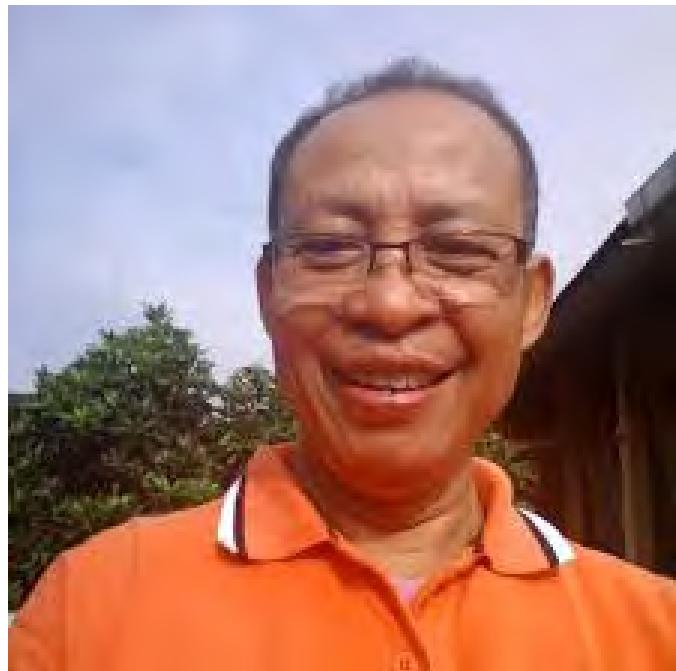


11/20/2018



SPHM  
HOSPITALITY

## SPHM – IN ROOM DINING MANUAL



By: | Agustinus Agus Purwanto, SE MM



# In Room Dining Manual



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# Welcome to

# In-Room Dining



## Training Manual

This manual belongs to: \_\_\_\_\_

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### ***The Rich VHP Bali Hotel***

#### ***A Historical Review***

A grand hotel has a timeless quality about it, an elegance that is apparent the moment a guest walks through its doors. The Rich VHP Bali is such a hotel. It was opened in 1927 and has maintained its original style and high standard of service ever since.

The hotel is the finest example of art deco architecture in London, the Silver Gallery has been used as a backdrop to such period productions as *Brideshead Revisited*, *Poirot* and *House of Elliot*. During the war it is said that the Ballroom was the most glamorous air raid shelter, because it is below street level it was possible for grand functions to continue without being disturbed by bombing overhead.

When the hotel was built, between 1910 and 1927, space was not so much of a premium in London as it is today, so the bedrooms and bathrooms were built over seized, and have not been changed in size since. In fact it was the first hotel in the British Isles to have an ensuite bathroom for each guestroom and suite. When the hotel first opened, its rooms were 14s.6d the equivalent of 75p, compared to the £175 per night today.

The hotel had an area for carriages to pull right up to the door of the hotel and off the road, which has since been covered over and is now the stunning Palm Court.



### ***In-Room Dining***

#### ***A Warm Welcome***

I'd like to welcome you to In-Room Dining as a member of our team. This manual is designed to help you to learn about all of the key aspects of your new position. It also helps us to keep track of your progress and development within the department and to identify areas for training opportunities.

When you achieve three signatures, from a Food & Beverage Headwaiter, a Food & Beverage Junior Headwaiter and myself, you will have attained all the knowledge needed to carry out your duties to our high standard.

This manual is also your chance to show your ability and willingness to learn so as to become a valuable team member. Each person as an individual within the team plays a key role to achieve our common goal – guest satisfaction and revenue generation.

A chain is only as strong as the weakest link, therefore, we all have to take responsibility for our department – “One for all and all for one”!

All signatures should be achieved within three months of your starting date. Please do not be afraid to ask any questions you need to.

It is your own responsibility to highlight areas you feel insecure in or raise issues you experience difficulties with. Should your supervisor be unable to help you, please feel free to contact me any time for assistance.

