

4

MANAGEMENT POSITIONS

THERE ARE MANY different kinds of management positions available in the restaurant industry. Some positions are concerned with specific tasks, while others are set up in such a way that managers oversee certain sections of the restaurant or are in charge at specific times. The roles of various managers might include the following:

- Personnel managers supervise effective employment orientation, training, and management of employees.
- Purchasing managers maintain profitability of units by controlling costs, authorizing expenditures, and reviewing results.
- Operations managers enforce consistent company standards, systems, and procedures.
- Marketing and promotions managers implement store marketing concepts, programs, and advertising campaigns.
- Finance managers monitor performance, prepare budgets, and develop sales forecasts.

The various titles of those who oversee sections of the restaurant include:

Kitchen manager	District manager
Dining room manager	Unit manager
Night manager	Assistant unit manager
Regional manager	

Depending on the size and business hours of a restaurant, managers may be assisted by one or more assistant managers. In large establishments as well as many others that offer fine dining, the management team consists of a general manager, one or more assistant managers, and an executive chef. The executive chef is responsible for the operation of the kitchen, while the assistant managers oversee service in the dining room and other areas of the operation. However, in smaller establishments, the executive chef may also be the general manager and sometimes the owner.

Obviously, managers of small operations perform more varied tasks, while managers in larger establishments have more specialized responsibilities.

Nature of Management Work

The efficient and profitable operation of restaurants requires that managers select and appropriately price interesting menu items; make efficient use of food, beverages, and other supplies; achieve consistent quality in food preparation and service; recruit and train adequate numbers of workers; and painstakingly attend to the various administrative aspects of the business.

Managers or executive chefs select menu items, taking into account the likely number of customers, the past popularity of var-

ious dishes, and considerations such as leftover food that should not be wasted. They also address issues such as the need for variety on the menu and the availability of foods due to seasonal and other factors.

Managers analyze the recipes of the dishes to determine food, labor, and overhead costs and assign prices to the menu items. Menus must be developed far enough in advance to receive needed supplies in time.

On a daily basis, managers estimate food consumption, place orders with suppliers, and schedule the delivery of fresh food and beverages. They receive and check the contents of deliveries, evaluating the quality of meats, poultry, fish, fruits, vegetables, and baked goods.

Managers meet and talk with sales representatives of restaurant suppliers to place orders to replenish stocks of tableware, linens, paper, cleaning supplies, cooking utensils, and furniture and fixtures. They also arrange for equipment repairs.

Managers recruit, interview, hire, and, when necessary, discharge workers. They familiarize newly hired workers with the establishment's policies and practices and oversee their training. Managers schedule the work hours of employees, ensuring that there are adequate numbers of workers present during busy periods but not too many during slow periods.

Managers supervise the preparation of food in the kitchen and the serving of meals in the dining room. They oversee food preparation and cooking, checking the quality of the food and the sizes of portions to ensure that dishes are prepared and garnished correctly and in a timely manner.

If customers complain about service or food quality, it is the manager's job to investigate and resolve the issue. Often, this will mean offering the customer a complimentary drink or dessert

along with a sincere apology. People skills are essential during these times and will make the difference between good and bad word of mouth advertising.

Managers direct the cleaning of the kitchen and dining areas and the washing of tableware, kitchen utensils, and equipment to maintain company and government sanitation standards. Managers monitor workers and observe patrons on a continual basis to make sure that the restaurant complies with health and safety standards as well as local liquor regulations. During busy periods, managers often have to roll up their sleeves and help with the cooking, cleaning of tables, or other tasks.

Managers also have a variety of administrative responsibilities. In larger establishments, much of this work is done by a bookkeeper, but in others, managers are responsible for keeping accurate records of the hours and wages of employees, preparing the payroll, and doing paperwork to comply with licensing laws and reporting requirements of tax, wage and hour, unemployment compensation, and Social Security laws. They also must maintain records of the costs of supplies and equipment purchased and ensure that accounts with suppliers are paid on a regular basis.

In addition, managers record the number, type, and cost of items sold to weed out dishes that are unpopular or less profitable. The vast majority of managers now use computers to help ease the burden of paperwork.

At the end of each day or sometimes each shift, managers must tally the cash and credit card receipts and balance them against the records of sales. They are responsible for depositing the day's income at the bank or securing it in a safe place. Managers also are responsible for locking the doors and making sure that all ovens, grills, and lights are off and all alarm systems are switched on.

Working Conditions

Managers are the first to arrive and the last to leave at night. Because evenings and weekends are popular dining periods, night and weekend work is common. Many restaurant managers work sixty hours or more each week. Managers in institutional food-service facilities work more conventional hours because factory and office cafeterias are open only on weekdays for breakfast and lunch.

Restaurant managers sometimes experience the pressures of coordinating a wide range of functions. The job can be hectic during peak dining hours, and dealing with irate customers or uncooperative employees can be particularly stressful. However, the working conditions are usually clean, well lighted, and air-conditioned.

