

NYC Restaurant Hiring, Onboarding & Training Playbook

A best practices guide to help NYC
restaurants improve employee retention.



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Small changes can have a big impact.



“Our recruiting, interviewing and hiring processes are all over the place!”

“We don’t have an onboarding program — it’s mostly just paperwork.”

“Our training system needs an overhaul.”

This Playbook provides strategies and tools that any NYC restaurant (or other food service business) can use to increase retention. By taking an intentional approach to hiring, training and onboarding, you will help your new hires feel more welcome, confident, and able to succeed.

Every step matters in this process.

Take time to go through the entire Playbook, or review the topics most relevant to you and your business. Additional resources, links and templates are available through links in each section.

We hope you find this Playbook useful in developing a loyal team of dedicated employees.



Index

04 Introduction

07 Hiring

38 Onboarding

61 Training

Introduction

The information contained in this playbook includes more than two years of key learnings from the onboarding and training of more than 240 New Yorkers as restaurant cooks, in partnership with more than 75 NYC restaurants through the city's [First Course NYC training](#), as well as decades of combined experience in NYC restaurants.



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This content was developed by the [Food & Beverage Industry Partnership](#) team at [NYC Department of Small Business Services \(SBS\)](#) and Empowered Hospitality; an NYC-based HR & talent consultancy specializing in the hospitality industry.

Disclaimer: This is not a substitute for legal or other professional advice. All compliance and regulatory information included in this guide is accurate and effective as of the publishing date. Please consult an attorney for updated information and advice.



How to Use This Playbook



Noodle on this.

Before you begin, take a moment to look at your current state. Think about what's going well, and what isn't.

For new hires in the last 30 days:

How long did they stay?

Were they a good fit for the job?

What went well for the team?

What was challenging for the team?



Dig in!



What are some opportunities for improvement in your hiring, training and onboarding practices?

Are we finding people who work well with our team?

If not, it's time to examine your **hiring** practices to ensure a good fit with the team culture.

Do our candidates feel welcome when they join us?

If not, improvements to your **onboarding** program will help.

Do our new hires stay longer than 60-90 days?

If not, additional support may be needed at the start. Look for ways to strengthen **training** systems and processes.

Explore the tools, templates, tips, and best practices in each section of this playbook to help you hire, onboard, and train to retain your best employees. Editable tools, templates, and worksheets can be downloaded using the links provided throughout the toolkit and incorporated into your own processes.



Hiring

Building a great team starts with finding and hiring great talent.



Hire to Retain



The hiring process includes:

- 🎯 Advertising jobs — job ads, referrals, social media
- 🎯 Reviewing applications
- 🎯 Interviewing candidates
- 🎯 Checking references
- 🎯 Selecting candidates
- 🎯 Offering them the job

Ready to roll up your sleeves?

Here's what we'll help you accomplish in the Hiring section:



Learn more about labor law and compliant hiring practices.



Advertise to attract the diverse talent you need.



Create a hospitality-driven hiring experience.



Assess your hiring needs.



Design your interview experience.



Create systems to support your hiring process.



Develop communications plans to stay connected.

Benefits of a Structured Hiring Process



You can maximize profit and retention by hiring the right people.

In this section, we'll provide tips to ensure you're maximizing the return on your labor investment by hiring the most skilled, diverse people who fit with your team culture and are most likely to stick with you.

Labor costs are on the rise.

Rising operating expenses and labor costs are squeezing New York's restaurant budgets.

3.5%

Increase on wages and salaries

3.8%

Increase on benefits costs



53% of those surveyed by the NYC Hospitality Alliance reported labor costs as their biggest challenge. [Source](#)

Structuring your hiring process helps you:



Protect your business by ensuring fair and compliant hiring practices



Attract great people by creating a great applicant experience



Build a stronger team by structuring your interview and selection process

Learn more about job ad compliance in NYC.

It's often said that "ignorance of the law is not a defense." This is absolutely true. It's up to you to make sure you're aware of the rules and regulations for federal, state and local law. Here are some resources to get you started, though it's not all-inclusive. Be sure to follow up with your legal council if you have questions or concerns.



Did you know?

The New York Pay Transparency Law requires businesses with four or more employees to **include a salary or salary range** in their job postings for all jobs. All postings for a job, promotion or transfer opportunity **must contain a job description** when one is available.

Key resources for compliant job postings:

- [Age Discrimination in Employment Act \(ADEA\)](#)
- [Americans with Disabilities Act \(ADA\)](#) and [Equal Employment Opportunity Commission \(EEOC\)](#)
- [Fair Labor Standards Act \(FLSA\)](#)
- [Job description requirement](#)
- [Pay Transparency](#)

The NYC Commission on Human Rights offers resources and information to help you navigate issues pertaining to:

- [ADA and disability questions](#)
- [Criminal history and Fair Chance Act](#)
- [Credit history](#)
- [Domestic violence survivors](#)
- [Height and weight](#)
- [Gender or sexual orientation](#)
- [Natural hair or hairstyles closely associated with racial, ethnic, or cultural identities](#)
- [Salary history](#)
- [Sexual and reproductive health decisions](#)

Make it a great experience for applicants.

Diversify your recruiting practices.

Hiring from a diverse pool of applicants brings fresh perspectives, reflects the community you serve, and strengthens team performance through a wider range of experiences and ideas.

Extend your reach by posting your job opening in several places, such as your website, online job boards, social media, community groups, or a sign in your window. You can also ask your team for referrals.

Diversity isn't just good ethics—it's smart business.



Tip!

Put a QR code on your help-wanted signs that link to an application or email address. If you don't have a QR tool, you can search for QR code generators online.



Make it easy to apply and interview



Make applications accessible to everyone, including your existing team.



Make sure there is an easy way to apply on-site by providing paper applications, a tablet or computer applicants can use.



Share preferred hours for walk-in applications and interviews.

Make it a great experience for applicants.



Train your team on their role in the hiring process.

Make sure your entire team can access job applications and that every front-of-the-house person knows:

- 🎯 How candidates can apply
- 🎯 How to welcome candidates when they arrive
- 🎯 How to answer questions, such as:
 - ➔ How to fill out the application
 - ➔ What happens next, and when applicants can expect an update on their application
 - ➔ How to respond to application follow-ups
 - ➔ How to assist those who require accommodations
- 🎯 If offered, the hours of availability for walk-in interviews
- 🎯 When to get the support of a manager

48%

of job seekers surveyed said that they'd had at least one **negative experience** in the hiring process.

49%

declined a job offer due to those experiences.

[Source.](#)

What would you add in training your team on the hiring process?

Notes:

Create a hospitality-driven experience.



While candidates are filling out an application or waiting for an interview, it's a prime time to promote your brand. Find ways your team can show candidates your hospitality and workplace culture. Applicants will be more likely to respond to callbacks, promote your business, and become new customers!

