

THE EMPLOYEE SELECTION PROCESS

CHAPTER 6

JOB DESCRIPTIONS AND JOB SPECIFICATIONS

No restaurant can keep its doors open without the services and devotion of the first role in the list: the dishwasher.¹

Michael Garvey, Heather Dismore, and Andrew G. Dismore, *Running a Restaurant for Dummies*

CHAPTER OBJECTIVES

After completing this chapter, you will be able to

- Identify the steps in the employee selection process.
- Distinguish between job descriptions and job specifications.
- Create a written job description.
- Create a written job specification.
- Use a job description and a job specification as a recruiting and a training tool.
- Explain the legal importance of well-written job descriptions and job specifications.



HRM IN ACTION

By now you should have a good understanding of some of the challenges facing hospitality industry managers and supervisors today with respect to finding, developing, and keeping a talented pool of labor. This is by no means an easy task, and coupled with the added burden of adhering to a myriad of federal, state, and local laws governing nearly every single aspect of the employment process, it is no wonder that hotel and restaurant managers say that *recruiting and retaining employees* is the thing most likely to keep them awake at night. It does not have to be this way. Assuming that an

operation is able to pay competitive wages and offer at least a few **employee benefits**, eager applicants should be lining up at the front door. For many small operations, unfortunately, management fails pretty miserably in this area, and they have the high **turnover rates** to prove it! Even large operations that have the luxury of staffing a professional human resources department could do a better job when it comes to creating a positive work environment, a place where employees actually enjoy coming to work.

THE EMPLOYEE SELECTION PROCESS

The **employee selection process** consists of locating, recruiting, and hiring the best candidates to fill any open positions that the hospitality business may have. The goal is for management to pick the best from among a pool of qualified job candidates. The processes used when selecting and hiring new employees are critical to the operation's overall success. One of the key elements in the employee selection process is to ensure that we are matching the right applicant with the right job, so the very first step is to develop a well-written **job description** for each position in the operation.

JOB DESCRIPTIONS

Job descriptions detail the duties that the position requires. In other words, what tasks will this employee be required to do? Before placing even the first help-wanted advertisement or conducting even one single interview, management should first develop a written job description for the position that needs to be filled. Why is this? Because this process *forces* management to thoroughly think about this particular position and to review each of the tasks that the successful applicant will need to be able to accomplish. Only after this is done will management be ready to think about the *type* of individual who would be most suitable for the position.

When we say *type* of individual, we are not referring to blonde hair and blue eyes; these factors are probably *not* job related and, therefore, have no business in the decision-making process. You learned in an earlier chapter that illegal job discrimination can be costly indeed, so you want to avoid basing your hiring decisions on factors that could be deemed discriminatory. When considering the type of individual who would be the best match for the position, you want to consider factors such as knowledge, abilities, skills, education, training, or anything else that you consider to be truly job related.

For example, suppose you manage a small restaurant with a busy carryout business, and the clientele your restaurant primarily serves is Hispanic. Many of your customers speak only Spanish, and you need to hire an individual to take

TALES FROM THE FIELD

I worked in the hospitality industry for over five years before deciding to get my education. And even though I had held a lot of different kinds of jobs, I had never seen an actual job description until we talked about them in class one day and my instructor had some samples for us to look at. I had heard the term—you know: ‘that’s not in my job description’—but I never really knew what they were or how they were used. Now I work at a resort that belongs to our State Parks system, and we’re required to have up-to-date job descriptions for every position here. I’m the first to admit that it does take some time to develop them properly, but they sure save a lot of time in the long run, especially when recruiting and hiring new employees. We even use them as a sort of training checklist, and that helps us ensure that we are covering all of the tasks that the employee needs to master during the training process.

Matthias, 32, Land Between The Lakes, Kentucky

phone orders and process food and beverage orders for carryout. Would it be justified to say that the best candidate for this position would need to be fluent in Spanish? You bet it would be! It would also be *legal*. The ability to speak and understand Spanish would certainly be job related in this example.

