	hot soapy water	catering	
outside	Wednesday	hot soapy water	catering	
inside	Wednesday	hot soapy water	catering	
Wire Rack				
shelves	Monday	hot soapy water	catering	
wheels	Monday	hot soapy water	catering	
poles	Monday	hot soapy water	catering	
Catering Carts				
top	2 X/day	hot soapy water scrub brush	utility	
shelf	2 X/day	hot soapy water scrub brush	utility	
wheels	2 X/day	hot soapy water scrub brush	utility	
poles	2 X/day	hot soapy water scrub brush	utility	
Work Table				
surface	daily	sanitizer	catering	
shelves	Thursday	sanitizer	catering	
drawer	Thursday	sanitizer	catering	
wall organizer	Thursday	sanitizer	catering	
Reach In				
Top air intake	Tuesday	stainless steel polish	catering	
Control Panel	Tuesday	stainless steel polish	catering	
Door	daily	stainless steel polish	catering	
interior-gasket, shelves & ridges	Tuesday	Robby	catering	
exterior	Tuesday	stainless steel polish	catering	
legs	Tuesday	stainless steel polish	catering	
gasket	Tuesday	hot soapy water	catering	
Kitchen Walls				
ceiling	1 X/year		Main	
lights	1 X/year		Main	
Cooler				
compressors	as needed		Main	

Walk ins				
walls	1 X/month	Robby	utility	
floor	Tues./Thurs.	hot soapy water/ mop	steward	
shelves	1 X/week	hot soapy water scrub brush	utility	
Freezer	1 X/month	Robby	utility	
Condiment Stands				
wells				
inside	Wednesday	hot soapy water	cashier	
exterior	daily	hot soapy water	cashier	
Water Fountains				
faucets	Monday	stainless st. polish	cashier	
drains	Monday	stainless st. polish	cashier	
stainless st. top	Monday	stainless st. polish	cashier	
Silverware Holders	as needed	dish machine	dish	
surface	Monday	stainless st. polish	cashier	
tray rail	Monday	hot soapy water scrub brush	cashier	
Grill front	Monday	hot soapy water scrub brush	cashier	
shelf	Monday	stainless st. polish	cashier	
condiment jars	daily	hot soapy water	cashier	
<u>Cashier Stands</u>				
stainless st. top	Thursday	stainless st. polish	cashier	
tray rail	Thursday	hot soapy water scrub brush	cashier	
green sides & & top	Thursday	hot soapy water	cashier	
registers	Thursday	wet cloth	cashier	
scales	daily	wet cloth	cashier	
ice cream cabinet	Wednesday	hot soapy water	cashier	
Arneg refrigerator				
interior	Wednesday	hot soapy water	cashier	
exterior	Wednesday	hot soapy water	cashier	
Yogurt Station				
machine				
interior	daily	sanitizer	pizza	
exterior	daily	stainless st. polish	pizza	
condiments				
containers	Thursday	dish machine	cashier	
surface	daily	stainless st. polish	cashier	

Dessert Station

glass	daily	window cleaner	pizza	-
counter	daily	stainless st. polish	pizza	
lights	daily	window cleaner	pizza	
shelf behind	Friday	stainless st. polish	pizza	

Pizza

heat lamp			
top	daily	hot soapy water	pizza
legs	daily	hot soapy water	pizza
foot	daily	hot soapy water	pizza
counter	daily	hot soapy water	pizza
sneeze guard	daily	glass cleaner	pizza
well	daily	hot soapy water	pizza
cutting board	daily	hot soapy water	pizza
underneath	daily	hot soapy water	pizza
tables			
surface	daily	hot soapy water	pizza
shelf	Tues. & Fri.	hot soapy water	pizza
legs	Tues. & Fri.	hot soapy water	pizza
wheels	Tues. & Fri.	hot soapy water	pizza
refrigerator			
inside	Wednesday	hot soapy water	pizza
outside	Wednesday	hot soapy water	pizza
oven			
door	daily	stainless st. polish	pizza
		oven cleaner	
handle	daily	stainless st. polish	pizza
		oven cleaner	
top	Friday	hot soapy water	pizza
legs	Friday	hot soapy water	pizza
inside	1 X/month	Robby	pizza
exhaust stack	1 X/month	stainless st. polish	pizza
green counter	Monday	hot soapy water	pizza
from pizza to yogurt			

Soup Station

sneeze guard			
top	daily	glass cleaner	steam
sides	daily	stainless st. polish	steam
lights	daily	hot soapy water	steam
wells	daily	limeaway	steam
shelf under soup	Mon.	stainless st. polish	steam
table			
legs	Mon.	stainless st. polish	steam
cafe feature wells	daily	hot soapy water/	steam
		lime away	
glass sneeze guard	daily	glass cleaner	steam
lights	daily	hot soapy water	steam
stainless steel	daily	stainless st. polish	steam
shelf underneath	Monday	stainless st. polish	steam
legs	Monday	stainless st. polish	steam

plate shelf	daily	stainless st. polish/steam	
		hot soapy water	
stainless st. ledge	daily	hot soapy water	steam
dessert wells	daily	hot soapy water/	steam
		lime away	
glass sneeze guard	daily	glass cleaner	steam
lights	daily	hot soapy water	steam
stainless steel	daily	stainless st. polish	steam
plate shelf	daily	stainless st. polish	steam
shelf underneath	Monday	stainless st. polish	steam
dessert			
back table w/sink	daily	stainless st. polish	steam
shelf & legs	Monday	stainless st. polish	steam
back wall	daily	hot soapy water	steam
hand sink (2)	Thursday	stainless st. polish	steam
paper towel holders(2)	Thursday	stainless st. polish	steam
pipes of hand sinks	Thursday	stainless st. polish	steam
hot box doors	daily	stainless st. polish	steam
hot box handles	daily	stainless st. polish	pizza
cook top	daily	stainless st. polish/pizza	
(remove stainless steel guard)		grease cutter	
glass sneeze guard	daily	glass cleaner	pizza
stainless steel post	daily	stainless st. polish	pizza
underneath cook top	daily	stainless st. polish	pizza
World's Fare Wells	daily	hot soapy water/	pizza
		lime away	
glass sneeze guard	daily	glass cleaner	pizza
lights	daily	glass cleaner	pizza
stainless steel posts	daily	stainless st. polish	pizza
plate shelf	daily	stainless st. polish	pizza
shelf underneath	Monday	stainless st. polish	pizza
Back table w/sink	daily	stainless st. polish	pizza
back wall	daily	hot soapy water	pizza
legs	Tuesday	stainless st. polish	pizza
shelf	Tuesday	stainless st. polish	pizza
sink pipes	Wednesday	stainless st. polish	pizza
hot box door	daily	stainless st. polish	pizza
tray rail W.F.	Wednesday	hot soapy water/	pizza
		scrub brush	
green front	Wednesday	hot soapy water	pizza
stainless st. front	Wednesday	stainless st. polish	pizza
dessert/cafe tray rail	Wednesday	hot soapy water/	steam
green front	Wednesday	hot soapy water	steam
stainless st. front	Wednesday	stainless st. polish	steam
<u>Grill</u>			
toaster	Monday	Robby	A.M. grill
exterior	Monday	Robby	A.M. grill
interior	Monday	stainless st. polish	A.M. grill
toaster cart			
wheels	Monday	stainless st. polish	A.M. grill
shelves	Monday	stainless st. polish	A.M. grill
legs	Monday	stainless st. polish	A.M. grill

refrigerator			
inside	Tuesday	hot soapy water	A.M. grill
seal	Tuesday	hot soapy water	A.M. grill
freezer			
inside	Tuesday	hot soapy water	A.M. grill
seal	Tuesday	hot soapy water	A.M. grill
stainless steel			
grill stand	daily	stainless st. polish	P.M. grill
grill legs	Monday	Robby	P.M. grill
surface	daily	grease cutter	P.M. grill
char broiler	daily	wire brush	P.M. grill
sides	Thursday	Robby	P.M. grill
front	Thursday	Robby	P.M. grill
back	Thursday	Robby	P.M. grill
stainless st.			
post	daily	stainless st. polish	P.M. grill
refrigerator front	daily	stainless st. polish	P.M. grill
refrigerator legs	Tuesday	stainless st. polish	P.M. grill
fryer			
interior	2 X month	grease cutter	P.M. grill
grease filter	daily	filter	P.M. grill
stainless steel			
backdrop	daily	Robby/stainless st.	P.M. grill
		polish	
doors	daily	stainless st. polish	P.M. grill
inside doors	daily	Robby	P.M. grill
heat lamps	Mon., Thurs.	Robby	P.M. grill
back table w/sink	Wednesday	stainless st. polish	A.M. grill
shelf	Wednesday	stainless st. polish	A.M. grill
legs	Wednesday	stainless st. polish	A.M. grill
shelf under			
grill & well	Thursday	stainless st. polish	A.M. grill
wells	daily	hot soapy water	P.M. grill
glass sneeze guard	daily	grease cleaner	P.M. grill
tray rail	Monday	hot soapy water/	P.M. grill
		scrub brush	
green front	Monday	hot soapy	P.M. grill
stainless st.			
front	Monday	stainless st. polish	P.M. grill
<u>Sub Station</u>			
slicer	daily	sanitizer	slicer
slicer table	Thursday	stainless st. polish	slicer
shelf	Thursday	stainless st. polish	slicer
wall	Thursday	hot soapy water	slicer
legs	Thursday	stainless st. polish	slicer
sink pipes	Thursday	stainless st. polish	slicer

work table			
saran holder	Friday	stainless st. polish	slicer
table			-
legs	Friday	stainless st. polish	slicer
shelf	Friday	stainless st. polish	slicer
wells	daily	hot soapy water	slicer
sneeze guard	daily	glass cleaner	slicer
lights	daily	hot soapy water	slicer
stainless st. post	daily	stainless st. polish	slicer
plate shelf	daily	stainless st. polish	slicer
plate rack	daily	stainless st. polish	slicer
shelf underneath	daily	stainless st. polish	slicer
legs	Tuesday	Robby	slicer

Dish Station

wells	daily	hot soapy water	sandwic
sneeze guard	daily	glass cleaner	sandwic
lights	daily	hot soapy water	sandwic
stainless st. post	daily	stainless st. polish	sandwic
plate shelf	daily	stainless st. polish	sandwic
plate rack	daily	stainless st. polish	sandwic
shelf	daily	stainless st. polish	sandwic
refrigerator doors	daily	stainless st. polish	sandwic
refrigerator			
inside	Thursday	Robby	sandwic
shelves	Thursday	Robby	sandwic
walls	Thursday	Robby	sandwic
gaskets	Thursday	hot soapy water	sandwic
doors	daily	stainless st. polish	sandwic
legs	Thursday	Robby	sandwic
toaster			
inside	Friday	Robby	sandwic
outside	Friday	Robby	sandwic
tray rail			
deli area	Thursday	hot soapy/ scrub brush	sandwic
green front	Thursday	hot soapy water	sandwic
stainless st.			
front	Thursday	stainless st. polish	sandwic
Lakeside carts	Friday	hot soapy water	sandwic
coffee maker			
inside	daily	scrub brush	steward
outside	Friday	urn cleaner	steward
top	daily	stainless st. polish	steward
legs	Friday	stainless st. polish	steward
back/sides	Friday	stainless st. polish	steward
spigots	Friday	small brush	steward
drains	daily	stainless st. polish	steward
underneath	daily	stainless st. polish	steward

Drinks

pop machine			
sides	Monday	hot soapy water	cashier
top	Monday	hot soapy water	cashier
front	Monday	hot soapy water	cashier
spigots	Friday	soak hot soapy water	cashier
drains	daily	soak hot soapy water	cashier
stainless st.			
counter	Thursday	stainless st. polish	cashier
change napkins	as needed		cashier
wipe signs	as needed		cashier

Soup area

wells	daily	hot soapy water	cashier
lights	daily	hot soapy water	cashier
sneeze guard	daily	glass cleaner	cashier
wall behind	daily	hot soapy	cashier

Salad bar

interior	Thursday	Robby	salad
lights	Thursday	hot soapy water	salad
screens	Thursday	dish machine	salad
sneeze guard	daily	wet cloth	salad
stainless st.			
counter	daily	stainless st. polish	salad
post	Thursday	hot soapy water	salad
stainless st. sides	daily	stainless st. polish	salad
tray rail	daily	stainless st. polish	salad
stainless st. top	daily	stainless st. polish	salad
vinegar jars	daily	stainless st. polish	salad
change linen	as needed		salad
fill condiments	daily		salad
green sides	Tuesday	hot soapy water	salad

Free Standing Beverage Station

Soda dispenser

outside	Thursday	hot soapy water	cashier
spigots	Thursday	soak hot soapy water	cashier
drains	daily	wet cloth	cashier
stainless st. counter			
top	Thursday	stainless st. polish	cashier
iced tea	Friday	hot soapy water	cashier
crystal light	Friday	hot soapy water	cashier
drains	daily	hot soapy water	cashier
change linen	as needed		cashier
tray rail			
green front	Tuesday	hot soapy water/ scrub brush	cashier
stainless st. front	Tuesday	stainless st. polish	cashier

V.F. Cooler

inside	Wednesday	hot soapy water	cashier
outside	Wednesday	hot soapy water	cashier
glass door	daily	glass cleaner	cashier
handle	daily	hot soapy water	cashier

