



Respect and Communication in the Food Service Industry

*A report on Rival Hypotheses,
Options, and Outcomes
from the CARNEGIE MELLON
COMMUNITY THINK TANK*

This THINK TANK series explores decisions about respect and communication in the food service industry facing full-time employees, part-time employees, administrators, and

- Dealing with stressful days without taking it out on others
- Communicating expertise across hierarchy
- Developing intercultural sensitivity among employees and employers

*Intercultural Problem Solving for Performance
in WorkPlaces and WorkLives*

The Carnegie Mellon Community Think Tank

Creates an intercultural dialogue among problem solvers—from Pittsburgh’s urban community, from business, regional development, social services, and education, and

Seeks workable solutions to problems of workplace performance, workforce development, and worklife success for new urban workers.

The Think Tank’s structured, solution-oriented process:

- _Opens an intercultural dialogue in which administrators, human resource developers, line managers, educators, researchers, community workers, trainers, and employees meet as collaborators,
- _Structures talk into a problem-solving search for diverse perspectives, rival hypotheses, and collaborative solutions,
- _Draws out untapped levels of community expertise to build more comprehensive intercultural understandings of problems and to construct community-tested options for action, and
- _Builds a scaffold for Local Action Think Tanks in individual workplaces.



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THE NATIONAL DIALOGUE

WHAT THE REPORTS ARE SAYING ABOUT THE CLIMATE FOR PERFORMANCE

The Context for Low-Wage Work

1. *Social Injustice* Racial discrimination is a key reason for inner-city joblessnessⁱ. Moreover, employment discrimination is much more pervasive for blacks than for other minority groups. Workers of lower expected productivity may be given less on-the-job training. But productivity is not an individual characteristic; rather, it is shaped by the social relations of the workplace.

2. *Pathologies of the Poverty-Stricken: Blaming the Victim* William Ryan writes that blaming the victim "attributes defect and inadequacy to the malignant nature of poverty, injustice, slum life, and racial difficulties. The stigma that marks the victim and accounts for his victimization is an acquired stigma, a stigma of social, rather than genetic origin. But the stigma, the defect, the fatal different . . . is still located *within* the victim, inside his skin"ⁱⁱ. For example, issues such as drugs and alcohol, crime, hopelessness, hunger, and dependency on welfare may be attributed to an employee as signs of weaknessⁱⁱⁱ.

3. *The Disappearing Culture of Work: The Downward Spiral of Self-Perpetuation* William Julius Wilson's argument is that the disappearance of work in the inner-city has led to a self-perpetuating environment of poverty, the loss of neighborhood networks, and a vanishing work ethic – adults who don't work "don't know how" to work, and therefore cannot pass a work ethic on to their children.

4. *Blaming the System: Changing Economy and Structures of Domination* Systemic reasons for unemployment are wide-ranging, including poor education, low wage, lack of union jobs, benefits, and affordable good child care. Moreover, the economy as a whole has changed from higher paying manufacturing jobs to low-wage no benefit service jobs^{iv}.

5. *Banking Education vs. Experiential Education and Worker Empowerment* The American education system and many training programs teach people only how to remember decontextualized knowledge rather than solve contextualized problems. This lack of problem-solving knowledge is especially devastating to inexperienced employees^v.

6. *The Tacit Expectations of the Workplace* Tacit, or unspoken, expectations may be one of the least explored, and largest causes of difficulty in the workplace. What is tacit is usually invisible to both those who have the tacit expectations, and those who are subject to them. Tacit expectations and knowledges cause an even larger problem when the management and the employees are from two different sub-cultures. While most middle-class white men understand that coming to work on time is a priority, that teamwork means staying until the job is done, and that a "job description" never covers all of your expected duties, to inner-city youth these understandings may be wholly absent.

7. *Spatial Mismatch* There is a "spatial mismatch" for workers when available work sites are located far from their homes. Spatial mismatch is one of the most devastating results of the suburbanization or the workplace, and is more significant for inner-city workers, most of whom do not own cars. Moreover, since inner-city workers often receive the lowest-paying jobs, the costs of transportation (buying a car or paying for bus fare) might exceed their income.

