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17 things a restaurant manager should never do

Restaurant managers have a lot of responsibility...and of course, this can be a good thing or a bad thing! If you'd like to avoid making some of the biggest management mistakes, read on to find out what you should never do.

1. Mistreat employees

If you're unfair or unkind, it will come back to haunt you in the form of employees who don't feel any loyalty towards their job. A restaurant can't be successful without dedicated employees.

2. Don't give customers any opportunity for feedback.

Whether it involves checking in with them at their tables or leaving comment cards, give your customers the opportunity to let you know about any problems. If you don't, you have no way of knowing what mistakes you're making.

3. Ignore customer complaints.

If a customer takes the time to complain, it's important to take them seriously and do everything you can to make it better, whether that involves apologizing, comping the meal, or giving out coupons for future meals.

4. Tell customers they're wrong.

Even if you know a customer's complaint is ridiculous, there's still no excuse for telling them they're wrong. It's



important to take every customer complaint seriously, even the ones that don't make sense.

5. Ignore social media.

Check Facebook, Twitter, and review sites (like Yelp) often to see what customers are saying about your restaurant. It's important to know what impression customers are getting of your business.

6. Argue with customers online.

Social media gives you a great opportunity to respond to customers in public, but this opportunity can turn

into a pitfall if you just argue and insult customers. Remember that everyone can see your online comments!

7. Don't give employees clear instructions.

Your employees aren't mind readers! If you want dishes prepared a certain way or tables arranged just so, you have to tell them. Clear instructions will save time and hassle.

8. Keep employees who are dead weight.

Is an employee lazy, constantly late, or just a bad worker? It's your job as a manager to keep the restaurant running smoothly, and you can't do that if you keep employees who don't do their jobs.

9. Be a stickler about the rules.

Yes, it's good to have rules, but realize that you can't be strict all the time. Occasionally, it's in your best interest to bend the rules for a customer if it will make them happy (and if it isn't too much of an inconvenience).

10. Ignore problems.

A leaky faucet? An underselling menu item? Employees who just don't get along? Broken equipment? These problems shouldn't just be swept under the rug. If you ignore them, they'll just hurt you more in the long run.

11. Discipline employees in front of customers.

If an employee screws up, of course you have to talk to them about it (and possibly take disciplinary action). But never do it in front of customers! It's awkward for everyone in your dining room to watch, and it won't make customers want to come back.

12. Fail to communicate with employees.

If there's an important change to the schedule or menu, your employees need to know. If you fail to keep them in the loop, your entire restaurant will look bad.

13. Act above the rules.

The restaurant rules are there for



New Orleans, LA - After two days of intense cooking challenges, Nick Rickman (Executive Chef and owner of The Salt Block Restaurant in Marianna, Florida) made it to the final round at the World Food Championships' (WFC) Final Table Challenge in New Orleans.

Food fans can see if Nick takes home the \$100,000 grand prize at the Creole-themed competition in a special one-hour television program on CNBC this August.

To earn his spot to compete for the World Food Champion title and

cash prize, Nick was crowned World Chef Champion at WFC's Main Event last November. He then took on nine other category champions in a private event held on May 18-19 at the New Orleans Culinary and Hospitality Institute, known locally as NOCHI.

The Creole-inspired competition kicked off with a special Eggs Benedict Challenge featuring NestFresh Eggs. The finalists whipped up their best NOLA-inspired version of this classic dish. The panel of esteemed judges

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Appell Pie

Make it easy to do business

Howard Appell ♦ Today's Restaurant Publisher

I listen to talk radio when I am driving around the country and I heard a financial advisor speaking about credit cards and how to get out of debt quicker. We all have credit cards and I'm sure many of us don't realize the interest rate we are paying. The expert on radio stated that you should call your card company and ask for a lower interest rate. Tell them you have been offered cards with lower interest rates and if they don't lower yours they will lose you as a customer.

Finally he gave in and transferred me to the supervisor's supervisor.


Sounds easy enough. He also said that you should be prepared to get a hard time from the "customer service rep" but that you should be persistent and ask for a supervisor. I thought I would try it on two of my cards. I pay my credit card bills on time, all the time and always more than the minimum, so I thought I had great case. The first company stated that it was not their policy to lower interest rates on customer generated requests and that my account would be reviewed in the normal course of business for rate reduction automatically. I asked for the supervisor and we went at it again. I was able get him to admit that he was incapable of changing the rate but that he would eliminate the yearly charge forever. He said I should call back in a month to see if he could do any better on the rate. He was trying to tell me to

read between the lines for something. Call it a tie.

After having the conversation with the first company and hearing the company policy routine, I was ready for the second company. The next "customer service rep" was polite in reading me the same script I had heard in the first company. When I asked for a supervisor I was amazed at the identical response again. "My supervisor will tell you the same thing; it is not company policy blah blah blah." I finally got the supervisor on the phone and explained to him the following facts.

1. I have been a customer for many years
2. I paid my bills on time etc.
3. Other companies were offering me cards at much lower rates and if he didn't lower my rates they would lose me as a customer.
4. It was my company policy not to pay interest rates to his company when other companies were fishing for my business with lower rates.

I spent at least 10 minutes going over the same points and coming back to he was not able to do it. I kept asking to speak to the person who could make the decision but he always tried to foil the attempt. By this time I was enjoying the conversation and realized I was speaking to someone in India from an outsourced company. Now it wasn't the interest rate anymore it was just fun trying to get as far as I could with it. Finally he gave in and transferred me to the supervisor's supervisor. I began to lay out my case again in clear calm sentences. I was really getting into it when I heard the line go dead. Just like the chances of her company keeping my business.

