FRONT OF HOUSE TRAINING
TABLE OF CONTENTS

Purpose ............................................................................................................................. 3
Responsibilities ............................................................................................................. 3
Your Attitude .................................................................................................................. 3
Attitude While Dealing with Guests ............................................................................. 4
Ways to Chase Customers out of Dining Room ......................................................... 5
Appropriate Dress for your Position ........................................................................... 6
Appearance and Personal Hygiene ............................................................................... 6
Information and Expectations ...................................................................................... 7
Safety ............................................................................................................................. 9
Service Steps ............................................................................................................... 10
The Don’ts ................................................................................................................... 11
Potentially Difficult Situations .................................................................................... 11
Responsible Beverage Service ..................................................................................... 11
Busser Duties ............................................................................................................... 13
Server Duties ............................................................................................................... 13
Bartender Duties ......................................................................................................... 14
Training Critique ......................................................................................................... 15
Goal for Service Staff ................................................................................................. 15
Purpose

The Purpose of this training manual is:

• To train you in the knowledge, skills, and abilities necessary to properly perform your duties;

• To imbue you with a string service ethic toward our members and your fellow workers;

• To provide you with the tools and techniques to comfortably perform all assigned tasks;

• To prepare you for potentially difficult situations by providing you with the approved way of dealing with them.

Responsibilities

The Manager is responsible for properly and completely training you for your position.

It is your responsibility:

• To diligently apply yourself to mastering the material presented in this manual, and

• To notify the Manager of any difficulties encountered in the performance of your duties that might require modification of Front of the House operational policies, procedures, standards, or training.

It is the responsibility of the Manager to review training material and programs to ensure that they meet the need of providing high quality training.

Your Attitude

Satisfying our members is not an easy matter. They expect high quality food and service in a clean, friendly, well-maintained and operated environment. To meet their expectations you must have a keen commitment to our standards of service and the right attitude to make it happen. The right attitude is the most important requirement for success in any endeavor.

How you approach your work has a direct bearing upon the quality of your work and, more importantly from your standpoint, the enjoyment and the sense of satisfaction you derive from working here. If you dwell on the negative, your work and every aspect of your life will be negative. You must choose instead to see your work in a positive way and take pride in your contributions to the larger effort. We feel strongly about maintaining a positive attitude. One sour, negative attitude can ruin the workplace for all of us. Our guests don’t need it and we don’t need it.

So we say with deep conviction, “BE OF GOOD CHEER OR DON’T BE HERE!”
Attitude While Dealing with Guests

The best way to make a guest comfortable is to combine a warm, cheerful attitude with good grooming. Chances are your guest will respond with a friendly smile and perhaps an appreciative, “Thank you.”

Being able to make the guest comfortable and keep him/her comfortable is easy once you know what bothers him/her and how your attitude affects the guest. Your income primarily depends upon the level of business at the restaurant. Thus, it is very important for you to make them feel at home and comfortable. This process starts from the time the guests enter the dining room until they leave.

Listed below are some attitudes you should be aware of when dealing with guests:

1. A warm, cheerful attitude makes guests comfortable, and cheerfulness begins with a smile and a cheerful friendly voice.

2. Courtesy works hand-in-hand with attitude. Always address your guest as “Sir, Miss or Ma’am.” Always use their name if you know it. Never use “Folks, Dear, Friend or Honey.” Find out the guest’s name. Using the guest’s name makes him or her feel important and also demonstrates a high degree of professionalism.

3. The guests deserve courtesy even when they are unpleasant. Never get angry with a guest or talk back.

4. The polite and proper way to treat a complaint is to
   1) Listen carefully,
   2) Apologize,
   3) take some action including reporting the complaint to your manager, and
   4) report back to the guest on what you have done.

