

LABOR & HIRING *Toolkit*

Sysco®
FOODIE
Solutions

RESOURCES FOR HIRING AND LABOR SAVING TOOLS



LABOR & HIRING

As state restrictions are gradually being lifted, it is even harder now than before the pandemic to staff restaurants. Hiring, training, and retaining are keys to your success in moving forward as your business begins to increase. Guests may have longer wait times due to fewer servers and cooks, as well as space constraints on the allowed capacity percentage.



RESOURCES FOR HIRING

If you are a member of your local Restaurant Association you may be able to add additional job postings, attend webinars, and implement best practices. It may take some research to find additional help, but there are several local venues that could be a great resource:

- Job fairs
- Hospitality job boards
- Top hiring sites
- Local educational culinary programs

WHAT'S INSIDE...

- LABOR COST CALCULATOR
- WORKPLACE QUALITY
- MARKETING
- TRAINING
- SYSCO SOLUTIONS PARTNERS
- RECIPES
- CHEF Q&A

LABOR COST CALCULATOR

As your partner, Sysco has provided a Labor Cost Calculator within Sysco Studio to make it easier for you to understand the full scope of your costs. As one of your biggest expenses, labor cost is an essential metric to track and should be considered when reviewing your overall profit picture.

Sysco Labor Cost Calculator

1. Add your company's information in the orange cells. Do not add white cells.
2. Consider all line for each hourly employee in the "Hourly Staff" section and each salaried employee in the "Salaried Staff" section. Don't forget to include Vacation or PTO hours.
3. Optional: Add Additional Expenses (Benefits, Payroll Taxes, etc.) for most accurate results. Use the Additional Expense Calculator to calculate, then manually enter per employee position.
4. Enter "Planned Hourly Expenses" increases for each salaried staff member - relative to the increase in Minimum Wage - or other regulatory adjustments.

Weekly Revenue		Hourly Staff						CURRENT HOURLY EXPENSES				PROPOSED HOURLY EXPENSES				Weekly Labor Cost Summary					
Average Weekly Revenue		\$10.00																Current		Proposed	
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WORKPLACE QUALITY

How do you keep your staff happy? Restaurants are known for high stress shifts in hot kitchens and few employee benefits. What will motivate your staff to stay? Consider pursuing opportunities that offer competitive compensation, work perks, meaningful employee benefits, and a safe, supportive working environment.

FOCUS ON RETENTION

- Your existing staff are extremely valuable. Replacing employees is costly and requires additional time, which is already at a shortage
- Gain feedback from your current staff and create an action plan based on their constructive comments
- Fair compensation
- Remember loyalty is earned through respect, honesty, appreciation, and transparency

BUSINESS MODEL

- Profit-sharing
- Employee benefits
- Healthcare after a certain time frame
- PTO based on number of hours worked
- Employee referral program
- Open book management (transparency of P&L, posting of food costs and show goal)
- Create a management internship program or a career path for employees
- Cross training within your restaurant
- Match new hires with other team members who can mentor or help them with direction through personal challenges
- Long-term and short-term bonus sign-ons
- Pivot from full service to quick service
- Build relationships in your community



FEEDBACK

Open and honest communication is key to workplace quality



BENEFITS

Incentives like profit sharing and PTO keep employees engaged in your business



CAREER OPPORTUNITIES

Structured career paths are important for staff retention



CREATE A SUPPORTIVE WORKING ENVIRONMENT

- Define your values and expectations and communicate them
- Demonstrate the behavior you expect from your employees by setting the example
- Handle complaints by acknowledging the situation and resolve quickly
- Ask your employees how they would handle the problem and give them the opportunity to voice their concerns; be sure to ask them for solutions
- Creating an effective pre-shift meeting enables being part of the team

STAFF OPTIONS FOR ADDED FUN

- Outing at the end of the year
- Free meal after a shift or during a shift
- Pay back unused PTO at end of year
- Celebrate holidays with a staff party or dinner
- Conduct contests to drive upselling
- Close the restaurant for the night for a staff party
- Implement a *Buy A Drink for the Staff Program* - encouraging guests to participate and purchase a drink for the staff, an extra acknowledgment beyond the tip.
- Table set for the staff – reserved table for those employees coming in after hours

MARKETING

Concierge IS HERE TO HELP

Sysco® | MARKETING SERVICES

Sysco Marketing Services will help you reimagine your business with the steps to boost your success!