Regardless of what business you are in, if you make it easy for your customers to do business with you, you will have more business. 

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What's Going On

Important new products, corporate news and industry events

Special News

In this edition and going forward, we will start putting in upcoming restaurants/bars, etc. in our WGO for Georgia & the Carolinas and Tennessee. We have been getting a lot of information from those states and would like to pass it on to you.



Georgia News

Mayfair Street Partners announced that later this year construction will start on The Maxwell, a new mixed-use redevelopment project in downtown Alpharetta on Main Street. The Maxwell is expected to open in the Spring of 2020. Jason Joseph is the managing director and partner at Mayfair Street Partners.



Kevin Gillespie's latest restaurant and bar called Cold Beer will open July 4th. The Cold Beer - Cocktail Bar & Beer Garden which is about 7000 sq ft is the Sister Rest to Gunshow. A unique restaurant with a different menu. Located in the new 75 Airline



The annual get together, brings to Savannah a series of dazzling seafood and spirit events hosted by the Westin Savannah Harbor Golf Resort & Spa. For all details visit gourmetseafoodandspiritsfestival.com.

Mixed-Use Called Edge at 670 Dekalb Ave NE. Kevin is a famous Georgia chef that has other concepts.



◆ **Huey Magoo's Chicken Tenders Restaurant will open later this year at 4630 Atlanta Highway in Loganville.** The Central Florida-Based announces additional locations throughout the Southeast to open in 2019, nearly doubling the fast-growing company in size. President Andy Howard made the announcement on the newly opened location in ChampionsGate, Fl. For more information on Huey Magoo's and a complete list of locations, visit www.hueymagoos.com.



The Gourmet Seafood & Spirits Festival will be held this year in Savannah from Aug 1-4th. The Gourmet Seafood & Spirits Festival is a four day festival featuring some of the finest culinary experiences in the Southeast. Now in their 4th Year, this

Buena Vida, a new Spanish Tapas restaurant will open late this year in Atlanta. The owners

are Adam Berlin and Juan Calle, which are also the owners of Big Sky Buckhead. The new restaurant will offer Spanish and local cocktails and drinks. Located at 385 North Angiers Avenue, the 190-seat space will have designs and looks of a Mediterranean place. Owners Berlin and Calle were inspired by their travels to southern Spain to create their fifth hospitality concept featuring a unique menu with casual, affordable, and high quality items. Chef Juan Hormiga will be relocating from Spain to helm the kitchen after having led several acclaimed kitchens in



Madrid, Ibiza, and other places. 404.228.8856 is the number of their Big Sky Buckhead Rest.



South Carolina News

The former Kitchen 208 on lower King Street in Charleston is becoming A.W. Shucks Seafood Shack, by restaurateur John Keener. Keener also owns The Oyster House in Charleston.



A new concept from Neighborhood Dining Group, Delaney Oyster House will open at 115 Calhoun St in Charleston this summer. The Seafood and Raw Bar restaurant will be led by Chef Shamil Velazquez. The GM is Kevin King.



◆ **Good Times All Natural Burgers and Frozen Custard and Bad Daddy's Burger Bar' parent company, plans to open two locations in South Carolina over the next year.** Good Times Restaurants CEO is Boyd Hoback. **The plans are to expand Bad Daddy's to the Charleston**

See **WHAT'S GOING ON** page 6

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6 systems to use to avoid failure

David Scott Peters ♦ Today's Restaurant Contributor

Many restaurants fail because they simply failed to plan.

How do you avoid failure — small or epic? It's simple really. You plan for success. You put yourself and your restaurant in a prepared state that can handle anything that is thrown at it.

Planning for success requires the implementation and consistent execution of a list of very specific systems and more importantly, someone

inspecting that the systems are followed on a daily basis.

Here are the top six systems you can't survive without.

Sales Forecasts – Predicting sales is critical to any restaurant. If you don't document what you think you are going to do in sales for each day of the week, you run the risk of buying too much or not enough product. You run the risk of bringing in too many or too few

employees. Each scenario results in lost opportunity and profits because you probably wasted products, 86'd items, lost money at the time clock or provided your guests a terrible experience at every turn, virtually destroying your business as they go off and tell everyone they know and on the Internet, through Twitter, Facebook, Yelp and more, how you suck!

Budget – A budget is critical to the successful implementation of systems, because it gives you cost of goods sold and labor targets. Without targets, you simply cannot make the right decisions and cannot measure your success, because you don't even know what success looks like. (Check out our free restaurant budget report for a step-by-step guide in creating an effective budget for your restaurant.)

Let me be perfectly clear, the implementation of these systems is extremely important to your success.

Purchase Allotment System – The purchase allotment system is based on sales forecasts for the entire month, your actual sales for the entire month as they happen, as well as your food or beverage purchases as they are delivered each day. This system ensures that management knows how much money they have to spend to not only make sure you have enough product, but to do it within budget, making it easier to keep your cash in the bank and not on the shelves being risked to waste, spoilage or theft. Most of my most successful members pin their restaurant's turnaround to this system.

Labor Allotment System – Labor allotment is a system that's based on sales forecasts for the next week and the actual hours worked and sales for

last week. With it you can easily alter your schedules to meet budget by letting each manager know how many hours and dollars they have for next week's schedule so they can adjust them appropriately. For most restaurants, this is the first step in making sure you don't schedule too many or too few hours to insure the guest has a great experience and you don't lose money at the time clock.