5. Never talk about another guest in the dining room. Other guests may overhear your comments.

6. Never argue or yell at a fellow employee, at any time.

7. Never correct a fellow employee in front of guests, it makes employees look inadequate.

8. Don’t do anything to make food or atmosphere unappetizing. Chewing gum is offensive to people who are eating.

9. People are germ conscious. Coughing and sneezing means germs. Be sure to cover your mouth and nose with your hand or a handkerchief and always wash hands immediately after.

10. Noise makes people nervous and makes it hard to enjoy their food.

11. Humming and singing can disturb people while they are eating.
12. Hustle and bustle of staff can be nerve wracking. Never run. Be inconspicuous as you service a table.

13. Always make the guest feel welcome and glad he came in. This is done with a smile. Always smile, it makes our guests comfortable.

14. Your guest deserves your total attention. Never look around while talking to your guest or talk to anyone else not on the table. Eye contact is very important.

15. Always be one step ahead of your guests-make sure he/she has everything he/she needs before he/she asks for it.

16. Never blame the kitchen for delays in service. If there is a delay, the manager needs to be informed before the fact.

WAYS TO CHASE CUSTOMERS OUT OF THE DINING ROOM

- Grouchy greetings or none at all
- Improperly set tables
- Empty sugar bowls-no sugar substitute
- Forget condiments for food items, (ie: ketchup, mustard, steak sauce)
- Guests having to ask for silverware
- Reaching in front of guests
- Not saying, “Pardon me, sir/ma’am”
- Chipped glasses, china
- Finger marks on plates, glasses or flatware
- Touching mouth or nose with fingers
- Being too familiar
- Servers in groups
- Loud talking or arguments
- Clattering of dishes
- Littered floors
- Forgetting items
- Empty water glasses
- “Bawling out” servers in presence of guests
- Rushing guests when not in a hurry
- Forgetting guests’ order
- Scrapping crumbs onto floor
- Spilling things on floor
- Touching food with hands
- Ignoring guests on another servers station when called
- Dirty side stands
- Asking guests to pay check so server can go home
- Making guest wait for check
- Not thanking guests
- Questioning size of tip
- Forgetting to assist guest when leaving
- Not saying “good-bye”
- Counting tips in dining room
- Dirty fingernails and hands
- Sloppy uniforms and shoes
- Body odor, bad breath, too much makeup
- Uncombed hair, poor shave, no shave
- Poorly presented food or beverages
- Not meeting your guests expectations
- Turning the lights up to let a guest know you want to go home
Appropriate Dress for Your Position

The restaurant has established high standards for its operation. The pride you show in your dress, personal grooming, and cleanliness of your uniform reflect not only on yourself, but also on the Club.

The prescribed uniform for FOH Staff is as follows:
- Devilicious Logo Shirt (provided)
- Black Apron (provided for servers)
- Black Slacks/ Blue Jeans
- Black Socks
- Slip Resistant shoes

Dress Do’s and Don’ts:
- Clothing must be clean and unwrinkled
- Please do not wear excessive jewelry or make-up

Appearance and Personal Hygiene

These are two factors which work hand-in-hand. One cannot strive for success without the other. People get their first impression from the way a person presents himself or herself. These impressions can last right up to the moment the guest places his tip on the tables.

Sloppy appearances and poor personal hygiene can be offensive and make a guest truly uncomfortable. Guests resent people of such undesirable qualities handling their plates, carrying their food an even being near their table. Put yourself in the guest’s position, would you like to be served by a person whose appearance is sloppy?

Hints on Good Personal Presentation

1. Make sure your uniform fits and is clean

2. Avoid:
   a. Using a loud voice, clapping hands or snapping fingers to attract attention.
   b. Fussing with hair, face or uniform: slouching or leaning on furniture or against walls.
   c. Walking with your hand in your pockets. Leaning on tables or chairs while talking to your guests.

3. Men should be clean-shaven or well maintained facial hair. Your hair should be shampooed, well groomed, and neatly trimmed and tapered.