Arneg Cooler

inside	Wednesday	hot soapy water	cashier
outside	Wednesday	hot soapy water	cashier

Dining Area

walls	1 X/year	Xerox
ceiling	1 X/year	Xerox
lights	1 X/year	Xerox
air vents	as needed	Xerox

Checklist

-

Daily

Dining Room

() table tops	steam table/dish
() salt & peppers	" " "
() chairs	" " "
() ash trays	" " "

dish return

() walls	dish room
() garbage return doors	" "
() tray rail	" "
() garbage shoot	" "
() upper shelf	" "
() stainless steel	" "
() door to dishroom	" "
() Veri Fine bin	" "
() tray pick up	" "

Dish Room

() garbage cans	dish room
() wall behind garbage cans	" "
() dish belt	" "
() stainless steel around belt	" "
() garbage disposal	" "
() shelves	" "
() outside dish machine	" "

dish machine

() screens	dish room
() holding tank	" "
() end caps on	" "
() curtains in	" "
() floor swept	" "

Dock

() hose neat	utility
() swept	"
() driveway	"
() steps	"

Chef Area

() handles of convection ovens	chef
() steam kettles inside & outside	asst. chef
() steamer inside	" "
() tilt kettles inside and outside	" "
() drain on tilt kettles	" "
() braiser inside and outside	" "
butcher block cart	
() top	chef
() shelf	"
() chef table top	"
() asst. chef table top	"

() chef sink inside	chef
() faucet	"
() dessert table surface	"
() slicer table surface	"
() chopper	"
() pot sinks inside	steward
() faucets	"
() front	"
() hot box exterior & interior	chef

Salad Department

() worktable surface	salad
() 2 compartment sink-inside & outside	"
() wall behind sink	"

() Catering Reachin Door	caterer
---------------------------	---------

Front House

() scales	each cashier
() yogurt station-interior & exterior	cashier
() dessert station	
() glass	pizza
() counter	"
() lights	"
pizza heat lamp	
() top	"
() legs	"
() base	"
() counter	"
() sneeze guard	"
() well	"
() cutting board	
() under cutting board	pizza
() work table surface	"
() oven door	"
() oven handle	"
soup station	
() sneeze guard	steam table
() top	" "
() sides	" "
() lights	" "
() wells	" "
() cafe wells	" "
() dessert wells	" "
() sneeze guards	
() glass	" "
() lights	" "
() stainless steel	" "
() plate shelf	" "
() back table surface	" "
() wall	" "
() hot box doors	" "

Checklist

Daily

Dining Room

- () table tops
- () salt & peppers
- () chairs
- () ash trays

steam table/dish

" " "
" " "
" " "

dish return

- () walls
- () garbage return doors
- () tray rail
- () garbage shoot
- () upper shelf
- () stainless steel
- () door to dishroom
- () Veri Fine bin
- () tray pick up

dish room

" "
" "
" "
" "
" "
" "
" "

Dish Room

- () garbage cans
- () wall behind garbage cans
- () dish belt
- () stainless steel around belt
- () garbage disposal
- () shelves
- () outside dish machine

dish room

" "
" "
" "
" "
" "

dish machine

- () screens
- () holding tank
- () end caps on
- () curtains in
- () floor swept

dish room

" "
" "
" "
" "

Dock

- () hose neat
- () swept
- () driveway
- () steps

utility

"
"
"

Chef Area

- () handles of convection ovens
- () steam kettles inside & outside
- () steamer inside
- () tilt kettles inside and outside
- () drain on tilt kettles
- () braiser inside and outside

chef

asst. chef

" "
" "
" "
" "

butcher block cart

- () top
- () shelf
- () chef table top
- () asst. chef table top

chef

"
"
"

World's Fare

() cooktop	pizza
() sneeze guard	"
() stainless steel post	"
() underneath cooktop	"
() wells	"
() sneezeguard	
() lights	"
() stainless steel	"
() glass	"
() shelf	"
() back table surface	"
() wall	"
() hot box door & handle	"
() cooler door & handle	"

Grill

() stand	P.M. grill
() surface	" "
() char broiler	" "
() stainless steel post	" "
() refrigerator front	" "
() grease filters	" "
() stainless steel freezer backdrop	" "
() fryer doors	" "
() wells	" "
() sneeze guard	
() glass	" "
() lights	" "

Deli

() slicer surface	meat slicer
() wells	" "
() sneeze guards	
() lights	" "
() stainless steel	" "
() plate shelf	" "
() plate rack	" "
() shelf underneath	" "
() Deli wells	sandwich maker
() sneeze guard	
() lights	" "
() stainless steel	" "
() plate shelf	" "
() plate rack	" "
() shelf	" "
() refrigerator doors	" "
() coffee maker inside	A.M. grill
() coffee drains	" "
() soda machine drains	" "
() napkins in baskets	" "

- () sign holders
- () soup area
 - () wells
 - () lights
 - () glass sneeze guard
 - () stainless steel
 - () wall behind

A.M. grill

" "

" "

" "

" "

" "

Salad Bar

- () sneeze guard
- () stainless steel counter
- () stainless steel sides
- () tray rail
- () stainless steel top
- () vinegar jars
- () linen

salad

"

"

"

"

"

"

V. F. Cooler

- () glass door
- () handle
- () condiments filled & clean

cashier

"

"

Monday

() plate lowerators	dish
() storage room shelves	steward
mop room	
() broom holders	utility
() sink	"
() Ecolab Chemical rack	"
() cabinet	"
() floor	"
() mop brackets	"
() mop heads	"
hand sinks	
() paper towel holders	salad
() salad work table legs, shelves & drawers	"
() wire catering racks	catering

Front House

() water fountains	cashier
() condiment station	
() tray rail	"
() shelves	"
() green front	"
() green front pizza counter & dessert	pizza
() shelf under soup table	steam table
() " " cafe steam table	" "
() " " dessert	" "
() back table legs & shelf	" "
() grill toaster	A.M. grill
() toaster cart	" "
() grill stand legs	" "
() grill tray rail	P.M. grill
() grill green front	" "
() grill stand legs	P.M. grill
() grill tray rail	" "
() grill green front	" "
() grill stainless steel front	" "
() pop machine sides	A.M. grill

Tuesday

() wall at garbage return	dish
() lime away dish machine	"
() storage shelves in dishroom	"
() dishroom utility carts	"
() ice machine outside & legs	utility
() work table salad department	"
() catering reach in	catering
() walk ins	steward
() pizza table shelves & wheels	pizza
() Worlds Fare table shelves & legs	pizza
() refrigerator reach in	A.M. grill
() freezer	" "
() refrigerator legs	" "
() deli station legs	meat slicer
() grill sides	P.M. grill

Beverage Station
 () tray rail
 () green fronts

" " -
 " "

Wednesday

() wash arms & screens
 () dish storage rack shelves & wheels
 () storage room doors
 () storage room shelves
 () mixer
 () staple bins
 () chopper wall & under
 () pot sink sides, back & legs
 () condiment wells
 () ice cream cabinet
 () Arneg
 () pizza refrigerator
 () Worlds Fare sink pipes
 () " " tray rail
 () " " green front
 () " " stainless front
 () grill work table
 () Veri Fine cooler

dish
 "
 utility
 steward
 chef
 chef
 chef
 steward
 salad
 "
 "
 pizza
 "
 "
 "
 "
 P.M. grill
 cashier

Thursday

() salt & peppers
 () plate lowerators
 () tray dollies
 () dishroom table legs
 () storeroom floor
 () entry floor
 () garbage room floor
 () dock floor
 () tilt kettles sides & legs
 () braiser sides & legs
 () butcher cart legs & wheels
 () asst. & chef table legs
 () spice shelf
 () chef sink legs & pipes
 () dessert table legs
 () pot racks
 () salad sink legs, pipes, sides & underneath
 () catering table shelves & drawer
 () walkins
 () cashier stands
 () yogurt containers
 () hand sinks cafe area
 () paper towel holders
 () grill sides, front & back

steam table/dish
 dish
 dish
 dish
 steward
 utility
 "
 "
 asst. chef
 " "
 chef
 chef
 chef
 chef
 chef
 utility
 salad
 catering
 steward
 cashier
 cashier
 steam table
 " "
 P.M. grill

() shelf under grill & wells
 () slicer table
 () deli refrigerator legs
 () tray rail deli
 () green front
 () stainless steel front
 () drinks-stainless steel counter
 () salad bar post
 () salad bar scrub down

" "
 meat slicer
 sandwich maker
 " "
 " "
 " "
 A.M. grill
 salad maker
 " "

Friday

() dishroom walls
 () storeroom shelves
 () hot box control panel
 () " " air intake
 () " " legs
 () salad carts
 () cold dessert shelf
 () oven top
 () saran table deli
 () deli toaster
 () deli carts
 () coffee maker
 () ice tea
 () crystal light

dish
 steward
 chef
 "
 "
 salad
 pizza
 pizza
 meat slicer
 sandwich
 sandwich
 A.M. grill
 " "
 " "

Monthly

() chair legs
() boiler
() dock walls
() entry walls
() mop room walls
() ovens
() backs of chef equipment
() underneath pot sinks
() ice machine interior
() walk in walls
() pizza oven

Xerox
dish
utility
utility
"
asst. chef
" "
steward
utility
"
pizza

Appendix 4

from

ARA SACC Manual

Sanitation Checklist

SANITATION CHECKLIST

Date _____

Area/Station - Line Service Hot Foods

Employee: _____

Tasks to be completed: Grill Area	Y	N
1. Is the grill properly cleaned and maintained?	_____	_____
2. Are refrigerators maintained at 40°F or below with a thermometer inside?	_____	_____
3. Is all raw meat, such as hamburgers and hot dogs, kept refrigerated prior to being cooked?	_____	_____
4. Are refrigerated products stored properly with no raw products stored over cooked or ready-to-eat items?	_____	_____
5. Are all products covered and labeled while stored in the refrigerator?	_____	_____
6. Are all spills cleaned up immediately?	_____	_____
7. Are all cooked foods maintained at 140°F or higher?	_____	_____
8. Are floors mopped and swept on a regular schedule?	_____	_____
9. Are all utensils handled properly?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Storage (dry)

Employee: _____

Tasks to be completed:	Y	N
1. Is all food neatly stored six inches off the floor on shelves or racks ?	_____	_____
2. Are all shelves clean and free of dust and debris?	_____	_____
3. Are all shelves clean and swept daily?	_____	_____
4. Is proper stock rotation practiced?	_____	_____
5. Are all food materials, placed in another clean container, properly sealed and labeled after they are taken from their original containers?	_____	_____
6. Is the dry storage area free from dampness, with a temperature between 60°F and 70°F?	_____	_____
7. Is there adequate lighting and ventilation?	_____	_____
8. Is the storage area inspected for rodent and insect activity on a weekly basis?	_____	_____
9. Are all chemical cleaners and pesticides stored in a separate area away from food supplies?	_____	_____
10. Are products stored away from water or sewer lines?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Salad Bar

Employee: _____

Tasks to be complete:	Y	N
1. Is the salad bar area cleaned and sanitized each day?	_____	_____
2. Are salad bar utensils and dishes cleaned, sanitized and stored in the proper manner?	_____	_____
3. Are all spills wiped up immediately?	_____	_____
4. Are all salad bar crocks in excellent condition?	_____	_____
5. Are items on the salad bar maintained at temperatures of 40°F?	_____	_____
6. Are floor areas around the salad bar swept and mopped on a regular schedule?	_____	_____
7. Is the space under the counter clean and kept in a sanitary condition?	_____	_____
8. Are all ingredients on the salad bar refrigerated prior to use?	_____	_____
9. Are all refilled items from refrigerated materials?	_____	_____
10. Are all vegetables and fruits washed thoroughly before being placed on the salad bar?	_____	_____
11. Are temperature checks taken on salad bar items?	_____	_____
12. Are gloves worn during salad preparation?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Garbage and Refuse Storage and Disposal Areas

Employee: _____

Tasks to be completed:	Y	N
1. Is the area clean and orderly with no spilled liquids or food material, and no accumulation of wash water?	_____	_____
2. Are garbage and refuse containers durable, easily cleaned, insect and rodent proof with no leaks?	_____	_____
3. Are garbage and refuse materials being disposed of often enough to prevent buildup of materials, development of odors and attraction of rodents and insects?	_____	_____
4. Is there any evidence of insect or rodent activities?	_____	_____
5. Are garbage and refuse containers washed between each use?	_____	_____
6. Are dumpsters maintained in the proper manner?	_____	_____
7. Are facilities available with hot water and detergent to properly wash garbage and refuse containers?	_____	_____
8. Are refrigerated garbage rooms or boxes maintained in a clean and proper condition?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Refrigerator and Freezer Storage

Employee: _____

Tasks to be completed:	Y	N
1. Are refrigerators equipped with interior and exterior thermometers, calibrated on a regular basis?	_____	_____
2. Are refrigerator temperatures maintained at 40°F or lower?	_____	_____
3. Are refrigerators, coils, grill work and areas around the compressor cleaned on a regular basis, free of mold and off odors?	_____	_____
4. Are foods and products that are stored on unlined shelves covered, dated and spaced to provide adequate air circulation?	_____	_____
5. Are raw foods never stored under cooked food?	_____	_____
6. Is shelving at least six inches off the floor, free from dust or other debris?	_____	_____
7. Are products stored in containers less than four inches in depth?	_____	_____
8. Are all spills wiped up immediately?	_____	_____
9. Are foods being stored in a manner to permit "first in, first out" usage?	_____	_____
10. Are cooked foods being stored in clean, sanitized, covered containers and properly identified?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Receiving Area