MENUS

- Smaller menus help shed complexities and costs
- Change your plating style
- Reduce portion sizes and keep your pricing the same
- Offer LTOs to support additional menu offerings

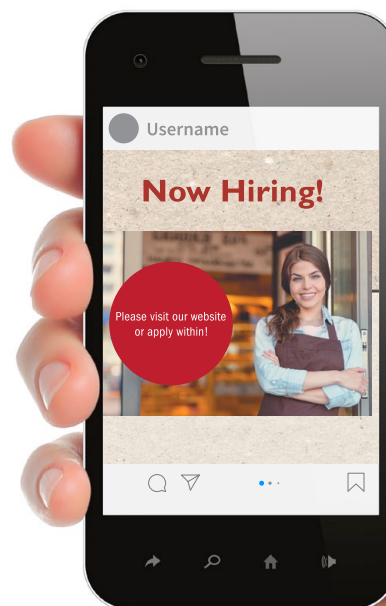
MARKETING

- Display “We’re Hiring” or “Outdoor Dining” with banners, posters and window clings
- Include a coupon, buzz card, and takeout menu with every pickup or delivery

Sysco® | Studio

SOCIAL MEDIA

- Use Sysco Studio to create an appealing social post!
- Tailor your messaging to attract new job applicants
- Create an ongoing recruitment campaign
- Have your application on your website to complete
- Utilize testimonials from current and previous employees
- Post pictures of staff and management working and socializing together
- Include an applicant resource page that explains how management communicates and supports the team



NEED HELP NAVIGATING LABOR & HIRING RESOURCES?

Contact your Sales Consultant or
Sysco Marketing Services at 1-800-380-6348
or email at: info@syscomarketingservices.com

You're invited!

Sysco is committed to the success of our customers.

Sysco's team of experts offer customers in-depth consultations that cover everything from understanding P&L Statements to developing new Menu Solutions.



Virtual Business Consultations

Join us for a unique virtual experience as we partner with you to help create new & exciting profit generating opportunities.



Culinary Consultations

Sysco's local chefs are available to test new menu items, sample new products, review current trends and more! Join us in our test kitchen today!



Local Category Specialists

Specialists provide expert product guidance and are available to visit your location, meet virtually, or meet at our on-site kitchens.

Our goal is to create a profitable and supportive partnership between you and Sysco by reviewing your business goals regularly, assisting you with increasing your profitability, and creating new and exciting profit generating opportunities.



DRIVE TRAFFIC

- Develop a Targeted Marketing Plan
- Create a Social Media Strategy
- Operate a Customer Loyalty Program
- Consultations for off-premise dining solutions
- Promote Your Business through Community Partnerships



INCREASE EFFICIENCY

- Provide Menu Analysis Solutions
- Food Cost Control / Portion Management
- Implement or Update Back of the House Systems
- Food Cost Inflation Action Plan
- Provide Solutions around Inventory Management
- Labor-saving ideas



GROW PROFITS

- Utilize Menu Design & Engineering for a Profitable Menu
- Implement a Staff Training Program
- Putting your P&L to Work
- Culinary Menu Consulting
- Menu Trend, Revenue Generating Ideas and New Product Suggestions
- Turn your tables faster

TRAINING



SERVER TRAINING

Having a great program in place for server training, can reduce your staff turnover and make your employees happier. As stated earlier, it will in turn help your restaurant exceed your patrons' expectations.

Organize your training process to include the following details:

- Job descriptions
- Server training checklists
- Menu abbreviations
- Assembling an order
- Check writing procedures
- Drink delivery
- Food running
- Basic training demonstrations – how to refill water glasses, serve cracked pepper, open and pour wine for tastings
- Tastings – let the chef present new menu items and describe the dishes



EFFECTIVE PRE-SHIFT MEETINGS –

Motivate, Inspire, & Direct

Creating an effective pre-shift meeting enables being part of the team.

- Keep it short: Between 10 to 15 minutes
- Be organized
- Make eye contact
- Engage the staff by asking questions
- Never take for granted what your servers know
- Focus on “who, what and where” for the next couple of hours
- Steer clear of negatives or problems
- If you have staggering start times, include notes on bulletin board or dry-erase board for those coming in later to read
- Include compliments and stories of good guest interaction
- Discuss any previous shift questions and answers
- Remember to include back-of-the-house or do it separate from front-of-the-house
- Walk the line making announcements
- Invite them to taste new menu items
- Ask for suggestions
- Offer compliments

UPSELLING

- Utilize pre-shift meetings to talk about the specials of the day
- Ask each server to use adjectives to describe menu items
- Discuss pairings, whether it’s a beverage or an appetizer
- Allow the servers to taste new menu items
- Leverage the Recipe Cards in Sysco Studio to educate your staff on the menu items enabling upselling

Need help with training?