I trust you will enjoy working in In-Room Dining and at The Rich VHP Bali Hotel.  
Carpe diem – seize the day, make the most of the opportunities you have with Sheraton and most of all have fun!

All the best

Agustinus Agus Purwanto, SE MM  
General Manager



### ***Induction to In-Room Dining***

To be successful in your new role, it is imperative that you read and fully comprehend the following information regarding In-Room Dining. We trust you will have a great experience here and become a valuable member of your team. However, in order to do so, you must firstly understand our common values and ground roles.

#### ***The Rich VHP Bali Hotel*** ***Mission Statement***

TO BE THE LEADER IN EVERY CATEGORY IN WHICH WE DO BUSINESS.

## STAR Care

Don't forget these four points:



1. Every time you see a guest or colleague,  
Smile and offer the appropriate hospitality comment.
2. Talk to every guest in a friendly,  
enthusiastic and courteous tone and manner.
3. Answer guest questions and requests quickly and efficiently,  
or take personal responsibility to get the answers.
4. Anticipate guest needs  
and **Resolve** guest problems.



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### *In-Room Dining*

*Not only meet, but exceed customer expectations!*

*Acknowledge each guest, preferably by name!*

*Promote and use Teamwork – One for All and All for One!*

*Show flair and creativity in your work!*

*Be open, honest and ethical in your communication!*

*Accept changes as a positive force!*

*Create repeat business through superior quality!*

*(The 30 min. Guarantee)*

*Learn professionalism through training!*

*Set trends – let others copy!*

*Realise winners are profitable!*



***General Information***  
***Everything about your job***

### **Job description**

A full job description will be given to you during your departmental induction programme. Please review all the information, then sign and return the original document to your Head of Department. Should you have any questions regarding any aspect of your new role, please do not hesitate to contact your supervisor to clarify these matters.

### **Rota**

The rota is currently completed every two weeks for two weeks. Please note any preferences, holiday requests or days off in advance on the current rota. Wherever possible these requests will be met, however it must be understood that they are requests only and cannot be guaranteed! Please be sensible with your requirements to allow a structured rota.

### **Hotel and Department Access**

The staff entrance is located in Brick Street at the timekeepers office. You are required to sign in and out by swiping your ID card at the beginning and end of each shift. If you have forgotten your card, you must contact security. In this case, you should also sign your name and department on the log sheet provided. This is important, as this will enable security department to evacuate the hotel in an orderly manner in case of an emergency.

Prior to entering In Room Dining, it is crucial that you are fully dressed in the appropriate uniform!



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## **Breaks**

During your eight hour shift you are entitled to a 30 minute meal break. In general the staff member with the earliest shift will take the first break, then the next one and so on. However, breaks depend on the volume of business.

“The Nosherie” staff restaurant is open between:

06.45 and 9.00 for Breakfast

11.30 and 14.30 for Lunch

17.00 and 19.00 for Dinner

Outside these hours the canteen is open for hot and cold beverages 24 hours a day. The staff restaurant is also the only place where staff members are permitted to smoke.

## **Wages / Pay Slips**

You will be paid on the last day of each month, unless this is a Saturday or Sunday, when you receive remuneration the Friday before. The pay slips will be collected by the Head of Department and distributed in the pigeonholes. Should you need clarification regarding your monthly salary statement, please see the wages office on the second floor in the annexe.

## **Overtime**

Due to the nature of the business, you will sometimes be called upon to work more than 40 hours per week. In that case you will be given time off in lieu. There are no payments for overtime unless specifically agreed with your Head of Department in advance.



## **Uniform Standards**

Your uniform is your responsibility – please take pride in it and remember that the first impression counts. You are not permitted to wear uniform outside the hotel premises, e.g. going to the bank or shopping during your lunch break. Locker areas are to be used to change into personal clothing when off duty and are to be kept clean at all times. Your dirty uniform should be taken to the uniform room, where it will be cleaned for you. After a couple of days you can return to the uniform room to collect your uniform.