Employee: _____

Tasks to be completed:	Y	N
1. Is the area clean from debris?	_____	_____
2. Are incoming food shipments inspected for infestations, spoilage and foreign material?	_____	_____
3. Are non-food supplies inspected for infestations and foreign material?	_____	_____
4. Are all food and non-food supplies dated when they arrive?	_____	_____
5. Are frozen and perishable products checked for proper temperatures and promptly moved to refrigerator and freezer areas?	_____	_____
6. Is prompt disposal of all empty shipping and packing materials practiced?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station: Vending Locations

Employee: _____

Tasks to be completed:	Y	N
1. Are vending machines, ovens and other equipment in the location maintained in a clean condition, protected from overhead leakage or condensation from water, waste or sewer piping?	_____	_____
2. Is the vending location well lit and properly ventilated, free of insects and rodents?	_____	_____
3. Are all foods, intended for sale through the vending machines, protected from contamination?	_____	_____
4. Are proper temperatures maintained for potentially hazardous foods, (140°F or higher for hot foods, and 40°F or less for cold items) at all times?	_____	_____
5. Are vending machine thermometers checked daily to make sure they are maintaining safe, accurate temperatures?	_____	_____
6. Are employees practicing good personal hygiene?	_____	_____
7. Are there adequate hand washing facilities at each vending location?	_____	_____
8. Is the vending area free of trash and other debris?	_____	_____
9. Are all vending machines and food contact surfaces cleaned on a regular basis?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Line Service Hot Foods

Employee: _____

Tasks to be completed: Steam Table

Y

N

1. Are serving utensils handled properly?

2. Is the steam table operating properly?

3. Are all hot foods served and held at 140°F or higher?

4. Are temperature checks taken frequently?

5. Are soup kettles maintained at 140°F or higher?

6. Are all spills cleaned up immediately?

7. Are floor areas swept and mopped on a regular basis?

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Cold Beverage Areas

Employee: _____

Tasks to be completed:	Y	N
1. Are soda and juice dispensers cleaned and maintained in a sanitary manner?	_____	_____
2. Are drinking containers stored in an orderly and sanitary manner?	_____	_____
3. Are ice machines cleaned and sanitized on a regular basis?	_____	_____
4. Is the top of the ice machine not used as a storage area?	_____	_____
5. Are ice scoops stored in a sanitary manner, i.e., on a clean surface?	_____	_____
6. Are storage cabinets under cold beverage areas inspected regularly and kept in an orderly manner?	_____	_____
7. Are reach-in refrigerators, for cold beverages, being maintained at 40°F or lower?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisors' Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Personal Hygiene

-

Employee: _____

Tasks to be completed:

Y

N

- | | | |
|--|-------|-------|
| 1. Is the only jewelry worn a plain gold wedding band? | _____ | _____ |
| 2. Are outer and under garments always clean? | _____ | _____ |
| 3. Are hands kept away from hair and face while on duty? | _____ | _____ |
| 4. Are fingernails clean and short, free from false fingernails or nail polish when on duty? | _____ | _____ |
| 5. Are proper hand washing practices followed? | _____ | _____ |
| 6. Is a hair covering worn in food preparation and serving areas? | _____ | _____ |
| 7. Are employees not eating, smoking, gum chewing, or using toothpicks while on duty? | _____ | _____ |

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Rest Rooms

Employee: _____

Tasks to be completed:

Y

N

1. Are rest rooms clean, dry, well ventilated, well lighted and odor free? (pg. 53) _____
2. Are soap and towel dispensers working properly and well stocked? (pg. 53) _____
3. Are trash containers covered, cleaned and emptied on a regular basis? (pg. 53) _____
4. Are the sinks and faucets maintained? (pg. 53) _____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Cold Food Production

Employee: _____

Tasks to be completed: Kitchen Area

Y

N

1. Are all work areas cleaned and sanitized before and after food production? _____
2. Are all utensils and containers cleaned, sanitized and handled properly? _____
3. Are all ingredients refrigerated at least 24 hours prior to use? _____
4. Are all foods promptly refrigerated after preparation or taken directly to the serving line? _____
5. Are all fruits and vegetables thoroughly washed before being used? _____
6. Are proper hand washing practices followed? _____
7. Are sanitizer solutions available at all work stations? _____
8. Is all equipment, used in cold food preparation, cleaned and sanitized after every use? _____
9. Are all frozen products thawed in the proper manner? _____
10. Are gloves being worn when cold food items are prepared? _____
11. Are all food preparation sinks cleaned and sanitized between each use? _____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Cold Food Production

Employee: _____

Tasks to be completed: Kitchen Area	Y	N
1. Are work surfaces, equipment and utensils cleaned and sanitized before starting food preparation?	_____	_____
2. Are utensils and containers cleaned and sanitized before being used?	_____	_____
3. Are ingredients, such as tuna fish, mayonnaise, and salad dressings refrigerated at least 24 hours before being used?	_____	_____
4. Are all fruits and vegetables thoroughly washed before being used?	_____	_____
5. Do employees thoroughly wash their hands before preparing food?	_____	_____
6. After food is prepared, is it properly covered, labeled, refrigerated and taken directly to the the serving line?	_____	_____
7. Is sanitizer solution present in an accessible area near the work stations?	_____	_____
8. Are work areas cleaned and sanitized after each use?	_____	_____
9. Are employees wearing disposable gloves while preparing food?	_____	_____
10. Are frozen products thawed in the proper manner?	_____	_____
11. Are food preparation sinks sanitized after each use?	_____	_____
12. Are hand washing sinks in an accessible location and well stocked?	_____	_____
13. Is all equipment used in food production cleaned and sanitized at the end of each day?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Line Serving Areas

Employee: _____

Tasks to be completed: Deli Bar	Y	N
1. Are all deli bar items kept refrigerated prior to being placed on the deli bar?	_____	_____
2. Are all items maintained at a temperature of 40°F?	_____	_____
3. Are thermometers available to check product temperatures?	_____	_____
4. Are refrigerators maintained at a temperature of 40°F or below, and do they have properly calibrated thermometers?	_____	_____
5. Are floors swept and mopped on a regular schedule?	_____	_____
6. Is all the deli bar equipment cleaned and sanitized at the end of each day?	_____	_____
7. Are sanitizing solutions available at all work stations?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Hot Food Production

Employee: _____

Tasks to be completed:	Y	N
1. Are work surfaces, equipment and utensils cleaned and sanitized before use?	_____	_____
2. Are frozen foods thawed properly?	_____	_____
3. Are all foods cooked to the proper temperatures?	_____	_____
4. Are proper cooling methods used to cool products?	_____	_____
5. Are all leftovers thoroughly heated to 165°F?	_____	_____
6. Are warming cabinets maintained at 140°F or higher when handling or transporting hot food?	_____	_____
7. Are food preparation sinks cleaned and sanitized after each use?	_____	_____
8. Do employees wash their hands before preparing food?	_____	_____
9. Are hand washing sinks accessible, and in proper working order?	_____	_____
10. Are towels and soap dispensers always filled and in proper working order?	_____	_____
11. Are all spills cleaned up immediately?	_____	_____
12. After food preparation, are all work surfaces and equipment cleaned and sanitized?	_____	_____
13. Are floors swept and mopped on a regular schedule?	_____	_____
14. Are sanitizing solutions available at all work stations?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Dishroom/Pot and Pan Areas

Employee: _____

Tasks to be completed: Mechanical Dishwashing	Y	N
1. Are utensils and dishes pre-scraped and flushed prior to washing?	_____	_____
2. Is the dish machine operating properly?	_____	_____
3. Is the dish machine cleaned after each day's use?	_____	_____
4. Are detergent levels monitored?	_____	_____
5. Are dishes and utensils stored properly after cleaning and sanitizing?	_____	_____
6. Are the dish room floors cleaned frequently?	_____	_____
7. Is the final rinse temperature at 180°F?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Dishroom/Pot and Pan Areas

Employee: _____

Tasks to be completed: Manual Dishwashing	Y	N
1. Is a three compartment sink used?	_____	_____
2. Are dishes, utensils, pots and pans pre-flushed or pre-scraped before washing?	_____	_____
3. Are sinks clean prior to use?	_____	_____
4. Are sanitizing chemicals used at the proper strength?	_____	_____
5. For sanitizing in hot water, is the temperature at least 170°F and are dishes and utensils immersed for at least 30 seconds?	_____	_____
6. Are test strips used to determine sanitizer concentrations?	_____	_____
7. Is a log book being kept of the results?	_____	_____
8. Are dishes, pots and pans air dried and stored in the proper manner?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

SANITATION CHECKLIST

Date _____

Area/Station - Freezer Storage

Employee: _____

Tasks to be completed:	Y	N
1. Do freezers have accurately calibrated interior and exterior thermometers?	_____	_____
2. Are freezer units maintained at 0°F or lower?	_____	_____
3. Are products stored above floor level?	_____	_____
4. Are all foods wrapped and covered to prevent freezer burn?	_____	_____
5. Are freezers properly cleaned, defrosted and maintained on a regular basis?	_____	_____
6. Are foods stored to permit adequate air circulation?	_____	_____

Action Plan: _____

To Be Completed By: _____

Supervisor's Approval: _____

Appendix 5

Interview Techniques

Interview Technique

- Greet Applicant
- Introduce self
- Provide information about the company and the position
- Answer the applicants questions about the company and the position
- Question the candidate

Following are some possible interview questions:

1. (If presently employed) Why do you wish to change jobs?
2. Of the jobs you have had, which did you like best? least? why?
3. Why did you leave your last job?
4. What are your typical job duties at your current (or last) job?
5. What types of criticisms has your former supervisors given you? How did you react to this?
6. What are your best attributes? Your worst?
7. Are there any job situations that annoy you? Did you do anything to change them?
8. How do you feel your previous work experience will help you in a job with this company?
9. Describe your ideal boss.
10. Describe your ideal co-worker.
11. Describe problems on your last (or current) job that you had to deal with.

12. What are your long term job goals?

13. Do you feel this company can help you achieve these goals?

If you are interested in the candidate at this point, address job specific questions to the applicant.

example: A disgruntled customer returns the eggs you just

prepared for them-- What do you do?

At the end of the interview, allow the candidate to ask any additional questions.

Give the candidate a date they will hear from you by if they get the job.

Appendix 6

ARA's Interview Sheet

ARA'S INTERVIEWER SHEET

INTERVIEWEE'S NAME: _____

1. **APPEARANCE:** _____

Evaluation Scale: |

Poor			Average		Excellent
1	2	3	4	5	

 |

2. **LISTENING:** _____

Evaluation Scale: |

Poor			Average		Excellent
1	2	3	4	5	

 |

3. **ORAL COMMUNICATION:** _____

Evaluation Scale: |

Poor			Average		Excellent
1	2	3	4	5	

 |

4. **ATTITUDE:** _____

Evaluation Scale: |

Poor			Average		Excellent
1	2	3	4	5	

 |

5. **STANDARDS:** _____

Evaluation Scale: |

Poor			Average		Excellent
1	2	3	4	5	

 |

6. **JOB STABILITY:** _____

Evaluation Scale: |

Poor			Average		Excellent
1	2	3	4	5	

 |

Appendix 7

ARA Services - Business Dining Services

New Employee Orientation Checklist

**ARA SERVICES - BUSINESS DINING SERVICES
NEW EMPLOYEE ORIENTATION CHECKLIST**

COMPANY

- ☐ Brief History ARA & Unit
- ☐ Organizational Chart
- ☐ Introduction of Fellow Workers
- ☐ Employee Handbook
- ☐ Tour of Facilities
- ☐ Spirit of Service tapes viewed

FINANCIAL

- ☐ Wage Program/Pay Rate
- ☐ Pay Period
- ☐ Payday FRIDAY
- ☐ Overtime Policy
- ☐ Deductions
- ☐ U.S. Savings Bond Deduction

BENEFITS

- ☐ Vacation Policy
- ☐ Holidays
- ☐ Uniforms
- ☐ Employee Meals

JOB SPECIFICS

- ☐ Job Description
- ☐ Schedule: Days _____
Hours _____
Breaks _____
- ☐ Job Standards Copy received
- ☐ Importance of this job and its
relationship to other jobs in the unit
- ☐ Performance Review Date _____
- ☐ Opportunity for Advancement

REGULATIONS

- ☐ Probationary Period _____ Days
- ☐ Work rules
- ☐ Time Clock Policy
- ☐ Security Procedures
- ☐ Absenteeism/Tardiness Policy
- ☐ Smoking Regulations

SANITATION

- ☐ Sanitation Standards
- ☐ Employee Responsibility

SAFETY

- ☐ First Aid Kit Location
- ☐ Equipment Operations
- ☐ Safety Program

☐ REPORT ALL ACCIDENTS
IMMEDIATELY

TRANSPORTATION

- ☐ Auto Parking Reg.
- ☐ Public Trans. Schedule

PERSONAL APPEARANCE

- ☐ Cleanliness & Grooming
- ☐ Uniform Policy
- ☐ Laundry Policy

COMMUNICATIONS

- ☐ Call-In Policy
- ☐ Employee Meetings
- ☐ Bulletin Board
- ☐ Unit Telephone # _____
- ☐ Company Publications

OTHER

- ☐ Name Badge
- ☐ I-9 completed
- ☐ New Hire form completed
- ☐ W-4 Form completed
- ☐ State Tax form completed
- ☐ Handbook Receipt signed & w/new
hire paperwork
- ☐ Cash Handler agreement

SERVICE

- ☐ Personal Attitude
- ☐ Spirit of Service
- ☐ Salesmanship

Manager's Signature _____ Date _____

Employee's Signature _____ Date _____

Manager: Please return this completed form with new hire paperwork.