Many employees often quit their jobs because they are frustrated. They do not know exactly *what* they are supposed to do, *how* they are supposed to do it, or *how well* they are doing whatever it is they are supposed to be doing. A job description is a very useful tool for eliminating this kind of confusion and frustration. The best job descriptions define the job very clearly and tell employees the *what*, *how*, and *how well* of their jobs. A job description also provides management with a formal document describing what each employee is supposed to be doing. It acts as a standard that management can use to assess how well the employee is performing. This, in turn, can be used in the employee’s **performance appraisal**, feedback, wage adjustment, and need-for-training decisions. The job description also helps the employees learn their job duties, and it highlights the results that management expects them to achieve. Such information is crucial if management wants to have productive workers and a positive work environment. Figure 6.1 illustrates a job description for a hotel banquet cook.

Essential Elements

Properly written job descriptions may also serve as a defense against discrimination claims because they list the minimum job qualifications, provide job applicants with a picture of what the job entails, and document the essential job functions. As you learned in Chapter 2, this type of documentation is important in order to adhere to the requirements of the Americans with Disabilities Act.

Job Title: Banquet Cook

DEPARTMENT: Banquets and Catering

REPORTS TO: Executive Chef

WAGE CATEGORY: Nonexempt

Job Summary:

Prepare, season, and cook soups, meats, vegetables, desserts, or other foodstuffs in the hotel banquet department. May order supplies, keep records and accounts, price items on menu, or plan banquet menu.

Job Duties:

Bake breads, rolls, cakes, and pastries.

Bake, roast, broil, and steam meats, fish, vegetables, and other foods.

Carve and trim meats such as beef, veal, ham, pork, and lamb for hot or cold service or for sandwiches.

Estimate expected food consumption; then requisition or purchase supplies or procure food from storage.

Observe and test foods to determine if they have been cooked sufficiently, using methods such as tasting, smelling, or piercing them with utensils.

Regulate temperature of ovens, broilers, grills, and roasters.

Wash, peel, cut, and seed fruits and vegetables to prepare them for consumption.

Weigh, measure, and mix ingredients according to recipes or personal judgment, using various kitchen utensils and equipment.

Figure 6.1

Job description:
Banquet cook.

For example, if none of the **essential duties** on a job description for the position of hotel front-desk clerk require that the employee be able to lift 50 pounds, then it would be unwise to reject an applicant for the position just because he or she is unable to lift 50 pounds.

The foundation of any job description is the position's *necessary* functions. Tasks that are regularly performed and the goals of the job would be considered essential functions. For example, essential functions for a host/hostess position might include scheduling day and shift assignments for all dining room personnel, assigning service stations to all servers and bus help, graciously greeting guests upon arrival, escorting them to their table, providing menus, and notifying the server of their arrival. Management should examine and verify that each job description lists only the position's essential functions.

Once you have decided on a position's essential functions, you are ready to begin formulating the job description. Often, the bigger the job, the smaller the

POSITION DESCRIPTION

TITLE: Assistant Restaurant Manager

REPORTS TO: Owner/General Manager

WAGE CATEGORY: Exempt

Position Summary:

Oversees and coordinates the planning, organizing, training, and leadership necessary to achieve stated objectives in sales, costs, employee retention, guest service and satisfaction, food quality, cleanliness, and sanitation.

Position Duties and Responsibilities:

1. Understand completely all policies, procedures, standards, specifications, guidelines, and training programs.
2. Ensure that all guests feel welcome and are given responsive, friendly, and courteous service at all times.
3. Ensure that all food and products are consistently prepared and served according to the restaurant's recipes, preparation, cooking, and serving standards.
4. Achieve company objectives in sales, service, quality, appearance of facility, and sanitation and cleanliness through training of employees and creating a positive, productive working environment.
5. Control cash and other receipts by adhering to cash handling and reconciliation procedures in accordance with restaurant policies and procedures.
6. Make employment and termination decisions consistent with General Manager guidelines for approval or review.
7. Fill in where needed to ensure prompt guest service standards and efficient operations.
8. Continually strive to develop staff in all areas of managerial and professional development.
9. Prepare all required paperwork, including forms, reports, and schedule in an organized and timely manner.
10. Ensure that all equipment is kept clean and in excellent working condition through personal inspections and by following the restaurant's preventative maintenance program.