Order Par Levels – The days of your chef or kitchen manager ripping off a cardboard box lid and heading into the walk-in cooler with a grease pencil just staring up at the shelves like a tourist in New York City with their mouth wide open and ordering based on their intuition need to end. By asking your vendors for a descending case report and some simple formulas in a spreadsheet, you can easily calculate how much of each product you need to have based on your anticipated volumes, like clockwork. Creating ordering pars means that anyone who is trained to count the product on the shelves accurately can create an order that puts you in a position to succeed.

Prep System – This is one of the most amazing systems because it really is a simple clipboard system that promotes teamwork, trust and a kitchen that is always prepared for anything that comes its way. It promotes teamwork and trust because as a shift is finishing up, those cooks are counting prepped products in their stations so the next shift walks in knowing exactly what needs to be prepped or gathered to run a successful shift without running out of product in the middle of the shift. The simple byproduct is a shift where no one leaves the line during the busiest times of the day to find or prep product to complete tickets.

Let me be perfectly clear, the implementation of these systems is extremely important to your success. They are the keystone to your planning process and will guide you to a successful shift each and every day. But the piece of the puzzle that makes this all work is someone

See 6 SYSTEMS page 8



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CHANGING THE CURRENT. **FPL**

What's Going On from page 3

area this summer. The planned restaurant is 200 Front St. in Summerville. There are two Bad Daddy's in Greenville. The parent company also plans to expand into the Columbia market next year at 4623 Forest Drive.

Big Bad Breakfast is opening sometime this year at 456 Meeting Street in Charleston. joe@bigbadbreakfast.com/Joe Cunningham is the GM at this new location. This will be the first location in the Carolinas. Big deal Oxford, MS-based chef John Currence is bringing his concept to Charleston.

North Carolina News
Sam Jones BBQ will open in early 2020 in Raleigh. The Southern restaurant will be located at 502 W. Lenoir Street. The fourth-generation pitmaster and James Beard semifinalist Sam Jones opened his first Sam Jones BBQ in 2015 near Greenville. "We are a new/traditional Eastern NC whole hog BBQ restaurant in Winterville NC. SJB continues our



multigenerational tradition of wood fired meats." His first locations' phone is 252.689.6449.

Durham Food Hall is opening at the Liberty Warehouse Apartments, located at 530 Foster Street this summer.

Durham Food Hall is a casual, modern space designed for community – a chef-driven culinary and cocktail experience. Ten of the area's most talented chefs are going to all be under one roof. They will be inspired to create food and drink concepts using fresh local ingredients, and an emphasis on

sustainable, organic practices. An incubator for local culinary talent, DFH provides a space for chefs to experiment and collaborate. Small menus focus on high-quality dishes and the freshest ingredients in a casual setting (and a casual price point!). There will be a centralized bar offering craft cocktails, beer from local brewers, and hand-selected wines from DFH Beverage Director Brad Farran. This central bar, The Auctioneer Bar, is surrounded by lots of communal seating that creates a friendly, inclusive atmosphere. info@durhamfoodhall.com for more information.

OpenTable, the world's leading provider of online restaurant reservations and part of Booking Holdings, Inc. recently announced an industry-first partnership with Upserve, a full-service Restaurant Management Platform. The partnership allows data and guest insights to flow in real-time both ways between OpenTable's GuestCenter operating system and Upserve's restaurant point-of-sale system, enabling servers to have diner information and preferences at their fingertips to help them personalize service on the fly. "Our partnership with Upserve is the latest example of how we combine guest, reservation and spend data to

help restaurants take hospitality to the next level," said Joseph Essas, Chief Technology Officer at OpenTable. "Real-time data lets restaurants improve every part of service, from the host stand to the kitchen, and create more memorable experiences for their guests." "This combined data resource gives management and staff the ability to retrieve guest details at the POS, providing a VIP experience with every reservation," said Sheryl Hoskins, Chief Executive Officer at Upserve. "OpenTable is the industry leader in the online and mobile reservation space, and we're proud to bring more resources to our customers that help them elevate hospitality with every reservation."

South Miami, FL-based BEVERLY HILLS CAFE has increased by 1 unit, from 2 to 3 (50% growth). These family/casual restaurants serve American cuisine and are open for lunch and dinner. Beer and wine are served and seating is for about 125. Catering, banquet and delivery options are available. All the restaurants trade in FL.

Diestel's Uncured Turkey Bacon is crafted with care from butcher-quality, whole-muscle cuts and slow smoked over natural hardwood to bring out the bird's rich turkey flavor and give it premium texture. It can be baked or fried. The family's quality craftsmanship shows through in every bacon-y bite, making this healthy and lean meat an alternative to its more popular pork counterpart. 100% sugar free and paleo compliant, the product is made from thoughtfully raised turkeys given individual care, a wholesome vegetarian-fed diet, plenty of fresh air, and room to roam. Diestel's better-for-you turkey bacon is also completely free of antibiotics, nitrates, nitrites, gluten and carageenan. Shared Heidi Diestel, "No sugar is added to our Uncured Turkey Bacon because it does not need it. There is nothing more delicious than high-quality, sustainably raised turkey, and we've gone above and beyond to deliver those artisan flavors in every single slice of



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Empowerment... Never use “no”

John Tschohl ♦ Today's Restaurant Contributor



“As we look ahead into the next century, leaders will be those who empower others.”

—Bill Gates

A company's success lies in empowered employees. It is important to train employees and make sure they have trust in what empowerment will bring to a company. Satisfying customers quickly benefits everyone. Moreover, happy, empowered, fulfilled employees are the key to creating “over-happy customers” for your company.

