



## Appendix A

### **WORK PROCESS SCHEDULE**

**OCCUPATION TITLE:** Restaurant Manager (Existing Title: Manager, Food Service)

**O\*NET-SOC CODE:** 11-9051.00 **RAPIDS CODE:** 0593CB

This schedule is attached to and a part of these Standards for the above identified occupation.

#### 1. TYPE OF OCCUPATION

Restaurant Manager

#### 2. TERM OF APPRENTICESHIP

This competency based apprenticeship approximates an OJL and RTI attainment of 4225 hours. This includes an RTI of a minimum of 225 hours. Employers may add 10 hours of training per year to the required minimum outlined above.

#### 3. RATIO OF APPRENTICES TO RESTAURANT MANAGER

The apprentice to Restaurant Manager ratio is: 2 Apprentice(s) to 1 Restaurant Manager(s).

#### 4. APPRENTICE WAGE SCHEDULE

Apprentices shall be paid a progressively increasing schedule of wages based on either a percentage or a dollar amount of the current restaurant manager wage rate.

Level	Recommended Minimum Annual Wage	Recommended Exemption Status
Entry	In no case, shall the starting wages of apprentices be less than that required by any minimum wage law which may be applicable.	Non-Exempt
Completion of all OJL Competencies and RTI	\$31,000	Exempt

The minimum annual wage schedule is stated above. The NRAEF recognizes that each employer will have a different restaurant wage structure based on the size of the operation and the location. A minimum annual wage has been listed with the understanding that each employer may and should offer a higher wage based on market needs. In no case, shall the starting wages of apprentices be less than that required by any minimum wage law which may be applicable.

#### 5. WORK PROCESS SCHEDULE

The employer may modify the work processes to meet local needs with approval from NRAEF.



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1. During the Apprenticeship, the Apprentice shall receive work experience and job related education in all phases of the occupation, including safe work practices, necessary to develop the skill and proficiency of a skilled professional.
2. The employer must ensure Apprentices are rotated throughout the various work processes to ensure a well-rounded professional upon completion of the Apprenticeship, and submit quarterly competency reports to NRAEF.
3. Employers may add an additional 10 hours of RTI to the required minimum number of 112.5 hours per year.
4. Such on-the-job training shall be carried on under the direction and guidance of a qualified professional.
5. Apprentices with previous work experience can test out of Level 1 – Restaurant Professional by obtaining a Certified Restaurant Professional (CRP) Certification. Secondary education students who obtain a ProStart Certificate of Achievement [COA]\* shall also receive credit for Level 1- Restaurant Professional. Apprentices with previous work experience can test out of Level 2 - Restaurant Supervisor by obtaining a Certified Restaurant Supervisor Certification (CRS).

\*Certificate of Achievement [COA] - Candidates who have successfully passed the ProStart Program, level one and level two tests, have the related work experience of 400 hours, successfully attained a minimum 52 of the 75 ProStart workforce competencies qualify as a Certified Restaurant Professional.

The following identifies the major work processes in which Apprentices will be trained. A detailed competency checklist to gauge on-the-job progress follows.

Work Processes	Approx. Hours
<b>Level 1 – Restaurant Professional</b>	
Front of the House Knowledge / Service Culture	330
Back of the House / Restaurant Kitchen Knowledge	300
Product Quality and Cost Control	210
Branding and Marketing	156
Food Safety and Sanitation	4
Level 1 Total Hours	1000
<b>Level 2 – Restaurant Supervisor</b>	
Fundamentals of Managing Daily Restaurant Operations	270
Fundamentals of Restaurant Leadership	300
Monitoring and Controlling Resources	280
Maintaining a lawful, safe, and healthy workplace	142
Food Safety Management	8
Level 2 Total Hours	1000
<b>Level 3 - Restaurant Manager</b>	
Financial Management	400
Purchasing and Cost Control	380
Staffing	440
Leadership Strategy	380



Managing Safety and Regulations	160
Restaurant Marketing	240
Level 3 Total Hours	2000
Total on the Job Learning Hours	4000