Figure 6.2

Position description:
Assistant restaurant
manager.

job description. An hourly position could require quite a lengthy job description that details many tasks. As one moves up the managerial ladder, the essential functions become broader. In fact, job descriptions for management positions are often called **position descriptions**. Figure 6.2 illustrates an example of a position description for an assistant restaurant manager.

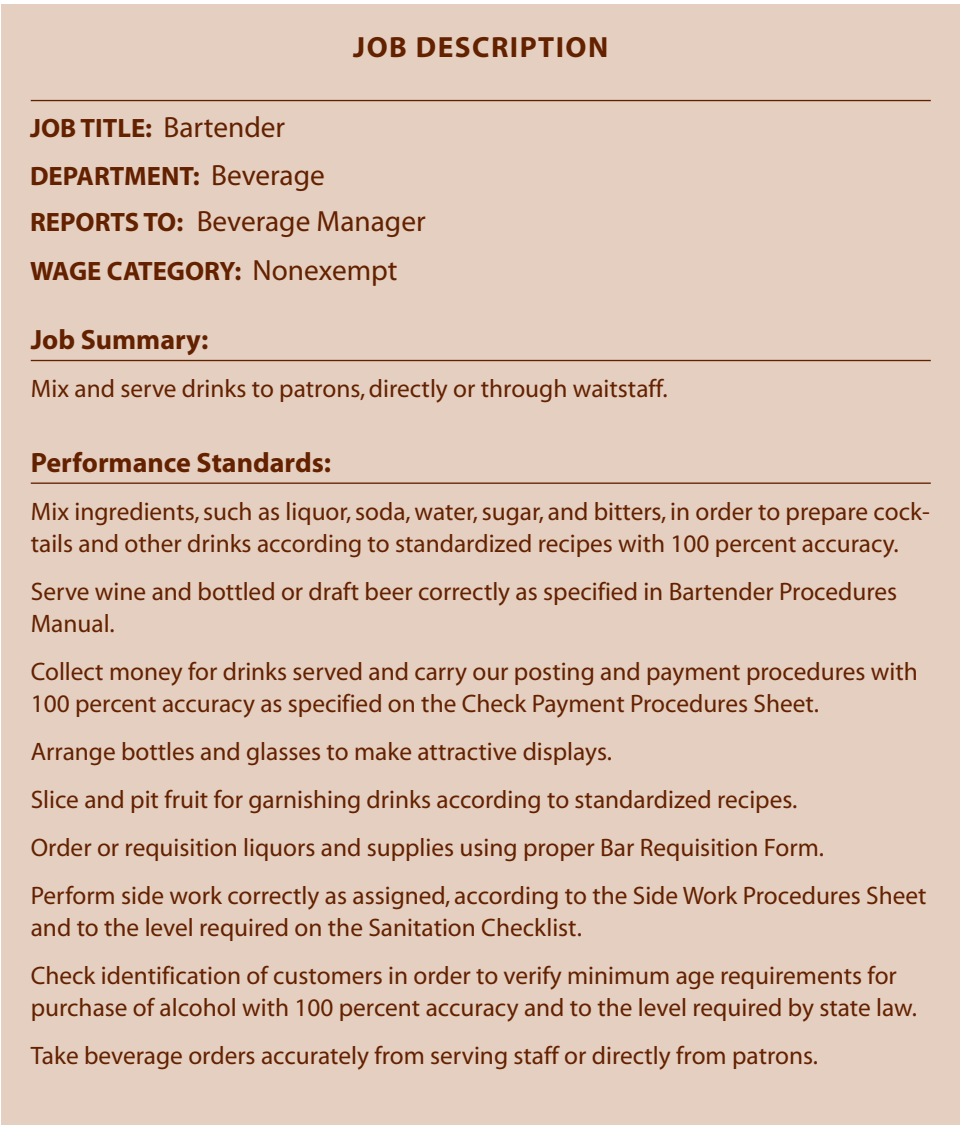


Figure 6.3 Job description: Bartender.

