



Hiring Toolkit

Food Service Manager

Customizable, Ready-To-Use Resources

Included in this toolkit:

- **An inclusive, skills-based job posting**
- **Sourcing channels to reach a more diverse set of candidates**
- **Resume screening guide**
- **Skills-based interview guide and evaluation rubric**
- **Interviewee selection tool**
- **Onboarding plan**

The Rework America Alliance has developed resources to help employers adopt more inclusive, skills-based talent management practices, helping employers to remove bias from the hiring process, better recognize the capabilities of candidates, increase diversity, and support their local communities.

Introduction to Inclusive Skills-Based Practices	3
A Skills-Based Approach in Action	4
Skill Comparison Guide	5
Sourcing Channels	6
Job Posting Template	7
Resume Screening Guide	11
Interview Guide & Evaluation Rubric	13
Interview Guide Template	14
Assessment Template	20
Interviewee Selection Tool	21
Onboarding Plan	23
Example Onboarding Activities	24
Example Onboarding Table	25

About the Rework America Alliance

The **Rework America Alliance** is a nationwide partnership of civil rights groups, nonprofits, private sector employers, labor unions, educators, and others. Alliance partners are working together to get people without a college degree into better-paying jobs that provide opportunities for career growth. In particular, the Alliance is working to support Black and Latino workers who face some of the most challenging barriers to economic mobility.

What are Inclusive, Skills-Based Practices?

Rather than relying on education, credentials, past experience, and other proxies for ability, a skills-based strategy recognizes that there are many ways to acquire knowledge and ability. Skills-based practices help employers identify and articulate the skills needed in a role and build processes for assessing and validating those skills.

Implementing inclusive skills-based hiring practices can help employers reduce bias and increase diversity, identify and articulate the skills needed in a role, fill skill gaps, support career development, reduce turnover rates, and open the door to more skilled employees from various backgrounds and industries.

Research has shown that hiring based on skills is 5x more predictive of future performance than hiring for education and 2.5x more predictive than hiring for work experience.

What is Included in the Toolkit

This toolkit has customizable, ready-to-use resources to help you take a skills-based approach to sourcing and hiring talent.

- **Skills-Based Job Posting:** Customizable job postings highlighting role-specific skills with inclusive language. Designed to engage candidates and attract a diverse talent pool.
- **Resume Screening Guide:** A candidate selection rubric containing role-specific skills, focusing on the skills new hires need. Helps to remove bias in the screening process.
- **Interview Guide and Evaluation Rubric:** Questions specifically designed to assess skills, with a rubric for evaluating responses. Asking all candidates the same skills-based questions reduces bias and makes it easier to compare candidate responses.
- **Interviewee Selection Tool:** An interview question comparison guide enabling hiring teams to assess interviewee scores across skill areas. The tool focuses conversations on candidate skills and abilities.
- **Onboarding Plan:** A sample skills-based plan to get new hires up to speed.
- **Sourcing Channels:** Starter lists of job boards, career fairs, and other channels to diversify and improve candidate pools.