Appendix 8
Xerox Employee Handbook

HOURLY EMPLOYEE HANDBOOK

**BUSINESS DINING SERVICES
A DIVISION OF
ARA SERVICES, INC.**

WELCOME

By accepting a position with ARA Services, you have joined thousands of others across the nation, who like yourself, enjoy the challenges of the service industry.

We are strongly committed to continually improving our operations and serving our customers in a courteous, professional manner. It's our spirit of service that makes us unique. This is the reason that YOU were selected for a position.

This handbook is designed to inform you of the policies, regulations and benefits which describes the relationship we have with our employees. We hope this handbook will help you understand our mission, the services we provide, and your responsibilities and contributions toward delivering those services.

Compliance with these regulations and policies will insure a cleaner, safer environment in which to work, and, more importantly, better service for our customers.

This handbook is intended for use as a ready reference for those questions you may have regarding policies and standards for your performance. While the handbook covers many points, you may still have questions not answered here. If so, discuss them with your Food Service Director.

THIS HANDBOOK IS NOT AN EMPLOYMENT CONTRACT, AND DOES NOT CREATE ANY RIGHTS OR DUTIES IN FAVOR OF ARA OR ANY EMPLOYEE OR PROSPECTIVE EMPLOYEE. THIS HANDBOOK ONLY SETS FORTH GUIDELINES ON CERTAIN COMPANY STANDARDS, BENEFITS AND POLICIES, ALL OF WHICH ARE SUBJECT TO CHANGE AT ANY TIME.

THE ARA STORY

Since ARA's founding in 1959, the key to our success has been the ability to provide services to meet our customer's changing needs. Every day, around the world, ARA's service professionals are drawing on our advanced resources to serve the diverse needs of our clients and customers. Today, our range of food services includes providing quality food services for businesses, educational institutions, and health care institutions and to fulfilling the nutritional needs of Olympic athletes from around the world. We are also fulfilling the needs of customers with quality services in the fields of health care, early childhood education, magazine and book distribution, uniform and textile rentals and building maintenance.

Meeting these changing needs requires ARA to maintain the

consistently high standards of service which have been our trademark.

ARA Services' revenues approach \$5 billion and we employ nearly 125,000 employees around the world. Yet the company's guiding philosophy remains the same: Provide quality services with the personal touch. As we look ahead, ARA stands committed to providing new and better services geared to our client's ever changing needs.

ARA is a large and diversified company, but basically ARA is people-people like you who provide high quality services to millions of people every day.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

ARA Services is committed to ensuring equal employment opportunity. Our corporate policy regarding equal employment opportunity states:

"ARA will recruit, select, train, promote, transfer and release persons without regard to race, color, religion, national origin, disability, Vietnam-Era veteran status, age, sex or sexual orientation; except where sex or age is a bona fide occupational qualification. In addition, ARA will ensure that all other personnel actions such as compensation, benefits, lay-off, return from lay-off, and company-sponsored training programs are administered without regard to race, color, religion, national origin, disability, Vietnam-Era veteran status, age, sex or sexual orientation."

SEXUAL HARASSMENT

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature are not tolerated in the workplace. It is the policy of ARA that no supervisor shall threaten or insinuate, either explicitly or implicitly, that an employee's refusal to submit to sexual advances will adversely affect the employee's continued employment, compensation, performance evaluations, advancement, assigned duties or any other condition of employment.

Other conduct which demeans the dignity of an employee through insulting or degrading sexual remarks or conduct, or which creates an intimidating, hostile or offensive work environment, whether committed by supervisors, non-supervisory personnel, or other non-

ARA personnel including, but not limited to, vendors, clients or business associates, is also prohibited.

Any employee who feels that he or she has been a victim of sexual harassment should report the incident immediately to his or her supervisor. If for any reason this is not appropriate, the incident should be reported to the next level of management or, to the Business Dining Services Human Resources Manager. Intimidation, threats, retaliation, or discrimination against any employee for complaining about sexual harassment or assisting in an investigation is prohibited.

Any supervisor receiving a complaint of sexual harassment must immediately contact the ARA Human Resources Manager. An investigation will be conducted, and if warranted, disciplinary action, including dismissal, will be taken.

BUSINESS CONDUCT POLICY

It is the continuing commitment of ARA Services, Inc. to conduct all company business with the utmost integrity. ARA's policy is to comply with all domestic and foreign laws and to conduct its business in an ethical manner. Employees may not engage in any transaction on behalf of ARA that would violate any applicable law or the ethical standards set forth in the Business Conduct Policy. A summary of the Business Conduct Policy is located on the back of your employment application, the full text of the Business Conduct Policy may be obtained from your Food Service Director.

IMMIGRATION REFORM AND CONTROL ACT

Under the Immigration Reform and Control Act of 1986, employers must verify that all employees hired after November 6, 1986 are either United States citizens or are aliens authorized to work in the United States.

Your Food Service Director will provide all employees hired after November 6, 1986 with I-9 forms which must be filled out and returned to your Food Service Director together with the documents necessary to establish the employee's identity and employment authorization upon hire.

EMPLOYMENT OF MINORS

In compliance with Company policy, employees must be at least 16 years of age to work for ARA Services, Inc. Working permits or Proof of Age Certificates must be furnished by all job applicants between the ages of 16 and 18. In addition, federal law prohibits

minors under age 18 to work in occupations that are declared hazardous or to operate hazardous equipment. Your Food Service Director is responsible for designating which equipment is considered hazardous and making job assignments accordingly.

TRAINING

Most of the time, your training will take place on the job and will continue as long as you are with the Company. ARA encourages employees to approach any training provided in a positive manner with a spirit of both enthusiasm and cooperation.

In-service training programs may be held before, after, or during a work shift. Employees will be required to attend and will be paid for training program participation, if it extends working hours beyond the normal shift.

INITIAL ORIENTATION PERIOD

We want you to become familiar with your job and new surroundings as soon as possible. An initial orientation period of 90 days has been established to provide both you and the company an opportunity to determine if the job suits you and if you suit the job. To help you get started, your Food Service Director will discuss your job responsibilities with you, show you around and help familiarize you with your new job.

PERFORMANCE EVALUATIONS

All Employees will be evaluated on their performance after 90 days of employment and, at a minimum, annually thereafter. The performance evaluation is used to record your job performance and will be reviewed with you. It affords you and your Food Service Director an opportunity to discuss your strengths and developmental needs and possible ways for improvement. Performance evaluations are used as the basis for pay increases but do not automatically result in a pay raise.

PROMOTION FROM WITHIN

Promotion from within the company is encouraged. All applicants from both within and outside the company will be evaluated and the most qualified applicant will be chosen.

COMMUNICATIONS

At ARA we believe that "communication" is a two way street. We

encourage our Food Service Directors to communicate with their - employees and we also encourage our employees to communicate with their Food Service Directors. We are convinced that a well-informed employee is a better employee.

Your ideas and suggestions are welcome. Many times the person doing the job is in the best position to recognize better ways of doing it. Part of your Food Service Director's job is directing work activities and making sure that the job is performed efficiently and according to the high standards set by ARA. Work with your Food Service Director, and if you see a better way of performing a task, discuss it with him or her. Honest and open communication is essential if you are to develop a good working relationship with your Food Service Director.

Watch your bulletin board for new procedures, changes in work schedules and other notices which might affect your work. If you encounter any problems or need additional information to carry out your responsibilities, don't hesitate to talk with your Food Service Director.

SOLVING PROBLEMS

The best and most immediate source of information about your job and the company is your Food Service Director. This is the person you should rely on in job related matters. Don't hesitate to ask questions or request assistance. Your Food Service Director has the answer or can get it for you - that's part of the job.

A frank, informal talk with your Food Service Director is usually the easiest and most effective method of solving problems. If you have exhausted all levels of ARA management within your location and still feel dissatisfied with the result, you may request a meeting with the Human Resources or District Manager. All efforts will be made at this point to reach a mutually agreeable solution.

PERSONNEL RECORDS

It is important to both you and ARA that your personnel records be correct and up-to-date. It is your responsibility to notify your Food Service Director, in writing, of any change in your name, address, telephone number, or number of dependents.

All personnel records are maintained confidentially.

SCHEDULES

Work schedules are based on the requirements of the operation.

Your Food Service Director will advise your regularly scheduled hours and any changes as needed. There may be times when schedule changes are necessary due to absenteeism, operational concerns, changes in service or other business needs.

Your scheduled time to report to work will usually remain consistant. Your scheduled time leaving work maybe flexible based on the daily work loads as determined by your unit manager.

Employees are not to make any changes on the schedule itself. Substitutions are to be made only by the Food Service Director.

OVERTIME

Overtime hours are not scheduled except where necessary to meet operational needs. During a normal work week, any overtime must be authorized in advance by the Food Service Director. Should an emergency situation occur requiring overtime, the supervisor on duty has the authority to schedule employees as necessary.

Overtime, at a rate of 1.5 times your normal rate of pay, will be paid to hourly employees for all hours worked over 40 hours per week in accordance with federal and state laws.

MEAL PERIOD

If you are scheduled to work 6 or more hours in a day, you are entitled to one 30 minute unpaid meal period. You must punch out for the meal period and in on return. The meal period must be taken at the time and in the location designated by the Food Service Director. Any change in time or location of meal periods must be approved by the Food Service Director.

One meal per shift will be provided to each employee at no charge. Please remember that our free meal policy does not allow you to carry food out of the food service area. Foods available for employee consumption will be designated by the Food Service Director.

Employee meals will consist of typical breakfast or lunch foods offered on the menu. Selected high cost items such as canned sodas and bottled premium juices are excluded from the selection. Leftover foods prepared for a special catered event may not be substituted as a meal.

BREAK PERIOD

Employees who are scheduled to work less than 6 hours per day

will be scheduled and paid for a 15 minute break for each 6 hours worked. Breaks are scheduled by your Food Service Director and your work responsibilities take precedence over the exact time that you take your break.

At break, you may have a snack which is defined as a beverage and breakfast roll or dessert. Like employee meals snacks at breaks must be taken and consumed to the assigned place and time. No eating, drinking, or snacking is permitted at the work station. Cashiers and servers cannot drink at their station. Stated another way ARA has a "no snacking policy" which must be adhered to.

At the end of your shift you are not permitted to leave the kitchen with any food or beverage.

TIME RECORDS

Accurate time records are important. When you start work, you will be given a time card or a time sheet and shown the proper procedures for recording your time worked. This time card or time sheet is the record from which your pay will be figured. It is, therefore, important that the information submitted is accurate.

Employees are expected to work the hours that they are scheduled. Hours worked in excess of your regularly scheduled hours require management approval. Your Food Service Director, or a designated supervisor, will initial your time record to indicate management approval.

Please observe the following procedures regarding your time records:

1. Punch in at your scheduled start time and only when you are in proper uniform and are ready to begin work.
2. Punch out when your shift has ended. Employees should change out of uniform after they punch out.
3. If you forget to clock in or out, a supervisor must write in the time. You and your supervisor must initial the time record.
4. Time card or time sheet errors must be reported immediately to the Food Service Director or to the designated supervisor on duty.
5. Any corrections or changes must be approved by a supervisor. You and your supervisor must initial any changes.

6. Under no circumstances is an employee authorized to punch in or out on another employee's time card or for another employee.
7. You must sign your time card or time sheet each week. Upon signing the time record, you are verifying that your hours are correct.

Remember, only the Food Service Director or designated supervisor may make corrections or changes on an employee's time record.

PAYCHECKS

Each paycheck you receive is for the hours worked during the preceding week worked, not the week in which you receive the check. The pay week begins on Thursday and ends on Wednesday.

Your payday is every Friday and checks may be picked up from the Food Service Director at the end of your shift. If you think that your paycheck is wrong, you must inform your Food Service Director immediately. If corrections are necessary, adjustments will be made in your next paycheck.

Your paycheck will not be given to anyone else unless requested, in writing by you, with your signature.

ARA is obligated, by law, to withhold Federal, State and Local Income Tax, and Social Security deductions. Other payroll deductions, as authorized by you, may also be withheld from your paycheck. These may include medical insurance, dental insurance, U.S. Savings Bonds, etc.

If you have any questions about your payroll deductions, ask your Food Service Director for an explanation.

SAFETY

Because we value you and your safety we ask that you share the responsibility for a safe work environment. Work safely, be alert, practice good housekeeping, remove potential hazards and follow all established safety regulations.

If you should have an accident or injury while working, no matter how small, report it to your Food Service Director immediately.