Performance Standards

All job descriptions should have these basic elements: descriptive position title (what the job is), title of immediate supervisor, position summary (synopsis of the job), and tasks (duties). Some organizations break each task into a **performance standard**. A performance standard is nothing more than the *what*, *how*, and *to what standard* each task is to be performed. Figure 6.3 illustrates the use of performance standards in a job description for a bartender.

ethical dilemma

Marilyn Streepey has only been in her position as general manager of the Downtown Inn for three months, but already she knows that the hotel had some serious personnel issues. Her fears are confirmed when she receives her first batch of quarterly guest comment cards from the hotel's corporate headquarters. The guest ratings were very low, and after reading each card carefully, Marilyn determined that many of the employees either did not know how to do their jobs or were simply unwilling or unable to do their jobs properly. She called a staff meeting for the next morning, and at that meeting she instructed all of the department managers to prepare written job descriptions for each position in their respective departments. "A lot of these employees are simply lazy," she said to her department managers. "Once these job descriptions are created, I want every employee in each of your departments to sign one." "That way," she added, "when we have to start terminating people due to poor performance, at least we will be covered from a legal standpoint." If Marilyn and her department managers proceed, are they in danger of violating any of the *10 Ethical Principles for Hospitality Managers*? What would be the outcome for the department managers? For the affected employees? For Marilyn herself? What might be a better way to proceed if the goal is to increase employee performance?

Developing a well-written set of performance standards for each job position in the operation provides the foundation for a management system for the employees and the work they do. Performance standards are important to the training process as well as to the employee appraisal process. We will cover each of these topics in greater detail in Chapters 11 and 12, respectively. Well-written performance standards also provide the following additional benefits:

- Describe jobs in detail.
- Present an accurate picture of what the job entails during the interview process.
- Describe the day's work for each job.
- Train workers to meet standards.
- Evaluate a worker's performance.
- Provide feedback to workers on their job performance.
- Reward achievement and select employees for promotion.
- Be used as diagnostic tools to pinpoint ineffective performance and serve as a basis for corrective action.
- Discipline workers as a means of demonstrating incompetence.

**Essentials for
Success**

It is unlikely that you have chosen a career in the hospitality industry because of your love of writing. No doubt, producing well-written job descriptions for each position in your operation with thorough and detailed performance standards seems like a daunting task. It is not surprising that very few small hospitality businesses take the time and trouble to do this. But it does not have to be this way. By now, you should realize the benefits of well-written job descriptions. Let's look at a few simple steps that we will need to take to establish effective performance and, thus, create effective and accurate job descriptions.

Step 1: Allow and even *encourage* all of your employees to participate in the process. No one knows best how to do a job, but you are likely to get the best input from those who do the job everyday. Brainstorming sessions will normally produce better results than one person writing it alone, and you may be surprised to find that your employees will actually set higher standards of performance than management alone. Remember, effective managers and supervisors do not hand down rules as Moses, delivering the Ten Commandments. Rather, effective managers are good facilitators who are capable of leading others and who accomplish tasks with the help of others on the team.

Step 2: As the leader, you will be in charge at all times. It is you who must make the final decision on the tasks to be included and their relative importance. But you must work together as much as possible in identifying the *whats*, *hows*, and *how wells*. Under your leadership, performance standards will represent a joint acceptance of the work to be done and the responsibility for achieving it. As a manager or a supervisor, your leadership role must continue as you facilitate the learning of skills, giving feedback, and providing additional training as necessary. Frequent evaluations, whether formal appraisals or saying "Hey, you're doing a great job," must be an integral part of the system. If you neglect this aspect of a performance standard system, the system will soon deteriorate.

Step 3: There must be a built-in reward system of some sort, with rewards linked to how well each worker meets the performance standards. People who do not want to work hard must understand that the better shifts, the promotions and raises, and other rewards will go to those whose work meets or exceeds the standards set. Do not make the mistake of thinking that rewards are only about money and other material things. Often a handwritten note or a word or two of praise can be just as meaningful. People feel that you are recognizing them as individuals and appreciating their contributions. We will examine effective employee reward systems in a later chapter of the book.

**Photo 6.1**

Management should review the job duties of each employee's job description with all new employees.