## Restaurant Manager – Competency Checklist

Level One – Certified Restaurant Professional	
<b>Front of the House Knowledge / Service Culture:</b> <i>Knowledge of front of the house activities and positions in a restaurant and various aspects of quality service.</i>	<b>Completion Date</b>
1. Meets customer needs	
2. Communicates effectively with customers	
3. Demonstrates personal skills that contribute to quality customer service	
4. Handles customer complaints and carry out service recovery	
5. Understand the importance of product knowledge in service	
6. Describe quality customer service	
7. Identify styles of service	
8. Demonstrate skills and processes related to service activities	
<b>Back of the House / Restaurant Kitchen Knowledge:</b> <i>Knowledge of back of the house activities and positions in a restaurant and various aspects of food service.</i>	<b>Completion Date</b>
1. Identifies kitchen equipment and kitchen roles	
2. Understand the role of product knowledge in food preparation	
3. Describe inventory control methods	
4. Identify production and presentation methods	
<b>Product Quality and Cost Control:</b> <i>Providing the highest quality products and services while controlling costs.</i>	<b>Completion Date</b>
1. Identifies Methods to Maintain Product Quality	
2. Describe cost control and profitability	
<b>Branding and Marketing:</b> <i>Providing internal and external customers with a clear understanding of the goods and services offered by the operation.</i>	<b>Completion Date</b>
1. Describe Branding	
2. Identify skill necessary to use the brand effectively	
<b>Food Safety and Sanitation:</b> <i>Displaying knowledge of the critical importance of food safety and the necessary steps to ensure food safety in a restaurant or foodservice operation.</i>	<b>Completion Date</b>
1. Define foodborne illness and explain the costs associated with a foodborne-illness outbreak.	
2. Recognize the importance of good personal hygiene, and describe behaviors associated with it such as handwashing, reportable illnesses, etc.	
3. Define time and temperature control, and describe actions necessary to provide safe food, such as safe food storage, correct cooking temperatures, correct cooling, and the use of thermometers.	
4. Define cross-contamination, and describe ways to prevent it.	
5. Identify biological, chemical, and physical hazards throughout the flow of food.	
6. Explain correct cleaning and sanitizing, including how, where, and when it should be done.	



7. Recognize food safety risks associated with high-risk populations including young children, elderly people, and people with compromised immune systems.	
<b>Level Two – Certified Restaurant Supervisor</b>	
<b>Fundamentals of Managing Daily Restaurant Operations: Working shift standards, service recovery, the importance of work schedules, marketing a positive customer experience, and salesmanship.</b>	<b>Completion Date</b>
1. Works Shift Standards	
2. Describe service recovery	
3. Understand the importance of work schedules	
4. Market the positive customer experience	
5. Describe salesmanship	
<b>Fundamentals of Restaurant Leadership: Dynamics of leadership, professional development, effective communication, and teamwork.</b>	<b>Completion Date</b>
1. Understands the Dynamics of Leadership	
2. Describe effective communication	
3. Manage and facilitate teamwork	
<b>Monitoring and Controlling Resources: Understanding cost control, protecting revenue, purchase quantities, and the ordering process.</b>	<b>Completion Date</b>
1. Understands the Importance of Cost Control	
2. Control food costs in purchasing, receiving, storing, and issuing	
3. Control food costs and quality during production, sales, and service	
4. Control labor	
5. Protect revenue	
6. Describe purchase quantity requirements	
<b>Managing Safety and Regulations: Maintaining a lawful, safe, and healthy workplace.</b>	<b>Completion Date</b>
1. Maintain a lawful workplace	
2. Manage a safe and healthy workplace	
<b>Food safety management: Implement essential food safety practices and create a culture of food safety</b>	<b>Completion Date</b>
1. Understand the food safety responsibilities of the person in charge of the operation as recommended by the Food and Drug Administration (FDA) for regulatory monitoring	
2. Understand the concepts of active managerial control and the methods for achieving it	
3. Explain the FDA's public health interventions	
4. Understand the seven HACCP principles for preventing foodborne illness and how to implement a HACCP plan when applicable	
5. Explain how to prepare for, respond to, and recover from a crisis, including a foodborne-illness outbreak	
6. Describe how to respond to imminent health hazards including power outages, fire, flood, water interruption, and sewage	
7. Explain procedures on to how to handle requests from customers with food allergies, sensitivities, and intolerances	
8. Identify when food handlers should be prevented from working with or around food or from working in the operation	