4. Women’s hair should be clean and well groomed. Restrained when in the kitchen and also to prevent constant adjusting and touching

5. Excessive jewelry, bracelets, necklaces, etc. will not be worn during working hours.
**Hints on Personal Hygiene**

1. Daily baths or showers with the use of deodorants are important for your health and to avoid offending guests and fellow employees.

2. Morning and evening brushing of teeth with good dentifrice will not only keep your breath from offending others, but helps prevent dental bills. Also, use mouthwash regularly.

3. Your hands must be washed often during the day, particularly before going on duty and always after using toilet facilities. Fingernails must be kept clean. People are very sensitive about an employee’s hands.

4. Skin lotion should be used for soft skin. This helps prevent harsh red hands and elbows. A well-groomed person has a natural, clean, scrubbed look. This makes a good first impression on your guests. Thus, personal presentation is very important and will pay off in the form of higher tips.

**Information and Expectations of Your Supervisor**

Each employee comes under the direct control of a Supervisor. He or she, in turn, answers directly to a Department Head who reports to the General Manager. Your Supervisor is an important link in the management chain and is responsible for the daily work of your team.

Your Supervisor is responsible for training you in the proper way to do your job and ensuring that your work is completed according to our quality and performance standards. A major responsibility of every Supervisor is to provide you with the assistance and support you need to do your job properly.

If you have a question about any aspect of your work or you need help, see your Supervisor. We only ask you to remember that your Supervisor is a busy person with many responsibilities. Please show courtesy and understanding by approaching him or her at an appropriate and convenient time.

In the absence of your Supervisor, the duty manager or other assigned Supervisor, assumes direction of your operation.

**Food & Beverage Standards**

All food and beverage items served in the restaurant are prepared and presented according to well defined and pre-established standards. The purpose and benefit of standardization is consistency. All food service employees are expected to familiarize themselves with and consistently meet those standards.
Monetary Responsibilities

Every food and beverage item must be recorded on the point-of-sale (POS) system. There can be no exceptions to this policy. The restaurant accepts guest charges and various credit cards for payment.

As a food service employee it is your responsibility to ensure that all members are properly charged for food, beverages, and other items consumed. Your attention to this important matter will ensure the continuing profitability of the Club.

Removing Items from the Premises

It is the policy of the restaurant that:

• No food items will be removed from the premises by any employee unless such movement of food is in support of operations.

Further, employee meals are to be consumed on the premises. Therefore, food designated as employee meals may not be removed from the premises.

Grazing “Grazing” is defined as employees helping themselves to food that is being or has been prepared for service members.

Employees are not permitted to take or eat food other than the staff meal or eat at times other than their meal break unless authorized by their Supervisor. “Grazing” by food service staff in the kitchen or from buffet lines in the dining room will not be tolerated under any circumstances and no excuses will be accepted.

This policy is taken seriously and will be enforced by all Supervisors. We ask that you understand the necessity of such a policy and realize that it is essential for a number of reasons, including cost control, sanitation, professional appearances, and good member relations.

Please cooperate so that none of us is put in the position of having to play “food police.”

While servers are not allowed to “graze,” it is expected that food preparation staff will taste the food they are preparing. This is considered an aspect of their jobs and is essential to providing quality food.

Quality Assurance

Everyone in a food service operation is responsible for the quality of what we prepare and serve. The server or food runner has a special responsibility in that he or she is the last person to handle the food or drink before presenting it to guests.

As a result, it is extremely important for you to be alert to the food and drink you are serving. If it doesn’t look or smell right, don’t serve it and show it to your Supervisor as soon as you are able.
Further, restaurant food service employees use a series of quality inspection checklists as reminders of some of the important aspects of providing quality to our members.

**Safety**

Safety is very important in the everyday business of the restaurant, especially during peak periods, when the pressure causes you to rush and become careless. The only way to protect yourself from injury is to know what causes accidents and how to prevent accidents throughout the practice of good safety procedures.