JOB SPECIFICATIONS

Unlike the job description that lists each of the essential tasks of a particular position along with the standards of performance associated with each task, the **job specification** details the personal characteristics that a qualified applicant should possess. Those of you who have spent any time working in a professional kitchen may be familiar with **food specifications**, usually called food specs. Simply calling up your meat purveyor and ordering some bacon may result in your receiving a product that is entirely unacceptable for your restaurant. A food spec is a way for you to communicate in a precise way with a purveyor so that your operation receives the *exact* item requested every time. Like bacon, people have various and assorted characteristics that may or may not make them suitable for a particular position in your operation.

**Photo 6.2**

A job specification for the position of bartender might list personal characteristics such as “friendly” and “outgoing.”

Once you have a clear understanding of the tasks that each position must fulfill, it is a relatively simple matter to determine what kind of person would best be able to accomplish those tasks. Knowledge, skills and abilities, work experience, and education and training are all examples of the kinds of personal characteristics found in a job specification.

The qualifications you list on the job specification must not discriminate in any way on the basis of race, national origin, sex (unless BFOQ), age (unless BFOQ), marital or family status, religion, or disability. Because of newer disability laws such as the ADA, job specifications now often include the position’s physical and mental characteristics.

A job specification for the position of bartender may have some of the following characteristics.

REQUIRED KNOWLEDGE FOR BARTENDERS

Customer and Personal Service—Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

Sales and Marketing—Knowledge of principles and methods for showing, promoting, and selling beverage products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.

Law and Government—Knowledge of state and local alcohol laws.

Mathematics—Knowledge of arithmetic and the ability to add, subtract, multiply, and divide quickly and with accuracy.

SKILLS REQUIRED FOR BARTENDERS

Service Orientation—Actively looking for ways to help customers and employees.

Active Listening—Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Social Perceptiveness—Being aware of others' reactions and understanding why they react as they do.

Speaking—Talking to others to convey information effectively.

PHYSICAL AND MENTAL ABILITIES REQUIRED FOR BARTENDERS

Memorization—The ability to remember information such as words, numbers, recipes, and procedures.

Manual dexterity—The ability to quickly move your hand, your hand together with your arm, or your two hands to grasp or manipulate beverage containers or to assemble drinks.

Speech recognition—The ability to identify and understand the speech of another person.

Wrist-finger speed—The ability to make fast, simple, repeated movements of the fingers, hands, and wrists.

Extent flexibility—The ability to bend, stretch, twist, or reach with your body, arms, and/or legs.

Trunk strength—The ability to use your abdominal and lower-back muscles to support part of the body repeatedly or continuously over time without “giving out” or fatiguing.

Arm-hand steadiness—The ability to keep your hand and arm steady while moving your arm or while holding your arm and hand in one position.

Oral comprehension—The ability to listen to and understand information and ideas presented through spoken words and sentences in English.

