



Entegra Webinar Key Learnings Resource

October 21, 2020



Creating and Managing a Multicultural Workforce

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Insights & Trends

- **Frontline staff is a historically diverse workforce**, often made up of immigrant populations.
- **Many kitchens operate with three or more languages** among staff.
- **Management teams are usually not as diverse.** It is essential that managers not only engage and listen, but act on and address concerns from frontline staff.
- **High levels of depression and anxiety** can plague frontline staff. A survey done by Fair Kitchens reported that long hours, hard work and lower paid positions lead to:
 - 74% of kitchen staff experiencing exhaustion
 - 25% experiencing physical abuse
- **The risk of being furloughed and financial security** is an additional stressor brought on by the COVID-19 pandemic.
- **Women are an increasingly at-risk group** due to increased stress and responsibilities outside of work as well, such as family priorities and needs.



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Adapting

- **Today, frontline workers are viewed as an “essential workforce”** – a welcome viewpoint for a group previously considered to be “unskilled labor.”
- **Managers must be prepared to listen and act** on what they hear to build trust among their teams, especially during the challenges brought on by COVID-19.
- **Be prepared to train your management level staff.** Being an inclusive manager is not always an inherent strength.
- **An empowered team is happier and healthier** resulting in better performance, equaling better results and guest service.
- **Develop a plan to address cultural sensitivity** and encourage managers to get to know their teams so they are aware of any unintentional bias they may fall victim to.



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Best Practices

- **Be intentional** about hiring from a diverse pool for all levels of staff. From there, promote based on skill.
- **Double down** on mentoring and development of your staff. Consider formal mentoring or sponsorship relationships.
- **Build time into every day** – even every shift – to connect as a team. This could be in the form of a huddle, a family-style meal, etc.
- **Offer flexibility** for staff that are facing challenges and increased responsibilities outside of work during COVID-19.
- **Have solutions**, illustrating that you will act on what is heard from the staff.
- Remember that **the journey to inclusion never stops**.



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United States
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1.866.ENTEGR | info.USA@entegraPS.com

Contact Us

Canada
www.entegraPS.ca

1.877.632.8592. p33310 | info@entegraPS.ca