**Good Safety Procedures:**

1. Spilled food, water, or ice should be cleaned up immediately. Spills should be marked with a dirty napkin or a chair placed over the spot while cleaning material is being obtained.

2. Ice in bins should never be scooped with a glass, which may break.

3. If a glass is broken in the ice, then the ice is discarded and the bin washed and dried.

4. Broken glass should always be discarded, not put on a bus tray.

5. Broken glass should not be handled with bare hands; a damp napkin or towel or a pan and broom should be used.

6. Employees should warn guests and other employees when passing with a heavy load.

7. Don’t carry too many things at one time.

8. When carrying heavy loads, call for help.

9. Keep loose articles off the floor where they cannot be tripped on.

10. Enter and exit through the proper doors.

11. Use correct methods in stacking trays—do not over stack! This makes it dangerous.

12. Do not run in the restaurant or kitchen.

13. Be careful of hot plates.

14. Note all defect of dangerous areas in the room and correct them at once or bring it to the attention of your manager.

15. If you get any kind of cut, apply first aid immediately. Avoid infection.
16. When carrying hot coffee, tea, etc. take special safety precautions to protect yourself and others.

SAFETY IS LARGELY A MATTER OF ATTITUDE THINK, BE CAREFUL, BE SAFE

Service Steps

Always say “Good Afternoon” or “Good Evening.” Never say “Hi” or “How are you folks.”

1. Upon the server’s initial approach to the table, menus should be given, unless the guests request otherwise.
   • Suggest an appetizer after delivery of drinks
   • You will always be required to know the daily/nightly specials and wine list. We will review these in our pre-meal meetings.
2. Approach the table to take the food order, starting with the ladies.
   • At this time check on cocktails or suggest wine
   • Also check waters! Never let the water glass be half empty!
3. Serve the salads/appetizers, serving the ladies first
   • Serve from the left using your left hand
4. Clear the salads/appetizers starting with the ladies first. Always wait until the entire table is through with salads before removing the soiled plates. Always ask if you may take their plates. Never say “Are you finished?” It’s not a race.
   • Clear from the right with your right hand
   • Soiled dishes are to be cleared onto a service tray and immediately taken to the dish room
5. Pick up entrees from the kitchen and deliver to the member/guests. Always serve the ladies first, then continue with the rest of the table.
   • Always serve from the left with your left hand
   • This is the perfect opportunity to suggest wine and check on other possible needs
   • The guests should never have to ask for anything!
   • Check back with your table within two minutes of delivery to see if their food is prepared to their satisfaction
6. When all guests at your table are finished with their entrees, proceed to clear the plates.
   • Start with the ladies first, clearing from left to right with your right hand
   • Ask the table, “May I take your plates?” Never, “Are you finished?” It’s still not a race
   • All soiled dishes are to be cleared onto a tray and immediately taken to the dish bin or kitchen
   • The only items to be left on the table are those that may be needed for coffee or dessert. This includes their napkin.
   • You will be required to know the dessert menu prior to dinner service each evening
   • Once coffee and dessert are served, present the guests’ check and always say, “Thank you!!!”
   • When the guest check is presented, this does not mean service is complete. You will be required to be attentive to your table while they are still in the restaurant.
Don’ts

While waiting for their dinner and while eating, customers notice personnel. All employees should be aware of this and realize that the customers are judging them at all times during the evening. Here are a few things that should NOT be done:

• Don’t eat or chew gum in the Dining Room.
• Don’t put service cloths in pocket or under arms.
• Don’t carry pencils or pens behind ears.
• Don’t quarrel with other employees.
• Don’t lean against walls, tables, or bar.
• Don’t place hands in pockets or on hips.
• Don’t cross arms in front of chest.
• Don’t put your hands on your face in front of guests.
• Don’t stand in groups with other employees.
• Don’t give the impression of being cross or in a hurry.
• Don’t jingle coins or count tips in the Dining Room.
• Servers or bussers should be doing something. When you have the chance to stop and catch your breath, you should stand with your hand at your sides or clasped behind you.