Foodservice Training Portal is a leader in the field of e-Learning and hospitality talent training solutions. They provide online education tools and assists clients in effectively achieving training goals. Products include Onboarding, Food Safety, Bartending, Anti-Bias Training and more.



ServSafe is a food and beverage safety training and certificate program administered by the U.S. National Restaurant Association. The program is accredited by ANSI and the Conference for Food Protection. Sanitation certification is required by most restaurants as a basic credential for their management staff.



Service With Style will help you gain a new perspective to enhance your business! Secret shopping is a powerful tool to gain insight into the internal operations of your business. Your future success depends on what you do today. This secret shopping program has helped thousands of businesses understand the perspective of their guests by providing detailed secret shopping reports that are completed by trained, professional observers. Offers customized Covid-19 secret shopper reporting for staff and management safety, as well as compliance with Covid-19 related mandates. Deliver better quality service and exceptional customer experience with the knowledge and perspective you gain from Service with Style. Restaurant coaching, team training, and survey programs are also available.

Sysco Solutions Partners

The Sysco Solutions Partnership program features best-in-class companies to make sure you have the right tools to optimize your business and increase traffic. Our holistic collection of offerings encompasses specialized services, technology, tools, and personalized consultations designed to make you more efficient, increase your profits, and make it easier for you to manage your operations.



For more information about how Sysco can support your business please go to syscomarketingservices.com



Always Designing
for People™

Company Description:

ADP is the industry leading provider of Payroll, HR & Compliance Solutions

Value:

ADP offers solutions that scale to provide the right mix of technology and service based on your clients' unique needs. Everything from how to hire and retain the best talent, stay compliant, develop great teams and outpace the competition.

Advantage:

From recruitment and talent management to planning for a comfortable retirement, ADP's scalable cloud solutions help give your clients proven end-to-end support at every step along their journey. Now you can create a highly customized, yet fully integrated HR ecosystem for your company, with the simplicity of single sign-on, single data input and single billing.

Product Offering:

- Finding and Hiring Employees From ADP recruiters and ZipRecruiter®
- Retaining Employees From employee training, development, and engagement to manager coaching and assessments.
- Payroll and Tax Services
- Time Tracking and Scheduling Compliant solutions
- Workers' Compensation Pay-by-Pay Premium Payment Program
- Health Benefits
- HR and Compliance Tools
- Pay Cards
- Retirement 401(K) & Simple IRA retirement programs
- ADP Marketplace, a digital HR storefront



*Sysco
Exclusive
Pricing:*

**20% OFF PAYROLL
PROCESSING SERVICES**

www.adp.com/sysco

CLICK HERE TO LEARN MORE >

Sysco Solutions Partners



ORDEREZE

Ordereze is a restaurant-specific online marketing/online presence solution where everything from your website and your social media, to your online ordering and more is managed from one dashboard with one company. We provide restaurants with the ability to seamlessly engage with, promote to, and provide exceptional products and services to their customers.



NCR ALOHA

A POS systems company that give you everything you need to run your restaurant. They have systems that are built for full-service, quick service, and everything in between.

- Banking Solutions - Our tech connects your whole bank. So your operations run better. Your branches run leaner. Your apps are the best in the business. And you get an open, flexible platform that helps you innovate faster—for less cost and risk.
- Restaurant Solutions - From Aloha POS, Aloha Mobile POS and self-ordering kiosks, to guest and table management, kitchen production and payment processing, you can ensure speed, accuracy and ease of use with our POS systems—built by people who know restaurant operations inside and out.
- Telecom & Technology Solutions - The network is the heart of digital business. We help you keep it beating with managed services that get you to market faster, extend your global reach and deliver the best customer experience.



CAKE

CAKE, a Mad Mobile company, is a fully integrated cloud-based Point of Sale (POS) system specifically built for restaurants. We offer solutions for the entire dining experience. From mobile marketing and waitlist management to point of sale and payment processing, we help our clients grow their business.

For more information about how Sysco can support your business please go to
www.syscomarketingservices.com

Labor Saving RECIPES

Labor Saving Item

**SYSCO IMPERIAL
SHREDDED CHICKEN TENDERLOIN
7120381**

Sysco Imperial Shredded Chicken Tenderloins are versatile and can be cross-utilized in a wide variety of dishes as the clean flavor profile easily accommodates your signature sauces and spice blends. This product offers heat-and-serve convenience and labor-savings by eliminating the need for hand-shredding. Shredded Chicken Tenderloins are fully-cooked, reducing food safety concerns that come with handling raw chicken.