8. *Separation of ideology and the economy* The separation of the moral from the workplace leads to a false sense that the economy runs on "natural" laws which are based in the worship of efficiency. But moral and ethical considerations should be a part of economic decision-making, as the addition of the moral into the workplace gives us a starting point for action which transforms both the self and the larger workplace.

THE FINDINGS OF THE THINK TANK IN BRIEF

WHAT PITTSBURGH FOOD SERVICE WORKERS ARE SAYING ABOUT THE ISSUES THAT MATTER

The Think Tank on Food Services began several years ago with critical incident reports at local restaurants and dining service institutions. These reports led to typical problems and stories about what was happening in the food service industry.

The Findings presented here highlight strong alternatives as well as cultural and professional differences. However, the concerns that repeatedly emerged across these dialogues also reveal a consensus on three concerns surrounding the issue of Respect and Communication:

About How Stress Affects the Working Environment

Management and employees are aware of how a “bad day” can negatively affect one’s working environment. And these bad days have a downward affect – if a manager is stressed, it is usually his or her employees who will get the short end of the stick. And the same goes for stressed full-timers who take it out on part-timers. How can stressful days – something that can’t be avoided – be less harmful to those working around you?

About How Management and Employees can Make Decisions Together

Both management and employees have important expertise when it comes to running a business well. But when new management comes in, a difficult transition period often follows. Employees feel they are not being heard when they express their long-term experiences and ideas, and managers don’t feel it is appropriate to talk about why they make the decisions they do. But these silences only lead to apathy and misunderstandings. How could this problem be solved?

About How to Acquire Intercultural Understandings Between Management and Employees

The fact it, management and employees often come from two different cultures. Management comes from a middle class environment where owning a car is normal, and child care is easily affordable. Employees, especially in the food service industry, are working class, have no transportation of their own, and must fight a myriad of other roadblocks. Both of these cultures could inform the other in important ways, while also adding to the understanding and sensitivity of relationships between management and employees. How could such differences be talked about constructively?

The below scenario represents some of the above issues in Respect and Communication. When used at the Think Tank sessions, this scenario serves as a starting point for discussion about how to solve these problems. As you read the scenario, think to yourself: What would *you* do?

THE FOOD SERVICE SCENARIO: WHAT IS GOING ON HERE?

The setting is More Please, a cafeteria style restaurant at a major university. The manager, Jill is by the kitchen door waiting for the health inspector, who is coming in a half hour. She is talking to a line-worker, James.

Jill: James, can I talk to you for a minute in my office?

James: Sure, but I need to get those vegetable bins refilled. Do you think you could give me a hand?

They go into Jill's office.

Jill: I don't have time right now, James. Anyway, as you can see we are very busy and we need to keep the heated food filled at all times. Also, the tables need to be cleaned as soon as the students get up. And don't forget that there are no substitutions on the special – the students always try to get away with that. I know you can handle this – I have so much to do I can't spare a moment.

James: But what if the students ask for you because they want a substitution. Can I just do it if they get really mad?

Jill: James, I just said no substitutions! And I don't want to be bothered either – try to handle it yourself. I've got so much to do it's unbelievable -- and if we don't pass inspection we will all be in big trouble.

Jill returns to her desk and starts writing. James walks in the kitchen to get more vegetables for the buffet. When he comes back, a student stops him.

Student: Ummm, I'm a vegetarian. Can I have three vegetables on the special instead?

James: Sorry, there's no substitutions.

Student: Look, I have special needs -- I don't eat any meat products at all, and all of the specials are based on meat dishes. And buying the vegetables separately will cost three dollars more. So just let me have the substitution and I'll be happy.