Show off your hospitality and build your brand by treating applicants like guests.

Job postings are more than a notice that you have an opening. They advertise your business and demonstrate your culture.

Best practices for building a strong recruiting brand:

- 🕒 Incorporate your restaurant story and values into your job postings and interview process.
- 🕒 Create an interview process that attracts all types of people and focuses on the things that really matter to you.
- 🕒 Engage your existing team to promote your brand.

Tips for making applicants feel more at home:



Offer them a menu to look at while they wait.



Check in to make sure they aren't waiting too long to speak with someone.



Offer them a comfortable table and offer water while they wait to be interviewed or while they fill out an application.

Create a brand-focused job ad.



Before you begin drafting your ad, you should ask yourself:

Are we highlighting our culture and attracting like-minded people? Or am I just posting a wish list?

Is our job posting compliant?



Tip!

You can find great resources and FAQs at the NY Department of Labor [website](#).

Consider This

Do your job descriptions reflect a place YOU would like to work? How can you adjust your job descriptions to show off your restaurant's unique vibe and culture?



Did you know?

Job postings using gender-neutral wording result in **47%** more applicants than those using gendered language.

[Source](#)

Here's the standard recipe for an ad:

Job Title

Introduction:

Highlight what makes the job and/or your team unique, including company story and culture, mission, values, etc.

Job Responsibilities

Job description:

New York businesses must attach a job description in job postings if one exists. You could provide it within the ad or link out to it

Skills and traits the job requires**Pay, perks and benefits:**

Businesses with four or more employees must include a salary or salary range in their job postings for all jobs.

Work schedule:

Shifts and hours they'll be expected to work

Call to action:

Encourage them to apply

Equal Opportunity Employer & Accommodations statement:

Signal that your restaurant is inclusive and accessible.

Example

We're proud to be an equal opportunity employer and value diversity at every level of the team. We welcome people of all backgrounds, identities, and experiences to apply—because different perspectives make us better. If you need any accommodations during the application or interview process, just let us know. We're happy to help.

Design your process.

Assess your hiring needs.

Are you taking a proactive or reactive approach to hiring? Here are some ways you can get out ahead of the hiring process:



Know your staffing needs by month or season and plan ahead to keep your operation running smoothly



Look at your top performers and determine the technical skills, interpersonal skills, and qualities that make a great hire



Promote from within! Understand potential upcoming changes to your team and review internal candidates for promotion



Build a strong
interview
experience.
Consistency is key.

Having a standardized interview process helps you and your managers. It makes it easier for everyone to complete and organize paperwork and ensure compliance so that you can focus on what matters most:
The candidate in front of you.

Design your process.

Build out your interview experience.

Answer these questions to determine the key information needed to design your process:

What are we looking for?

What are the top qualities, skills and qualifications that make employees successful on our team?

Does this match the job description or ad?

☐

Yes

☐

No

How will I know it when I see it?

What do we need to know about the candidate to assess if they're a good fit for the role?

Who decides?

Which key staff need to meet the candidate for us to make a final decision?

Who is the ultimate decision maker?

Design your process.

How will we organize it?

What should every interview focus on? What core questions will we ask?

What should interviews for each role focus on? What role-specific questions will we ask?

What will interviews look like?

Will they be on the phone, in-person, or include a trial? How many interviews will be required?

Design the interview experience.



Interview design tips:

- 🎯 **Interviews should always be a multi-step process** (phone interview, in person interview with manager, working interview). The number of steps may vary by position.
- 🎯 **Make sure your interviews are not redundant** – each interview should assess a different aspect of the candidate's qualifications and address any concerns from previous interviews.
- 🎯 **Keep the process as concise as possible.** For example: an hourly cook candidate might have just two (2) interviews or less.
- 🎯 **Move quickly with an offer.** Providing a commitment on the spot at the end of the final interview will capture the attention of top candidates.
- 🎯 **Be decisive!** If it's not a good match, that's okay. Communicate with the candidate so they can find a new opportunity and you can focus on your other applicants.

Get your team involved from the start!

Build systems to support your process.



Now that you have an idea of what your interview process should be, build and follow a clear, consistent system. This will help decrease the time it takes to interview and hire, reduce risk of bias in hiring decisions, and provide clarity to the candidate.

In the following pages, we'll develop your toolkit.

Tools to utilize in your hiring system:



A list of questions that are asked during interviews

Although you will likely ask role-specific questions, start with a list of questions you'll ask every candidate. This helps you ensure consistency and ask questions that assess basic qualifications.



Reference check forms

Ensure your reference checks are consistent and compliant by using a reference check template.



Applicant and interview templates and trackers

Create templates to track applicant progress. These tools provide transparency across your team by showing the progression and status of the hiring process.



Communications plan

Keep in touch with applicants by creating a communications plan that keeps applicants informed and interested.



Structured interviews are **twice as effective** in predicting job performance when compared to unstructured interviews.

Applicant Tracker

Systematically tracking applicants can help you save time and ensure you don't miss opportunities to hire the perfect person for each role.

Highly qualified people have their pick of restaurants, and the best way you can keep their interest is by keeping in constant contact with them.



A simple applicant tracker like this can help others answer follow-up questions and understand what needs done next:

Sample Applicant Tracker

Applicant name	Date applied	Stage	Contact info	Last contacted	Next step
James Smith	3/11/25	Ref Check	(312) 961-3033	3/16/25	Interview



Interview Questions



There are many laws and best-practices surrounding fair interview and hiring practices. These are just a few examples of questions you can or cannot ask in an interview. **The list is not all-inclusive.** Consult your legal council to ensure your interview questions are compliant with federal, state and local law.

Age

Cannot ask:

- ✗ What year were you born?
- ✗ When did you graduate?

Citizenship & National Origin

Cannot ask:

- ✗ Are you a U.S. citizen?
- ✗ Where were you/your parents born?
- ✗ What is your native language?

Ok to ask:

- ✓ Are you legally authorized to work in the U.S.?

Race/Color/Ethnicity

Cannot ask:

- ✗ What is your race?
- ✗ What ethnic group do you belong to?

Sex, Gender Identity & Sexual Orientation

Cannot ask:

- ✗ What is your gender?
- ✗ What are your pronouns?
- Are you married, single, or have children?

Disability/Health

Cannot ask:

- ✗ Do you have any disabilities?
- ✗ Have you had any recent illnesses?

Ok to ask:

- ✓ Can you perform the essential functions of this job with or without accommodation?

Religion

Cannot ask:

- ✗ What religion do you practice?
- ✗ Do you observe religious holidays?

Credit & Salary History

Cannot ask (NYC Law):

- ✗ What is your current or past salary?
- ✗ Do you have good credit?