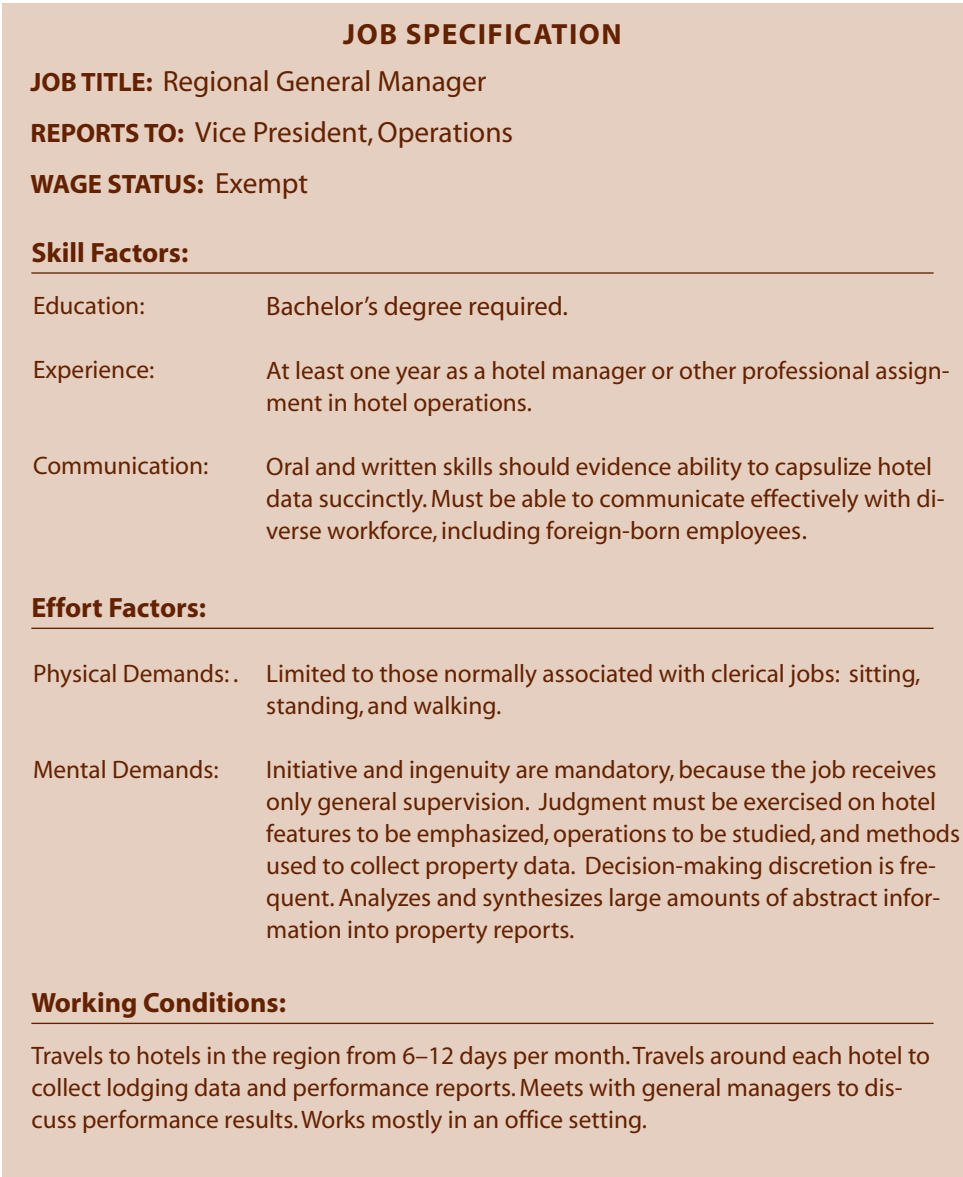


Figure 6.4 Job specification: Regional general manager.

Job specifications may or may not offer the detail to the extent provided in the bartender example. Figure 6.4 illustrates a job specification for a regional manager for a small hotel chain. While it is not as detailed, it still provides an excellent overview of the necessary skills and abilities required for this position.

ONE SIZE DOES NOT FIT ALL

It is perhaps tempting to find a generic job description or job specification that might fit your operation's needs or even a template from one of the dozens of Web sites that provide such information. This is not a terrible thing, but it should be used as only the starting point for developing your own, personalized job descriptions and job specifications. Your forms must accurately represent the unique activities, responsibilities, and desired results for each position in your own operation.

SUMMARY

- Job descriptions and job specifications are excellent tools for recruiting, training, and retaining a qualified labor pool. A well-written job description should be the very first step in the employee selection process.
- The job description lists the tasks or duties associated with a specific position in the operation. Well-written job descriptions often include standards of performance so that employees not only know what to do but how to do it and how well to do it.
- The job specification details the personal qualities or characteristics that an ideal applicant should possess in order to be successful in a given position. Qualifications such as education, training, experience, skills, and abilities are also included on the job specification.
- It is important for legal reasons that neither the job description nor the job specification discriminates with regard to race, religion, or national origin. Age of the applicant and the sex of the applicant could be a basis for the decision-making process so long as those issues are bona fide occupational qualifications and are clearly job related.