Uniform Room Operational Hours:

Monday to Saturday:	07.30 am – 05.00 pm
Sunday	07.30 am – 05.00 pm
Bank Holiday	07.30 am – 05.00 pm

## **Department Meetings**

Communication is vital in order for us to work as a team. Department meetings are held once per month, in order to discuss any issues directly connected with the smooth running of the department. You will be expected to attend every meeting whenever possible.

## **Sickness Procedure**

You must call as soon as possible to inform the hotel that you will not be able to work. During opening hours you can contact the department directly and inform the supervisor on shift, otherwise inform the Duty Manager who is on duty 24 hours a day. The first seven days of sickness you need to fill in a self-certification form (available from your HOD), there after you must produce a doctors certificate.



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### **Sick Pay Entitlement**

You are entitled to full sick pay benefits after *six months of employment*. You can obtain more information from the human resources department.

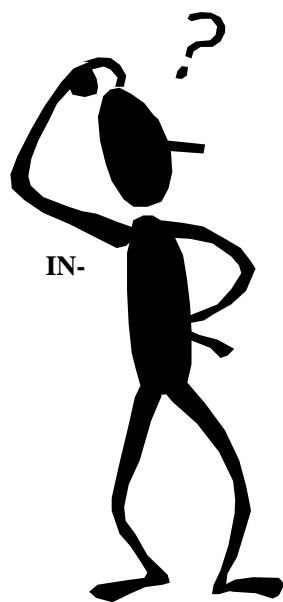
### **Holidays**

The holiday year runs from 01 April to 31 March. You are entitled to 20 days of holiday per annum, unless stated otherwise in your contract of employment. It is your responsibility to book holidays, which are to be agreed with your HOD as soon as possible, in order that you may take the days you wish to.

Should you not use up all your holidays by the 31 March, outstanding holidays will be lost. You cannot carry holidays over into the following holiday year.



## ORGANIZATION



IN-

OF

ROOM DINING



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***Induction to In-Room Dining & Mini Bar***

***Departmental Induction Programme***

***2<sup>nd</sup> Shift Pattern***

***Morning Shift: 0630 hrs to 1430 hrs***

0630 hrs – 0830 hrs:	* Training on Tray or Trolley Set-up in accordance with the Breakfast Order
0830 hrs – 1000 hrs:	* Preparation and Setting Up of Telephone Orders * Delivery of Orders with the First Runner
1000 hrs – 1100 hrs:	* Training and Induction on Cleaning Tasks in In-Room Dining
1100 hrs – 1200 hrs:	* Clearing of Floors with the First Runner * Training on Usage of Lifts * Clearing of Floors Efficiently and Speedily
1200 hrs – 1230 hrs:	* Lunch Break with Manager or Assistant Manager
1230 hrs – 1330 hrs:	* Delivery of Amenities with the First Runner
1330 hrs – 1430 hrs:	* Polishing of Glasses and Cutlery * Follow-Up on Cleaning Schedule



### *3<sup>rd</sup> Shift Pattern*

#### Afternoon Shift: 1530 hrs to 2330 hrs

1530 hrs – 1730 hrs:	<ul style="list-style-type: none"><li>* Training on VHP System</li><li>* Telephone Standards / How to Answer the Telephone</li><li>* Taking Orders</li><li>* Set-Up of Tables in accordance with Orders</li><li>* Preparation of Mis-en-place for Breakfast</li><li>* Delivery of Orders</li></ul>
1730 hrs – 1800 hrs:	<ul style="list-style-type: none"><li>* Dinner Break</li></ul>
1800 hrs – 2330 hrs:	<ul style="list-style-type: none"><li>* Clearing of Delivered Orders</li><li>* Checking and Cleaning of Mini Bars</li><li>* Checking all Floors</li></ul>