Arrest & Conviction Records

Cannot ask:

- ✗ Have you ever been arrested?

Ok to ask (Post-Offer Only):

- ✓ About convictions, if job-related and after proper process (Fair Chance Act).

Personal Life

Cannot ask:

- ✗ Are you married?
- ✗ Do you have kids?
- ✗ What do you do in your free time?

Military Discharge

Cannot ask:

- ✗ What type of discharge did you receive?



Tip!

Your top performers already know what it takes to get the job done. Tap into that resource! You might ask, "If you were interviewing/hiring someone for your position, what are three questions you would want to ask them?" Your teammate will feel valued for their expertise, and you'll get valuable insights.

Interview Guide

You can find a downloadable template [here](#). Here are some recommendations for you to build on. Use the extra spaces to make changes or additions.

Step 1: Before the Interview

-
- ☐ Review resume and application

 - ☐ Review position requirements and scheduling needs

 - ☐ Print/prepare this interview guide

 - ☐ Determine who will meet with the candidate

 - ☐ Confirm interview time and location with the candidate

 - ☐ Set aside a quiet, welcoming space

Step 2: Opening the Interview

Make mental note of their professionalism. (e.g., Did they arrive on time? Was their dress and demeanor appropriate?) Start with a warm, human welcome. Offer water, smile, make eye contact.

Intro Script (modify as needed): “Thanks for coming in today. Before we dive into questions, let me tell you a bit about who we are and what this role involves.”

Talk briefly about:

- The restaurant’s mission, culture or vibe
- Why this role matters
- Your own journey or favorite thing about working here

Step 3: Interview Questions

Get to know the candidate

You might ask:

- Tell me a little about yourself and your journey so far.
- What interested you in this role/restaurant?
- What do you love about working in restaurants (or what excites you about starting)?

Skills and Experience

You might ask:

- Can you describe your most recent restaurant (or similar) experience?
- Tell me about your most hectic day on the job.
- What stations have you worked? Which are you most comfortable with?
- Are there any areas you're looking to grow in or learn more about?

Communication and Culture

You might ask:

- How do you like to be trained or given feedback?
- Tell me about a time you worked through a challenge with a coworker or manager.
- Tell me something you learned recently that made you better at your job.

HIRING

Coachability and Curiosity

You might ask:

- What motivates you to do your best at work?
- How do you learn new things?
- What are you most curious to learn in your next role?

Availability

You might ask:

- How many hours per week are you available?
- What days/shifts are you available?
- Are there any scheduling limitations (school, second job, etc.)?

Step 4: Wrap-Up Questions

What stands out to you about our restaurant?

How are you feeling about this opportunity after meeting us?

Do you have any questions for me?



Step 5: Close the Interview

Close by letting the candidate know when they'll hear back and/or the next steps.

For example:

- Thanks again for your time today.
- Our hiring process includes a second interview, trail shift, etc...
- We'll be in touch within 48 hours.

Step 6: While the interview is still fresh in your mind...

Complete the Interview evaluation and notes

Update the applicant tracker

Interview Guide

One of the toughest parts of hiring is deciding who gets the job. An interview guide and evaluation system keeps everyone informed and helps them identify exactly what it is you're looking for in your next team member.

Interview Evaluation

You can find a downloadable template [here](#).

Candidate Name:	Interview Date:	Position Applied For:
------------------------	------------------------	------------------------------

Recommendations/Next Steps: (e.g., second interview, reference check, not a fit...)

	Excellent	Good	Fair	Poor	Comments
General candidacy and interest in the role					
Professionalism					
Skills					
Experience					
Availability					
Coachability and Curiosity					
Communication and Culture					

Final Thoughts



The “Working Interview”

Create an effective experience.

Working interviews, often called “trails,” create an opportunity to see the candidate’s skills in action. It’s a short shift where they observe or assist with tasks to help both parties evaluate fit. These often last 1-4 hours depending on role and can be used for kitchen or customer-facing roles.



Provide the following information to the candidate:

- Duration of the trail
- Compensation
- What the candidate will be doing
- State that this does not guarantee a job offer



Recommended wrap-up questions:

- After seeing our operation in action, how do you feel about working here?
- Did any particular process or approach from your observation and interactions stand out?
- What are your career goals in this industry over the next few years?
- Do you have any questions for me?



IMPORTANT:

Candidates must be paid for their work during trail interviews.

If a candidate is trailing in your restaurant, be sure to onboard and pay them at least minimum wage for all time worked. Please seek further guidance from your legal counsel to determine your company’s compensation strategy for trails.

The “Working Interview”

You can find a downloadable template [here](#).

Assessment Area	Observations (great, good, needs improvement)	Notes
Punctuality: communicated effectively when scheduling trail, on time and prepared for trail		
Team engagement: positive interactions with the team, asked good questions, respectful and professional		
Technical skills: knife skills, knowledge of equipment, ability to follow a recipe, knowledge of safety protocols		
Soft skills: stress management, takes initiatives, can adapt to different situations, works with a sense of urgency		

Reference Checks

Reference check forms keep the process consistent and legal and help you avoid any off-limits questions (e.g., related to age, marital status, disability, etc.)

Get valuable insights by checking references.

Candidate Name:	Position Applied For:
Reference Name:	Company:
Title/Relationship to Candidate:	Reference Phone Number:
Date Contacted:	Conducted by:

Questions you might ask:

1. How long did you work with them, and in what capacity?

2. What was their job title and dates of employment?

3. What were their primary responsibilities?



Reference Checks

4. How would you describe their work ethic and reliability?

5. How did they handle working under pressure or in a fast-paced environment?

6. What were their strengths on the job?

7. Were there any areas where they could improve?

8. Is there anything else you feel we should know?

Great communication creates brand advocates.



Tip!

If it's going to take a while between first and second interviews or for reference checks, keep communication lines open. If they don't know they're still being considered for the job, they might accept an offer elsewhere!

Brand advocates are people — employees, candidates, or guests — who speak positively about your business and recommend it to others.

In hiring, strong communication helps create a great first impression. When candidates feel respected and informed throughout the process, they're more likely to talk positively about your restaurant, whether or not they get the job. This can improve your reputation, attract stronger applicants, and even boost customer loyalty.

Take advantage of these key communication touchpoints:

- ◎ A thank-you note when they submit their application
- ◎ A timely update as to whether you'd like to move them forward in the application process
- ◎ A request for references
- ◎ An invitation to interview, with clear expectations and directions.

Technology can help you hire faster and more effectively.

The market is competitive, and a large number of applications can be tough to sort through and organize. Applicant tracking systems (ATS) can help.



Keep everything in one spot.

An ATS organizes all your job applications so you're not digging through emails or chasing paper forms.



Cut down on busywork.