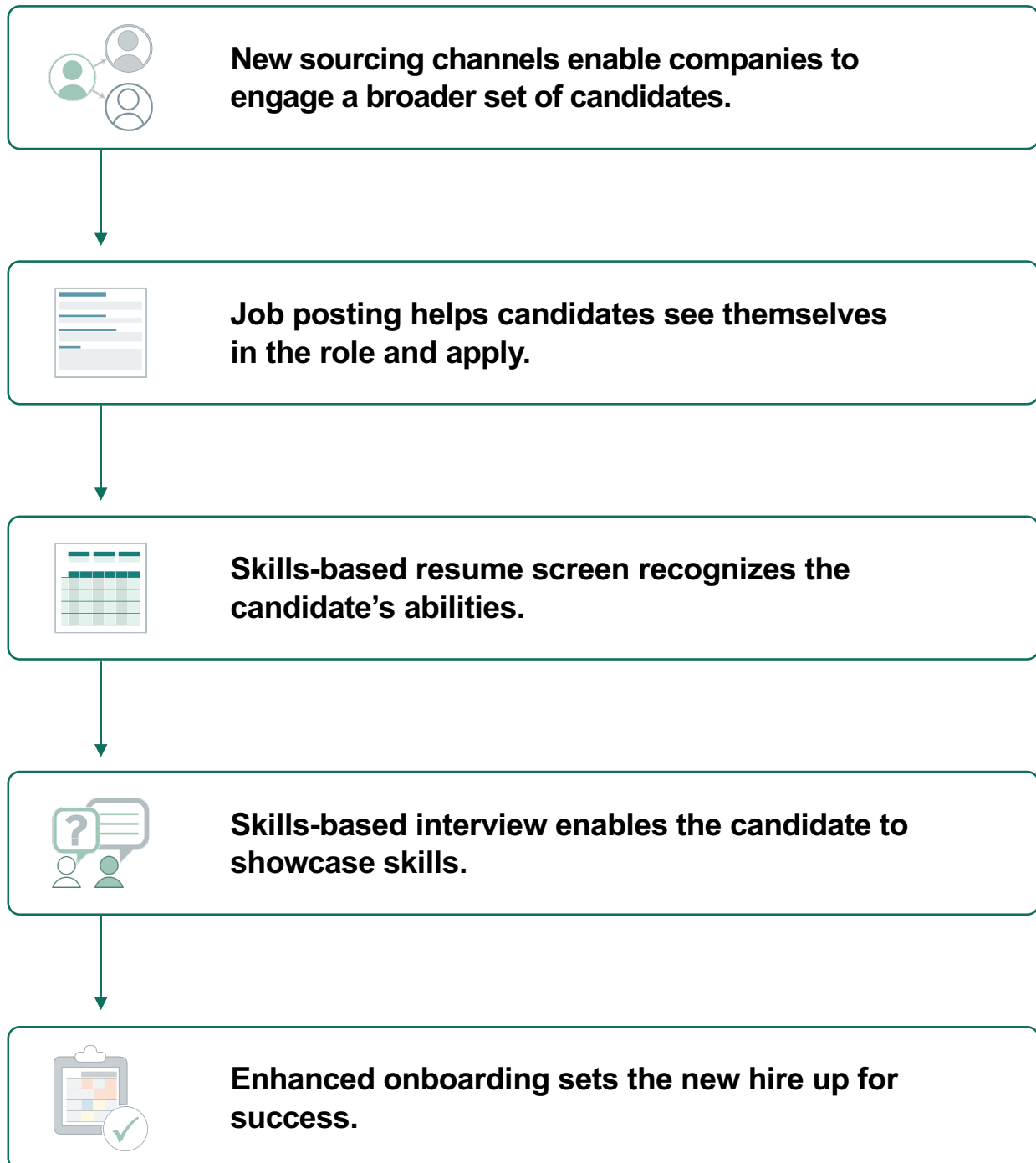
Learn more with the Rework America Alliance's [Skills-Based Sourcing & Hiring Playbook](#)

A step-by-step guide providing advice, case studies, resources, and tips from leading employers on how to implement key skills-based talent practices.

Focusing on Skills Helps Job Seekers and Employers

Where a pedigree-based approach tends to result in new hires with the same background and experiences as existing staff, a skills-based approach enables organizations to leverage a wider talent pool and build a more diverse and high-quality workforce.

This approach also enables workers to see how their experiences and skills could help them succeed



Skill Comparison Guide



Limiting your requirements to what is truly needed increases your chances of finding a candidate with the skills needed to get the job done.

Occupational vs. Foundational Skills

Occupational Skills

Skills are **specific to an industry or job**. These skills are the Occupational skills a person needs to perform narrowly defined tasks and duties.

Foundational Skills

Skills are **professional knowledge and skills that are transferable** from one job to another and across industries.