### *1<sup>st</sup> Shift Pattern*

#### Mini Bar: 0800 hrs to 1600 hrs

0800 hrs – 1500 hrs:	<ul style="list-style-type: none"><li>* Assigned to a F&amp;B Waiter or Waitress in charge of Mini Bar</li><li>* Checking Departures</li><li>* Training on Posting Bills to Reception</li><li>* Refilling and Restocking of Mini Bars</li></ul>
1500 hrs – 1600 hr:	<ul style="list-style-type: none"><li>* Review with Food and Beverage Services Manager</li></ul>



***The following points have to be achieved within the first month of employment:***

- Tour of the Hotel and Show Around with the Manager or Supervisor
- Familiarisation with Daily Tasks
- Set-up of Trays & Trolleys in accordance with the Orders
- Introduction to the daily Mini Bar Operations
- Introduction to the Late Shift
- Daily Operations
- Training on Basic Usage of the VHP System
- How to answer the Telephone
- How to handle Guest Complaints
- SOP Knowledge
- Menu Knowledge
- European Core Standards



### *Selling a service*

#### **What is selling?**

Selling is the art of matching our products, services and facilities to the customer's needs.

Selling a service is a challenging process. Normally a product can be measured against a specification or sample, can usually be seen, touched and compared before it's purchased, whereas a service can only be explained or described and it is rarely possible for the customer to know precisely what they will get until after they have experienced and paid for it. Only then will they be able to judge whether the service met their expectations. Therefore a major feature of selling a service is TRUST !

The essential elements in building trust are:

- **sounding positive**
- **communicating** effectively with the arts of questioning, listening, confirming and explaining
- **building** confidence with our knowledge of our products, services and facilities
- **matching** these products, services and facilities to the customer's needs

When we have an opportunity of selling our service, we:

- find out what the customer's preferences, needs or wants are
- raise their interest by matching our products, services and facilities to these needs
- action the Sale where we ask for and gain commitment
- close the transaction by confirming details and arrangements



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## What is selling?

There are often opportunities to **up-sell**, make a **related sell**, **cross sell** or **support sell**.

- Up-selling is making gentle suggestions to encourage the customer to take a higher quantity or quality of service they require
- Related selling is where another product or service related to what the customer is buying is suggested to widen the scope of the purchase
- Cross selling is where other products, departments, facilities or services are introduced to the customer
- Support selling is where we say something positive in support of the customer's choice.

## Listening

CONCENTRATION is the key to effective listening. Listening involves the following:

- Paying attention to everything that is said
- Being alert to clues – tone, pitch, words etc.
- Noticing what is not said
- Giving clues that indicate you are listening – body language, nods, eye contact, “yes”, “go on”, “I see”, etc.
- Taking notes of key words and phrases
- Ignoring background distractions



## Questioning

The information you gather from your customer helps you to establish their needs to start to plan how to match your products and services to their requirements. To do this we use three different types of questions. The type of question you ask will depend on your purpose in asking it.

***Open questions*** – these are designed to encourage others to talk and should always be used at the beginning of a conversation. They are also very useful when the person handling the conversation wants time to think about their options etc.

Open questions always start with: ***Who? Why? What? When? How?***

***Closed or Specific Questions*** – Specific or closed questions are more directive and always get a “yes” or “no” answer (or a piece of specific information). They are used to pinpoint specific information on for confirming details.

Closed questions start with: ***Is it? Would you? Did it? Was it? Will you? Etc.***

***Leading Questions*** – These are the most directive. They are designed to get the customer to confirm information, make a commitment, to get the conversation back to the subject under discussion or to change the direction of the conversation without appearing manipulative or disinterested in what the customer is saying. They always refer back to something the customer has already said.



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## Confirming

Confirming means checking carefully to make sure that there is understanding and agreement between you and the customer and should be used during all phases of the conversation.

Confirm in neutral terms: "***Is that right?***" "***Am I correct?***"

Use of phrases such as: "***That's right, isn't it?***" "***Don't you?***"

imply: "***I say I am right and I want you to agree with me!***"

Always confirm details, numbers, dates, spellings of names, etc. and always confirm in your own words – do not repeat what the customer has said to you parrot fashion.