It handles things like screening and messaging, so you're not spending all day emailing candidates.



Keep your team on the same page.

Everyone can see notes and updates, so no one's left guessing where things stand.



Stay consistent and legal.

It makes sure every candidate gets the same fair process and helps with compliance.



Make a better first-impression.

Send updates and reminders automatically, so applicants feel taken care of from the start.



Communicate Above and Beyond



Tips for keeping lines of communication open:

- Confirm each candidate's preferred method of communication.
- Use one form of communication that all managers can access.
- Send reminders via phone/text leading up to every interview.
- Be sure to close the loop with candidates who will not move forward.



Loop in your team

The tools you'll develop will not only provide a framework for a structured hiring processes, they will also help keep your team informed.

- Share the process with the team.
- Provide tools to ensure consistency (interview guide, applicant tracker...).
- Talk about hiring needs in every department.



Set clear expectations with your candidates

When candidates apply, clearly communicate time estimates:

- Phone screening: 8-10 minutes. Outline the full process during the phone screen.
- First round interview: 15-30 minutes
- Follow-up interview: 30 minutes
- Working interviews or trails: 1-4 hours. At the end of trails, clearly communicate next steps.



**Today's
candidate is
tomorrow's
guest!**

Putting It All Together



In the Hiring section, you've developed a solid system for recruiting, interviewing and selecting new employees.

- ⦿ Reviewed compliance regulations
- ⦿ Expanded your reach to draw from a diverse pool of candidates
- ⦿ Created a hospitality-driven hiring experience
- ⦿ Ensured your help-wanted ads are compelling and complaint
- ⦿ Evaluated staffing needs to right-size your workforce
- ⦿ Developed a consistent interview experience
- ⦿ Planned communications to stay connected with applicants throughout the hiring process

You're off to a strong start, and so are your new employees!

Hiring Best Practices

DO

- ✓ Notify the candidate of the compensation range for the position
- ✓ Take notes during your interview on the resume, your notepad or the interview guide.
- ✓ Focus your questions on performance, job experience, and restaurant specific requirements.
- ✓ Use the interview guide for consistent interviews that assess experience, culture fit, and qualifications.

DON'T

- ✗ Take notes on an application as it's considered a legal document.
- ✗ Ask questions related to protected classes.
- ✗ Ask candidates about previous compensation information.
- ✗ Use gender specific language or honorifics (e.g., "Mr., Mrs.")



Additional resources

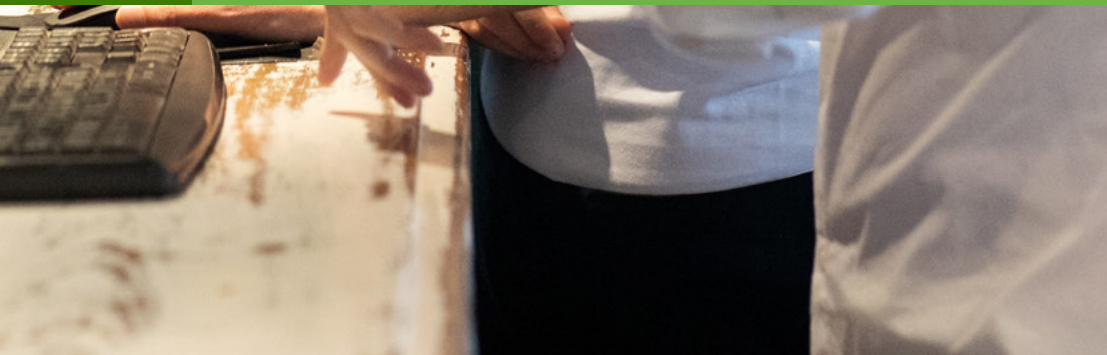
[Hospitality Hire](#): The NYC Department of Small Business Services can help you find your next employees through their Workforce1 Career Centers.

The resources discussed here can also be accessed from the "[Hiring](#)" section of New York City's "[Restaurant Hiring, Onboarding, and Training Playbook](#)."



Onboarding

The onboarding process is frequently overlooked but can have a big impact. Here are some quick and easy improvements you can make to your process now to elevate the onboarding experience and improve retention.



Get it right from the beginning.



Onboarding is the process where new employees are integrated into your business. Onboarding starts once the offer is accepted and includes:

- 🎯 Pre-start communication
- 🎯 Onboarding paperwork
- 🎯 Restaurant orientation/presentation
- 🎯 Role review & training program review
- 🎯 Safety walk-through and location tour
- 🎯 Introductions to the team and trainers

Here's what you'll do in the onboarding section:



Develop communications to prepare new team members for their first day.



Build a cultural onboarding experience that goes above and beyond paperwork and information.



Develop systems to support your onboarding process.



Assure compliance by incorporating anti-harassment and safety training.



Explore ways to involve your entire team in onboarding.

Introduction

Onboarding and orientation help introduce every new employee to the restaurant and provide an opportunity to leave a lasting positive impression.

Just as you evaluated your new hire in the interview process, they are evaluating you. In their first days on the job, they are likely deciding whether they've made the right decision in accepting your offer. A great onboarding experience will put those thoughts to rest and help them feel positive and hopeful as they start their new job.

There's only one day !!

Think back to your first few days at this or any other job. Most likely, you've remembered those days for years afterward. The first days in a new job come with mixed emotions — excitement, anxiety, curiosity — all of which work to boost memory. This is prime real estate to take advantage of for delivering a positive and supportive experience!

When recruits have a bad onboarding experience, they are twice as likely to search for another job or consider other offers.

Onboarding is your opportunity to:

- Share your restaurant culture
- Set clear expectations
- Make your new employee feel welcome



**Stand out
from the rest.**

Over 30%

of employers do not have a
structured onboarding process



Pre-Start Communications



In the hiring section, we touched on the importance of communication. Continuing with clear communication as you move forward with onboarding will ensure your new employees have all the information they need to walk through the door on Day 1 prepared and confident.

Pre-orientation communications checklist:

- ☐ [Acceptable Documents list for form I-9](#)
- ☐ Employee uniform requirements
This will give them the opportunity to purchase anything they'll need in the meantime.
Call out any uniform items that will be provided by the restaurant.
- ☐ Day 1 schedule and the name of the person they'll ask for on arrival
- ☐ Name and contact information for the person they should reach out to with questions before Day 1
- ☐ If you use an HR portal, instructions for accessing it and a list of what they will do there.



Tips!

Include in a start date confirmation text on the day they'll start with a reminder of when and where they're expected to show up. Then they'll have your number if they need you!

If it's going to be a while before you have a start date for the new hire, send them updates regularly. Don't leave them hanging!

Sample Email Template

Hi, *(employee name)*

All of us here at *(restaurant name)* are thrilled to have you join our team!