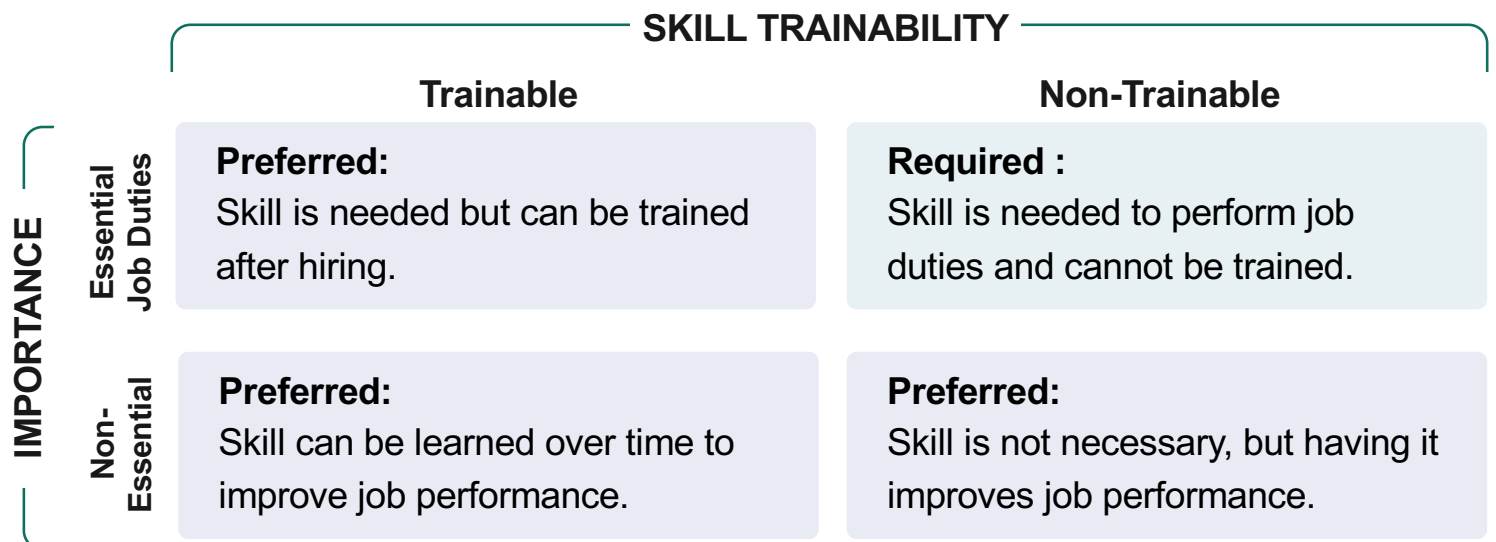
Required vs. Preferred Skills

Required Skills

Skills that are **necessary to perform essential job duties** at the specified level and there is no capacity to train; therefore, a candidate must have them on day one to complete job responsibilities.

Preferred Skills

Skills can be **trained during onboarding** and/or are used to perform non-essential job duties.



Expanding Sourcing Channels Enables You to Reach Untapped Pools of Talent

Traditional sourcing strategies focus on a narrow set of colleges, job boards, and peer companies. The result is a homogenous candidate pool, inflated recruiting budgets, and lower retention as companies compete over a small subset of the workforce. Expanding your sourcing channels enables you to reach untapped pools of talent, leading to better and more diverse hiring.

The information below provides a starter list of job boards, community organizations, and other tools to help reach and engage a more diverse candidate pool.

The following are examples of organizations available for partnership to help you diversify your talent pipeline and tips and suggestions for working with them.

Job-readiness organizations

- [UnidosUS](#)
- [National Urban League](#)
- [Goodwill](#)
- [Rural LISC](#)

Screening and training provided for employability and job-specific skills

Support existing apprenticeship and pre-apprenticeship programs

- [The U.S. Department of Labor – Apprenticeship Site](#) is a good source to help you develop and launch an apprentice program.