*The four reasons to confirm are:*

1. to confirm that you understand the customer
2. to confirm that the customer understands you
3. to confirm that the customer agrees with you
4. to confirm details of names, times etc.



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## Explaining

The explanations you give to your customer must match the needs expressed during the information gathering phase of the conversation.

Explanations must be:

- **Logical** – have a beginning, a middle and an end. Complete each point before you move on – don't jump from topic to topic – the customer will not be able to follow you.
- **Enthusiastic** – selling is the transfer of enthusiasm from one person's brain to another.
- **Short and to the point** – do not overwhelm or bore the customer
- **From the customer's point of view** – keep it simple and use words the customer will understand. No jargon! Emphasise what you can do rather than what you can't !
- **With a clear purpose** – be organised around the customer's requirements – but know what you want to achieve from what you are saying
- **Credible** – if you don't know – don't guess!
- **In the order** of priority expressed by the customer



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## Interest

Raise interest by using positive words and phrases:

- I think so	becomes	It is
- I'll try	becomes	I will
- Maybe	becomes	definitely

It is easy to explain what a product or service is, i.e., the feature. What you should do is to link that to the benefit – that is – what is in it for the customer. Simple phrases such as “what means that” or “because” will translate the feature into a benefit and will link your product or service to the customer’s requirements.

When creating an “appetite” for your products or service by explaining the feature linked to the benefit, using descriptive language is an important part of the process. A word of caution – over ‘flowery’ language can sound insincere, so tailor your explanation to match the customer’s own mood, etc.

Having established your customer’s needs and shown the benefits of your product or service to meet those needs, the next stage is to recommend a customer action – ask for the booking or the order or suggest the next step by asking a specific or alternative question, thereby asking the customer to take some positive action. Wherever possible, it is easier to ask the customer to choose between two options, i.e., an alternative question, rather than to ask for a straight “yes” or “no” answer.



Listening very carefully helps you to identify the “buying signals” to time your action question. Buying signals are:

- **questions** that customers ask that indicate interest in what you have explained
- **comments** that customers make after your explanations
- **sounds** that customers make after your explanations
- **facial expressions** etc. that indicate interest in your explanation

### Action Overcoming Objections

When the customer says “NO”

You cannot win them all! Sometimes customers don't want to proceed with the recommendation you have made to them – Never, ever try and “hard sell” to the customer – people like to feel that they have bought – not that they have been sold to!

However, the easiest way to deal with objections is to prevent them arising. The three main reasons for preventable objections are:

1. **Doubt** – that what you have explained will meet their needs
2. **Misunderstandings** – failing to see how your services or products will meet their needs – they have not understood what you have explained
3. **Conflicts** – they recognise the need, but your explanation conflicts with something else they believe or have been told.



If you fail in the following, which type of barrier will it raise (doubt, misunderstanding, conflict?)

Accurate Information Gathering

Raising interest by explaining benefits

Timing of the commitment questions

When you encounter an objection:

**Pause:** pausing helps you not to appear defensive – defensiveness reduces rapport with the customer

**Confirm:** rephrase what the customer has said without agreeing with it.

**Handling doubts:** Questions to re-establish the customer's need for explanation and support your explanations with examples, references, facts.

**Handling misunderstandings:** Questions to establish whether you have fully understood and then re-explain without sounding patronising or impatient so that the customer can correct the misunderstanding themselves. NEVER TELL THE CUSTOMER THEY ARE WRONG – YOU WILL ANTAGONISE THEM.

**Handling conflicts:** Questions to establish where the conflicts lies and then review the relevant benefits of the customer taking the action you recommend.

**Confirm** that you have handled the objection – don't forget to ask for the commitment again

If the customer simply does want to or cannot proceed, close the conversation in the most positive manner possible!



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### ***Food & Beverage Knowledge***

It is your responsibility to thoroughly learn and comprehend each and every item on the food and beverage part of the menu. Not only will this enhance your general food and beverage knowledge, but also put you in a situation where you can answer any guest questions and recommend accompanying dishes and beverages.