I'm writing to make sure you have everything you need to prepare for your first day.

Orientation Details

Date:

Time:

Location:

Who to ask for when you arrive:

Additional logistics if needed, such as where to park (or where not to), which entrance to use if the restaurant hasn't opened yet, where the door buzzer is located.

What to Bring

I-9 Documents: A list of acceptable documents is attached to this message. Please review carefully and be sure to have them with you. By law, we absolutely need them in place Day 1. I'm happy to answer any questions you may have in this regard. *If needed, list additional documents, receipts for reimbursable expenses, etc.*

What to Wear

List or attach the attire expectations, including safety gear, non-slip shoes, etc.

Punctuality is important to us. If you hit any snags, please call as soon as you can *(contact person and phone number)*.

If you have any questions about I-9 documents, logistics or anything else, please reach out. I'm here to support you. It's important to us that you feel comfortable and prepared for a great first-day.

I'm so glad you chose to work with us at *(restaurant name)*. Everybody is excited to meet you!

See you soon,

-(signature & contact information)



Don't forget the attachments!

- I-9 acceptable documents
- Dress code for their position
- List of reimbursable expenses if applicable

You can find downloadable I-9 forms in English and Spanish [here](#).



You can download a template for this communication [here](#).

Orientation and Workplace Culture



Infusing your culture into your onboarding experience sets the tone for what's important right from the start.

You know how things work in your operation, so it's easy to assume your new hires will catch on. And you might be right.

But a structured, consistent orientation process allows you to better control the experience. You will be able to see what's working, what's not, and make the changes needed to deliver the most effective experience.

Consistency also helps your managers and other team members contribute. Involving others will spread the workload, and your new hire will more easily connect and integrate with the team.

Tips for building a solid onboarding experience.

Ensure your systems and processes are adhered to by:



Training your managers, trainers, and buddies (learn more about "buddies" in the [training section of this playbook](#))



Checking in regularly with new employees, managers, and the team for feedback



Implementing new employee surveys to get feedback on their experience after 30, 60, and even 90 days



Monitoring retention of new employees after 90 days to identify potential challenges



New employees who are happy with their onboarding experience are

4.5x

more likely to stay for more than 60 days.

Increase overall team engagement in onboarding by:



Outlining clear roles and opportunities to participate in the onboarding process



Rewarding team members who support the process



Setting expectations for both direct (trainers/buddies) and indirect (co-workers) participation



Sharing information with the full team at pre-shifts and team meetings

Design your process.



Orientation isn't just about policies—it's the first step in shaping company culture through experience rather than explanation.

Team engagement is key.

Orientation is a great time for your new hire to start to integrate with the team. Team members who support the orientation process are more likely to stand behind new hires in the days and weeks to come!

Start by outlining what you want every new employee to experience in onboarding.

Ask your team:

What was your favorite part of the onboarding experience with us?

What do you wish you had known on Day 1 or Week 1 that wasn't explained to you?

What advice would you give a new employee when they start working here?

Ask yourself:

What do you want everyone on your team to know about your brand?

Who on your team would be the best to share this information with your new employees?

Build systems to support your process.

Draft your onboarding timeline.

These activities can be conducted in the order and timeline that makes sense for you. When you're done, yours might look something like this:

15m

Welcome Tour

1h

Paperwork, Policies & Compliance

- Forms and Sign-Offs
- Benefits
- Key policies & procedures

45m

Orientation Presentation

- Warm welcome and introduction to your brand
- Culture and values
- Menu, & Recipes

30m

Lunch

- Sample the menu

1h

Safety Training

- Injury Reporting
- OSHA training
- Food safety

1h

Anti-harassment training

1h

Role overview & expectations

15m

Training Overview & Next Steps

- Training process & schedule
- Q&A

Onboarding Timeline

Pre-onboarding

Daily Breakdown

AM

Break Time

PM



Welcome Tour

First impressions are everything.

Take your time in introducing your new team member to the workplace. They'll often spend as much time at work as at home, and it's important that they feel comfortable and welcome in their new surroundings.



Tour Guide Tips:



Introduce the people you encounter during your tour. Can you tell the new hire something interesting about that person or their role?



Keep the tour engaging without overwhelming them with information. You don't need to go into detail. Instead, use this opportunity to acclimate them to the physical space.



Share your culture! Talk about the history of the restaurant, tell interesting stories, and reassure them along the way that they'll learn more in training. They don't need to memorize every little thing right now.

Sample Tour Checklist:

Front of house:

- ☐ Host station
- ☐ Table sections and numbers
- ☐ Customer restrooms
- ☐ Bar area

Back of house:

- ☐ Service stations
- ☐ Kitchen stations
- ☐ Employee restrooms, breakroom, and where to stow their personal belongings

Outdoor areas

- ☐ Outdoor break areas
- ☐ Patio
- ☐ Trash area

What's your tour checklist?

As you develop your orientation process, estimate the amount of time you expect to spend on each section. **How long will your tour take?**

Build systems to support your process.



Onboarding and Orientation Checklist

A comprehensive checklist like this can help you ensure every new employee has the same great experience. It offers consistency and transparency so that multiple people on your team can support the process and ensures all compliance topics are delivered every time.

Start the day with I-9 paperwork.

- Every employer must complete I-9 documentation for each new employee upon hire.
- The list of acceptable documents should be provided before Orientation so that your new hire can come prepared.
- Instructions for filling out and submitting employee I-9 paperwork can be found [here](#).

Best practices:

- Ensure documents are current and compliant with the federal requirements.
- Copy them and return them promptly.
- Safeguard copies to ensure privacy!



You can [download a template here](#) and update it to reflect your onboarding process.



Build systems to support your process.



Orientation Presentation

An orientation presentation helps you keep everything together, provide context, and stay on-track. It's another tool you can develop that helps others deliver exactly the same orientation experience.

Consider covering the following information:

☐ Restaurant mission and values

☐ History

☐ Leadership team

☐ Benefits overview

☐ Training overview

☐ Q&A

Key policies and procedures:

☐ Attendance

☐ Time clock procedure

☐ Paychecks and pay dates

☐ Meal breaks

☐ Lost & Found procedures

What else can you add to make it your own?

How long will it take to deliver your orientation presentation?



You can download a presentation template [here](#) and update it to reflect your own onboarding process.

Safety Training



**Safety training
shows you care.**

Is safety training part of your onboarding process?