PRACTICE QUIZ

1. Most hospitality industry managers cite recruiting and retaining employees as their number one challenge.
A. True B. False
2. Having plenty of blank applications on hand and placing help-wanted ads in local newspapers and other publications should be the first step in the employee selection process.
A. True B. False
3. Personal characteristics such as eye and hair color are perfectly acceptable on a job specification.
A. True B. False

4. Performance standards not only clarify what the employee is to do, but they also state how to do it and to what extent (how well) it is to be done.
A. True B. False
5. Job descriptions should detail the personal qualities or characteristics that an applicant should possess in order to be successful in a specific position.
A. True B. False
6. Job descriptions and job specifications should not illegally discriminate in which of the following areas?
A. Race
B. Religion
C. National origin
D. All of the above
7. Which of the following details the tasks to be performed in a specific position?
A. Work flow analysis
B. Job specification
C. Performance standard report
D. Job description
8. Which of the following is *not* a basic element found on the job description?
A. Descriptive position title
B. Title of immediate supervisor
C. Educational levels and personal abilities required for the position
D. Tasks and duties performed in the position
9. Performance standards can be used for which of the following?
A. To describe the day's work for each job
B. As a basis for rewarding achievement
C. To describe a job or a position in detail
D. All of the above.
10. The best job descriptions have which of the following features?
A. They are well written and include performance standards.
B. They have been created through brainstorming by management and staff.
C. They are specific to the operation.
D. All of the above.

**REVIEW
QUESTIONS**

1. Create a job description for a typical position in either a lodging or a food service setting. Include not only a summary of the position but also a list of the position's duties. Of the duties you have listed, which would you consider being "essential functions" and why? What was the most difficult aspect of creating the job description? Be prepared to share your job description with the rest of the class.
2. Based on the job description you created in the previous assignment, assume that an individual who is disabled according to the guidelines of the ADA (see Chapter 2) has applied for the job. Depending upon the individual's disability, of course, would you be able to accommodate the job applicant? Do you feel that you may need to make a reasonable accommodation for the applicant? Give an example of the type of accommodation you might be able to make. Share your findings with the rest of the class.
3. Create a job specification for either a restaurant greeter, hotel front desk clerk, or hotel bellhop. What special characteristics such as skills, abilities, education, knowledge, and work experience would you want to put on the job specification? Explain in detail and provide solid reasoning as backup for the personal characteristics that you have listed. What legal issues must you be concerned with when you create such job specifications? Are the characteristics you have listed bona fide and essential? Explain. Share your findings with the class.
4. From the job description that you created in question one, choose two or three of the duties that you listed and write a standard of performance for each duty. Be sure to explain the how, why, and to what extent each of the chosen duties must be performed. What are the benefits of adding performance standards to each duty listed on the job description? Are there any drawbacks? Explain in detail and be prepared to share your findings with the rest of the class.
5. Working with a team of one or two other students, find examples of poorly written job descriptions. You may have examples from past or current employers, you may be able to find examples on the Internet, or your instructor may be able to provide examples for you. You may also want to look in older, out-of-date human resources textbooks if you have access to any. What are the problems associated with the job descriptions that you have located? How should these errors be changed in order to make the job descriptions more effective? If you have located a job description that is significantly different than those described in this chapter, explain the differences as well as any benefits or drawbacks.

**HANDS-ON
HRM**

Jenna Hawkins has been trying to reach her best friend, Dee, for days. She is frantic and close to giving up when, finally, Dee answers her phone: “It’s Dee. What’s up, Jenna?” “My God, Dee,” Jenna wails. “I’ve been calling and leaving messages for days. Where have you been?” “Oh, my mom got sick, and I had to go home and help out for a few days,” Dee explained. “I can’t afford the roaming charges, so I just turned my phone off, but I’m back now,” she said. “Where’s the fire?”

“Well, you know I just took that assistant manager’s job at Poisson, the fancy seafood place downtown,” said Jenna. “I’m in deep trouble; the general manager has been after me to write up a whole new set of job descriptions for the dining room staff, and I don’t even know where to begin.”

Jenna explained that during the job interview, the general manager had questioned her at length about her experience with job descriptions, and she had assured him that she was well versed in that area. “I basically lied,” explained Jenna. “If I can’t come up with some decent job descriptions by this Friday, they’ll probably fire me.”