The Think Tank Process

- Think Tank dialogues invite participants to seek out significant “rival readings” of a problem scenario constructed around widely shared, persistent problems.
- Participants use their differences (in race, culture, position, experience) to reveal the “story-behind-the-story” as different players in the scenario might see it.
- They then approach this more comprehensive representation of workplace problems as intercultural problem solvers—exploring “options” for action and testing their “outcomes.”

James: The manager told me there were NO substitutions, no exceptions, and that's it. So if you want your vegetables, buy them separately.

Student: Excuse me? I know you did not just say that to me! Do you have any idea how much money I have to pay for this meal plan, the little choice I have in fresh vegetables, and the small amount of food I get because of the high prices? The least you can do is give me a substitution!

James: Hey, I don't want to make you upset, but I got a job to do, and I am NOT going to give you a substitution.

James looks over the cafeteria, where empty tables are starting to pile up. A line-worker is also gesturing for him to get more chicken breasts. He starts to walk away from the student.

Student: Where are you going? I'm not done talking to you – just get me the manager, right now!

The manager overhears the conversation and walks angrily up to the James and the student.

Jill: Hi, is there something wrong here?

Student: I have asked several times for this man to let me have a substitution since I'm a vegetarian, which is stupid because vegetables cost you less than meat anyway! But he won't let me do it! What is his problem?

Jill: Oh, I'm very sorry sir. Go ahead and have the vegetables and you can have your dinner free today.

They walk over by the kitchen, and Jill is thinking "Thank goodness the inspector isn't here yet."

Jill: James, I can't believe you just did that! Didn't I tell you I was too busy to deal with students today? And look at the dirty tables – I asked you to do that as well!

James: But you told me to not accept substitutions no matter what!

Jill: Come on, James, you should know when to bend the rules in a very special situation – that student was a vegetarian, not some guy trying to get beef instead of chicken.

James: *Thinking, Dag, she's getting an attitude with me!* Really, this isn't right. I'm just doing my job, and now I'M in trouble? AND you made me look stupid to the customers by acting like it was all MY fault!

Jill: James, I'm not going to get into an argument about this. The substitution rule is to be sure we don't lose money -- but vegetables are way cheaper than meat. You should have been able to figure that out. And now look at the tables – they are a total mess. I want you to stay on shift until the entire place is clean and clear.

James: But my bus leaves in 20 minutes!!

FOOD SERVICES FINDINGS

Decision Point #1: Dealing With on the Job Stress Story Behind the Story

This decision point focuses on how employees, management, and customers treat each other as "human beings" rather than as "objects," even in the face of difficult situations.

Stress resulting from everyday problems or unusual circumstances can negatively affect interpersonal communication and job performance -- especially when employees don't have strategies in place for dealing with normal, day-to-day job-related problems. Stress is often taken out on those lower in the hierarchy by giving short, unexplained, or unreasonable tasks or by losing one's temper.

The Story Behind the Story section of this document represents the real, grounded expertise of managers and employees who were interviewed about the problems and successes of their jobs. They gave their interpretations, and backed them up with specific examples.

A Stress Story Behind the Story: One time I was working in the back, mopping up a mess from a spilled vat of vegetables. Well, the managers had been having a bad day, and one of them came in and slipped on the wet area, even though there was a sign. This manager yelled at me as if I had done it on purpose. I felt terrible, but the truth is I didn't do anything wrong – the manager was just having a bad day.

Options and Outcomes

The Options and Outcomes part of this document stems from the *Decision Point Think Tank*, where groups of managers, employees, and a Think Tank facilitator sat around tables brainstorming about how to solve these problems, and what the projected affects of these solutions would be. The idea is to come up with an option that works for as many people at the table as possible.

Option #1: Managers only take stress out on the other managers.

A manager says: if a manager's having a bad day that manager's outlet are his superiors or his commander, and not the people working for him. Like my employees; regardless of the situation when I'm coming into work, I don't press those feelings onto them, at least not consciously. Some feelings may come through, but I at least have a fair amount of decorum when I know that its me in the bad mood.