Here are a few things to consider including:

- ✓ Food safety
- ✓ OSHA training or safe handling of chemicals
- ✓ Emergency procedures
 - Fire exits and evacuation routes
 - What to do in case of fire, injury, power outage or active threat
 - How to use fire extinguishers or other safety equipment
- ✓ Workplace hazards
 - Slip, trip and fall prevention (wet floors, cords, uneven surfaces)
 - Proper lifting techniques
 - Handling sharp objects and hot surfaces safely
- ✓ PPE (personal protective equipment)
 - Expectations for wearing gloves, aprons, slip-resistant shoes, masks, etc.
- ✓ Safety tour
 - Eye-wash stations
 - First-aid kits
 - Alarms and extinguishers
- ✓ Mental and physical well-being
 - Encouragement to hydrate
 - Creating a respectful, harassment-free workplace
 - Drug-free policies
 - Stress management tips and resources

How long does safety training take?

Need a break?

Give your employee a short break and an opportunity to connect.

Break time is an opportunity to make introductions to other key team members. You might also use this time to let them taste something from the menu and to provide them a little quiet time to process everything they've learned so far.

How long a break will you provide?



Anti-harassment training matters.

Every employer in the state of New York must complete anti-harassment training for every employee on an annual basis.

Although you do not need to conduct anti-harassment training on Day 1, you must ensure each employee completes it every year.

Specific information regarding NY state anti-harassment law and a handy toolkit can be found [here](#).

Furthermore, New York City has their own anti-harassment training requirements. The [New York City Commission on Human Rights](#) has developed an anti-harassment training that is compliant with both city and state regulations; provided you also share your internal, compliant [anti-harassment process](#) to address harassment claims.

Anti-harassment training is another way to set expectations and show new hires your positive workplace culture.

How long will anti-harassment training take?

5 ways harassment impacts your business:

1. Harassment harms retention.

62% of hospitality workers report incidents of harassment at work, and many of them leave as a result.

2. Anti harassment training is a risk-management tool.

One harassment claim can cost a business upwards of \$75,000–\$125,000 in legal fees and settlements. Your insurance carrier may increase premiums or drop coverage if there's a history of workplace harassment.

3. Harassment impacts guest experience.

If staff feel unsafe, disengaged, or distracted, it shows in their service. It impacts team cohesion and consistency.

4. Recruiting is getting harder for the restaurant industry.

Restaurants in general have a reputation for harassment. Hospitality is one of the most reported industries for workplace harassment, and workers are increasingly unwilling to tolerate that culture.

5. Focus on anti-harassment reinforces a positive culture.

Policies are just paper until culture reinforces them. Anti-harassment training isn't about fear—it's about showing every team member what respect looks like in practice.



End the onboarding process by inspiring confidence!



Training Overview

Provide the new hire with their training schedule and an overview of your training process.



Before they finish, end with a review and Q&A

New hires will likely still have questions. During the review, make sure you provide plenty of opportunities for the new hire to get their questions answered.



Tip!

Provide contact information so your new hire can reach out if they have questions between onboarding and their first day of training.

Complete your Onboarding Timeline

How long do you expect your onboarding program to take?

Welcome Tour

Paperwork, Policies & Compliance

- Forms and Sign-Offs
- Benefits
- Key policies & procedures

Orientation Presentation

- Orientation presentation
- Culture and values
- Menu, & Recipes

Lunch

- Sample the menu

Safety Training

- Injury Reporting
- OSHA training
- Food safety

Anti-harassment training

Training Overview & Next Steps

- Training process & schedule
- Q&A

Notes:

Final steps of onboarding.

Communicate with your team.



Celebrate your new employees with your team



Set clear expectations for the team's role in welcoming their new co-worker



Build the type of team you've always dreamed of

Stay in touch with your new employee.



If there will be a gap between onboarding and training, keep in touch with a follow-up.



Send a recap of onboarding information, confirmation of the training schedule, or a note from the training team to welcome them.



Putting It All Together



In the ONBOARDING section, you've set the stage for an incredible first day of work and beyond.

- 🕒 Developed communications to prepare your new hire for their first day of work
- 🕒 Infused your culture into every aspect of onboarding
- 🕒 Designed your onboarding process
- 🕒 Created systems to support your process, including checklists, schedules and more
- 🕒 Created an orientation presentation to keep everything on-track and consistent

You've created an onboarding experience that makes your new hire feel welcome and supported!

Onboarding Best Practices

DO

- ✓ Send a welcome message to your new employee with all the info they need
- ✓ Schedule a tour and team introductions into the day
- ✓ Share a training schedule on their first day

DON'T

- ✗ Wait until their first day to touch base with them
- ✗ Just have them come in just to complete paperwork and then go home
- ✗ Wait until they are set up in your scheduling platform to get their next shift



Additional resources

[Hospitality Hire](#): The NYC Department of Small Business Services can help you find your next employees through their Workforce1 Career Centers.

The resources discussed here can also be accessed from the “[Hiring](#)” section of New York City’s “[Restaurant Hiring, Onboarding, and Training Playbook](#).”



Training

Training is the time to set clear standards and expectations for a new employee. The quality of your training process affects food quality, productivity, guest experience, and employee satisfaction.



Invest early to build a loyal team.



Training may seem like a big investment, but consider its impact on everything else. Effective training will:

- 🎯 Increase short and long-term productivity
- 🎯 Create strong bonds among your team
- 🎯 Encourage employees to stay with you longer
- 🎯 Provide growth opportunities for your best team members
- 🎯 Lower costs by helping avoid accidents and waste
- 🎯 Allow for smoother rollouts of new menu items or updates

Strong training experiences improve employee retention.

Here's what you'll do in the Training section:



Create a training process that is welcoming, informative, and sets clear expectations



Build a culture of learning that hinges on communication and feedback – formal and informal



Engage your full team in the training process

Train to retain.

Avoid common training mistakes seen in the food service industry:

Learning by doing only

Many restaurants need to fill job slots so quickly that they will place new hires onto the line or into the dining room without providing sufficient training. This directly impacts productivity and guest satisfaction.

Instead, design your training process with a wide variety of opportunities to learn – by doing, reading, watching, etc. This will improve overall learning and time to productivity.

Limited support or resources

Many restaurants transfer knowledge from employee to employee without writing anything down. Corners are cut and key information gets missed or miscommunicated.

Instead, start having your team write key information down to help create a training manual, guide, or even just a set of training checklists.

Short training periods

Many restaurants train new employees for 2-3 days and hope that previous work experience will be enough to get them through. Extending your training period will set a much stronger foundation for your team in all skill areas.

Remember, learning continues far beyond the initial weeks of employment. It's an ongoing process throughout the entire time someone works with you.



70%

of restaurant employees feel that they do not receive enough hands-on training from supervisors, with

62%

saying that a lack of training was the **main reason for leaving their job.** [Source](#)



Create a culture of learning.



Utilize with your core team.

Training is a group effort! Set expectations for team members who will play a role in the training process. Define clear roles and responsibilities for everyone. Look for those with a learning and mentoring mindset who can best support the work.

Trainers aren't always your top performers.