9. Recognize the need for food defense systems	
10. Have knowledge of the five CDC risk factors that cause foodborne illness and procedures to prevent them	
11. Outline correct procedures for managing pests	
<b>Level Three – Certified Restaurant Manager</b>	
<b>Financial Management:</b> <i>Accounting and finance basics, profitability, understanding the P&amp;L, forecasting and budgeting, and assessing performance.</i>	<b>Completion Date</b>
1. Explains the basics of accounting and finance	
2. Plan the profitable restaurant	
3. Identify the components of the Income statements (P&Ls)	
4. Forecast and budget	
5. Describe Profitable pricing	
6. Assess actual financial performance	
<b>Purchasing and Cost Control:</b> <i>Introduction to purchasing and vendor selection, ordering, pricing.</i>	<b>Completion Date</b>
1. Describes Restaurant Purchasing and Quality Requirements	
2. Select vendors	
3. Order products: Pricing decisions and procedures	
4. Purchase follow-up	
5. Calculate the various types of food and beverage costs	
6. Control food and beverage cost	
7. Control labor	
8. Protect revenue	
<b>Staffing:</b> <i>Staffing, training, managing performance, retention and termination procedures.</i>	<b>Completion Date</b>
1. Recruits and Selects the Best Employees	
2. Explain the fundamentals of the employee orientation and training programs	
3. Facilitate effective employee performance	
4. Develop Succession Plans	
5. Manage compensation programs	
6. Describe employee retention and terminations procedures	
<b>Leadership Strategy:</b> <i>Managing meetings, time management, and planning.</i>	<b>Completion Date</b>
1. Manages Meetings	
2. Describe time management	
3. Facilitate the planning process	
<b>Managing Safety and Regulations:</b> <i>Ensuring a lawful workplace.</i>	<b>Completion Date</b>
1. Ensures a Safe and Lawful Workplace <ul style="list-style-type: none"> <li>Present an overview of laws that impact restaurant and foodservice operations (including laws on sanitation, harassment, health care, workplace safety, and payroll)</li> </ul>	



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<ul style="list-style-type: none"> <li>• Review state and federal employment laws that affect operations (EEOC, OSHA, FLSA, minimum wage, and overtime, etc. )</li> <li>• Provide an overview of what managers can do to maintain a zero-tolerance sexual harassment policy</li> <li>• Discuss nonsexual types of harassment in the workplace (pregnancy discrimination act, FMLA, ADA, etc. )</li> </ul>	
<b>Restaurant Marketing: Understanding the fundamentals of restaurant marketing.</b>	<b>Completion Date</b>
1. Describes the Marketing Process in Restaurants	
2. Understand the market environment	
3. Market the positive customer service experience	
4. Obtain Customer Feedback	
5. Identify communication channels	
6. Describe the use of advertising and sales	
7. Explain sales promotions, publicity, and public relations	
8. Describe menu marketing principles and labeling requirements	
9. Market beverage products responsibly	

*Note: Individual employers may be eligible for substitutions to the competency checklist, not to exceed 20% of the required competencies. This modification is to allow for operational variances at individual restaurant properties. Example: Apprentices employed by a limited service property where no table service components exist. Employers must receive written permission from NRAEF to substitute competencies.*

## Related Training Instruction

1. Each Restaurant Manager Apprentice is required to obtain a valid ServSafe Food Handler Certificate during Level 1 training and valid ServSafe Food Protection Manager Certification during level 2 training. Training must be conducted by a Certified ServSafe Trainer or taken via the ServSafe online course. The certification exam must be administered by a Certified ServSafe Proctor.
2. Each Apprentice's attendance and progress in Related Training Instruction must be tracked and appropriate records maintained. The competency attainment report will be submitted to NRAEF as part of the quarterly report.
3. Time devoted to the Related Training Instruction shall not be considered as part of the OJL. The Related Training Instruction will be performed outside the regular work schedule.
4. Failure on the part of the Apprentice to fulfill their obligation as to the Related Training Instruction and/or attendance, or their failure to maintain passing grades therein, shall constitute adequate cause for cancellation of their Apprenticeship Agreement.
5. The course listings outline the RTI that supplements the OJL. It is through the combination of both the OJL and the RTI that the apprentice can reach the skilled level of the occupation.