The manager's Story Behind the Story: I think in a difficult situation I don't feel I need to come in and say I'm worrying about my wife going back to work or whatever because I don't push that on the employees, but I would certainly do that

with the managers, like I'm having trouble with my car, or need to come late, I will do that with them because they will know if I am operating under level but with the employees I wouldn't necessarily, you know wouldn't just drop that on them.

A union representative says: But I can usually tell if something is wrong with a manager. They think they can hide it, but I can tell with ****. He might just seem, well, **** is jolly, and sometimes I can tell with him because I know when he is not himself. And I'd like to know why so I could support him too.

Option #2: Be Straight Up With How Your Day is Going

A full-time employee says: We all have bad days, and when we come in, I try to be straight up with that, you know, I tell a manager how I'm doing. And from them a couple suggestions or maybe a small comment will get me through that day. You know, if a manager is aware that you have a problem or your day started badly, before you got to work, I found that it's helped me.

A full-time employee's Story Behind the Story: Now I can tell you that just a few days ago, I live in this apartment building and at 3 in the morning a pressure pipe water pipe busted . There was water everywhere. And that was a rough day, and when I came to work the first thing I did was go to the manager. And I told him, when I left coming to work there were people trying to repair the damage and I didn't like leaving my place when there were other people there, and so that was on my mind. So I went down just for a couple of minutes and talked about it and it was helpful to me to get through the day, because the job that I do is dealing with money and you have to concentrate on what you are doing and so I apologized for missing work the day before because of this, and he said don't worry, things happen, don't worry about it, things will be OK and that made me feel a lot better.

A manager says: The outcome of talking would let me know, he's probably worried about calling off a day, doesn't want to leave us stuck, but he couldn't be here, and you can only leave so much information on that answering machine. But then if he talked to me. I mean I could have been thinking, you know he screwed me again, I really needed him, and maybe that doesn't put him in any kind of situation disciplinary wise but maybe it changes how I perceive him for that day.

Option #3: Let employees know that management is available to talk to.

A manager says: I let the employees know all the time that they can come talk to me, on the record, whatever it needs to be. I've had conversations with employees both positive and negative, and I'm interested and concerned for my employees. I want to get someone to be able to talk with them if it is a family

situation to work that situation out, to see whether that person is going to be there for the rest of her shift, and out of concern for the situation personally.

A manager's Story Behind the Story: I don't know about anybody's life individually, but I know about their personality, and there may be a joke I can tell one but not another, but that joke will make them feel better if they are having a hard time. One of the things that I've always said to illustrate this relationship between myself and the employees is I feel I have the ability to manage x employees and x personalities; I adapt to work for them, they don't adapt for me.

A union representative says: I think that sounds good, but some things are union issues, so if an employee goes to a manager with one of those issues, he or she would need to be sure to get union representation before the conversation went further. That's just one of the rules around here.

Option #3: At the beginning of each shift, employees meet their supervisor for a brief "how is your day going" check in.

An educator says: What if each employee came in on shift, they found the manager, whoever was on tap at that time, and if this was an agreed upon thing, among all the management, and just said this is how I'm doing today. This is where I'm at. Then the manager would know how you are doing and perhaps be more sensitive to you.

A part time employee says: I really don't see it would make a difference, not to me. Let's say I've been up all night, I didn't get but two hours of sleep and I really don't think it would make a difference to anybody, as long as I showed up for work. I just show up to the bakery; I don't need to be Superguy.

A manager says: I think it can be a positive thing, for instance if I'm running short on people and I come up to you, and it's 5:30 and you are supposed to leave at 6, and I ask you to stay till 8, if you came to work with two hours of sleep, kind of with a short fuse, but then you are having this difficult day and I don't know about it and I haven't recognized it, and then I ask you to stay late, you know you may be short with me. So you know I can see where that would affect my decision making going forward for the day the day.

The manager's Story Behind the Story: One day an employee came in during the morning saying she's having trouble with her daycare, her mother in law is watching her kids, and she may need to be offline a couple times today to check on something. She might be using the phone, and she says if I see you I'll tell you. Now that is certainly going to change how I perceive my thoughts if I don't see her at her desk, or if one of her coworkers asks me where she is.