When employees are empowered and given responsibility, they use their talents and skills to maximize the opportunities.

Empowerment means every employee has to make fast decisions in favor of the customer. It's important that we are honest and sincere in our efforts to service our customers. The only way we can do that is by empowering employees to

satisfy the customer quickly and to their satisfaction.

In my book *Empowerment a Way of Life*, I illustrate four challenges that all businesses face. They are:

1st: Many executives don't trust the customer. They believe the customer is trying to take advantage of them. Employees feel the same way.

2nd: We don't trust employees. We pay them as little as we can and have even less confidence in their ability to make decisions. We have a belief that our lying, cheating customers are going to take advantage of our incompetent employees.

3rd: With Empowerment you don't need as many managers and supervisors. They're not overly excited about losing their perceived power, nor are they thrilled about the potential of losing their jobs.

4th: Very few employees are on their knees at night praying for Empowerment. It's just too risky.

Never use “No”. The first rule of excellent customer service is to never use “no”. People who always manage to find a way to make things happen, to always find a “yes” and do it, are priceless. Give your employees the tools and the trust to use empowerment for the benefit of

the customer and the company. Empowerment is NOT about breaking the rules, but bending them to keep the customer happy. It is making fast decisions on the spot in favor of customers.


Hyatt Hotels treats different customers differently. Since they know who their best customers are, they're working not to charge them more, but to give them more. They're setting out to randomly cover bar tabs, offer free massages, and provide other services that they could otherwise charge for. If they do it in a corporate, by-the-book way, it'll feel fake and fail. But, if they empower their employees to be generous, it can't help but work.

“Not My Job” Three words that can kill an entire organization. Empowerment allows the employee to make a decision on the spot for the customer instead of working their way through a paralyzed system to figure out what to do next. Give employees the authority to take action. No one should have to go “higher up” to get permission to help a customer. Empower everyone to break the rules thus allowing employees to have input and control over their work. When people with problems call your company, the first employee who answers the phone should be able to solve the problem.

What Are You Building? In a world of mediocrity that relentlessly races to the

bottom, you lose if you also race to the bottom. The only way to win is to race to the top and empowerment is one of your most valuable tools. My definition of empowerment is getting an employee to make a fast decision, on the spot, in favor of the customer. If the customer wins, your organization wins.

Understand what drives customer value, then figure out where empowerment can improve the quality, speed, and cost with which that value is delivered. Empowering people in the organization to use their best judgment turns out to be faster and cheaper—but only if you hire the right people and reward them for having the right attitude.

I have been passionate about Empowerment and continue to preach on the subject. It is a tool for every successful company to use to deliver exemplary service to every person that walks through your doors. 

John Tschohl is a professional speaker, trainer, and consultant. He is the President and founder of Service Quality Institute (the global leader in customer service) with operations in over 40 countries. John is a self-made millionaire traveling and speaking more than 50 times each year. He is considered to be one of the foremost authorities on service strategy, success, empowerment and customer service in the world. John's monthly strategic newsletter is available online at no charge. He can also be reached on Facebook, LinkedIn and Twitter.



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Another Broken Egg cracks open their “New South” design

Another Broken Egg Cafe® has established itself as a category leader in the breakfast and brunch fast-growing segments, making it one of the hottest franchise concepts available in the industry today. The cafe, currently dominating the daytime-only segment franchise, operates 68 locations throughout 12 states, blazing a path of expansion to 300 by 2025. Interest in franchising with the brand has been igniting growth with nine new franchise agreements recently signed resulting in development of 28 new units in AL, AZ, CA, FL, KS and TX.

Because Another Broken Egg of America Franchising, LLC believes in a relationship between support and success, it has focused sizeable resources to establish a strong network of franchise guidance covering operations, real estate, design, construction, training and marketing. In recent years, the brand's focus on successful growth has been validated by the receipt of numerous accolades, including many for its unique menu and rate of expansion. In 2018, Another Broken Egg Cafe made the TripAdvisor Top 10 list for medium-size chain restaurants in the US.

This year, Another Broken Egg Cafe introduced its “New South” design and décor package in its two newest cafes located in Auburn, Alabama and Sugar Land, Texas. Moving forward, new cafes will feature this light, bright, modern design that honors the brand's southern-inspired heritage while driving a broad appeal that includes the ever-growing millennial demographic; a group which is dining out for breakfast and brunch at ever-increasing rates. To maximize each new cafe's sales and

profit potential, the “New South” design facilitates additional seating within the same recommended footprint. This “New South” design significantly highlights the bar which drives incremental sales of its unique, hand-crafted cocktails, a must-have for many brunch consumers today. As a bonus, this layout includes the opportunity to double a cafe's bar seating by providing bar access to on-patio diners.

Another Broken Egg Cafe offers strong unit economics along with a proven business model designed exclusively to capitalize on the daytime dining phenomenon in the US. The cafe closes at 2:00 p.m., allowing franchisees the flexibility to manage multiple concepts while enjoying lower food and investment costs when compared to other full-service restaurants. Additionally, Another Broken Egg Cafe is the largest nationally franchised daytime-only cafe with the decades of bar sales experience needed to successfully pair award-winning, Southern-inspired entrees with distinctive, hand-crafted, high-margin cocktails. With almost 25 years of proven operational expertise, a powerful brand identity that resonates with consumers and strong customer loyalty coupled with an ever-increasing rate of visit frequency, Another Broken Egg Cafe represents a unique product and a compelling opportunity for qualified franchisees. 