Virtual career fairs and job boards designed for specific populations:

- **Applicants with disabilities:**
[Recruit Disability](#), [Hire Autism](#), [Blind Institute of Technology](#)
- **Veteran applicants:**
[Veteran Recruiting](#),
- **Applicants with criminal records:**
[National Employment Law Project](#)
- **LGBTQ applicants:**
[Out for Undergrad](#), [Pink Jobs](#), [Campus Pride](#), [Out & Equal](#)
- **Black and Hispanic applicants:**
[Jopwell](#), [Diversity.com](#), [PDN Recruits](#), [iHispano](#), [Black Career Network](#), [Black Jobs](#), [Hispanic/Latino Professionals Association \(HLPAA\)](#)
- **Female applicants:**
[Fairygodboss](#), [PowerToFly](#), [Career Contessa](#) (focus on millennials), [Female Executive Search](#) (focus on C-level candidates), [The Mom Project](#)
- **Immigrant and refugee applicants:**
[Upwardly Global](#), [Amplio Recruiting](#)

Job Posting Template



Why Inclusive, Skills-Based Hiring Matters

Struggling to attract a diverse, job-ready candidate pool?

Your job posting could be turning top candidates away.

An inclusive, skills-based job posting removes bias-prone credential requirements that dissuade potential candidates – especially those from more marginalized communities – from applying.

It replaces them with descriptions of the responsibilities of the role and the skills needed to succeed, enabling candidates to visualize how their background and abilities might translate to the job. It also provides additional detail on the role, workplace culture, and compensation.

For additional job posting support visit: generator.skillful.com

The Skillful Job Posting Generator is a free online tool to help identify the skills and competencies required for a job and incorporates those skills into a simple job posting format.

Want to learn more about how to write an inclusive, skills-based job description?

📍 Check out the Job Description section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Add company-specific elements to the job posting, including a company overview and job details (e.g., salary, benefits, location).
- Review list of required and preferred skills and their definitions. Adjust as needed.
- Share final draft with a diverse set of employees to gather feedback and spot potential bias.
- Begin sourcing candidates. Add to your company website, distribute to partners, and post with a diverse set of sourcing channels.

Job Posting Template

Food Service Manager



This toolkit model is an example of how to structure a skills-based job posting. Everything included in this toolkit can be tailored to each company's own needs.

Company Overview

<Please insert a paragraph talking about your company and what makes it unique. Include details that capture the core values, culture, and mission of your company so job seekers understand the environment they will be working in.>

Job Summary and Responsibilities

A food service manager is responsible for the operations and daily activities of a restaurant or other establishment that serves food. Duties may include, ordering food and restaurant supplies, overseeing food preparation, handling customer complaints, hiring and training of new employees, overseeing scheduling, and managing budgets.

<Add any additional responsibilities or changes relevant to this role at your company.>

Example Activities

- Maintain food service budget
- Manage inventory, ordering and delivery of groceries
- Solve any employee and customer complaints or issues
- Follow food safety regulations
- Maintain staff schedule to provide cover for all shifts.
- Hire and train new employees
- Set long term goals for the restaurant
- Ensure the quality of the food served,
- Develop menus for the restaurant
- Comply with food safety regulations
- Train team in environmental safety
- Maintain all safety, sanitation, and security guidelines.
- Coordinate and implement adherence to sanitation regulations
- Inspect supplies and equipment

Job Posting Template

Food Service Manager



Required Skills

Required Occupational Skills

- **Personnel Management:** Manage employees and staff, working in a team or individually, to maximize their performance and contribution. Schedule their work and activities, give instructions, motivate and direct the workers to meet their objectives.
- **Manage Health and Safety Standards:** Oversee personnel and processes to comply with health, safety, and hygiene standards during the preparation, manufacturing, processing, storage, distribution, and delivery of food products.

Required Foundational Skills

- **Leadership:** Identify areas for improvement and solutions. Help staff to achieve their goals, maintain engagement and effective working relationships among staff.
- **Communication:** Communicate clearly with staff, suppliers, the owners and customers.
- **Customer Service:** Foster good relationships with customers throughout the dining experience; answer questions, fix problems, and respond to customers' needs.
- **Organizational:** Maintain an organized workplace, from scheduling and budgeting, to food preparation and service.
- **Workflow Management:** Drive a team's efficiency, while anticipating and correcting any issues.
- **Problem-Solving:** Determine solutions that will improve the efficiency of the operation or solve specific issues.