JALAPEÑO POPPER CHICKEN MELT

Combine with jalapeños, cream cheese, and ranch dressing for this delicious twist on a melt.

MU SHU CHICKEN PIZZAS

Add as a pizza topping with an Asian flair.

SHREDDED CHICKEN LEMON ORZO SOUP

Incorporate in a savory chicken soup for a new daily soup feature.

Find these recipes and more at
foodie.sysco.com

Choosing versatile ingredients that can be used in

**CUTTING EDGE
SOLUTIONS**



Labor Saving RECIPES

Labor Saving Item

SIMPLIOT
FLAME ROASTED FUJI APPLES
6263289



ROASTED FUJI APPLE TAQUITOS

Add flavor to your dessert menu with this shareable treat.

CHEDDAR-CHIVE BELGIUM WAFFLES WITH ROASTED FUJI APPLES

Elevate your breakfast offering with a delicious stack of cheddar and chive waffles topped with crispy bacon and RoastWorks® Fuji Apples.

APPLE STRUDEL TAKE HOME KIT

Help your customers make this traditional Viennese pastry at home with a take-home kit that boasts all the fixings. Simpliot RoastWorks® Flame-Roasted Fuji Apples come together with golden raisins and walnuts for this sweet treat. Prepared puff pastry, instead of unleavened dough, simplifies prep.

Find these recipes and more at
simplotfoods.com/Recipe



Labor Saving RECIPES

Labor Saving Item

SECOND HOUSE GOURMET FOOD
CREAMY GARLIC DIP POWDER
7118446



EUROPEAN
— IMPORTS —
a Sysco company

Perfect dip, vegan and easy to prepare.
Great for Garlic lovers.

GARLIC CHICKEN

Add a blast of garlic flavor to a classic favorite!

ROASTED GRILLED POTATOES

Easy upsell to a side or great appetizer.

GARLIC YOGURT SALAD

A simple, extremely tasty recipe and healthy menu item.

Find these recipes and more at
foodservice.secondhouseprod.com/product/creamy-garlic-dip-powder-classic/



Value-added PRODUCE

WHAT TO LOOK FOR:

- **Cost Effective**
Minimizes labor and reduces waste
- **Consistent**
In quantity & quality
- **Maximizes Food Safety**
Reduces cross contamination and Ready to eat
- **Saves space in your walk-in**



ICEBERG LETTUCE

Prep Time Field-pack heads of commodity iceberg lettuce = 40 minutes
Open four 5lb bags of pre-cut iceberg lettuce = 1 minute

Waste Field-pack heads of commodity iceberg lettuce = 40%
Open four 5lb bags of pre-cut iceberg lettuce = 0%



ROMAINE

Prep Time 24 count field-pack of commodity romaine lettuce = 30 minutes
Open six 2lb bags of pre-cut romaine lettuce = 1 minute

Waste 24 count field-pack of commodity romaine lettuce = 37%
Open six 2lb bags of pre-cut romaine lettuce = 0%



BROCCOLI FLORETS

Prep Time Cutting florets from broccoli heads = 30 minutes
Open bags of pre-cut broccoli florets = 1 minute

Waste Cutting florets from broccoli heads = 40%
Open bags of pre-cut broccoli florets = 0%



CAULIFLOWER FLORETS

Prep Time Cutting florets from cauliflower heads = 30 minutes
Open bags of pre-cut cauliflower florets = 1 minute

Waste Cutting florets from cauliflower heads = 60%
Open bags of pre-cut cauliflower florets = 0%

Sysco | Shop **SHOP NOW**

Speed Scratch ITEMS



Chef Mitchell Higgins

Chef Mitchell Higgins discusses food cost vs plate cost when it comes to “Speed Scratch” Items.

- Combine high-quality prepared food items with those made from scratch.
- Ready-made recipes save time, labor, and food costs.
- Cross-utilize these main ingredients without adding any additional inventory.
- Simplify your menu with added flexibility.
- Control labor cost by getting more done in less time.
- Utilize your culinary skills where it is most effective.

In my opinion, the targeted food cost of around 30% is outdated. With so many excellent value added products and with the noted labor shortage, I've been pushing more and more customers to the “speed scratch”/“speed gourmet” mentality.