Another Broken Egg of America Franchising, LLC is an upscale breakfast, brunch and lunch restaurant that specializes in award-winning, Southern-inspired menu options with innovative twists and signature cocktails. The company was honored in 2017 by Winsight Media with its Leader in Foodservice Full-Service Award.


6 systems from page 4

on the management team or in ownership that inspects that the systems are not only being used but completed on time each and every day.

While we hope that we can simply count on everyone on the management team to be an adult and do what is required, there are many things that can derail the process. A simple inspection is all that is needed to get things back on course.

Implement these six systems and then inspect what you expect to be on your way to flawless shifts on a daily

basis, a restaurant filled with happy trained employees and happy guests.

Translation: these systems create a restaurant that people love to go to and that makes money. 

David Scott Peters is a restaurant coach and speaker who teaches restaurant operators how to cut costs and increase profits with his trademark Restaurant Prosperity Formula. Known as THE expert in the restaurant industry, he uses a no-BS style to teach and motivate restaurant owners to take control of their businesses and finally realize their full potential. Thousands of restaurants have used his formula to transform their businesses. To learn more about David Scott Peters and his formula, visit www.davidscottpeters.com.

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WFC from page 1

included MasterChef star Katie Dixon, Two-time Pasta Champion Suzanne Clark, Chef Ryan Rondeno, Chef JD Eubanks and Sysco's Corporate Chef Raymond Yakelis. Once the judges' scores were in, the field was cut in half with only five champs, including Nick, advancing to the next round.

Challenge One Results:

- 1st Place: Peter Radjou — 94.75
- 2nd Place: Robert Mansfield — 86.25
- 3rd Place: Nick Rickman — 85.5
- 4th Place: Neil Daniell — 83
- 5th Place: Jacqueline Seavey — 82.875

For Challenge Two, Nick and the four remaining finalists headed to Dickie Brennan's Tableau to taste the dish they would be tasked to recreate — Redfish Bienville. On top of the already intimidating challenge, Dickie Brennan himself, along with Tableau's Chef Gus Martin, served on the judging panel for this round.

Before announcing the three chefs who would advance to the next and final round, Brennan shared his thoughts on how the group of cooks handled this difficult challenge.

"I thought you all knocked it out of the park," Brennan said. "The only tough part was picking the winner!"

Nick's third-place finish in the second challenge qualified him into the final round at WFC's Final Table Challenge.

Challenge Two Results:

- 1st Place: Jaqueline Seavey — 86.625
- 2nd Place: Peter Radjou — 82.875
- 3rd Place: Nick Rickman — 82.75
- 4th Place: Robert Mansfield — 75.625
- 5th Place: Neil Daniell — 71.625

Nick described his overall experience in New Orleans competing for the coveted food crown as a wonderful experience.

For the third and final challenge, Nick and the other two remaining cooks who emerged from the previous round, traveled to Antoine's — America's oldest family-run restaurant. There, they met CEO Rick Blount and Executive Chef Rich Lee, who challenged the finalists with creating an appetizer worthy of their menu — which hasn't changed in



Chef Nick Rickman

100 years. Both Blount and Lee joined the judges' panel later that evening to determine the winner (all of which was filmed in a private setting for the upcoming TV show).

Nick created an appetizer titled "Saucisse Champignon Farci" for his final dish featuring mushroom caps stuffed with Andouille sausage, spinach, artichoke, caper, leeks and a four cheese blend on top of a New Orleans-inspired Bearnaise to determine his Food Sport fate.

To see all of the food-fighting action, drama and if Nick was named the ultimate winner, mark your calendars for August 24th — that's when "The Final Table: New Orleans" will air on CNBC.

In the meantime, you can follow the World Food Championship's updates and prep for the Dallas Main Event in October with WFC social media on Twitter @WorldFoodChamp, as well as Facebook or Instagram @WorldFoodChampionships.

About the World Food Championships: The World Food Championships (WFC) is the highest stakes food competition in the world. This multi-day, live-event culinary competition showcases some of the world's best cooking masters competing for food, fame and fortune in ten categories: Bacon, Barbecue, Burger, Chef, Chili, Dessert, Recipe, Sandwich, Seafood and Steak. In 2018, over 1,500 contestants on nearly 500 official teams from 42 American states and 12 countries competed. More than 20 million people have attended WFC or have seen it on national TV over the past seven years. This year's Main Event will be held in Dallas, Texas at Reunion Tower Lawn, Oct. 16-20.

17 things from page 1

everyone to follow...and this includes managers! When you act like you're above the rules, this sets a bad example for employees.

14. Let a customer leave unhappy.

You should do whatever it takes (within reason) to make sure everyone leaves your restaurant happy. It may seem like an expense to offer a free meal or coupon to a disgruntled customer, but it will pay off in the long run.

15. Not know what's going on in every part of the restaurant.

Could you describe everything your kitchen staff does in a day? What about your bussers or your servers? As a manager, it's your job to be aware of these things at all times.

16. Avoid giving positive feedback.

It's important to let your employees know what they're doing wrong, but it's just as important to let them know

what they're doing right! This leads to happier, more satisfied employees, which in turn leads to a more successful restaurant.

17. Forget about customers.

Remember, customers are the reason why the restaurant exists in the first place! Always put their needs first.

Managing a restaurant may be a lot of responsibility, but by avoiding these 17 pitfalls you can be a better manager and help your restaurant succeed.