Preferred Skills

Preferred Occupational Skills

- N/A

Preferred Foundational Skills

- **Critical Thinking:** Evaluate information quickly and effectively; find ways to reduce costs and improve efficiency.
- **Social Perceptiveness:** Be aware of others' reactions and understand why they react as they do to manage staff effectively and provide good customer service.
- **Time Management:** Plan work efficiently to provide good quality service in a deadline-driven environment.

Job Posting Template

Food Service Manager



Required Certifications *Note: Insert additional certifications but only if truly required.*

N/A

Job Details

Location: _____

Department: _____

Salary / Pay Range: _____

Benefits: _____

Full / Part-Time: _____

Travel Required: _____

Nights or Weekends: _____

Remote / In-Person: _____

Physical Work: _____

Additional Details: _____

Inclusivity Statement

<We are committed to creating a diverse and inclusive environment and are proud to be an equal-opportunity employer. All applicants will receive consideration for employment without regard to race, creed, color, national origin, religion, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, age, marital status, physical or mental disability, predisposing genetic characteristics, sexual orientation, domestic violence victim status, military status, or veteran's status.>

Resume Screening Guide

Why Inclusive, Skills-Based Screening Matters

Don't overlook the best candidates.

Traditional screening approaches are time-consuming and bias-prone.

Many of your top candidates, especially those from diverse backgrounds and those without a 4-year college degree, never make it to the interview stage.

Inclusive, skills-based screening focuses on whether candidates have the skills necessary to do the job regardless of where those skills were acquired.



Want to learn more about taking a skills-based approach to screening candidates?

 Check out the Screening section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure all required skills listed in your job posting are included in the left column of the guide.
- Share the resume screening guide with the team involved in resume reviews. To help protect against bias, where possible have multiple team members from different backgrounds and departments review resumes.
- Use the screening guide to inform which applicants advance to the next round of the hiring process. If using multiple reviewers, discuss any discrepancies between their evaluations.

Food Service Manager

Instructions for use:

- Use a chart like the one below to track whether a resume contains evidence of required skills.
- Scan through each resume to determine whether the candidate demonstrates the skill, is missing the skill, or if it is unclear.
- Appropriately mark resumes against each skill and use the chart to compare resumes and help select candidates to interview.
- Some skills are easier to identify in a resume than others. Focus on required skills that you can reasonably expect to identify in a resume.

Identify whether this skill is:	Demonstrated	Missing	Might Have
	Y (or) ✓	X	?

Required Skills To Evaluate:	Candidate / Resume #									
	1	2	3	4	5	6	7	8	9	10
Personnel Management										
Manage Health and Safety Standards										
Leadership										
Communication										
Customer Service										
Organizational										
Workflow Management										
Problem-Solving										

Preferred skills should not be evaluated at the resume screening stage.

Interview Guide & Evaluation Rubric




The interview process is one of the points in the recruiting process in which the greatest number of qualified, diverse candidates and candidates without a 4-year college degree are unintentionally screened out as interviewers select candidates most like themselves or those already in the organization.

This process prevents employers from hiring the best talent and adding diversity to the organization.

An inclusive, skills-based interview works to combat “like-me” bias by providing a structured, consistent approach that focuses on the skills new hires need to possess for the role and ensures all candidates are asked the same questions.

Scoring candidates on a consistent 1-5 scale for each skill further ensures interviews are focused on evaluating critical skills.

Want to learn more about taking a skills-based approach to interviewing candidates?

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Review the list of required and preferred skills in your job posting. Ensure there is at least one interview question to evaluate each skill.
- Review the list of questions and evaluation rubric in the template. Adjust as necessary.
- Share the interview guide with a diverse set of employees for feedback to help spot bias.
- Ensure all candidates are asked the same questions to reduce bias and make it easier for interviewers to compare candidates. Complete the evaluation rubric during, or immediately following, the interview.

Interview Guide Template



Food Service Manager

Instructions for use:

- Each question in this guide is designed to evaluate a specific required skill for the job.
- Take notes as needed for each question and record interview responses.
- Make sure to ask all candidates the same questions to make it easier to compare their abilities.
- Assign a numerical score for each question using the rubric as a guide.