***Decision Point #2: Top-Down Communication
Story Behind the Story***

Managers and workers can benefit from ideas and problem-solutions which originate from lower-hierarchy workers. Moreover, management may avoid some problems by listening to the cues given by new, inexperienced employees.

A Top-Down Communication Story Behind the Story: Many times I have ideas for helping out with the problems we have at Highlander. But whenever I have an idea it is ignored or brushed off. I've had some very good ideas about how to make the salad bar better -- but now I don't even try to suggest new things."

A Top-Down Communication Story Behind the Story: I think that the students should have a say in how food services is run. For example, we used to have all - you-can-eat, and the students really miss that. I know they would come here more often if we had it again. Or students complain that our salad bar is too expensive, or we don't have enough ethnic food. If we listened to the students, I think we would make lots more money.

Options and Outcomes

Option #1: Just tell your manager if you have an idea or problem.

An educator says: If you see a problem that is happening on a regular basis, and you have an idea to fix that problem, you could get that idea implemented by communicating that idea to the management in a way that would really have a result.

A union representative says: Well it is kind of hard to do that with a lot of management. Cause I may be in the kitchen and you might see a problem, and the managers don't pay you any mind when you say something.

A manager says: See, you need to talk to every manager that you can, because I might be less receptive to an idea than another manager, and the other manager may be more or less receptive.

A part-timer's Story Behind the Story: I needed a push broom to help me clean up my kitchen, and I must have asked every single manager for that broom. I asked for a month and I still don't have it! I finally talked to one manager who said it was on order and I should get it today, but that is ridiculous: it is just a simple broom!

An educator says: Going to every single manager seems to be a lot to put on the employees, if they have to search out the exact right manager. There should be a better way to do it.

A full-time employee says: I guess I feel a lot like, I'm flat out making the assumption that for most managers your suggestion really won't be taken seriously whatsoever. In my experience, and I've been here a long time, I think that any suggestion is in one ear and out the other.

A union representative's Story Behind the Story: The impression of the employees who have been here twenty years thirty years is that when the new managers first came in the door they looked like we didn't know how to boil water, and we've been doing this for thirty years. So we do know some things, have some ideas, but then they made you feel like you don't what you doing.

Option #2: New management learns from the long-term employees.

A manager says: There is this management theory variance, and this is something that when I'm a new manager I keep my mouth shut and eyes and ears open because I can learn a lot more that way, since I just got here and I know nothing.

A part-time employee says: That may be nice, but almost no manager is ever going to do that; it is unrealistic. It has never worked that way from what I hear. Sounds nice, but no dice.

A manager says: The situation we have here, the university was telling us what to do, and the corporation was telling us we need to get it done yesterday, and my boss's boss said you said you could do this, and I know you got here today but we want it done yesterday, so my point is that new managers have more to learn than about the day to day running, the things that the employees know about. We have other things to think about as well.

Option #3: Managers should tell employees about management issues.

A full-time employee says: I don't know why management wouldn't just tell us about what the university wants; it would make us understand their decisions much better, and we wouldn't be in the dark about what we may think is a dumb decision.

A manager says: Well the management team is not going to tell the employees what's on them, they're just trying to steamroll through and they know they are going to upset people, they know they are going to ruffle some feathers and they

know that, but their ultimate level of service is to the university, and when the university says we want this this and this, it is the students telling the university what they want, and we aren't necessarily allowed to tell the employees these things.

Option #4: Hold bimonthly meetings about ideas and problems

A manager says: We set up these weekly or bimonthly meetings about things like cultural diversity, safety, stuff like that. But not a lot of them came, and we invited the staff, we posted them at the time clock. Well the employees weren't really interested, they didn't show that they were interested or receptive to those meetings.