When selecting trainers, look for team members who consistently help others, who welcome all new hires to the team, and who closely follow your systems and processes.

As you develop your training system, engage your team in the process

- 🎯 Share the vision! Let them know what you want the training process to look like.
- 🎯 Host regular train-the-trainer meetings to review expectations, implement updates or changes, and allow the trainers to provide feedback on how training is going for recent new hires.
- 🎯 Ask for their feedback and continue improving your training process.

Retention rates rise **30-50%** for companies with strong learning cultures. [Source](#)



Trainers need training too.

Consider offering a development program for employees to help them grow their training and supervisory skills.

That goes for buddies, supervisors, and other leaders too! They know how to do their jobs, but do they know how to effectively train others?



Create a culture of learning.

Best practices for building a learning culture:



Reward Continuous Learning. Encourage curiosity and keep your team engaged in learning new things. Reward your trainers by elevating the status of their role.



Offer Constructive Feedback. And remember, people need to know what they should continue doing just as much as what they should stop doing.



Lead by Example. Invest in (and talk about) your own development. When you invest in your development, you promote a growth mindset that is passed down. Discuss mistakes you've made and things you've learned to humanize the training process.

Best practices for implementing something new:



Share the Why: Help the team understand your expectations and why it's so important.



Create opportunity for questions and feedback: Hear your teams' concerns and challenges, and update the system or help them understand.



Test it out: Pilot with one or two employees, adjust what isn't working, then give your team a chance to see how helpful it can be.



Follow up: As you continue the new process, keep checking in and following up to ensure it's being followed. It will become a part of your culture, but this can take some time.

Try the Show > Shadow > Solo approach.

1. The trainer demonstrates how to do the task while the trainee watches.
2. Trainee does the task while the trainer observes and gives guidance.
3. Trainee performs the task independently, with check-ins from the trainer

What can the team learn from each other?

Everyone has their strengths. When you identify someone with a particular talent, encourage them to share it with others.

Consider turning team huddles into learning experiences. You could ask questions like:

- 🎯 “Julie, you’ve never had a steak returned to the kitchen for re-fire! How do you get it perfect every time?”
- 🎯 “Pat, last week you smoothed things over with an angry customer and they came back for another meal today! How were you able to turn that around so well?”

What are some ways you can give people a platform to share their knowledge, skills, tips and tricks with others?

Design your training program and experience.

Three key actions to deliver a great training program:

1.

Prepare.

Set yourself and the team up for success. Have all key documents, like schedules and manuals, ready to go before the first training day.

2.

Check-in.

Everyone is responsible for a great training experience; daily, weekly, monthly check-ins make an impact and help everyone stay on track.

3.

Follow through.

Training is an ongoing process; check in as a new employee settles into their role and make sure it's a good fit, for you and for them, even after the first couple of weeks



In the following pages, we'll help you develop the tools and systems to support these efforts.



Assess your training program.



Upgrade your training program today by using the training design worksheet to assess your current process and outline next steps for your team.

It will help you determine:

- 🎯 How many days of training will take place
- 🎯 Who will the trainers be
- 🎯 Training benchmarks or milestones
- 🎯 Key information about the company
- 🎯 Key skill requirements for the role
- 🎯 Training and onboarding tools and templates

Upgrade your training program today by using this worksheet to assess your current program and outline next steps for your team.

Decision	Current	Upgrade
Length of Training	Current: 8 days in training Ex: 3 days (1 prep, 2 line)	Better version Ex: 5 days (2 prep, 3 line)
Trainers (if and who)	Current trainers and who they are Ex: No trainers	Better version Ex: 1 Prep (Luis), 1 Sauté (Alice), 2 Sauté (Joe and Em)
Important Benchmarks	Current training points where feedback is given or performance is assessed Ex: After day 2, make 1 dish for chef and at end of training make 3 dishes for chef	Where you want to build more structure into training Ex: Daily recipe checks with trainer or chef tracked on schedule; written feedback at end of training; next steps
Important Knowledge	Current important knowledge all new employees must have Ex: Attendance policy, leadership team, company values	Where to include in training process Ex: Orientation, training manual, training checklist
Tools/templates	Current tools if any Ex: Training schedule, but very little detail	Tools we need to improve training Ex: More detailed training schedule, orientation checklist, training manual, recipe cards



You can download an editable copy of this template [here](#).

Design your training process.



Checklists like this help integrate the entire team in the training and feedback process.

Are there any specific feedback questions you want asked/answered as they complete the training checklist?

Example: At start-of-shift check-in, ask the trainee what went well for them the previous shift and if there are any areas they feel they can improve on today.

Example: When sharing feedback with trainees, remember to share constructive feedback and offer help in closing the gaps.

Training Checklist

Before Training Day 1

- ☐ Confirm onboarding completed
- ☐ Schedule completed
- ☐ Schedule written
- ☐ Trainers assigned
- ☐ Shared with new hire

- ☐ Training materials printed
- ☐ Introduced to "buddy"

Daily: Manager on Duty

- ☐ Check in with trainer at start of shift
- ☐ Pair with designated trainer
- ☐ Check at the end of the shift with trainer
- ☐ Check in at end of the shift with trainee and share feedback from shift
- ☐ Confirm all quizzes and assigned tasks completed

Weekly: GM, EC, or Training Manager


- ☐ Check in with trainers on overall feedback for week
- ☐ Check in with buddy for updates
- ☐ Check in with managers on overall feedback for week
- ☐ Touchbase with trainee on progress and share feedback
- ☐ Record these conversations, whenever possible: email, notes, forms, manager log, etc.

Monthly

- ☐ Department managers check in with their departments & other managers on new hires since start
- ☐ Check in with trainers on feedback on overall training process and recent new hires
- ☐ Discuss new hires at the manager meeting

After Formal Training Ends

- ☐ 30 Day Check in
 - ☐ Post Training progress
 - ☐ Ongoing learning
 - ☐ Still asking questions and engaged
 - ☐ Knows all requirements for role
 - ☐ Works well with the team
- ☐ 60 Day Check in
 - ☐ Feeling like part of the team
 - ☐ 100% able to complete role
 - ☐ Asking new and different questions
 - ☐ Team and managers feel they will be successful


 You can download an editable copy of this checklist [here](#).

Design your training program.

Daily Training Plan

Using this tool can provide you with a clear outline of what needs to happen each day of training, and gives you an opportunity to provide feedback on every shift.



Training Plan

Employee Information	
Trainer Name	
Trainer Position	

Day 1 - Orientation
Goals: Trainee should gain welcomed, expectations and company policies outlined, and have an introduction to restaurant values, mission & culture.