Safety is considered an integral and vital part of the successful performance of your job. It is every employee's responsibility to know and understand these general safety rules of our

operation.

1. Learn the right way to do your job. If you are not sure you thoroughly understand the job, ask your Food Service Director for further instruction. Never use any machine until you are trained in its use.
2. Practice safe lifting techniques.
 - a. Remove greasy substances from your hands. Get a good grip.
 - b. When lifting from the floor, keep your arms and back as straight as possible; bend your knees and then lift with your leg muscles.
 - c. When lifting from an elevation, such as a table or shelf, bring the object as close to your body as possible. Hug it to you. Keep your back straight and lift with your legs.
 - d. Be sure you have good footing, then lift with a smooth even motion. Do not jerk your body while lifting a load.
 - e. When the weight is too heavy or bulky for you to lift comfortably - get help. Remember that using your head saves your back.
3. When storing materials on shelves, always place the heavier, bulkier material on the lower levels. Use a step ladder or step stool to obtain materials from storage. Never climb on boxes or storage racks.
4. If you spill it, wipe it up. If you drop it, pick it up. If you open it, close it.
5. When drawing hot water or coffee from an urn, turn the spigot slowly to avoid splashing.
6. Use only dry cloths, towels, or pot holders when handling hot pans and/or utensils.
7. Remove hot container covers slowly tipping the lid away from you so that steam may

escape without scalding hands or face.

8. While transporting heavy, hot containers, get adequate assistance. Be sure work area is clear of fellow workers and know where the container may be safely placed before lifting.
9. Do not engage in horseplay, do not run, avoid distracting other employees.
10. Use a broom and dust pan to sweep up pieces of glass - never pick up broken glass by hand.
11. Pull out electrical plug before adjusting or cleaning any machine. All appliances should be in "off" position before being plugged into outlet.
12. Do not attempt to repair or adjust any electrical equipment. Report faulty equipment immediately to your supervisor.
13. Do not overload bus carts or dishtrays! Make sure you can see where you are going using extra care through doorways and around corners. Push carts. Don't pull! Report any cart in poor condition to your Food Service Director.
14. Report all unsafe conditions and accidents to your Food Service Director immediately.
15. Wet floors are a particular hazard. Avoid working or walking on a wet surface. Use "wet floor" signs as needed.
16. Safety videos should be viewed during your orientation period and reviewed periodically.

PERSONAL HYGIENE

In no other business are personal cleanliness and appearance as important as they are in food service. A well-groomed employee in a clean uniform immediately creates a favorable impression of the services we perform. Our clients, customers and the local health board rightly expect us to maintain strict standards of cleanliness. The following describes our minimum standards of appearance and personal hygiene.

1. Bathe or shower daily, using an effective deodorant.
2. Brush teeth at least daily, before coming to work.
3. Keep your hands away from your face or hair while on duty.
4. Wash your hands before leaving restroom.
5. Wash your hands with antiseptic soap immediately before handling or serving food.
6. Cover cuts, rashes and minor skin eruptions with a water proof glove or finger cot.
7. Keep shirt pockets empty; all personal belongings are to be carried in a neat inconspicuous manner.
8. Eat and drink only during designated meal period or break and in designated location; eating or drinking at any other time or in an unauthorized area while on duty is not permitted.
9. Do not chew gum or use toothpicks while on duty.
10. Do not carry pencils behind your ear or in your hair.
11. Spitting is forbidden. It is not permitted in any area of a food service operation.
12. Jewelry should be kept to a minimum (eg. small earrings and a wedding band). If cologne or perfumes are used, apply moderately.
13. Approved hair restraints must be worn at all times.

14. Safety regulations require that you wear flat, closed toe shoes with a non-skid sole. Canvas shoes are not acceptable. (see uniform policy)
15. Beards and mustaches are allowable; however, they must be trimmed, neat and clean.

LOCKERS AND STORAGE AREAS

A locker or storage area may be provided for you to store your personal belongings while you are at work. Personal belongings should not be kept at your work station. Since lockers are under the jurisdiction of both ARA and our client, ARA reserves the right to inspect the contents of the locker at any time at our discretion.

Lockers are provided as a convenience to employees and it is your responsibility to guard your personal belongings. Neither the company nor the client assumes responsibility for your personal belongings.

UNIFORM POLICY

It is very important that all employees present a professional appearance to our clients. An attractive uniform that is neat and clean is an important part of presenting an appropriate image in the workplace. The following policy reflects fair and consistent treatment for all employees.

1. Upon receiving uniforms, employees shall sign the "Uniform Record," which will be kept in their file.
2. All employees are responsible for cleaning and maintaining their uniforms.
3. Employees are responsible for lost, stolen or uniforms damaged due to neglect.
4. Employees are responsible for returning their uniforms (clean) prior to receiving their final paycheck.
5. Replacement uniforms will be issued as needed.
6. Sweaters, sweatshirts or jeans are not a part of the uniform. When sweaters are worn they

must be the ARA issued uniform sweater.

7. Safety regulations require that you wear, flat and closed toe shoes with a non-skid sole. Canvas gym shoes are not acceptable. See your Food Service Director for specifications. A plain black or white polishable oxford is acceptable.
8. Before clocking in, employees must be dressed in their complete uniform and hair restraints.
9. You will be given a name tag identifying you. Employees are required to wear their name tag at all times.

EMPLOYEE PARKING POLICY

Employees must park vehicles in designated areas. Do not park your car in the loading dock area, the carports, along curbs marked "no parking" or marked with yellow or red lines. The blocking of driveways, fire exits, garbage bins, etc. is strictly prohibited and cars may be towed at the owner's expense.

TELEPHONE

The regular telephone lines are maintained and operated for company business and are not for personal calls, except in cases of emergency. Employees who need to make personal phone calls should use the public telephone during a scheduled break.

ELECTRONIC EQUIPMENT

No cameras, radios, or recording devices are permitted in ARA controlled areas of the buildings on premises without written approval.

SITE ACCESS

Basically your access to the premises is limited only to areas where ARA business is being conducted and no other parts of the facilities, this includes restrooms and lounge areas.

SECURITY

No merchandise, inventory, assets, smallwares, are to leave the component except for transfers or purveyor credits. Transfers or returns must be accompanied with supporting paper work and the managers signature. This includes all food items. On rare occasions when ARA property is removed a package pass will be provided.

ATTENDANCE

It is critical to your success and to the success of the entire food service operation that you report to work on time as scheduled. If for any reason you are unable to report to work as scheduled, your Food Service Director should be notified as far in advance as possible. Employees are required to call in at least 1 hour before their scheduled time to start work. The call must be made to the Food Service Director or designated supervisor if the Food Service Director is unavailable. If both are out, you are to talk to another supervisor--not to a co-worker. The phone number to call is listed in the back of this handbook. An employee must personally report his or her own absence, unless it is impossible to do so.

For a short term illness of three days or less, employees must notify the Food Service Director each scheduled day that they are unable to work.

In the case of longer illnesses, an employee should advise the Food Service Director of the expected length of illness and call in periodically to report their progress and to advise the Food Service Director of their expected return date. A doctor's note is required for an absence of three days or longer.

Employees are also expected report to work regardless of the weather. No special provisions or changes in pay will be made for poor weather.

Failure to report to work, failure to call in and/or two incidents of absenteeism in a one month period will result in disciplinary action. Failure to report to work or to call in for three (3) consecutive work days will be considered job abandonment and will result in termination.

TARDINESS

Employees are expected to be at work on time. By coming to work on time you show consideration to your fellow employees who would otherwise have to cover during periods of tardiness. You will not be paid for time not worked because of lateness.

Tardiness without notifying your Food Service Director or without

reasonable excuse, exceeding two incidents within a one month period, will result in disciplinary action.

SUBSTANCE ABUSE

ARA believes that employee involvement with intoxicants or illegal drugs has an adverse impact on the work environment and employee job performance, and that it undermines client confidence in our service. ARA has an obligation to its clients to provide high-quality service, while at the same time providing our employees a safe place to work. To achieve these goals, ARA reaffirms its longstanding policy that the following acts of misconduct by employees are strictly prohibited and will result in disciplinary action, up to and including termination.

1. Reporting for work under the influence of intoxicants or illegal drugs; and
2. The manufacture, distribution, dispensing, sale, possession or use of such intoxicants or illegal drugs in any manner during working hours, or at any time on ARA property or on the property of ARA's clients.

Controlled substances and other medications legally prescribed by a licensed physician as well as certain over-the-counter medications, can affect performance and behavior. For this reason, employees should obtain information, from their Physician, regarding any potential impairment which may be caused by such medications. Where impairment potential exists, the employee should inform the Food Service Director and provide a written statement from the physician concerning the effects of the medication. The Food Service Director will determine whether the employee can safely perform the responsibilities of his/her position and whether any precautions are necessary.

DEFINITION

1. "Under the influence" means, for the purpose of this Policy, that the employee is affected by a drug or intoxicant (including alcohol) or the combination of a drug and intoxicant in any detectable manner.
2. "Illegal drugs" include, for the purpose of this Policy, any controlled substance or drug: (i) which is not legally obtainable; or (ii) which is legally obtainable but which has not been legally obtained. The term includes prescribed drugs not legally obtained and prescribed drugs not being used for prescribed purposes.

From location to location our clients may require testing for - drugs or alcohol prior to assignment and periodically thereafter. Failure to submit to testing, cheating on a test, or failure to pass testing may result further disciplinary action up to and including termination.

SOLICITATION AND DISTRIBUTION

To avoid interference with work, it is ARA's policy to discourage the soliciting of other employees for membership, contributions, funds or other purposes during the employee's working time, or at any other time if the solicitation interferes with other employees who are supposed to be working.

WORKERS' COMPENSATION

ARA provides Workers' Compensation to all employees in accordance with state laws. If, due to a job-related injury, you are unable to work, you may be eligible for Workers' Compensation payments. This would be determined according to state law, after an official report of the accident is filed by your Food Service Director. Remember, all on-the-job accidents and injuries must be reported to your Food Service Director immediately.

UNEMPLOYMENT

If you are separated from your job, you may be entitled to unemployment compensation payments. Your State Division of Employment Security determines your eligibility for benefits. You must apply through the state office.

JURY DUTY

Employees must notify their Food Service Director as soon as they are called for jury duty so that arrangements may be made to cover work assignments. Employees who are called for jury duty will be granted time off and will be paid the difference between jury duty earnings and regular base wages (excluding overtime or other premium payments). A copy of the jury duty summons and jury duty check stubs must be provided to your Food Service Director so that your pay may be calculated.

MILITARY LEAVE

Employees are asked to give the Food Service Director as much advance notice as possible if called for reserve training or military duty. ARA will pay the difference between your reserve

pay and your regular base wages (excluding overtime or other premium payments) for up to ten (10) days. A statement of your reserve earnings must be given to your Food Service Director so that your pay may be calculated.

BEREAVEMENT LEAVE

Bereavement leave is intended to allow employees time off with pay to attend the funeral of an immediate family member. The immediate family is defined as: parent, spouse, mother-in-law, father-in-law, child, grandparent, grandchild, sister or brother. Maximum paid time off will not exceed three regularly scheduled work days. Employees will receive pay equal to their regular pay (excluding overtime or other premium payments) for the days of their authorized absence.

When an employee receives notification of the death of an immediate family member, it is the responsibility of the employee to notify their Food Service Director as soon as the employee knows the time he or she will be absent from work. Such notice should contain the relationship of the deceased to the employee, the date, time and location of the funeral to be attended; also, the time the employee expects to return to work.

U.S. SAVINGS BONDS

All ARA employees are eligible to purchase U.S. Savings Bonds through the payroll deduction plan. Each time enough money has been saved to purchase a bond, the Savings Bond will be mailed to your home address of record. Cards authorizing these deductions are available through your Food Service Director.

DEFINITION OF EMPLOYEE STATUS

The term Full-time employees used throughout this handbook will refer to those employees who work 30 (thirty) or more hours per week, 30 (thirty) or more weeks per year.

The term Part-time employees used will refer to employees who work 29 (twenty-nine) or less hours per week, 30 (thirty) or more weeks per year.

COMPANY SERVICE RECOGNITION

ARA's Service Awards Program is designed to recognize the continuous service of our employees. ARA realizes the value to the organization of continuous service and wishes to honor our dedicated employees. This program began in 1989.

"Company service" shall begin on the date of hire and include the period of time when an employee is absent from work due to sickness or accident, vacation or authorized leaves of absence.

ARA formally recognizes full-time employees for five, ten, fifteen, twenty, twenty-five and thirty consecutive years. On these anniversary dates you will be given a choice of awards suitably engraved for the occasion. This program began in 1989.

RESIGNATION

Although we hope you remain with us a long time, personal affairs may force a change in jobs. In such cases, you are expected to give your supervisor at least 2 weeks notice if you decide to resign. This courtesy advance notice will allow your supervisor time to adjust working schedules and to find a replacement. Employees who leave in good standing will be given consideration if they wish to return to work at a later date.