“Well, we covered that about a year ago in culinary school,” said Dee. “Why don’t you come over tonight?” she offered. “I’ll blow the dust off of some of these old books and you can just copy something from them.”

Jenna had often teased Dee about going to culinary school. She felt that it was a waste of time and money. Personally, Jenna had gained her experience through the “school of hard knocks,” and she often bragged to Dee about how much more money she was making than her friend. Dee would be graduating in another semester, and she still hadn’t lined up a job, but Jenna was happy that her old friend was willing to help her out.

Dee had laid out two tattered textbooks on the coffee table, and when Jenna arrived, they sat down and began to go through them. “How old are these?” asked Jenna. “They look kind of dated.” “Well, they were used when I bought them,” said Dee. “And that was almost two years ago. I’m not even sure if they use these books at school anymore.” “Well, it shouldn’t matter,” said Jenna. “How hard can this be?”

Dee explained what she remembered from her lectures on the subject of job descriptions to Jenna: Focus on the primary duties and responsibilities of the job, and note any special skills or characteristics that the employee should possess. “Well, there’s not much to this,” said Jenna, as she began to write some notes on a legal pad that Dee had taken out of her book bag. “Definitely, everyone needs a high school education,” Jenna said. “I’d even prefer some college, but we won’t get too picky.”

“How about transportation,” offered Dee. “You don’t want anyone who doesn’t own a car or live on the main bus route—they’d be calling out all the time.” “I don’t see anything like that on these examples in the book,” said Jenna. “Are you sure that’s okay?” “Of course,” said Dee. “These are important characteristics that a successful job candidate should have, so

it's okay to list them at the top of the job description.” “Well, if you say so,” replied Jenna. “You’re the college girl.”

After they had worked for about an hour listing some of the key personal qualities for each position in the dining room, Jenna said, “You know, the duties on this example in the book are pretty close to what we really do at Poisson.” “I think I’m just going to copy these down and go with them.” “I don’t see any problem with that,” said Dee. “Anything to save a little time.”

Jenna thanked Dee as she carefully folded the notes she had written and tucked them in her purse. “Let’s go have a beer,” she said. “I don’t have to go in till three tomorrow, so I’ll have plenty of time to type these up before I have to get ready.” “Sounds good,” said Dee. “Your boss is really gonna be impressed.”

QUESTIONS

1. What are some of the key mistakes that Dee and Jenna are making with respect to designing the job descriptions for each position in the Poisson restaurant’s dining room? Is it wise to copy job duties from a textbook in cases such as this? Why or why not?
2. Discuss the personal characteristics that Jenna plans to incorporate into the job descriptions? Can you foresee any potential problems for the restaurant should she decide to write these on the job descriptions? Explain in detail.
3. Do personal characteristics belong on a job description at all? If so, where should they be placed and how should they be written? If not, where do they belong and how should they be written?
4. Are there any important elements to a job description that Dee and Jenna failed to discuss at all? What are they? Why are these elements important?

KEY TERMS

Employee benefits Job perks above and beyond salaries and wages. Examples include vacation pay, employee meals, tuition reimbursement, health insurance benefits, and so forth.

Turnover rates These are usually expressed as a percent and are determined by dividing the number of employees who have left the company (separated) by the number of workers normally employed by the operation.

Employee selection process Locating, recruiting, and hiring the most qualified candidates to fill the hospitality operation’s available jobs.

Job description A form that details the essential tasks or duties required in a specific job or position.

Performance appraisal A system whereby management provides formal feedback to an employee on his or her work performance. These are often linked to wage increases and promotions.

Position description Identical to a job description but used for higher manager's positions as opposed to lower-level hourly positions.

Performance standard Details the what, the how, and the how well of a position's specific tasks.

Job specification A form that details the personal characteristics such as education level, training, work experience, and abilities required in an applicant in order to be successful in a specific job or position.

Food specification A written specification that details in a precise way the characteristics of a food product purchased by a restaurant from a purveyor.

NOTES

1. Michael Garvey, Heather Dismore, and Andrew G. Dismore, *Running a Restaurant for Dummies* (New York: John Wiley & Sons, Inc., 2004).