



CAREER CLUSTER
Hospitality and Tourism

CAREER PATHWAY
Restaurant and Food and Beverage Services

INSTRUCTIONAL AREA
Operations and Ethics

RESTAURANT AND FOOD SERVICE MANAGEMENT SERIES EVENT

PARTICIPANT INSTRUCTIONS

PROCEDURES

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).
3. You will be evaluated on how well you meet the performance indicators of this event.
4. Turn in all your notes and event materials when you have completed the role-play.

PERFORMANCE INDICATORS

1. Discuss the role of ethics in operations
2. Describe the use of technology in operations
3. Explain employee's role in expense control
4. Relate appropriate response to legal/ethical infractions in the workplace
5. Demonstrate honesty & integrity

EVENT SITUATION

You are to assume the role of GENERAL MANAGER at the ARENA, a casual restaurant that specializes in traditional American bar food; chicken wings, burgers, nachos, deep-fried appetizers, etc. The Owner, Mr./Ms. Edward (judge), has asked to meet with you regarding recent acts of employee fraud and the implementation of a new system to manage and track employee transactions.

The Arena opened its doors in 2010 in a large city, home to a large university. The restaurant is located in a popular neighborhood near the university. The restaurant targets the university's student body by supporting sports teams, offering specials and promotions to students and hiring the students as servers and cooks.

When hired, each ARENA employee is issued a swipe card that is used to clock in and out, enter orders, close out bills and to override and/or void transactions. While the card system is efficient, it has also lent itself well to opportunities of fraud. Mr./Ms. Edward has found that many employees have been guilty of giving other staff members their cards to clock them in on time and using each other's cards to enter orders to maintain their sales quotas. Both of these infractions have cost the restaurant hundreds of dollars.

Mr./Ms. Edward wants to know how you will respond to the employee fraud by asking for your ideas on new, reliable system and/or policies. The new system/policies must:

- Stop attendance fraud
- End unauthorized overrides and voids
- Identify each employee and their transactions

You will present your recommendations to the owner in their office. Mr./Ms. Edward will begin the meeting by greeting you and asking you to share your ideas and recommendations. After you have shared your ideas and have answered their questions, they will conclude the meeting by thanking you for your work.

JUDGE'S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form
Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of MR./MS. EDWARD, OWNER at the ARENA, a casual restaurant that specializes in traditional American bar food; chicken wings, burgers, nachos, deep-fried appetizers, etc. You have asked to meet with your GENERAL MANAGER (student) regarding recent acts of employee fraud and the implementation of a new system to manage and track employee transactions.

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When hired, each ARENA employee is issued a swipe card that is used to clock in and out, enter orders, close-out bills and to override and/or void transactions. While the card system is efficient, it has also lent itself well to opportunities of fraud. You have found that many employees have been guilty of giving other staff members their cards to clock them in on time and using each other's cards to enter orders to maintain their sales quotas. Both of these infractions have cost the restaurant hundreds of dollars.

You want to know how your General Manager (student) will respond to the employee fraud by asking for their ideas on new, reliable system and/or policies. The new system/policies must:

- Stop attendance fraud
- End unauthorized overrides and voids
- Identify each employee and their transactions

The General Manager (student) will present their recommendations to you in your office. You (the owner) will begin the meeting by greeting the general manager and asking them to share their ideas and recommendations. After they have shared their ideas and have answered your questions, you will conclude the meeting by thanking them for their work.

During the course of the meeting you are to ask the following questions of each participant:

1. How will we measure the effectiveness of the new program?
 - a. *Possible Solutions: Students' answers may (but not limited to) comparing information from the previous system to the information collected with the new system, such as, data regarding clock-in times, voided transactions by each employee, etc. Other ways to measure effectiveness would be to survey employees on how well they like working with the new system.*
2. With these changes we may see a turnover in some employees. How will we combat those employee changes?
 - a. *Possible Solutions: Students may include answers that include the following: Employee turnover may bring an opportunity to change the culture within the servers. Hiring new employees may give management the opportunity to start/rollout the new system with new employees who never worked with the old system or knew of the infractions of other employees. It also gives management an opportunity to implement new policies about infractions and the ramifications of those infractions.*

Once the manager (participant) has presented and has answered your questions, you will conclude the meeting by thanking the manager (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.

JUDGE'S EVALUATION INSTRUCTIONS

Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

Performance Indicator Information

1. **Discuss the role of ethics in operations:** Ethics are moral principles that govern a person's behavior or the conducting of business. Examples of ethics in operations may include honestly maintaining records and ethically interacting with customers and employees.
2. **Describe the use of technology in operations:** Technology in business operations (specifically restaurants) can include an electronic food & beverage ordering system (computer stations and/or handheld devices), online scheduling systems, and inventory control.
3. **Explain employee's role in expense control:** Each employee should make a conscious and honest effort in being responsible for the expenses they cost a business and how they can reduce or keep costs down while maintaining quality products sold and customer service given. Examples include, using portion control, reducing waste or only use products/inventory as it's needed. It can also include the responsible use of discounts, giveaways and refunds.
4. **Relate appropriate response to legal/ethical infractions in the workplace:** It is best to respond to legal/ethical infractions in a timely and fair manner. To best do this, a business should have written policies and procedures on to handle infractions. These written policies are developed by a management team and reviewed before being implemented.
5. **Demonstrate honesty & integrity:** Ways to demonstrate both would be to think before speaking and communicate in with an openness and clarity for all to understand.



**RESTAURANT AND FOOD SERVICE
MANAGEMENT SERIES, 2018**

Participant: _____

I.D. Number: _____

**JUDGE'S EVALUATION FORM
DISTRICT EVENT**

INSTRUCTIONAL AREA
Operations and Ethics

Did the participant:

| | | Below Expectations | Meets Expectations | Exceeds Expectations | Judged Score |
|---------------------------------------|---|-----------------------|-----------------------|-------------------------|-----------------|
| PERFORMANCE INDICATORS | | | | | |
| 1. | Discuss the role of ethics in operations | 10-11 | 12-13 | 14 | |
| 2. | Describe the use of technology in operations | 10-11 | 12-13 | 14 | |
| 3. | Explain employee's role in expense control | 10-11 | 12-13 | 14 | |
| 4. | Relate appropriate response to legal/ethical infractions in the workplace | 10-11 | 12-13 | 14 | |
| 5. | Demonstrate honesty & integrity | 10-11 | 12-13 | 14 | |
| 21st CENTURY SKILLS | | | | | |
| 6. | Reason effectively and use systems thinking? | 4 | 5 | 6 | |
| 7. | Make judgments and decisions, and solve problems? | 4 | 5 | 6 | |
| 8. | Communicate clearly? | 4 | 5 | 6 | |
| 9. | Show evidence of creativity? | 4 | 5 | 6 | |
| 10. | Overall impression and responses to the judge's questions | 4 | 5 | 6 | |
| TOTAL SCORE | | | | | |

Exceeds Expectations

Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator

Meets Expectations

Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89th percentile of business personnel performing this performance indicator

Below Expectations

Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69th percentile of business personnel performing this performance indicator