Potentially Difficult Situations

There are several potentially difficult situations that you may encounter in the course of your duties. The following guidelines will help during those times:

Intoxicated Guest
The next section of this manual discusses Responsible Beverage Service and the requirement that you not serve someone who, in your judgment, is intoxicated. If you encounter a member or guest who appears intoxicated or who is getting close, ask for management assistance.

Complaint from Guest
If a guest complains to you about anything, remedy the problem if it is within your power to do so. Always apologize sincerely while doing so.

Responsible Beverage Service

Serving alcohol is a privilege that is granted by the State of California. Along with this privilege comes the duty to operate our business in a responsible manner. Abuse or neglect of this privilege could jeopardize public safety and cause considerable liability to both the restaurant and you personally. You are required to refuse service or cease serving an intoxicated member.

Signs that a person may be intoxicated include the following recognizable behavioral characteristics:
• Slurred or thick-tongued speech
• Inability to focus eyes
• Glassy, bloodshot eyes
• Strong smell of alcohol on breath
• A change in behavior such as impulsive aggression or loss of inhibition, becoming more/less talkative, or alternating silent/loud voice
• Change in color of facial skin-turning pale or flushed
• Loss of physical motor skills-staggering or stumbling when walking, or spilling drinks or food
• Use of abusive language, questioning your performance, speaking profanity, or bragging
• Exaggerated emotional outbursts-crying or loud laughing
• A blank or dazed facial expression
• An obvious impairment of judgment
• Conduct that is annoying to other members

If you are at all in doubt, it is better to err on the side of caution. Usually when someone is drinking heavily, you’ll be aware of the potential problem before it is necessary to refuse service. If you are unsure or uncomfortable refusing service to a member, call for management assistance.

The Law
It is against the law to serve alcohol to an intoxicated person.
It is against the law to serve alcohol to a minor, that is, someone under the age of 21.
It is against the law to serve alcohol to the point of intoxication.
It is against the law to serve alcohol between 2 am and 6 am.

Checking ID’s
You must request ID from anyone who looks under the age of 35 years old and orders alcohol. Accept only legal forms of ID.

Acceptable Forms of ID
• Valid Driver’s License
• Valid Passport
• US Active Duty Military ID
• Official personal ID card with photo accompanied by another form of ID.

Things to Remember When Checking ID’s
• Carefully look for any difference in card’s type, size, style, or color
• Make sure to compare the physical description with that of the member
• Look for alternations in the ID such as cuts or erasures in the laminate by holding up the card to the light
• Never accept an ID card that is not familiar to you
Side Duties and Responsibilities

OPENING SIDE DUTIES (BUSPERSONS)
- Check all dining and lounge floors for cleanliness. If needed, vacuum.
- Sweep patio and wipe down all tables and chairs for cleanliness.
- Check with bartender to ensure they are well stocked with glassware, ice, etc.
- Stock service station glassware, and coffee cups.
- Be in attendance at the pre-meal meeting.
- Ice down service station and stock water pitchers.

CLOSING SIDE DUTIES (BUSPERSONS)
- Assist servers with set-up of tables.
- Bag all dirty linen and place by delivery entrance.
- Empty all trash from bar.
- Check all service trays for cleanliness and if needed send through dishwasher.

RUNNING SIDE WORK (BUSPERSONS)
- Restock glassware at Service Station and bar.
- Fold napkins.
- Wipe down chairs.
- Wipe windowsills.