Article provided by Buzztime. Trusted by over 3,200 bars and restaurants in North America since 1985, Buzztime integrates trivia, card and sports games with in- and out-of-venue messaging and communication tools. With over 4.2 million player registrations on the Buzztime platform and over 52 million games played each year, Buzztime players spread the word and invite friends and family to their favorite Buzztime location to enjoy an evening of fun and competition. For daily tips, ideas, and concepts for a bar or restaurant, visit [www.BuzztimeBusiness.com/smarts](#)

Tips for avoiding negligent hiring lawsuits

Nanette Madera PHR ♦ Today's Restaurant Publisher



In a competitive job market, it can be tempting to swoop up talented employees quickly, but failing to research a candidate's background can result in what's known as negligent hiring - and it can cost employers big. The costs of negligent hiring could come in the form of lawsuits, employee injuries or stolen money, not to mention the mark it could leave on an employer's reputation.

Research shows that more than half of those who apply for jobs include false information on their applications or resumes. Although some of those details may not harm the business, completing thorough research during the recruitment process is key to avoiding negligent hiring claims. Overall, states recognize negligent hiring as damaging to a business, its employees and its customers.

Negligent hiring scenario:

ABC Company hires James. James gets into an argument with another employee named Bob, which ends with James assaulting Bob. Bob is injured and files a negligent hiring claim against ABC. James' background check reveals he was convicted of aggravated assault and serving probation during his employment at ABC. The company

did not conduct a background check. Since James has a history of assault, ABC is liable for the damage done to Bob and putting other employees and clients at risk.

Under the doctrine of negligent hiring, an employer is liable for harm its employees inflict on third parties when the employer knew or should have known of the employee's potential risk to cause harm, or if the risk would have been discovered by a reasonable investigation.

While federal courts and most states recognize a cause of action for negligent hiring, they apply different standards for deciding whether employers are liable for negligent hiring. Here are some specific examples according to the American Bar Association:

In Florida:

Employers are liable when they are required to make an appropriate investigation of the employee and fail to do so.

Employers are liable when an appropriate investigation would have revealed the unsuitability of the employee for the particular duty to be performed or for employment in general.

Employers are liable if it was unreasonable for the employer to hire the

employee in light of the information he knew or should have known.

In California:

Employers are liable if they knew or should have known that hiring the employee created a particular risk or hazard and that particular harm materializes."

In New York:

Employers are liable when they place an employee in a position to cause foreseeable harm, harm which the injured party most probably would have been spared had the employer taken reasonable care in supervising or retaining the employee.

Employers are liable when they know or should have known of the employee's propensity for the conduct that caused the injury.

Best Practices to Avoid Negligent Hiring Claims

- Conduct background checks
- Check employment references
- Enforce drug testing
- Verify education and professional licenses


Depending on the business, it might also make sense to screen medical, financial or driving records. Whichever

pre-employment tests an employer decides to implement, the tests should be standard for every candidate and non-discriminatory in nature. As a reminder, employers should not ask about criminal records on applications.

The Equal Employment Opportunity Commission (EEOC) recommends that employers gauge whether candidates have the experience, education and skills to do the job before knowing things about the candidate's past, like his or her criminal background.

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Nannette Madera, is a bilingual Certified Professional in Human Resources who has over 10 years of experience in Human Resources, Management, Training, and Organizational Development. Call 800.277.1620, ext. 7 for more information on pre-employment background check services at FrankCrum. 

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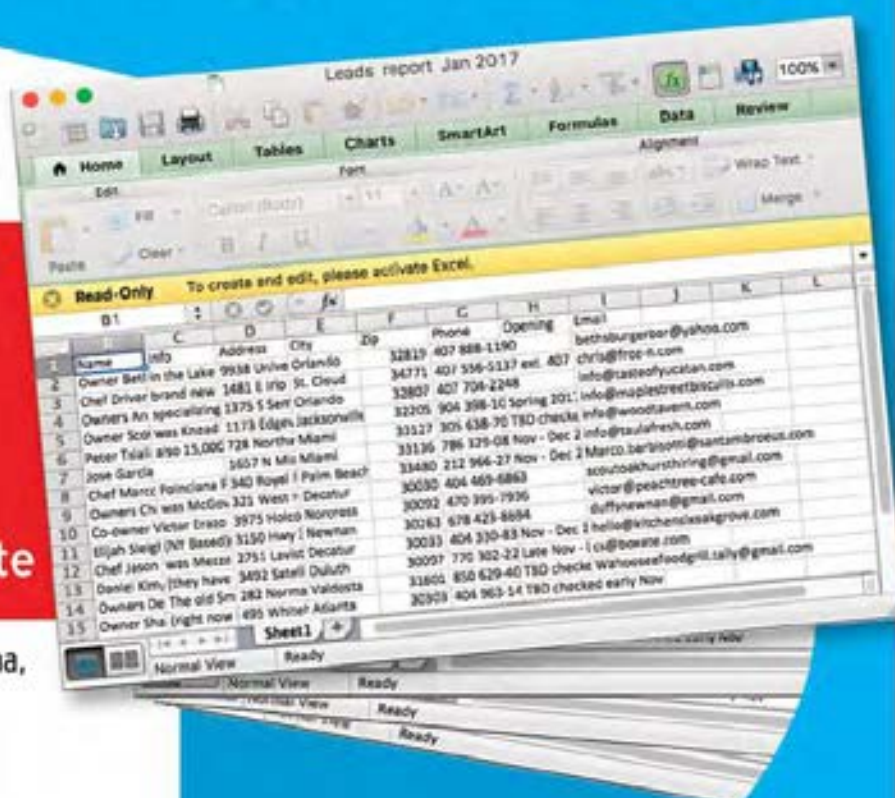
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What's Going On from page 6

our bacon. It's of course a wonderful complement to the all-American bacon and eggs breakfast or for adding savory flavor to lunch and dinner recipes, but honestly, it's incredible all on its own." Diestel's Uncured Turkey Bacon is available to retailers and foodservice customers nationwide and sold online at store.diestelturkey.com throughout the summer months.