Candidate Name: _____ Candidate #: _____

Interviewer Name: _____ Total Score: _____

Required Skill: **Personnel Management**

QUESTION: Describe how you ensure your team provides good customer service to diners?

Rating	Description of Rating
1	Lowest No relevant example or insights provided.
2	Provided an example of efforts to deliver good customer service, but limited detail and no description of outcomes.
3	Provided an example of delivering good customer service, with detail around engaging and training staff, but no description of outcomes.
4	Provided an example of efforts to deliver good customer service, with detail around engaging and training staff, that led to standards being maintained.
5	Highest Detailed strategy for engaging team in delivering good customer service, with detail around training staff and overcoming issues, which resulted in positive outcomes.

Required Skill: **Manage Health and Safety Standards**

QUESTION: Describe the precautions you typically take to stay in compliance with health and safety standards and ensure your team is doing the same?

Rating	Description of Rating
1	Lowest No relevant example or insights provided.
2	Some elements of an effective strategy to comply with health and safety standards described.
3	Strategy described, including how it is communicated with staff, but no details of effectiveness provided.
4	Well-developed strategy described, with examples of how to get staff aligned on best practices.
5	Highest Detailed strategy for maintaining health and safety compliance described, supported by examples of team alignment and effective implementation of best practices.

Interview Guide Template

Food Service Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Leadership**

QUESTION: Describe how you build trust with a new team, get them to follow your vision for how work should be done, and ensure the food service operation runs smoothly and efficiently?

Rating	Description of Rating
1	Lowest Inadequate or no description provided.
2	Limited description provided, some elements of trust-building and team communication provided, but incomplete or lacking detail.
3	Relevant example provided that includes trust-building, team communication, adoption of best practices, but does not fully demonstrate the effectiveness of the strategies.
4	Good example provided that includes trust-building, team communication, adoption of best practices, resulting in an effective food service operation.
5	Highest Detailed description provided, with a detailed plan for building trust within a team, supported by examples of how best practices were adopted and evidence of success, including long-term impact on team performance and cohesion.

Required Skill: **Communication**

QUESTION: Describe a situation where you felt you had not communicated well with a supervisor or staff member. How did you correct the problem?

Rating	Description of Rating
1	Lowest The example given was irrelevant to the question.
2	Described relevant situation but gave no further information.
3	Described event, reflected on what happened, but did not describe any action taken.
4	Described a time of poor communication and was able to reflect on what went wrong, discussed how to have clear communication but did not correct the issue.
5	Highest In addition to understanding and reflecting on what went wrong, able to identify how to better communicate clearly and concisely and addressed the issue.

Interview Guide Template

Food Service Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Customer Service**

QUESTION: Describe a time when you had to resolve a customer issue? What approach did you take and how was it effective?

Rating	Description of Rating
1	Lowest The example given was irrelevant to the question.
2	Described an issue but no details of actions taken to resolve the problem.
3	Described issue and action taken but did not appear to have resolved the issue.
4	Described issue and action taken, and a positive outcome.
5	Highest In addition to describing an issue and the action taken to achieve a positive outcome, described learnings that would be applied to prevent the issue occurring again.

Required Skill: **Organizational**

QUESTION: Describe a task that required a high amount of energy over an extended period. How did you balance this task amongst others?

Rating	Description of Rating
1	Lowest Lack of knowledge and experience in managing and balancing tasks.
2	Described ways of being organized and balancing tasks but did not give an example.
3	Described a project that required a lot of energy but did not highlight how they successfully managed the task or balanced other tasks.
4	Provided an example that described how they managed a big task but did not describe successfully balancing other tasks.
5	Highest Provided an example of a well-managed task and how it was balanced with other tasks by prioritizing based on needs and deadlines to manage competing priorities.

Interview Guide Template

Food Service Manager



Candidate Name: _____ Candidate #: _____

Required Skill: **Workflow Management**

QUESTION: When developing a new plan or idea, how do you coordinate with colleagues?