STANDARDS OF CONDUCT

Not all types of conduct can be covered by a set of standards of conduct. The following standards are designed to help you understand what is expected of you as an ARA employee and to help you know what types of activity should be avoided. You will find that most of these rules will not be new to you, but rather have been communicated to you in the past either orally or in written form. They are not all inclusive. At any time, and from time to time, ARA may at its discretion, establish additional rules or modify existing standards. The primary purpose of these rules is to help you as an employee and ARA as a company to provide the highest quality service to our clients and a safe work environment for all ARA employees. In a business as competitive as ours, we must rely on your contributions. Adherence or non-adherence to these standards either directly or indirectly influences the quality of service we provide to our clients and the safety of you and your fellow employees.

Violations or attempted violations of these standards of conduct may result in disciplinary action. Disciplinary action will be taken in accordance with the nature of any offense(s) involved.

CONDUCT WHICH WILL RESULT IN DISCIPLINE

A. Conduct which may result in immediate discharge of the employee includes, but is not limited to, the following:

1. Fighting on Company time or on Company/client premises.
2. Willful destruction of Company/client property.
3. Encouraging others, or taking part in an unlawful work stoppage or slowdown.
4. Falsifying any reports or records (including employment application).
5. Falsification of time card or time record, or punching another employee's time card or time record.
6. Giving to any person or using another person's client issued security pass or badge or other Company/client identification material.
7. Carrying concealed weapons, or possession, use or distribution of firearms, weapons, alcoholic beverages, illegal drugs, intoxicants or other contraband on Company and/or client property or premises.
8. Consumption of any type of alcoholic beverage or other intoxicants or illegal drug or narcotic on client or Company premises or on Company time.
9. Gross misuse, intentional damage to, deliberate waste, removing or trying to remove Company/client material (food, records, documents, property, tools, equipment, etc.) from Company and/or client premises without proper authorization.
10. Removal of property of another employee or a customer without permission.
11. Use without authorization of Company or client cash, company vehicle, materials, or facility regardless of intent.
12. Reporting for work in an intoxicated condition or under the influence of illegal substances.
13. Attempting to enter, entering, or assisting any person to enter or attempt to enter the Company's and/or client's premises or restricted areas without proper authority.
14. Sleeping or dozing on the job.
15. Loss of security clearance and/or violation of Company or client security policies or procedures.
16. Taking or giving bribes or offering to do so.
17. Violation of ARA's Business Conduct Policy.
18. Absences of three (3) consecutive assigned work days without notice.

B. Conduct which calls for strong disciplinary action, possibly suspension or discharge includes, but is not limited to, the following:

1. Insubordination (refusal to perform any job or work assignment given by an employee's supervisor or by management).
2. Disorderly conduct, horseplay, scuffling, throwing things, excessive noise on Company time, or in client facility.
3. Violating any safety rules or practices, or engaging in any conduct which tends to create a safety hazard, including a chargeable accident while using a Company vehicle.
4. Use of profane or abusive language, where the language used is uncivil, insulting or contemptuous.
5. Making knowingly false, vicious, or malicious statements concerning any employee, the Company, or its products.
6. Gross neglect of duty.
7. Being present on client's premises while not performing authorized services.
8. Being in work area while off duty and without express permission from management.
9. Gambling on the job.
10. Failing to report an accident.
11. Harassment of a Company employee or client employee.
12. Absence without prior notice to, and approved by, the Company or without reasonable excuse.
13. Threatening, intimidating, coercing, or interfering with fellow employees on Company and/or client premises.
14. Unauthorized soliciting or distributing written material of any kind, during the employee's working time, or at any other time if the solicitation interferes with other employees who are supposed to be working.
15. Failing to properly use and care for the property, equipment and supplies which are assigned for use in the workplace.

C. Conduct which, when repeated or when made in conjunction with other conduct, may result in the following disciplinary steps:

1. First offense
Verbal warning
2. Second offense within a one-year-period --
First written warning
3. Third offense within a one-year-period --
Suspension of up to three (3) days
4. Fourth offense within a one-year-period--
Discharge

Such conduct or actions include, but are not limited to the following:

1. Tardiness without notifying your Food Service Director or without reasonable excuse, exceeding two incidents within a one month period.
2. Two incidents of absenteeism within a one month period.
3. Misrepresentation of reasons for absence.
4. Neglect of duties and responsibilities (where gross neglect is not involved).
5. Smoking in other than authorized areas.
6. Failing to keep accurate records (where falsification is not involved).
7. Improper use of Company and/or client telephones.
8. Failure to comply with code of dress, uniform policy, cleanliness, personal hygiene, personal habit, safety, or other requirements established by the client or by the company.
9. Failure to follow work or time schedules.
10. Failure to punch your time card when starting and leaving work or failure to sign in and out if timesheets are used.
11. Leaving your job or your regular working place during working hours for any reason without authorization, except for lunch, rest periods, and going to restrooms.

It is management's expectation that your acknowledgement of these work standards will prevent such conduct. Complying with these standards of conduct makes everyone's job easier and the work place safer and more pleasant.

FINAL WORD

This handbook presents an overview of some of ARA's policies and work standards. These policies and work standards have been established to assist you in understanding your job responsibilities and to facilitate your orientation to ARA Services, Inc., and to Business Dining Services.

This handbook is not intended to create contractual employment rights. In addition, changes may be made in ARA's policies and/or work standards including those set forth herein, at any time, with the exception of the at-will policy, which can be changed only by written notification from the Vice President of Human Resources.

If you have any questions after reading through the handbook, be sure to see your Food Service Director.

ACKNOWLEDGEMENT

I have read and understand the work standards and policies described in this Employee Handbook. I understand that this Handbook describes guidelines for my conduct as an ARA employee, and that those guidelines are subject to change at any time. I also understand that failure to abide by the work standards and policies may result in disciplinary action and possible discharge.

In signing this acknowledgement, I am verifying that I understand that no contractual employment rights have been granted to me by the company in this Handbook or otherwise.

Employee Name (print)

Employees's Signature

Date

Food Service Director's Signature

Date

HOURLY EMPLOYEE HANDBOOK

**BUSINESS DINING SERVICES
A DIVISION OF
ARA SERVICES, INC.**

APPENDIX

CONTAINS UNIT SPECIFIC INFORMATION

- **HOLIDAY SCHEDULE**
- **VACATION POLICY**
- **BENEFITS**

**Xerox
0502
Webster**

C:

NOTE: Please be aware that the following summaries are not intended as a substitute for the full texts or other formal documents. The actual Plan documents govern all matters. In the event of any discrepancy between this appendix and the official policies and certificates of the Plans, the policies and certificates always govern. The terms and conditions of the Plans are subject to change without notice. If you have any questions about your benefits plans please contact your manager.

ELIGIBILITY FOR INSURANCE BENEFITS

Full-time employees are eligible for the following insurance benefits on the first of the month following thirty days of service. In order to be covered you must complete the enrollment form available from your Food Service Director.

Eligible dependents are defined as your wife or husband except if you are legally separated, your unmarried children under age 19, your unmarried children 19 years of age and under 25 provided they are full-time students in an accredited institution.

Children as defined will include your stepchildren, foster children, children for whom you have been appointed legal guardian or given legal custody provided such children live with you and are wholly dependent upon you for support. In order to cover dependent children other than your natural children or stepchildren you must provide a certified copy of the court order to ARA as proof of dependency.

If you have any questions on eligibility ask your Food Service Director or contact your District Human Resources Manager.

**LIFE INSURANCE AND ACCIDENTAL
DEATH AND DISMEMBERMENT PLAN**

ARA has established a group term life insurance program. ARA pays the full cost of the \$5,000 term life insurance, which includes an \$5,000 Accidental Death and Dismemberment Benefit. Additionally, Accidental Death and Dismemberment coverage provides a 50% coverage for your spouse and a 10% coverage for a dependent child.

WEEKLY INCOME COVERAGE

New York state has a mandatory short term disability plan. Under this plan, if you become disabled because of non-job related accident or illness and are prevented from working you may be eligible for benefits. You must be under the care of a doctor because of the disability to qualify for benefits.

The amount of coverage is set by the state law and ARA is required, by the state law, to make payroll deductions from your check for this coverage. Your Food Service Director can provide you with additional information on this plan.

PENSION BENEFITS

Pension benefits are based on your credited service with the company and the benefit factor where you work. Social Security benefits are paid in addition to benefits from the plan.

Credited service begins on your date of hire. If you were hired before October 1, 1976, your credited service begins on this date.

You are fully vested (entitled to a benefit) when you complete five years of employment with the company.

There is an automatic form and several optional forms of payment from which you may choose.

The company pays the full cost of the plan.

GROUP HEALTH INSURANCE

We provide a choice of three medical plans.

Group Health
Blue Choice
Blue Cross/Blue Shield

Under all of these plans, the employee pays half of the cost for six months. After six months, the employee is required to pay a

You will be billed at home for the employee portion of the benefit plan(s).

Requests to return to work must be submitted at least one week in advance with a doctor's release noting the date of return to work.

HOLIDAYS

All full-time employees receive Xerox paid holidays. In order to be eligible for holiday pay, you must work the last regularly scheduled workday before the holiday and the first regularly scheduled workday following the holiday unless the absence is previously approved by your Food Service Director. An employee is eligible after 30 days of service.

Employees scheduled to work holidays will be paid a regular days' pay plus the holiday pay (or 2 times your normal rate of pay excluding overtime).

The designated holidays are:

1. New Year's Day
2. Memorial Day
3. Independence Day
4. Labor Day
5. Thanksgiving Day
6. Christmas Day
7. Xerox scheduled floating days

VACATION POLICY

Full-time hourly employees who have completed one year of continuous service are eligible for vacation in accordance with the following schedule.

<u>Length of Service</u>	<u>Vacation</u>
less than one (1) year	0 days
after 1 year	5 days
2 through 3 years	10 days
4 through 8 years	12.5 days
9 through 19 years	15 days
20 plus years	20 days

You will receive vacation pay based on your regular rate of pay and scheduled hours per week at the time vacation is taken.

Vacation will begin to accumulate from the first full calendar month worked.

Vacation must be taken as time off from work.

Vacation will not be cumulative from year to year.

SICK POLICY

After one full year of service employees will begin to accrue sick days. Employees will receive five sick days per year. Sick days may be accrued up to 15 days. After 15 days have been accrued the employee will be paid an attendance bonus. All employees both full and part-time are eligible. This program started October 1993.

SMOKING

Xerox is a smoke-free facility. Smoking in any building is strictly prohibited. Smoking is permitted only in designated smoking areas outside the building.

Smoking safety and sanitation reminders:

- Hand washing procedures must be followed prior to returning to work.
- Matches and cigarette butts must be fully extinguished and disposed of properly.
- Do not smoke at doorways and sidewalks these areas must be kept clear for passage.

CONTACT INFORMATION

Your Management Team

Food Service Director: _____

Assistant Food Service Director: _____

District Manager Rich Stewart

District Human Resources Manager: Cindy Hay

Northeast Human Resources Manager: Tom Horn

Regional Vice President: Mark Gleason

To report absence or tardiness call _____

ACKNOWLEDGEMENT

I have read and understand the work standards and policies described in this Employee Handbook and Appendix. I understand that this Handbook and Appendix describes guidelines for my conduct as an ARA employee, and that those guidelines are subject to change at any time. I also understand that failure to abide by the work standards and policies may result in disciplinary action and possible discharge.

In signing this acknowledgement, I am verifying that I understand that no contractual employment rights have been granted to me by the company in this Handbook or Appendix or otherwise.

Employee Name (print)

Employee's Signature

Date

Food Service Director's Signature

Date

Appendix 9
Portion Cost

1. To determine portion cost
 - a. List ingredients and quantities of recipe as prepared
 - b. Convert receipt quantities to as purchased quantities
 - c. Determine price of ingredients (from invoices, price list, etc.)
 - d. Calculate the total cost of each ingredient by multiplying price per unit by the number of units needed.
 - e. Add up the ingredient costs to get the total recipe cost.
 - f. Divide the total cost by the number of portions served to get cost per portion.