This will result in an increase of guest satisfaction and open a broad spectrum for upselling, related selling and cross selling opportunities. (see supra!)

Not every sales attempt will succeed, but even when the customer turns down your offer, he feels looked after especially well. However, you will be surprised how often clients follow suggestions, as long as they are made in a professional and enthusiastic manner.

Finally, all our customer care reflects not only in guest satisfaction, but in monetary appreciation – TIPS!!! – so keep on selling !



### ***Cigar Procedure***

#### ***Please use the following procedure when selling a Cigar***

1. All cigars are available from the Palm Court between 7 AM and 2 AM only!
2. Either the guest will select a Cigar from the menu or you can help select the correct Cigar from the Humidor
3. Take the Cigar cutter to the guest, asking if he would like you to cut and light it for him
4. Cut the Cigar just below the ring
5. Light the Cigar using the cedar wood or matches. The Cigar should be light by the heat only and not in the flame directly.

#### ***How to recommend the correct Cigar***

Each different brand of Cigar has a different flavour, size and colour. It could be especially difficult for a guest, if he is a beginner smoker, to choose the appropriate Cigar. Therefore, you should suggest a light Cigar, with a medium to light flavour, such as a Dominican Republic or Don Ramos, as opposed to a Cohiba or a Bolivar.

We should also try to upsell wherever possible. For example, if a guest was to ask for any Churchill Cigar (e.g. Don Ramos, Santa Damiana), we can offer him a Romeo y Julietta, which is sold at a higher price.

If you feel a guest is knowledgeable on the subject of Cigars, we should try to sell a Cigar, which a beginner smoker would not choose, hence continuously rotating our stock.



### *Tips and Gratuities*

The procedure regarding tips and gratuities has been clearly defined. However, you should be aware of the following guidelines and rules, which the In-Room Dining team has established to ensure a fair system for distribution of tips and gratuities.

The system we are using is very simple – you are each given points (and a split of the money you collect from the tips), based on the number of shifts you actually worked.

- you will not get points for days off or sick days
- there is no difference in allocation whether you work day or night shifts
- there is no more points given to someone because of their seniority
- if you are more senior, you are already paid a higher salary

All cash tips (AM-shifts) will be collected in a cash box from first and second runner, and distributed accordingly to the main procedure (see above) and they will be paid out on every Sunday afternoon. PM-shift will collect and share tips equally at the end of the shift every day.

All room charge and credit card tips will be divided the same way and appear on your pay slip on a monthly basis.

Remember that all walkouts and shortages will be **deducted** from your tips and that **increased sales** means **increased tips** !



### ***Administration and Use of Forms***

It is important that you are familiar with a variety of forms and documents, as it is inevitable that you will have to use most of them at various stages of your employment with Sheraton. An example of the type of form you may have to use, are as follows:

- Holiday Request
- Taxi Request
- Course Enrolment
- General stores Requisition
- Food & Beverage Stores Requisition
- Breakage / Spillage Form
- Cleaning Rota
- Key Signing Sheet
- Mini Bar Cleaning Sheet
- Linen Requisition



### ***Prada Jargon***

A.S.I.	Associate Satisfaction Index
G.S.I.	Guest Satisfaction Index
STARCARE	Starwood Guest Satisfaction System
European Core Standards	A standard set of procedures for all F&B people in all hotels in Europe (European Core Standards)
Lashner Rush	The company who measures us on European Core Standards
Six Sigma	Starwoods global quality initiative.
Data Collection	a tool used in Six Sigma to collect information from guests.
HOD's Meeting	Head of Departments Meeting, once a month
Quarterly Staff Meeting	Full Staff Meeting, once a quarter
ASI Questionnaire	All staff to attend either 7.00, 11.00, 15.00  Completed in June and December every year. 61 questions for you to answer that to the Hotel how you feel about your team, your job and the hotel in general. It is totally confidential and is managed by a company outside Sheraton.
ASI Feedback Meeting	A departmental meeting to discuss your teams's ASI score and address issues that require improvement.
Communications Meeting	A departmental meeting to discuss the operations of your department such as GSI results, Continuous Improvement of Guest Services, New Menus and Beverage Lists, New Procedures and Policies, Financial results.