A full-time employee says: Because a lot of employees, and I'll admit, I'm one of them, I feel that you express your opinion and suggestions and that's as far as it goes. I think that that would change if we saw some real changes. If you give a suggestion or you say a majority of the group gives a suggestion and then next week you see that it is implemented it lifts morale, but I for one have felt not listened to lately. It's window dressing to me. They'll hear your suggestions but that as far as it goes and doesn't go no better.

A full-time worker's Story Behind the Story: When I was a utility worker I expressed to the manager that I worked Sundays over at the dining room, and Sundays is a really really really busy day, and so I would tell management, hey before we had five people working on Sunday because of the volume of business. And that was one of the reasons I got off the job and took a lower job class, simply because their scheduling never changed, and I just did not understand. So I said really there's no use in going to the meetings because you can say the same thing every week and nothing changes.

Option: The managers give the reasons why new ideas can't be implemented

A manager says: I think one good way to respect employees is to tell them the reasons why we can't implement their ideas, if that is the case that we can't, we give them the reasons behind our decision instead of just saying "I'll get back to you," and then never getting back to them.

A manager's Story Behind the Story: One day an employee came in and said what if we put the meat slicer over in the dining room. That way there wouldn't be people walking behind me, it would be safer, there would be good reasons. But there was no way in hell I was putting that slicer in the dining room. I just should have said, instead of saying let me talk to the other managers, I should have said based on the safety concerns that isn't a bad idea, however I would be reluctant to put you and the slicer in the dining room because there's no refrigeration for the meat. So I

should give her the reasons for why we can't do it, thank her for the suggestion she made, but I don't think we should just say good idea I'll tell someone about it.

A part-time employee says: You know a manager will write down every word you are saying, and say I'm going to look into that and then that's as far as it goes, as far as it goes. I would have a hard time believing anything else would happen.

A manager says: Another thing is that the other managers might not feel comfortable telling employees things because they feel they might not have a good enough working relationships with them.

Option: There could be a binder for ideas and problems for employees.

A full-time employee says: What if we had a centrally located three ring binder or clipboard where if we had a suggestion you wrote it down. Not like handing in a slip of paper, but coming into the safe office and saying can I see the employee suggestion board. Then you put in your name, your date, your suggestion, and the next column would say management follow-up. One of the managers could be someone could say this sounds like his kind problem or the other manager's kind of problem, and they could come to us and say I looked at what you said, I don't know if it is going to work out.

A manager's Story Behind the Story: I have a good example of that. Let's say the suggestion is one employee cuts meat all day long. Why don't we just buy pre-cooked roast beef? Well, you know what, you can write that on the board all you want, we ain't buying no pre-cooked beef, and I'm going to tell her it costs 100 bucks an ounce if we buy it precooked and 12 cents an ounce if we do it ourselves. Obviously, she saw the problem that we are always out of roast beef. Thank you, but it is not cost effective to buy it pre-cooked. Maybe if we are giving reasons for why something happens, that would help.

A manager says: It would be critical for the employees to make sure that the general manager bought in and understood, because if once the person at the top of that ladder has that buy in that she's going to make sure that the administrator is going to do it. And maybe if we had a foreman, that is something he could report on a regular basis, here are four employee concerns we had this week, *** handled two, *** handled two, you know none of them were something that could be dealt with in the near future, but they were heard, here were the reasons.

A union representative says: Well, the binder sounds good, but I don't think it would work because none of us believe we will be listened to. We would have to

believe it. We would also have to be sure that when we wrote that down, that somebody wasn't going to come looking for you as a complainer.

Option: Have management respond by a certain time to problems in the binder.

An educator says: The managers have to have a certain time where they have to respond back to us, like a minimum response time, so you know you weren't ignored. And that minimum response time could be part of that form. So a manager says hey, this is the last day to respond to this employee, so you check every day and if this is the last day a manager has to get back to you

A manager says: I think um anything we can do to make the employees not feel the way they feel about these situations benefits. Maybe if we can dispel 25 percent of the negativism the way!