Appendix 10

from

ARA/Xerox

1350 Jefferson Road

Rochester, New York 14623

Price & Portion Guide

PRICE AND PORTION GUIDE

FRESH STARTS

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Breakfast Sandwich			1.21	.78
Egg	1 ea	.06		
American Cheese	3/4 oz	.13		
Bacon	1 oz	.10		
Sausage	1 oz	.12		
English Muffin	1 ea	.14		
Breakfast Special			1.04	.63
Eggs	2 ea	.12		
Homefries	4 oz	.24		
Toast	2 sl	.05		
Omelette of the Day			1.84	1.12
Eggs	3 ea	.15		
Cheddar Cheese	2 oz	.26		
Ham	2 oz	.31		
French Toast			.95	.69
Texas Toast	2 sl	.26		
Syrup	2 oz			
Butter	1 oz			
Pancakes	2 ea	.07	.95	.88
Belgium Waffle	1 ea	.66	1.42	.61
Strawberries	3 oz	.10		
Whipped Cream	½ oz	.05		
Egg Any Style	1 ea	.06	.47	.41
Bacon	3 sl	.15	.58	.43
Sausage	2 oz	.27	.58	.31
Ham	2 oz	.31	.58	.27
Homefries	4 oz	.24	.58	.34
Oatmeal	8 oz	.08	.53	.45
English Muffin	1 ea	.14	.47	.53

PRICE AND PORTION GUIDE

FRESH STARTS Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Toast:				
White Bread	2 sl	.06	.37	.31
Wheat Bread	2 sl	.10	.37	.27
Rye Bread	2 sl	.14	.37	.23
Light Bread	2 sl	.14	.37	.23
Raisin Bread	2 sl	.20	.53	.33
Bagel with Butter	1 ea	.20	.63	.43
Bagel with Jelly	1 ea	.17	.68	.51
Bagel with Cream Cheese	1 ea	.27	.79	.52
Frycake	1 ea	.196	.45	.254
Donut	1 ea	.196	.55	.354
Muffin	1 ea	.196	.55	.354
Steak Special:				
Eggs	2 ea	.12	3.35	1.88
Homefries	4 oz	.24		
Toast	2 sl	.10		
Steak	4 oz	1.01		

PRICE AND PORTION GUIDE

KETTLE CLASSICS

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Beef Barley Soup	12 oz	.30	.84	.54
Beef Noodle Soup	12 oz	.74	.84	.10
Beef Goulash Soup	12 oz	.56	.84	.28
Cheese and Broccoli Soup	12 oz	.52	.84	.32
Chicken Florentine Soup	12 oz	.59	.84	.25
Chicken Rice Soup	12 oz	.44	.84	.40
Chicken Creole Soup	12 oz	.54	.84	.30
Chicken Calcutta Soup	12 oz	.49	.84	.35
Chicken Noodle Soup	12 oz	.44	.84	.40
Chicken Vegetable Soup	12 oz	.22	.84	.62
Chicken Gumbo Soup	12 oz	.47	.84	.37
Chili Con Carne	12 oz	.58	1.31	.73
Continental Bean Soup	12 oz	.56	.84	.28
Cream of Broccoli Soup	12 oz	.43	.84	.41
Cream of Spinach Soup	12 oz	.30	.84	.54
Cream of Vegetable Soup	12 oz	.20	.84	.64
Cream of Mushroom Soup	12 oz	.36	.84	.48
Cream of Cauliflower Soup	12 oz	.47	.84	.37
Cream of Tomato Soup	12 oz	.16	.84	.68
Cream of Asparagus Soup	12 oz	.53	.84	.31
Egg Drop Soup	12 oz	.40	.84	.44
Hungarian Cauliflower Soup	12 oz	.68	.84	.16
Lentil Soup	12 oz	.47	.84	.37
Manhattan Clam Chowder	12 oz	.49	.95	.46
Minestrone Soup	12 oz	.44	.84	.40
Navy Bean Soup	12 oz	.44	.84	.40
New England Clam Chowder	12 oz	.42	.95	.53
Pepper Pot Soup	12 oz	.24	.84	.60
Potato Leek Soup	12 oz	.54	.84	.30
Split Pea Soup	12 oz	.19	.84	.35
Sweet & Sour Cabbage Soup	12 oz	.55	.84	.29
Tortellini Soup	12 oz	.74	.84	.10
Vegetable Soup	12 oz	.42	.84	.42
Vegetable Beef Soup	12 oz	.47	.84	.37

PRICE AND PORTION GUIDE

CAFE FEATURES

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Chicken Paprika	4oz bnls skin on	.71	2.47	1.24
Oven Brown Potatoes	4 oz	.16		
Peas	4 oz	.16		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Baked Meatloaf	4 oz	.32	2.47	1.52
Mashed Potatoes	4 oz	.19		
Gravy	2 oz	.19		
Broccoli	4 oz	.18		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Roast Turkey	4 oz	.70	2.47	.78
Dressing	3 oz	.12		
Mashed Potatoes	4 oz	.19		
Gravy	2 oz	.06		
Winter Squash	4 oz	.42		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Swiss Steak	4 oz	.78	2.47	1.00
AuGratin Potatoes	4 oz	.25		
Cauliflower	4 oz	.24		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Fried Fish Fillet	4 oz	.84	2.47	1.01
French Fries	4 oz	.15		
Mixed Vegetables	4 oz	.18		
Cole Slaw	4 oz	.09		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Roast Beef	4 oz	.84	2.47	1.08
Mashed Potatoes	4 oz	.19		
Gravy	2 oz	.06		
Cabbage Romanoff	4 oz	.10		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		

PRICE AND PORTION GUIDE

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CAFE FEATURES Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Chicken Parmesan	3¼ oz	.20	2.47	1.80
Pasta Shells	4 oz	.05		
Tomato Sauce	4 oz	.15		
Carrots	4 oz	.09		
Garlic Bread	1/12 loaf	.06		
Beverage	16 oz	.12		
Salisbury Steak	6 oz	.51	2.47	1.43
Oven Brown Potatoes	4 oz	.09		
Gravy	2 oz	.06		
Broccoli	4 oz	.18		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Pork Chop	4 oz	.86	2.47	.98
AuGratin Potatoes	4 oz	.25		
Spinach	4 oz	.18		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Fish Fillet	6 oz	.84	2.47	1.38
Macaroni & Cheese	4 oz	.09		
Peas (16174)	4 oz	.17		
Cole Slaw	4 oz	.09		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Veal Parmesan	4 oz	.27	2.47	1.58
Pasta Shells	4 oz	.05		
Tomato Sauce	4 oz	.15		
Summer Squash	4 oz	.23		
Garlic Bread	1/12 loaf	.06		
Beverage	16 oz	.12		

PRICE AND PORTION GUIDE

Southern Fried Chicken	1 Quarter	.32	2.47	1.72
French Fries	4 oz	.15		
Mixed Vegetables	4 oz	.18		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		

CAFE FEATURES Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Roast Turkey	4 oz	.70	2.47	.98
Dressing	3 oz	.12		
Mashed Potatoes	4 oz	.19		
Gravy	2 oz	.06		
Zucchini/Tomatoes	4 oz	.19		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Roast Pork	4 oz	.74	2.47	.91
Dressing	3 oz	.12		
Mashed Potatoes	4 oz	.19		
Gravy	2 oz	.06		
Spiced Apples	4 oz	.26		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Fish Fillet	6 oz	.84	2.47	.94
French Fries	4 oz	.15		
Spinach	4 oz	.25		
Cole Slaw	4 oz	.09		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Stuffed Chicken Breast	4 oz bnls	.55	2.47	1.26
Stuffing	3 oz	.12		
Mashed Potatoes	4 oz	.19		

PRICE AND PORTION GUIDE

Gravy	2 oz	.06		-
Carrots	4 oz	.09		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Spaghetti	6 oz	.07	2.47	.93
Meatballs	4 ea	.96		
Broccoli	4 oz	.18		
Tomato Sauce	4 oz	.15		
Garlic Bread	1/12 loaf	.06		
Beverage	16 oz	.12		

CAFE FEATURES Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Chicken w/White Wine	4 oz bnls	.78	2.47	1.23
White Rice	4 oz	.05		
Green Beans/Almonds	4 oz	.21		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Hamburger Wellington	1 ea	.70	2.47	1.07
Mashed Potatoes	4 oz	.19		
Gravy	2 oz	.06		
Spinach	4 oz	.25		
Dinner Roll	1 ea	.08		
Beverage	16 oz	.12		
Fish Fillet	6 oz	.84	2.47	1.09
Macaroni & Cheese	4 oz	.08		
Stewed Tomatoes	4 oz	.17		
Cole Slaw	4 oz	.09		
Dinner Roll	1 ea	.08		

PRICE AND PORTION GUIDE

Beverage	16 oz	.12
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PRICE AND PORTION GUIDE

HOT ENTREE				
<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Beef Vegetable Stew	8 oz	.81	2.05	1.04
Biscuit	1 ea	.20		
Chicken Florentine			2.57	1.72
Boneless Chicken Breast	4 oz	.55		
Spinach	3 oz	.25		
Rice	4 oz	.05		
Lasagna Homemade	1/18	.55	2.50	1.86
Garlic Bread	1/12 lf	.09		
Chicken Polynesian	4 oz	.65	2.57	1.87
Rice	4 oz	.05		
Barbecued Beef	4 oz	1.08	2.50	1.27
Kaiser Roll	1 ea			
French Fries	4 oz	.15		
Flounder Veracruzano	4 oz	.63	2.42	1.74
Rice	4 oz	.05		
Beef on a Wic			2.50	1.19
Roast Beef	4 oz	.1.16		
Kimmelwic Roll	1 ea			
French Fries	4 oz	.15		
Chicken Creole	6 oz	.63	1.89	1.21
Rice	4 oz	.05		
French Dip Sandwich			2.50	1.19
Roast Beef	4 oz	1.16		
French Bread	1/6 lf			
French Fries	4 oz	.15		
Chicken and Biscuit	6 oz	.63	2.89	1.89
Biscuit	1 ea	.20		
Mashed Potatoes	4 oz	.19		
Hot Roast Beef Sandwich			2.05	.59
Roast Beef	4 oz	1.25		

PRICE AND PORTION GUIDE

Bread	2 sl	
French Fries	4 oz	.15
Beef Gravy	2 oz	.06

HOT ENTREE Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Barbecued Pork	4 oz	.76	2.50	1.60
Kaiser Roll	1 ea			
French Fries	4 oz	.15		
Mexican Lasagna	1/18	.63	2.50	1.59
Sour Cream	2 oz	.12		
Salsa Sauce	2 oz	.16		
Seafood Platter			3.89	2.26
Fish	3 oz	.42		
Shrimp	2 oz	.67		
Clams	3 oz	.39		
French Fries	4 oz	.15		
Turkey/Broccoli w/Mush. Sauce	6 oz	.83	2.52	1.64
Rice	4 oz	.05		
Beef Goulash	8 oz	.68	2.10	1.42
Chicken Teriaki Stir-Fried	6 oz	.67	2.10	1.38
Rice	4 oz	.05		
Shepard's Pie	1/18	.71	2.37	1.66

PRICE AND PORTION GUIDE

WORLD'S FARE

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Chicken Gyro	3 oz	.41	3.20	2.36
Pita Bread	1 ea	.30		
Shredded Lettuce	3 oz	.10		
Tomatoes	1 oz	.02		
Dressing	½ oz	.01		
Augolemino Soup	8 oz			
Baklava				
Omelette 3 Egg			3.18	2.76
Egg Beaters				
Eggs	3 ea	.17		
Shredded Cheddar Cheese	½ oz	.06		
Shredded Swiss Cheese	½ oz	.08		
Ground Ham	½ oz	.08		
Bacon Bits	½ oz	.02		
Jalepeno Peppers	½ oz	.03		
Chopped Onions	½ oz	.01		
Diced Tomatoes	½ oz	.01		
Diced Green Pepper	½ oz	.02		
Sliced Black Olives	½ oz	.02		
Homefries	4 oz	.24	.58	.34
Mini Blueberry Muffin	1 ea	.20	.40	.20
Panfried Perch	5 oz	.78	3.49	2.52
Seasoned Fries	4 oz	.19		
Stir-Fried Beef and Broccoli			3.49	2.37
Beef (Julienne Katz)	3 oz	.58		
Broccoli (Fresh)	4 oz	.24		
Stir-Fried Rice	5 oz	.30		
Egg Roll	1 ea	.55	.99	.39
Sweet & Sour Sauce	2 oz	.05		

PRICE AND PORTION GUIDE

WORLD'S FARE Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Roast Prime Rib	6 oz	1.53	3.99	2.12
Julienne Vegetables	4 oz	.17		
Carrots	1 oz	(.02)		
Summer Squash	1 oz	(.03)		
Broccoli	2 oz	(.12)		
Baked Potato (Giam. 120ct)	1 ea	.21		
AuJus	1 oz	.01		
French Bread	1/12 lf	.05		
Burrito Make to Order			3.20	2.13
Ground Turkey	3 oz	.27		
Ground Beef	3 oz	.33		
Shredded Cheddar Cheese	2 oz	.24		
Diced Tomatoes	2 oz	.04		
Shredded Lettuce	2 oz	.20		
Sliced Black Olives	½ oz	.02		
Jalepeno Peppers	½ oz	.10		
Sour Cream	2 oz	.10		
Salsa Sauce	2 oz	.12		
Cajun Catfish	5 oz	.78	3.49	2.34
Cajun Sweet Potatoes	4 oz	.21		
Hush Puppies	2 ea	.04		
Corn Bread (Bakery 336)	1/18	.12		
Fajitas Made to Order			3.20	2.55
Chicken	2 oz	.27		
Beef (julienne - Katz)	2 oz	.36		
Onions & Peppers	1 oz	.02		
Diced Tomatoes	1 oz	.02		
Mexi Rice	4 oz	.12		
Salsa Sauce	2 oz	.10		

PRICE AND PORTION GUIDE

Sour Cream	2 oz	.12		-
Chicken French	4 oz	.70	3.99	2.75
Rice Pilaf	4 oz	.14		
Green Beans Almondine	4 oz	.21		
Mini Croissant (DiPaolo)	1 ea	.19		

WORLD'S FARE Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Taco	1 ea	.05	3.89	2.28
Beef	2 oz	.22		
Diced Tomatoes	1 oz	.02		
Shredded Cheddar Cheese	1 oz	.14		
Shredded Lettuce	1 oz	.03		
Salsa Sauce	2 oz	.10		
Sour Cream	2 oz	.12		
Chicken Chimichonga	1 ea	.62		
Mexi Rice	4 oz	.15		
Refried Beans	4 oz	.16		
Apple Empanada	1 ea	.53	.89	.36
Fish Steak (Market)	4 oz	.99	3.89	2.41
Flavored Butter	1 oz	.06		
Rice Pilaf	4 oz	.14		
California Mixed Vegetables	4 oz	.23		
Crusty Dinner Roll	1 ea	.06		
Taco Salad			3.20	2.13
Ground Turkey	3 oz	.27		
Ground Beef	3 oz	.33		
Shredded Cheddar Cheese	2 oz	.24		
Diced Tomatoes	2 oz	.04		