Breeze Creative is an interactive experience design company. "We create unique and engaging spaces using physical and virtual elements. Our team of multidisciplinary designers, content developers, and programmers work hand-in-hand using cutting-edge technologies to turn the wildest and most creative ideas into reality." They also offer a suite of interactive products that can be provided as a fast and easy solution. "These interactives will create a unique dining experience that is sure to leave a lasting impression on your guests. Check out how to enhance a restaurant's play area to entertain visitors of all ages at breeze-creativeproducts.com.

The Bradley Original Smoker is a unique meat smokehouse in which flavor bisquettes are burned for 20 minutes each so that the temperature does not fluctuate, thus eliminating the high temperature gases, acids and resins that can distort the flavor of smoked food. The simple to use temperature controls provide a consistent and controlled smoke and temperature. Features include a Stainless-Steel Interior with new rack supports, keeping racks from tipping over when pulled out. The Bradley Smoker makes clean tasting food without any aftertaste. While other smokers need to be tended constantly, the Bradley Smoker automatically produces clean, cool smoke for up to 8 hours safely without intervention.

The beautifully crafted **Ausburg Salt and Pepper Mills from Zassenhaus** are now available in Black and White. These classic neutrals can be mixed or matched: choose all black or all white mills, or use white for salt and black for pepper for a striking presentation that makes it even easier to select the spice desired. The Ausburg Mill stands out for its patented CeraPlus German ceramic grinding mechanism that comes with a 25-year warranty and offers infinite grind settings. Once the grind is set, it stays set, so you can "set it and forget it." The mill is easy to operate: simply turn the top to release flavor and aroma of the spice. Offering fresh solutions from around the world, Frieling has cultivated strategic alliances with

European manufacturers to create a one-stop powerhouse of innovation and quality in tabletop and smallwares. The company's exclusive brands also include BLACK CUBE, Cilio, Durgol, Helios, Leonardo, Küchenprofi, Selmann Weiden, Woll, Zassenhaus, and Zenker. For ordering details visit frieling.com.

Tom Hotard, President of H.C. Duke & Son, LLC. / Electro Freeze, recently announced that **Greg Stak has been**



Greg Stak

named Vice President of Sales at H.C. Duke & Son, LLC. / Electro Freeze. Stak brings with him a distinguished career of restructuring sales strategies and maintaining major national and international customer accounts. He most recently held senior sales management positions for Vollrath Company at Stoelting Foodservice and in the Vollrath Foodservice Sales division. Stak's experience includes working within a distributor network, national and regional dealers, as well as with major national chains. Greg Stak is responsible for Electro Freeze customer service, marketing and sales. He will be developing new customers and promoting Electro Freeze products through established relationships and digital resources. "Greg's experience allows us to continue our focus on the US and international markets as we strive to secure more key account and chain business in the U.S. with our new products and technology," Hotard said. For more information on Electro Freeze products and services, visit electrofreeze.com.

Cruise News
When **Norwegian Encore** launches in November 2019, it will feature an all-new restaurant concept for Norwegian Cruise Line: Onda by Scarpetta, an upscale Italian venue found in some of the world's best-known hotels such as the Fontainebleau in Miami Beach and the Rittenhouse Hotel in Philadelphia. Encore will also feature eight additional restaurants and nine bars, all familiar to Norwegian. Andy Stuart is the president and CEO of Norwegian Cruise Line.

Today's Restaurant invites you to submit information for the What's Going On column at any time. Please e-mail your company or product information to terri@trnusa.com and try to keep the word count between 50-75 words. Get free publicity for your company, product, service and event! Visit us online for more information, foodservice news, downloadable back issues, classified ads and more — visit www.trnusa.com!



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NSF International relocates seafood services program

Ann Arbor, MI – NSF International, a global public health and safety organization, has moved its seafood services program from Seattle to the Port of Everett in Everett, Wash. The new location is centrally located between Seattle and the Canadian border, allowing for more convenient access for both U.S. and Canadian seafood industries.

“The Port of Everett is in the midst of a commercial and private expansion wave,” said Tom White, Global Manager for Certification and Audits for NSF International’s seafood services. “We’re excited to open our new headquarters in such a bustling and visually stunning location. Everett is approximately 30 miles north of our former location in Seattle, and being on the north side of that urban hub allows us much more convenient access to both the Seattle market and Canadian seafood businesses just across the international border.”

Proximity to source is essential for NSF International’s seafood services team, which frequently collects samples from seafood suppliers and transports those samples back to the headquarters for testing and evaluation.

The new location also marks a new collaboration with the Washington State University (WSU)/University of Idaho (UI) Center for Advanced Food Technology. NSF International’s seafood experts will work closely with the educational program and collaborate on workshops and training. The move also enables NSF International to expand its seafood industry education and training space. “In our former



Senior inspector Scott Albrecht begins work on a sample whole cod at NSF International’s new seafood services program office located at the Port of Everett in Everett, Washington.

*In 2019,
NSF International
is celebrating
75 years of protecting
and improving
human health.*

location, education capacity was limited to less than a dozen per class. With access to the UI/WSU education space, we can expand our enrollment to as many as 60 per class,” said White.