Rating	Description of Rating
1	Lowest Did not demonstrate the ability to coordinate with others.
2	Described drafting a plan but did not show how others were involved.
3	Gave an example of coordinating with others when drafting a plan or share a new idea, but limited detail.
4	Described deliberate actions taken to effectively working with others when creating a plan.
5	Highest Described an example of effectively coordinating with multiple stakeholders that resulted in a positive outcome, and the process undertaken to achieve this.

Required Skill: **Problem-Solving**

QUESTION: Describe a time when you faced conflict and explain how you resolved the issue.

Rating	Description of Rating
1	Lowest Did not provide a relevant example.
2	Gave an example of conflict, but no reflection on the incident or how it was addressed.
3	Discussed an example of conflict and reflection of what went wrong but did not mention how they addressed.
4	Described how conflict occurred and why, and how it was resolved, but not how it could be avoided in the future.
5	Highest Described in detail how conflict occurred and why, what actions were taken to resolve it and how it could be avoided in the future.

Interview Guide Template

Food Service Manager



Candidate Name: _____ Candidate #: _____

Preferred Skill: **Critical Thinking**

QUESTION: Provide an example of a time when something occurred on the job and it required you to take an action that was completely different from the plan and/or assignment. Why? What happened?

Rating	Description of Rating
1	Lowest Acknowledged there was a decision to be made but did not make a decision.
2	Acknowledged there was a decision to be made and gathered information to inform best how they can decide.
3	Reflected and evaluated issue but did not come to a decision.
4	Analyzed and evaluated information and provided solutions as to what can do be done, but no action.
5	Highest Acknowledged there was a decision to be made, analyzed, and evaluated information, provided solutions which resulted with the correct decision being made.

Preferred Skill: **Social Perceptiveness**

QUESTION: Tell me about a time when there was something going on within the organization that not many people knew about (good or bad news). How did you become aware of the situation and what did you do?

Rating	Description of Rating
1	Lowest Did not describe a specific event.
2	Described a situation but did not articulate any behavioral changes a result of this knowledge.
3	Provided some details around behavioral change as a result of the knowledge but no clear implications positive or negative of the change.
4	Described situation, behavioral change and actions and implications but no outcomes.
5	Highest All indicators in level four rating level plus detailed account of ultimate outcomes including positive and negative results.

Interview Guide Template

Food Service Manager



Candidate Name: _____ Candidate #: _____

Preferred Skill: **Time Management**

QUESTION:

Rating	Description of Rating
1	Lowest Answer indicates lack of knowledge and experience plus tendency to get easily overwhelmed.
2	Demonstrated an understanding of prioritizing tasks but struggled to figure out which tasks to complete first in order to complete all tasks on time.
3	Prioritized tasks appropriately but was unable to give an example of complete all tasks on time.
4	Demonstrated the ability to manage multiple deadlines and complete tasks on time.
5	Highest Provided a detailed example of implementing a strategy to prioritize task, manage multiple deadlines and completing tasks on time.

Assessment Template



Food Service Manager

Instructions for use:

- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for the Food Service Manager.
- This is an open-ended assessment and allows for evaluating skills that may be hard to assess by answers to interview questions.

SUMMARY OF THE PROBLEM:

- Describe your leadership style and how it contributes to building a cohesive and motivated team in a food service environment.

AS YOU CONSIDER THE ABOVE SITUATION, ANSWER THE FOLLOWING QUESTIONS:

1. Evaluate **PERSONNEL MANAGEMENT** skill
Does candidate demonstrate being able to manage a team?

2. Evaluate **LEADERSHIP** skill
Does the candidate demonstrate leading a group of people to achieve a goal?

3. Evaluate **COMMUNICATION** skill
Does the candidate describe strategies on having clear and effective communication towards the team?

4. Evaluate **WORKFLOW MANAGEMENT** skill
Does the candidate describe ways to help with team performance, anticipating any issues that may arise?

Interviewee Selection Tool



The Decision

After completing interviews and assessing each candidate's skills, how do you determine whom to hire?

Selection conversations are often prone to bias as interviewers describe “gut-feelings” or a level of comfort with candidates who are most similar to themselves.