- ☐ Finalize onboarding paperwork
- ☐ Restaurant Orientation
- ☐ Training Expectations & Role Review
- ☐ Restaurant Tour & Safety Review
- ☐ Review uniform expectations

Trainer Information	
Trainer Name	
Station & Focus Points	

Trainer & Trainee Notes Section
This should include what was completed, what was covered, and any notes or feedback

Shift for Day	Notes
Station Set Up	
Prep Items	
Cleanliness & Storage	
ODH Standards & Chemical usage	



Download an editable template of the Training Plan [here](#).

Evaluations



Performance evaluations are more than an evaluation of the work. They're another important tool for measuring the effectiveness of your training process.

Training Plan	
Employee Name	
Trainer Name	
Trainer Position	
Day 1 - Orientation <small>Goal: Trainee should feel welcomed, expectations and company policies outlined, and have an introduction to restaurant values, mission & culture.</small>	
<input type="checkbox"/> Finalize onboarding paperwork <input type="checkbox"/> Restaurant Orientation <input type="checkbox"/> Training Expectations & Role Review <input type="checkbox"/> Restaurant Tour & Safety Review <input type="checkbox"/> Review uniform expectations	
Training Date	
Trainer Name	
Location & Focus Points	
Trainer & Trainer Notes Section <small>This should include what was completed, what was covered, and any notes or feedback</small>	
Goals for Day	Notes
Station Set Up	
Prep Items	
Cleanliness & Storage	
DOH Standards & Chemical usage	



You can download an editable template of the performance review [here](#).

The Buddy System



Starting a new job is stressful for new employees. They are in a strange environment and attempting to absorb a lot of information.

A “Buddy System” can help decrease stress and make new employees more comfortable.

A buddy is an informal source of information and a built-in support for new employees, with whom they can speak openly and ask questions. A buddy should not be a trainer or manager but instead should be a co-worker and peer in a similar role with a similar schedule who is welcoming and open to questions.

Learn more in “[Your Guide to the Buddy System](#)” and set them both up for success!

4 easy steps to setting up a buddy system:

1. Identify people on your team in any department who are welcoming, friendly, and generally helpful. **Tip:** Make sure your buddy works a similar schedule to the new employee.
2. Assign a buddy for each new employee when they start
3. Introduce the buddy to the new employee on their first day
4. Build the buddy system into your training checklist

Constant Communications

Communicate before, during and after training.

Team Communications

- 🎯 Keep the team up to date on all training and share the training schedule with them.
- 🎯 Use pre-shift meetings, buddies, and training schedules

Management Communications

- 🎯 All managers should know training status of new employees
- 🎯 Involve them in the process and hold everyone accountable to engage with new hires

New hire Communications

- 🎯 Share key info:
 - ➔ Schedule
 - ➔ Who to go to with questions
 - ➔ How to follow up after official training ends

Training Schedules

- 🎯 A training schedule sets a clear standard for the training timeline. It also creates a clear method of communication for the new hire and the entire team.

Why should you use these tools?

Checklists, schedules, goals and expectations help you deliver a consistent training experience and effective communication for the whole team. You'll also have new hires who are **fully trained to do their job**.

Training Schedule

Employee Name: _____
 Employee ID: _____
 Employee Start Date: _____

Training	Theory	Practice	Training Notes	Trainer	Score	Pass
1						
2						
3						
4						
5						
6						
7						



You can download an editable template [here](#).

Effective feedback drives quality performance.

Best Practices for Giving Feedback

Feedback can be difficult to receive and even harder to give. Practice makes perfect — the more you give and get feedback, the easier it gets. Here are some best practices for delivering feedback:



Be specific: Make sure there is no room for misinterpretation. Avoid vague feedback like “Improve your communication skills.” Be sure to include the **how** and, most importantly, the **why**.



Listen First: Start by listening, then ask questions. Leave the explanation for last.



Be Curious: Ask questions and find out what the other person thinks.

Their mindset matters: When providing feedback, consider the other person’s mindset. If a team member is upset, consider delivering the feedback the next day when they might be open to the feedback.

What’s your mindset? Are you approaching this with positive intent? Is your goal to help the employee improve and become a better team member? Are you building them up, or tearing them down?



Feedback Opportunities During Training

Daily feedback from the trainer and supervisor

on shift: check in at the beginning and the end of the shift; share quick feedback during shifts, where needed.

“Halfway” point: when the new hire is halfway through their training program, discuss what they are doing well and what they can do to improve. Set clear expectations!

Businesses with a continuous performance processes are **39% better at attracting top talent, and 44% better at retaining** talent.

Save time by training with technology.

How can technology help me deliver training?

Technology can help standardize learning so that you can focus on the individual. Learning systems are great for:

- 🎯 Sharing training tools and resources
- 🎯 Delivering video training for required certifications, courses, and more
- 🎯 Completing quizzes or other requirements
- 🎯 Sharing feedback and getting feedback from new hires

Learning Management Systems (LMS) can provide:



Digital manuals & resources



Online anti-harassment or safety trainings



Online quizzes & assessments with automatic grading



What if my team isn't good with technology?

- 🎯 Provide training using tech product support services
- 🎯 Use systems they might already be familiar with
- 🎯 Find technology that works on smart phones
- 🎯 Make technology available at work, where possible

Putting It All Together

You developed a solid training program geared toward continuous improvement!

- ✓ Reviewed your current training practices and outlined ways to strengthen it
- ✓ Created a check-in system to support new hires in their first weeks and beyond
- ✓ Developed a communications plan to keep everyone connected to the training program
- ✓ Developed and shared detailed training plans and schedules
- ✓ Built a culture of learning and continuous feedback
- ✓ Explored technology solutions to make training more efficient
- ✓ Planned communications to stay connected with applicants throughout the training process



Your training program is on its way!

Don't forget to ask for regular feedback and continue to refine it as you go.

Training Best Practices

DO

- ✓ Share the training schedule with your trainers and your full team.
- ✓ Give the new employee a buddy and resources during their training.
- ✓ Reward your trainers for how they help you build your team.
- ✓ Lean into a culture of feedback and continuous learning.

DON'T

- ✗ Only share the training schedule with the new employee and leave others out of the loop.
- ✗ Rely on the employee to figure out who to ask questions or what to do on their own.
- ✗ Just put a new hire with whoever is on the station/available to train.



Additional Resources

[Hospitality Hire](#): The NYC Department of Small Business Services can help you find your next employees through their Workforce1 Career Centers.

The resources discussed here can also be accessed from the “[Hiring](#)” section of New York City’s “[Restaurant Hiring, Onboarding, and Training Playbook](#).”



Well done!

Thank you for your commitment to excellence in hiring, training and onboarding and for helping to make the NYC foodservice industry a more attractive and welcoming one.

We hope this toolkit was helpful in building and retaining a world class team of well trained, well qualified talent. We're here to support your next steps!



careers
businesses
neighborhoods