PRICE AND PORTION GUIDE

Shredded Lettuce	3 oz	.30
Sliced Black Olives	½ oz	.02
Jalepeno Peppers	½ oz	.02
Sour Cream	2 oz	.10
Salsa Sauce	2 oz	.12

PRICE AND PORTION GUIDE

BUCKET EXPRESS

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Chicken Tenders (18626)	4.5 oz	.79	3.39	2.36
Seasoned Fries	4 oz	.17		
Macaroni Salad	4 oz	.07		
Cod Strips (17069)	4.5 oz	.91	3.39	2.24
Seasoned Fries	4 oz	.17		
Cole Slaw	4 oz	.07		
Steak Strips (19606)	4.5 oz	.76	3.39	2.31
Seasoned Fries	4 oz	.17		
Potato Salad	4 oz	.15		
Popcorn Shrimp (17502)	5 ea	1.20	3.39	1.95
Seasoned Fries	4 oz	.17		
Cole Slaw	4 oz	.07		
Chicken Wings (17329)	5 ea	.55	3.39	2.60
Seasoned Fries	4 oz	.17		
Macaroni Salad	4 oz	.07		

PRICE AND PORTION GUIDE

SALAD GARDEN

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Large Julienne			2.10	1.23
Chopped Iceberg Lettuce	3 oz	.30		
Julienne Ham	1 oz	.16		
Julienne Turkey	1 oz	.15		
Julienne Swiss Cheese	1 oz	.14		
Tomato Wedges	1 oz	.02		
Cucumber Slices	1 oz	.02		
Black Olives	½ oz	.02		
Hard Boiled Eggs	1 ea	.06		
Small Julienne			1.42	1.02
Chopped Iceberg Lettuce	2 oz	.30		
Julienne Ham	½ oz	.16		
Julienne Turkey	½ oz	.15		
Julienne Swiss Cheese	½ oz	.14		
Tomato Wedges	½ oz	.02		
Cucumber Slices	½ oz	.02		
Black Olives	½ oz	.02		
Hard Boiled Eggs	½ ea	.06		
Hard Boiled Eggs	2 ea	.12	.53	.41
Spinach Salad			2.10	1.64
Chopped Fresh Spinach	3 oz	.30		
Hard Boiled Eggs	1 ea	.06		
Tomato Wedges	1 oz	.02		
Bacon Bits	1 oz	.04		
Sliced Red Onions	½ oz	.01		
Home Made Croutons	1 oz	.02		
Black Olives	½ oz	.01		
Chicken Breast Platter			2.52	1.43
Boneless Chicken Breast	4 oz	.53		
Chopped Iceberg Lettuce	2 oz	.20		
Orange Slice	1 oz	.06		
Kiwi Slice	1 oz	.15		
Pasta Primavera	3 oz	.15		

PRICE AND PORTION GUIDE

DELI CORNER

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Sandwich Includes:				
Bread	2 sl	.07		
Iceberg Lettuce	1 oz	.03		
Turkey Breast	2 oz	.39	1.52	1.13
Bologna	2 oz	.28	1.26	.98
Cappicola	2 oz	.36	1.52	.90
Ham	2 oz	.39	1.52	1.13
Roast Beef	2 oz	.57	1.52	.95
Salami Cooked	2 oz	.43	1.52	1.09
Salami Genoa	2 oz	.43	1.52	1.09
Corned Beef	2 oz	.51	1.52	1.01
Liverwurst	2 oz	.35	1.26	.91
Tuna Salad	2 oz	.48	1.26	.99
Egg Salad	2 oz	.26	1.26	1.00
Crabmeat Salad	2 oz	.68	1.89	1.21
Chicken Salad	2 oz	.53	1.26	.73
Ham Salad	2 oz	.32	1.26	.94
Bacon, Lettuce, & Tomato		.41	1.52	1.11
Sliced Tomato	1 oz	.10	.26	.16
Cheese	1 oz	.10	.26	.16
Sub Includes:				
Hoagie Roll	1 ea	.17		
Shredded Lettuce	1 oz	.03		
Mayonnaise	1 oz	.05		
Cheese	1 oz	.10		
Sliced Tomato	1 oz	.45		
Roast Beef	3 oz	1.13	2.63	1.50
Hot Ham & Cheese	3 oz	.82	2.63	1.81
Tuna Sub	3 oz	1.06	2.63	1.57
Turkey Breast	3 oz	.86	2.63	1.77
Italian Sub:				
-(G. Salami, Cappicola, Ham)	3 oz	.86	2.63	1.77
Xerox Italian Sub:				
-Italian Sub + C. Salami	4 oz	1.01	2.89	1.88
Ham Sub (No Cheese)	3 oz	.86	2.21	1.35

PRICE AND PORTION GUIDE

DELI CORNER Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Beachcomber		1.04	2.82	1.78
Crabmeat Salad	4 oz	.64		
Sliced Cucumber	3 sl	.06		
Kaiser Roll	1 ea	.12		
Fruit Salad	4 oz	.22		
Ellis Island		1.00	2.82	1.82
Turkey Salad	4 oz	.35		
Swiss Cheese	1 oz	.13		
Iceberg Lettuce	1 oz	.02		
Croissant	1 ea	.28		
Fruit Salad	4 oz	.22		
J.R. Stack		1.42	2.82	1.40
Shaved Roast Beef	4 oz	1.04		
Onion Roll	1 ea	.12		
Horseradish	1 oz	.04		
Fruit Salad	4 oz	.22		
Veggie Sub		.93	1.73	.80
Sub Roll	1 ea	.16		
Cheese	1 ½ oz	.16		
Iceberg Lettuce	1 oz	.03		
Tomato	2 oz	.19		
Bean Sprouts	½ oz	.03		
Alfalfa Sprouts	½ oz	.04		
Green Pepper Rings	1 oz	.03		
Sliced Mushrooms	1 oz	.07		
Sliced Cucumber Longwise	1 oz	.02		
Sliced Carrots	1 oz	.02		
Sliced Onions	1 oz	.06		
Beverage	16 oz	.12		

PRICE AND PORTION GUIDE

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DELI CORNER Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Ham Ham & Cheddar Sub		.94	2.93	1.99
Sub Roll	1 ea	.16		
Buffet Ham	3 oz	.25		
Cheddar Cheese	1 ½ oz	.19		
Shredded Iceberg Lettuce	1 oz	.03		
Tomato	2 oz	.19		
Beverage	16 oz	.12		
Veal Parmesan Sub		.84	2.93	2.09
Breaded Veal	4 oz	.31		
Provolone Cheese	1 ½ oz	.17		
Sub Roll	1 ea	.16		
Tomato Sauce	2 oz	.08		
Beverage	16 oz	.12		
Tuna Sub		.94	2.93	1.99
Tuna Salad	3 oz	.27		
Provolone Cheese	1 ½ oz	.16		
Shredded Iceberg Lettuce	1 oz	.03		
Tomato	2 oz	.19		
Sub Roll	1 ea	.17		
Beverage	16 oz	.12		
Eggplant Parmesan Sub		.76	2.30	1.54

PRICE AND PORTION GUIDE

Sliced Eggplant	3 oz	.20	-
Breading	½ oz	.04	
Provolone Cheese	1 ½ oz	.16	
Tomato Sauce	2 oz	.08	
Sub Roll	1 ea	.16	
Beverage	16 oz	.12	

PRICE AND PORTION GUIDE

GRILLE WORKS

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Macho Dog Express			2.78	1.65
Armour 4-1 Hot Dog	4 oz	.40		
American Cheese	3/4 oz	.19		
Bacon	2 Strips	.15		
Roll	1 ea	.12		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Pellegrini Burger			2.78	1.78
Hamburger Pattie	4 oz	.38		
Salsa	1 oz	.09		
Provolone Cheese	1 oz	.14		
Roll	1 ea	.12		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Leghorn's Chicken			3.42	2.27
Boneless Chicken Breast	4 oz	.55		
Lettuce	1 oz	.02		
Tomatoes	2 oz	.19		
Roll	1 ea	.12		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Grill Anything Burger			3.05	1.85
Hamburger Pattie	4 oz	.38		
Swiss Cheese	1 oz	.15		
Ham	1 oz	.16		
Genoa Salami	1 oz	.17		
Rye Bread	2 sl	.07		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Hot Dog			1.10	.60
Armour 4-1 Hot Dog	4 oz	.40		
Roll	1 ea	.10		
Grilled Cheese			1.10	.48
Bread	2 sl	.05		
American Cheese (3sl)	2.25 oz	.57		

PRICE AND PORTION GUIDE

GRILLE WORKS Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Club Friday Burger			3.15	1.83
Hamburger Pattie	4 oz	.38		
American Cheese	3/4 oz	.19		
Bacon	2 strips	.15		
Lettuce	1 oz	.02		
Tomatoes	2 oz	.12		
Roll	1 ea	.12		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Bigger Better Bargain Burger			3.05	1.79
Hamburger Pattie	5-3/4 oz	.47		
American Cheese	3/4 oz	.19		
Lettuce	1 oz	.02		
Tomatoes	2 oz	.19		
Roll	1 ea	.12		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Pattie Melt			1.58	.96
Hamburger Pattie	4 oz	.38		
American Cheese	3/4 oz	.19		
Bread	2 sl	.05		
Italian Sausage			3.05	2.20
Italian Sausage Pattie	4 oz	.46		
Roll	1 ea	.12		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Open Face Steak Sandwich			3.50	1.81
Strip Steak	6 oz	1.28		
Texas Toast	2 sl	.14		

PRICE AND PORTION GUIDE

French Fries	4 oz	.15		-
Beverage	16 oz	.12		
Cheeseburger			1.58	.89
Hamburger Pattie	4 oz	.38		
American Cheese	3/4 oz	.19		
Roll	1 ea	.12		

GRILLE WORKS Cont.

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Double Cheeseburger			2.88	1.34
Hamburger Pattie	2-4 oz	.77		
American Cheese	2-3/4 oz	.38		
Kaiser Roll	1 ea	.12		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Grilled Reuben			3.26	2.30
Corned Beef	2 oz	.69		
Sauerkraut	1 oz			
Thousand Island Dressing	1 oz			
Swiss Cheese	1 oz			
Rye Bread	2 sl			
French Fries	4 oz	.15		
Beverage	16 oz	.12		
White Hot Dog			2.88	2.06
Zweigles 6-1 Skinless	1 ea	.45		
Roll	1 ea	.10		
French Fries	4 oz	.15		
Beverage	16 oz	.12		
Cajun Chicken Sandwich			3.42	2.48
Boneless Chicken Breast	4 oz	.55		
Roll	1 ea	.12		

PRICE AND PORTION GUIDE

French Fries	4 oz	.15		-
Beverage	16 oz	.12		
Hamburger			1.38	.87
Hamburger Pattie	4 oz	.38		
Roll	1 ea	.12		

PRICE AND PORTION GUIDE

DESSERTS

<u>Recipe Name</u>	<u>Serving Size</u>	<u>Cost</u>	<u>Selling Price</u>	<u>Gross Profit</u>
Blueberry Pie (16820)	1/8 pie	.53	.63	.10
Blackberry Pie (15075)	1/8 pie	.39	.63	.24
Cherry Pie (16819)	1/8 pie	.50	.63	.13
Pineapple Pie (16811)	1/8 pie	.30	.63	.33
Raspberry Pie (16821)	1/8 pie	.39	.63	.24
Strawberry Creme Pie (15097)	1/8 pie	.44	.63	.19
Strawberry Rhubarb Pie (16813)	1/8 pie	.33	.63	.30
Dutch Apple Pie (19472)	1/8 pie	.39	.63	.24
Pecan Pie (16814)	1/8 pie	.49	.63	.15
Pumpkin Pie (16793)	1/8 pie	.32	.63	.31
Banana Cream Pie (16824)	1/8 pie	.30	.63	.33
Boston Cream Pie (16836)	1/8 pie	.38	.63	.25
Peanut Butter Reeses (16309)	1/8 pie	1.29	1.58	.29
Lemon Meringue Pie (16847)	1/8 pie	.47	.63	.16
Elite Cheesecake (17561)	1/12 pie	1.33	1.58	.25

BEVERAGES

Soda:	8 oz	.06	.39	.33
	12 oz	.09	.47	.39
	16 oz	.12	.53	.41
	20 oz	.15	.63	.48
	32 oz	.24	.79	.55
Coffee:	8 oz	.06	.42	.36
	12 oz	.08	.53	.45
	16 oz	.11	.63	.52
	20 oz	.14	.77	.63
	32 oz	.22	.97	.75
Very Fine Juice	10 oz	.40	.84	.44
Tea Bag	1 ea	.03	.32	.29
Herbal Tea Bag	1 ea	.10	.42	.32
½ Pint Milk	½ Pint	.12	.42	.30
Nestle Quick	1 Pint	.45	.84	.39
Hot Chocolate	1 pk	.11	.37	.26