6. NRAEF recognizes that each employer may offer and/or require similar classes as part of the training program specific to their brand or restaurant company standards. These classes may be offered either online through the company Learning Management System or in person by a designated trainer. If this situation presents itself, the NRAEF will review the learning objectives in the training program to ensure they match the objectives in the course curriculum above. NRAEF reserves the right to approve other industry training curriculum if the learning objectives do in fact match. Supplemental education may be required of the Apprentice if a full match of learning objectives is not found.
7. Apprentice candidates who have an Associate's Degree or Bachelor's degree in Hospitality Management may be granted credit for all of the required RTI. This credit will be dependent on a crosswalk of the college courses passed and the required RTI as outlined below, as determined by the NRAEF.

## 6. RELATED TRAINING INSTRUCTION OUTLINE

Related Training Instruction	Approx. Hours
ServSafe Food Handler Program	4
*ManageFirst: Customer Service <ul style="list-style-type: none"> <li>Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2013, Edition: 2<sup>nd</sup></li> <li>Print ISBN: 9780132179324, 0132179326, eText ISBN: 9780133369120, 0133369129</li> </ul>	25
*ManageFirst: Controlling Food Service Costs <ul style="list-style-type: none"> <li>Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2013, Edition: 2<sup>nd</sup></li> <li>Print ISBN: 9780132175272, 0132175274, eText ISBN: 9780133369076, 0133369072</li> </ul>	25
*ManageFirst: Hospitality & Restaurant Marketing <ul style="list-style-type: none"> <li>Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2013, Edition: 2<sup>nd</sup></li> <li>Print ISBN: 9780132181662, 0132181665, eText ISBN: 9780133361902, 013336190X</li> </ul>	25
*ManageFirst: Human Resources Management & Supervision <ul style="list-style-type: none"> <li>Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2013, Edition: 2<sup>nd</sup></li> <li>Print ISBN: 9780132175258, 0132175258, eText ISBN: 9780133369113, 0133369110</li> </ul>	25
*ManageFirst: Hospitality and Restaurant Management <ul style="list-style-type: none"> <li>Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2013, Edition: 2<sup>nd</sup></li> <li>Print ISBN: 9780132116138, 0132116138, eText ISBN: 9780133361889, 013336188</li> </ul>	25
*ManageFirst Principles of Food and Beverage Management <ul style="list-style-type: none"> <li>Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2013, Edition: 2<sup>nd</sup></li> </ul>	25





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<ul style="list-style-type: none"> <li>Print ISBN: 9780132725491, 0132725495, eText ISBN: 9780133369083, 0133369080</li> </ul>	
*ManageFirst: Purchasing <ul style="list-style-type: none"> <li>Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2013, Edition: 2nd</li> <li>Print ISBN: 9780132181648, 0132181649, eText ISBN: 9780133369090, 0133369099</li> </ul>	25
*ManageFirst: Hospitality Accounting <ul style="list-style-type: none"> <li>Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2013, Edition: 2nd</li> <li>Print ISBN: 9780132175241, 013217524X, eText ISBN: 9780133369106, 0133369102</li> </ul>	30
ServSafe Food Protection Manager	16
<b>Total</b>	<b>225</b>

\*ManageFirst content can be instructor led or self-study, apprentices are required to complete and turn in "Review Your Learning" homework for each chapter

## Other allowable related instruction includes but is not limited to:

- Foundations of Restaurant Management & Culinary Arts: Level 1
  - Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2011, ISBN-13: 9780138019389
- Foundations of Restaurant Management & Culinary Arts: Level 2
  - Author(s): National Restaurant Association, Publisher: Pearson, Copyright year: © 2011, ISBN-13: 9780131380226
- Certified Restaurant Server Online Program
  - American Hotel and Lodging Educational Institute 08022WBP03ENGE
- Certified Kitchen Cook Online Program
  - American Hotel and Lodging Educational Institute 08058WBP03ENGE