A manager's Story Behind the Story: It's just like this, one time I got rid of a bunch of problems. We had a bunch of mints, and I got rid of a lot of them, and I said if a student says why don't you have Peppermint Certs, then I'll buy that, and then I have an ally. I just bought an ally I have a student on my side. If I can satisfy one person, they that person who I hooked up will tell four or five people. And that can happen here.

A manager says: I think sometimes management in general doesn't have a high enough level of respect for the employee on a regular basis to understand that they can understand most things. I'm a food service manager, not a rocket scientist, the difference between our intelligence ain't but that much. If you don't understand why we can't give a bottle of water rather than a soda, if I tell you the bottle of water costs 50 cents, the cup of soda costs 5 cents, and if I don't take the time to explain that to you, then how will you know or understand? If that comes up in the binder, then I could explain those things.

A full-time employee says: I think that if I believed that something really happened, that I saw that a manager really is following up on that binder, then everyone would start to put in ideas. We all have ideas all the time, we just tell each other and not the managers because we don't have faith in them.

***Decision Point #3: Lack of Intercultural Understandings
Story Behind the Story***

Managers and staff may not have a good idea about the realities and stresses of their WorkPlaces and WorkLives. Management might not understand how transportation impacts a staff member's work performance, and staff members might not understand the budgetary requirements of management. This lack of communication about cultural differences can lead to problems.

An Intercultural Understanding Story Behind the Story: Sometimes I'm not let off work until after my bus leaves, and I don't think that the managers realize its another half hour until the next bus comes. You have to ride the buses to know that. It's not so bad in the spring, but in the winter its real cold out there.

Option #1: have cultural diversity seminars

A part-time employee says: we could have cultural diversity meetings where we tell the managers things they may not know about us, like riding the bus and things, and they can tell us things about their lives too.

A manager says: I think not all managers are able to have that many irons in the fire. I have orders, inventory, making sure people have on hairnets, and that additional thing to be concerned with, well I don't have anyone to watch my kids, I may never have had trouble watching my kid, but had respect for that.

A full-time employee says: it's not just the diversity of the employees and managers here. We probably have the most diverse student and faculty population in the entire United States. There's things about them, especially with food, that we have no idea about. We should learn about those things too.

A manager's Story Behind the Story: I'm trying to get past some of the difficulties I have. One of my employees brought a magazine back, *Halel* magazine and it was really out there, but this is a magazine that people buy it is there, it is a reality. One of our managers is on top of it, she is spearheading organically grown foods, and she is going to have a lot of changes. I'm not as open-minded as that.

Option #2: Make sure managers have experience with urban employees

A manager says: We have a cultural diversity module in our service training manual. Perhaps the managers can do that. I have not gone through that module but I don't know what it entails. We know that the staff rides the bus. We all

know there are extenuating circumstances but not enough attention is paid to the managers' knowledge of other cultures. I would want to know if a manager I'm hiring has worked in an urban or union environment, because if not you may have problems.

A union representative says: I think some managers do care about diversity, some don't, but I've seen so many come and go. Some can maybe be OK with you but some people just don't care. You'd be surprised. You are here to work and that's all and that's how they feel about you.

Option #3: The employees create a manual or program teaching the management about cultural diversity.

A full-time employee says: I think it is in the managers' best interest to be knowledgeable about their staff. Then they can be prepared for problems when they arrive.

A union representative's Story Behind the Story: I wish managers did know about the busses here in Pittsburgh. Like when they late, or when they don't show up. Or when they are full and you can't get on the bus and your feet are cold and you start to hate every bus driver that come past.

A manager's Story Behind the Story: But as far as working with the staff I've been born and raised in Pittsburgh, I've always had black and white friends, and I worked at Wendy's. One day I got called by a very young sounding woman who said Ronnell, who was a sixteen year old employee, got held up last night., Now, that's a reality, that's a reality. You get some one like one of my cashiers for example who is sweet, she grew up in, well, other manager's don't share in that background so you have to understand the bus situation. The employees understand from me, but it is still there, it is still an occurrence. But if you are late every time, and all four times your bus is late, then we will look at that differently than if you are just plain late.

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