Employment

Recent statistics show that there are approximately 470,000 restaurant managers. Most work in eating and drinking establishments, but small numbers also work in educational institutions; hospitals, nursing, and personal care facilities; department stores; and civic, social, and fraternal organizations.

Most managers are salaried, but about one-third of managers are self-employed. Jobs are located throughout the country but are most plentiful in large cities and tourist areas.

Training

The promotion of experienced food and beverage preparation and service workers fills some restaurant management positions. Waiters, waitresses, chefs, and fast-food workers who have demonstrated

their potential for handling increased responsibilities sometimes advance to assistant manager or management-trainee jobs if openings occur.

Just as executive chefs need extensive experience working as a chef, general managers need experience working as an assistant. However, most food-service management companies and national or regional chains also recruit management trainees from among the graduates of two-year and four-year college programs.

Food-service and restaurant chains prefer to hire persons with degrees in restaurant and institutional food-service management, but they often hire graduates who have degrees in other fields and who have demonstrated interest and aptitude.

A bachelor's degree in restaurant and food-service management provides a particularly strong preparation for a career in this occupation. A number of colleges and universities offer four-year programs in restaurant and hotel management or in institutional food-service management.

For persons who do not want to pursue a four-year degree, a good alternative background is provided by the more than eight hundred community and junior colleges, technical institutes, and other institutions that offer programs in these fields leading to an associate degree or other formal award below the baccalaureate.

Both two-year and four-year programs provide instruction in subjects such as accounting, business law and management, computer science, food planning and preparation, and nutrition. In some instances, courses are offered online. Some programs combine classroom and laboratory study with internships that provide on-the-job experience.

In addition, many educational institutions offer culinary programs that provide food preparation training, which can lead to a career as a cook or chef and provide a foundation for advancement to an executive chef position.

Other Qualifications

Perhaps as in no other industry, the emphasis for restaurant employees is on personal qualities. The right personality is a crucial factor. Restaurant managers must genuinely like and understand people. To the restaurant staff, they must be fair and respected for their leadership. To customers, they must appear hardworking, sympathetic, and capable of dealing with almost any situation or demand, often under pressure.

Because restaurant management can be so demanding, good health and stamina are important attributes for a manager to have. Self-discipline, initiative, and leadership ability are essential. Managers must be able to make decisions, solve problems, and concentrate on details. Good communication skills are necessary to deal with customers and suppliers as well as to direct subordinates. A neat and clean appearance is required, and a sense of humor is an asset.

Most companies offer extensive management-trainee programs. Through a combination of classroom and on-the-job training, trainees receive instruction and gain work experience in all aspects of restaurant operation including food preparation, sanitation, security, company policies and procedures, personnel management, record keeping, and preparation of reports. Usually after six months or a year, trainees receive their first permanent assignment as an assistant manager.

Advancement

Willingness to relocate often is essential for advancement to positions with greater responsibility. Managers advance to larger establishments or regional management positions with restaurant chains. Some managers eventually open their own restaurants. Others are

able to transfer to hotel management positions because their experience is a good background for food and beverage manager jobs at hotels and resorts.

Job Outlook

Employment of restaurant managers is expected to increase about as fast as the average for all occupations through 2010. In addition to growth in demand for these managers, the need to replace managers who transfer to other occupations or stop working for a variety of reasons will create many new jobs. Opportunities are expected to be best for persons with bachelor's or associate degrees in restaurant institutional food-service management.

Employment will increase with growth in the number of eating and drinking establishments. Population growth, rising personal incomes, increased leisure time, and more two-income families are factors that will continue to add to the number of meals consumed outside the home.

Rather than be independently owned or operated, new restaurants are increasingly affiliated with national chains. As this trend continues, fewer owners will manage restaurants and more restaurant managers will be employed to do so. Growth in the number of elderly people is expected to create rapid growth of food-service management positions in nursing homes, residential-care facilities, and other health-care institutions.

Earnings

According to the type and size of establishment, earnings of restaurant and food-service managers vary greatly. Median annual earnings of food-service managers are \$31,720. However, managers of the largest restaurants and institutional food-service facilities often have annual salaries in excess of \$53,000.

According to a survey conducted by the National Restaurant Association, the median base salary for a unit manager is \$35,132 and for an assistant unit manager, \$28,000. District managers receive a median base salary of \$53,262 and an annual bonus of \$10,000. Regional managers receive a median base salary of \$62,500 and a median annual bonus of \$15,000. Kitchen managers receive a median base salary of \$29,000. The median base salary for a manager trainee is \$25,080.

Among chef positions, the median base salary for the executive chef is \$48,000, for a sous chef \$30,000, and for a pastry chef \$30,000.

Most restaurant and food-service managers receive free meals, sick leave, health and accident insurance, one to three weeks of paid vacation a year, and the opportunity for additional training depending on length of service.