The comparison tool introduces some structure and objectivity to the process, enabling hiring teams to compare interviewee scores across skill areas.

The tool helps keep selection conversations focused on candidate skills and abilities.

Want to learn more about taking a skills-based approach to interviewing candidates?

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure the skills in the selection tool match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill to the first column. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each applicant, enter the score(s) they received from each interviewer for each skill.
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewee Selection Tool



Food Service Manager

Instructions for use:

- Use a chart like the one below as a guide to compare applicants during interview and selection process.
- Ensure the skills match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each candidate, enter the score(s) the candidate received for each skill listed from each interviewer
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewer Name A: _____

Interviewer Name B: _____

Candidate Name #1: _____

Candidate Name #2: _____

Candidate Name #3: _____

Skills To Evaluate:	Minimum Score*	Candidate / Resume #					
		1		2		3	
		A	B	A	B	A	B
Personnel Management							
Manage Health and Safety Standards							
Leadership							
Communication							
Customer Service							
Organizational							
Workflow Management							
Problem-Solving							
Critical Thinking							
Social Perceptiveness							
Time Management							
Total Score							

*Minimum score required (determine prior to interviews)

Onboarding Plan



Skills-Based Strategies Enable Customization and Training

While traditional onboarding plans are often one-size-fits-all initiatives that focus on compliance and HR, a skills-based strategy enables much more customization and training.

An effective skills-based hiring strategy provides you with a lot of information on the abilities a new hire currently possesses and needs to learn to perform in their new role.

This information enables you to tailor their onboarding plan to get them up to speed in areas identified as potential gaps.

Want to learn more about taking an inclusive, skills-based approach to onboarding candidates?

 Check out the Onboarding section of our [Sourcing & Hiring Playbook](#).

Instructions for use:

- Ensure that all required and preferred skills from your job posting are included in the onboarding plan. The goal should be to get all new hires up to a baseline level of skill as quickly as possible to ensure they can effectively contribute.
- Review the onboarding plan with hiring managers. Adjust activities as needed based on training resources available and staff capacity. Make sure to build in training opportunities (informal on-the-job and/or structured training) for each skill.
- Work with managers to customize the onboarding plan to each new hire, referencing their interview and assessment evaluation forms to identify areas of relative weakness.
- Spread out training and onboarding activities to avoid overwhelming new hires with too many activities in the first day or week. Align training with job responsibilities to improve retention.

Example Onboarding Activities



Food Service Manager

Examples of skills-based onboarding activities for this role that align with the required and preferred skills included in the job posting. Activities should address areas of need identified during the hiring process and scheduled during the first 60 days of employment.

Required Occupational Skills	
Skill	Activity
Personnel Management	Walk employee through current protocols.
Manage Health and Safety Standards	Walk employee through current health and safety standards.

Required Foundational Skills	
Skill	Activity
Leadership	Opportunity to participate in scenarios with experienced peers to evaluate leadership skills and focus areas of improvement
Communication	Opportunity to shadow team and communicate with customers, having peer/mentor as a guide.
Customer Service	Employee is coached by experienced peers on how to communicate and make decisions when communicating with the customer
Organizational	Supervisor check-in to discuss areas where training is needed.
Workflow Management	Supervisor feedback on workflow management process.
Problem-Solving	Discussion with peers of potential problems that may arise within the job

Preferred Occupational Skills	
Skill	Activity
N/A	N/A

Preferred Foundational Skills	
Skill	Activity
Critical Thinking	Review outcomes of team's performance and brainstorm activities to improve efficiency.
Social Perceptiveness	Discussion with peers of potential problems that may arise on the job and how they might approach them.
Time Management	Supervisor check-in on how assigned tasks are being maintained to discuss possible improvements.

Example Onboarding Table

Food Service Manager



	Day 1	Week 1	Week 2	30 Days	60 Days
Personnel Management					
Manage Health and Safety Standards					
Leadership					
Communication					
Customer Service					
Organizational					
Workflow Management					
Problem-solving					
Critical Thinking					
Social Perceptiveness					
Time Management					