If the general equation is Food Cost (30%) + Labor Cost (~35%) = roughly 65% of the sell price of a dish, then can we afford to jump up our food cost to say 40-45% and find items that allow us to drop our labor cost to 10-15%? This allows for greater profitability and solves the issue of labor shortage because time being paid out is ACTIVE time during income generating periods instead of time spent in PASSIVE periods such as prep times.

Example:

We're making a chicken sandwich, so we're going to use a value added breaded chicken product, the Milanese Chicken. We need a sauce to go with it, so we are going to adopt the “speed scratch” mentality and turn our ranch dressing that is already in our inventory into a chipotle ranch by combining with pureed chipotles in adobo. We need a slaw for the sandwich so we're going to use a value-added produce item such as the Apio Kale Blend, therefore taking the prep away from shredding the kale, brussels sprouts, etc. Again for the dressing, we're going to take our value added coleslaw dressing and add some more vinegar and various spices to make it into a Harissa slaw dressing. Just a little time needed to prep and use these ingredients in versatile ways. Now it's time to cook our order, which is considered ACTIVE time in which income is generated.

So all in all, we took 4 value-added items and manipulated two of them to create our own unique product. Spending a total of 10 minutes in passive prep time. Sure, the food cost on this item might be in the 40-45% range, but the labor cost is only in the 5-10% range. I see more and more higher-end restaurants adapting their menus to include items like these in order to battle the rising minimum wage and labor shortage and generate more income.

Sysco Chef Q&A

The restaurant life is not glamorous but passionate, and filled with creative individuals who have one common goal. The passion for this business is infectious, and when you get a group of chefs or BOH, FOH, and restaurant folks together, something fun is created that people want to be a part of.

- CHEF CANDACE LEWIS, EASTERN MARYLAND

CHEF SNIR MOR, ARIZONA

Q. What are some of the main reasons you believe that we have a shortage of restaurant industry employees?

A. "Employees are still enjoying the stimulus checks, especially with the promise of more on the way. You can see it happening in the trucking industry as well. The COVID crisis exposed the tender underbelly of the restaurant industry with all the drawbacks of kitchen work. For the most part, kitchen workers work harder and getting less compensation and security compared to their counterparts in other industries. I believe that the long pause the quarantine gave us made a lot of them rethink their career path and not go back to the restaurant industry."



Chef Snir Mor

Q. What are some suggestions that you would give to a restaurant looking for staff?

A. "I would suggest coming up with a comprehensive benefit plan that will help attract and keep future restaurant staff. Employees will want to know that they are being taken care of. Another option would be to redistribute tips and service charge to further compensate the BOH. I think that presenting a training program during the hiring process will help attract possible workers without experience. I also suggest having an "open minded" attitude in looking for new employees. Hire for attitude rather than skills. With the right attitude, we can train any employee."

Q. What advice would you give to those that are in culinary school or currently looking to work in the restaurant industry?

A. "Keep your eyes open for new trends. Be flexible and adaptive. Changes will be coming at us faster and faster. The role of the new culinary expert is changing. Just concentrating on your culinary skills will not be enough. Some of the new requirements will include: Financial management, On premise and on-line operations, Customer relationships, Strategic business thinking."



CHEF CANDACE LEWIS, EASTERN MARYLAND

Q. What are some of the main reasons you believe that we have a shortage of restaurant industry employees?

A. "Skill verse will. We need to hire people willing to work, and train them for the operational needs of your business. Invest in good people. Some markets are very much held hostage to the unemployment "incentives" to stay home."

"Culture. Is your business a place of professionalism that you would be comfortable having your teenage child work at for a first job? Or it is another ode to Kitchen Confidential?"



Chef Candace Lewis

Q. What are some suggestions that you would give to a restaurant looking for staff?

A. "Get creative: with your staffing, and hours of operations, where are you making your most money, and are you stretching your staff to capture business that is truly profitable, or open for the sake of being open. Bring them out of retirement. Plenty of us have worked in the restaurant business FOH and BOH. Are you tapping into resources that would cover one shift a week? Sometimes going back to your roots can be fun, and humbling. Also know the Fair Labor Standards Act: 16-18. A great age for bussers, hostess, and food runners, get your local guidelines for work permits."

Q. What advice would you give to those that are in culinary school or currently looking to work in the restaurant industry?

A. "Always invest in good shoes, there is not good day when your knees, feet and back are hurting. Also some of my best and worst memories and life lessons come from the restaurant industry and I wouldn't trade it for anything. I have met some amazing, interesting, and unique people who are still present in my life today, that I never would have met any where else."



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