Food and Beverage Directors

Food and beverage directors are responsible for the overall operation and coordination of all food and beverage departments in hotels, motels, and some fine restaurants that have large staffs. As we've seen, many food-service jobs overlap one another. The smaller the operation, the more hats each employee wears; the larger the establishment, the more specialized the jobs become. But food and beverage directors oversee all of these specialized jobs.

Nature of the Job

Food and beverage directors oversee the work of the purchasing, kitchen, and dining room staffs. They must possess a thorough knowledge of all the jobs the workers on these staffs perform because they are responsible for selecting, training, and motivating each staff member.

The purchasing staff buys food for the chef and kitchen staff to prepare. The dining room staff serves the guests. A major responsibility of food and beverage directors is to coordinate the efforts of the three staffs from start to finish, and they must do it in a way that maintains and improves productivity, food quality, service, creativity, and merchandising in order to increase volume, sales, and profits.

To provide the best possible service to guests, food and beverage directors must keep other operating departments informed concerning the activities of the food and beverage department. They must ensure that the decisions made correspond to those of the general manager and the approved policies of the establishment. If necessary, food and beverage directors recommend changes or innovations in policy, procedure, or equipment to management.

Food and beverage directors schedule the times of operation of all restaurants and bars to achieve the most profitable result. They establish purchasing and receiving procedures and ensure that all the supplies ordered are received in the quantities requested, as well as in proper condition.

Food and beverage directors assess and analyze competitors; they review prices, sources of supply, food and beverage trends, and inventories. They also hire and discharge workers.

Working Conditions

Because food and beverage directors are involved in administrative work, they usually have their own private offices. However, their responsibilities take them to all parts of the restaurant, and they are on their feet a good part of the day. Although they are usually scheduled to work about forty hours a week, many times they must work more than that. Their hours may be irregular because they

supervise workers in various shifts. They sometimes experience the pressures of coordinating a wide range of functions. In hotels, conventions and large groups of tourists can cause additional stress for food and beverage directors.

Employment

Because each hotel has only one food and beverage director, the competition can be keen. Thus, possessing some college education or other training will put you ahead of applicants without formal education. Jobs are located throughout the country but are most plentiful in large cities and tourist areas.

Training

Postsecondary training in hotel or restaurant management is preferred for most food and beverage director positions, although a college liberal arts degree may be sufficient when coupled with related hotel experience. In the past, most food and beverage directors were promoted from the ranks of lower positions within the establishment. Some persons can still become food and beverage directors without the benefit of education beyond high school, but this is becoming more and more difficult.

Specialized hotel experience is an asset to all persons seeking food and beverage management careers. In many hotel chains, specialized hotel or restaurant training is preferred or even required. Because a hotel's restaurant and cocktail lounge are often of great importance to the success of the entire establishment, restaurant management training or experience is an acceptable background for entering hotel management.

A bachelor's degree in hospitality and restaurant administration provides particularly strong preparation for a career as a food and

beverage director. Today numerous colleges and universities offer four-year programs in hotel management. In addition, more than a thousand community and junior colleges, technical institutes, vocational and trade schools, culinary schools, and other academic institutions also have programs leading to an associate degree or other formal recognition in hospitality or restaurant management. (See Appendixes A and B.) Graduates of hospitality or restaurant management programs are able to start as trainee assistant managers or at least advance to such positions more quickly.

Other Qualifications

Food and beverage directors must be able to get along with all kinds of people, even in the most stressful situations. They need initiative, self-discipline, and the ability to organize and direct the work of others. They must have the ability to solve problems and concentrate on details. Some hotels insist that food and beverage directors speak one or two languages in addition to English.

Advancement

Most hotels promote employees who have proven their ability. Newly built hotels, particularly those without well-established, on-the-job training programs, often prefer experienced personnel for managerial positions. Large hotels and motel chains may offer managers better opportunities for advancement than small, independently owned establishments, but frequent relocation is often necessary. Large chains also can offer more extensive career ladder opportunities to food and beverage directors, who may be given the chance to transfer to another hotel or motel in the chain or to the central office if an opening occurs.

Job Outlook

Employment of food and beverage directors is expected to increase about as fast as the average for all occupations through 2010. Most openings are expected to occur as experienced food and beverage directors transfer, retire, or stop working. Applicants with a bachelor's or associate degree in restaurant and institutional food-service management should have the best job opportunities.

Earnings

According to a National Restaurant Association survey, food and beverage directors average an estimated \$44,200 a year. In some establishments, food and beverage directors may earn bonuses ranging up to 20 percent of their base salary. They and their families also may be eligible for lodging, meals, parking, laundry, and other services.

Copyright © 2004. McGraw-Hill Professional. All rights reserved. May not be reproduced in any form without permission from the publisher, except fair uses permitted under U.S. or applicable copyright law.

This page intentionally left blank.