“The Port of Everett is excited to welcome NSF International’s seafood services headquarters to partner with the Washington State University School of Food Science and to our growing maritime business community,” said Terrie Battuello, Chief of Business Development at Port of Everett. “Given our strategy to support and grow the maritime and seafood industry, it’s a perfect fit, and we are eager to have them aboard.”


In addition to growing education and training capacity, the new space allows NSF International to expand its seafood consulting and product evaluation services. Separately, NSF continues to be ANSI accredited to perform Best Aquaculture Practices (BAP) certification, and also provides audits for seafood HACCP, gap analysis audits for Global Food Safety Initiative (GFSI) certifications such as BRC and SQF, and supplier audits.

“We also plan to launch a new education program called ‘Fish School,’ to help grocery stores, restaurants and seafood distributors provide a higher level of expertise to their seafood buyers, fishmongers or seafood inspectors,” White said. “Eventually, we’ll offer a similar program for consumers who want to become smarter seafood shoppers.”

In addition to the new Port of Everett location, NSF International

provides seafood services from offices and labs in Dutch Harbor, Alaska; Elizabeth, N.J.; Santiago, Chile; San Miguel, Peru; Guayaquil, Ecuador; Shanghai, China; Busan, South Korea; Delhi, India; Bangkok, Thailand and Ho Chi Minh City, Vietnam.

For media inquiries in North America, please contact Ken Bearden at media@nsf.org or 734-769-5176.

In 2019, NSF International is celebrating 75 years of protecting and improving human health. The independent, global organization facilitates standards development, and tests, audits and certifies products for the food, water, health sciences, sustainability and consumer goods industries to minimize adverse health effects and protect the environment. With operations in more than 175 countries, NSF is committed to protecting human health and safety worldwide. NSF International is a Pan American Health Organization/World Health Organization (WHO) Collaborating Center on Food Safety, Water Quality and Indoor Environment. 

NSF International provides expertise and accredited food services across all supply chain sectors, including agriculture, animal feed and welfare, produce, processing, distribution, dairy, seafood, quality management software, retail and restaurants. Services include Global Food Safety Initiative, foodservice equipment and nonfood compounds certification, HACCP validation and inspection, label claims verification and certification, DNA and food package testing, product and process development, and organic and Certified Transitional certification through Quality Assurance International (QAI). Separately, we offer expert consulting and training, including food fraud services.

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Are you ready for an unannounced inspection by the Health Department?

Scott M. Berger ♦ Today's Restaurant Contributor



Can any business, be truly prepared for a routine, unannounced inspection by the Health Department?

The latest information from the CDC, is that 48 million, or 1 in 6 Americans get sick, 128,000 are hospitalized, and 3,000 die from foodborne diseases each year in the United States.

All establishments should have a culture of food safety...

Food safety, serving safe food, is not an option. It is the obligation of the restaurant, and food service professional to be proactive in serving safe food.

The Food Safety Modernization Act, has authorized an additional 15,000 new hires, to inspect food establishments, and help reduce the latest numbers above. Change is a priority.

How can I improve my current in-house programs, prepare for my next inspection... protect my brands reputation, and meet my guests expectations?

All establishments should have a culture of food safety, a "food safety program", in place, that is based on preventing food-safety hazards before they occur.

Your Food Safety Program should begin with the following...


- ♦ Implement Standard Sanitation Operating Procedures
- ♦ Ensure Employee Health & Hygiene
- ♦ Educate and Train The Staff
- ♦ Ensure Safe Receipt and Storage of Food
- ♦ Ensure Safe Preparation, Display and Service of food
- ♦ Ensure compliance with Internal Standards and Local, State, and Federal Regulations

In addition to the above, your individual inspection program should include the following criteria in preventing critical, swing and non-critical violations.

- ♦ Records from Food Suppliers
- ♦ Food Protection... i.e. Storage Temps; Thawing Protocol; Knowledge of proper cooking Temps; etc
- ♦ Food Identification... Labeling; etc.
- ♦ Protection from Contamination
- ♦ Personnel/Employee Health... Gloves, Hair Restraints; Hand Washing; etc
- ♦ Equipment/Utensils... Ice Machine Filters, no Mold; Coolers in Good Repair; etc.
- ♦ Cold Holding
- ♦ Hot Holding
- ♦ Time Only Procedures
- ♦ Consumer Advisory
- ♦ Thermometers Provided and Accurate
- ♦ Utensils and Service Ware
- ♦ Food Contact Surfaces and Equipment
- ♦ Water and Sewage
- ♦ Ware Washing Facilities
- ♦ Wiping Cloths Properly Used

and Stored

- ♦ Toxic Substances Used, Stored and labeled Properly
- ♦ Physical Facilities: Ceilings, Walls, Floors
- ♦ Toilet Facilities
- ♦ Control of Vermin
- ♦ Garbage and Refuse Disposal
- ♦ Non-Food Contact Surfaces
- ♦ Code and Administrative
- ♦ Documentation - Log Books
- ♦ Action Plans

While many establishments often rely on in-house inspection programs... when analyzing the list above, and the sub-lists (not included) in each category... more and more restaurants are considering independent 3rd party audits, that provide routine comprehensive inspection services to their clients, along with detailed action plans, and other "goodies" that becomes a road map to food safety... and a successful restaurant audit. 

Scott M. Berger is President and Founder of Food Safety and Inspection Services. He can be reached in his office at (561) 859-5447 or you can email him at smb816@aol.com.

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