OPENING SIDE DUTIES (SERVERS/HOSTESS/HOST)
- Stock coffee and tea.
- Cut lemons.
- Prepare condiments for your shift (ketchup, mustard, etc.)
- Replenish sugar packets.
- Stock to go containers, extra trays, to go cups, straws, lids, napkins on front service line.
- Check napkin supply, there should be a minimum of 150 folded napkins
- All windows must be smudge free prior to opening
- All tables should be clean and chairs should be brushed off.
- All tables have place settings.
- Refill salt and pepper and check for cleanliness.

CLOSING SIDE DUTIES (SERVERS/HOSTESS/HOST)
- Wipe down service refrigerator inside and out.
- Drain and clean coffee station- (this includes rinsing the inside of the urns.)
- Clean all coffee pots.
- Wipe down the front of serving line.
- Fold 30 napkins and place in storage (or 30 rollups in Lounge.)
• Remove and clean soda machine nozzles and pour hot water down the drain
• Clean, remove trash and scrub floor drain
• Set tables accordingly for next shift, checking with supervisor about special set-ups.
• Check cleanliness of tables and chairs. If chairs are heavily soiled bring it to the manager’s attention.
• Clean baked good case and shelf underneath
• Check tickets for accuracy.
• Check out with your supervisor.

RUNNING SIDE WORK (SERVERS/HOSTESS/HOST)
• Fold napkins or rollups
• Check for properly set tables.
• Keep host stand clean and clutter free

OPENING SIDE DUTIES (BARTENDER)
• Inventory sheets filled out.
• Stock beer, wine and liquor as needed.
• Inventory stock received
• Rotate new stock
• Prepare back-up fruit as needed.
• Stock dry goods, straws, lids, napkins, pencils, etc. as needed.
• Stock juices, fruit trays, olives, cherries, onions, mixes, soda and condiments. (Date fresh garnishes)
• Inventory as prescribed.
• Straighten furniture in restaurant.
• Restock glassware.

P.M. CLOSING DUTIES (BARTENDER)
• Lock all exit doors.
• Fill beer coolers, rotate and stock. (Restock all chilled beverages.)
• Closing liquor inventory completed, secure bottles.
• Put away fruit trays, juices, mixes, etc.
• Empty beer catch, rinse and clean keg system, secure.
• Empty trash behind bar.
• Clean back bar-coolers, sinks, holding areas, counters, bar mats, all surfaces cleaned, and floors mopped.
• Check and clean glass washer. Drain and turn off.
• Discard dirty bar towels, kitchen items, etc.
• Clean, remove trash and scrub floor drain
• Run closing report, count cash, and complete closeout sheet.
• Review all tickets, office ready.
• Shut off all lights and any electrical fixtures (including fireplace.)
RUNNING SIDEWORK (BARTENDER)

- Wipe down bottles and clean pour spouts.
- Wipe out coolers when restocking.
- Clean out ice bins, pay close attentions to areas under cold plates.
- Scour sinks and holding areas.
- Clean glass washer, interior, and exterior.
- Wipe down cooler doors.
- Clean back bar, glass mats, counters.
- Clean fruit trays and wrap.
- Stock as needed.
- Clean keg cooler-keep stock rotated.

Training Critique
The development of training material is an ongoing process. Some things don’t work as well as we envisioned. Our guests don’t respond as we hoped. New things come up. Employees suggest better ways of doing things. The aim of all of our training is to equip you with the right knowledge, skills, and abilities to serve our members well and to help you do your job as professionally and effortlessly as possible.

As a result, we need to hear from you. Tell us what works? What doesn’t work? Do you have a better idea? What are our guests saying? What are their comments and suggestions? Provide us with the necessary feedback to make our training current, relevant, helpful, and of the highest possible quality.

You and your fellow employees deserve nothing less!

Goals for Service Staff

The Service Staff is to maintain and service the needs and wants of the guests.

Job descriptions, policies and procedures have been established so employees have clear established actions that they are to follow. Since the primary goal of the Service Staff is servicing the needs of the Membership, its individual members and their guests, everything relating to excellent service is within the appropriate responsibility of the service staff.