## TRAINING RECORD

**Start Date** \_\_\_\_\_



**Completion Date** \_\_\_\_\_





*Early Shift*

**Daily Duties Runner ONE**

0630 A.M. – 0230 P.M.

1. Serve orders to guests at their relevant times
2. Assist in preparing orders for delivery
3. Clearance of trays and trollies from the floors at 9.30am
4. Exchange linen
5. Second clearance of floors at 12.30pm
6. Assist preparer with his tasks
7. Assist with the cleaning schedule
8. Delivery of Amenities

N.B. If the supervisor is not satisfied the tasks have been completed in a reasonable time, no one will leave the premises until all tasks are completed.

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



## **Daily Duties Runner TWO**

0630 A.M. – 0230 P.M.

1. Assist the preparer with the preparation of all trays and trolleys
2. Assist runner one with the deliveries at busy periods ensure correct mise-en-place is in place
3. Deliver all amenities
4. Assist preparer with his daily tasks
5. Assist with the cleaning schedule
6. Restock F&B items back to par stock levels

N.B. If the supervisor is not satisfied the tasks have been completed in a reasonable time, no one will leave the premises until all tasks are completed.

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



### **Daily Duties: THE PREPARER**

0730 A.M. – 0330 P.M.

1. Prepare any new telephone orders on trays and trollies
2. Clean down any trays and trollies in back of house
3. Clean all glasses and cups
4. Retrieve plates and cutlery from back of house
5. Fold all napkins
6. Set up all amenities
7. Set up trollies for Lunch and Dinner
8. Assist with the cleaning schedule
9. Mop floor
10. Third clearance of floors at 2.30pm
11. Ask for assistance from other team members to carry out duties

N.B. If the supervisor is not satisfied the tasks have been completed in a reasonable time, no one will leave the premises until all tasks are completed.

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



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*Headwaiters and Junior Headwaiters are responsible for a smooth daily operation and absolute guest satisfaction.*

*Teamwork and flexibility are our main keys which lead to our success of the department*



### **Late Shift**

0330 P.M. – 1130 P.M.

1. Set up guest orders
2. Delivery of guest orders, ensure correct mis-en-place is in place
3. Clearance of floors at 6.00pm
4. Moving or delivering amenities
5. Mise-en-place (polish glasses, cups...)
6. Refill china (plates, saucers)
7. Pick up / assist clearing schedule
8. Fold napkins
9. Set up breakfast tables
10. Check Mini Bars at 7pm
11. Clear floors at 6pm and 10.30pm

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



### **Mini Bar Shift**

0730 A.M. – 0330 P.M.

1. Collect keys from security
2. Collect departure and vacant list from Headwaiter
3. Prepare list for departures, vacant rooms etc.
4. Check departure rooms, by time
5. Check all other rooms
6. Refill bars accordingly, ensuring glasses & opener are in place (also check coasters & stirrers)
7. Hand over late departures to supervisor in charge
8. Place sales amount in revenue book
9. Place daily sheets in the file for the relevant date
10. On Sunday the weekly revenue total must be recorded
11. Month end: place the month end into lever arch file whilst rotating previous two months into files, the elder month being discarded.

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



### *Night Shift*

22.30 hrs to 06.30 hrs

Please use these times as guidelines but do not hesitate to carry out tasks earlier, depending on the nature of the business.

1. **22.45 hrs:** Transfer all amenities and cleaning sheets
2. **24.00 hrs:** If it's not busy, check the floors and clear all trays, trolleys, glasses, bottles or any other items you may see on the floors.
3. Polish glasses and Plates for next day.
4. **01.00 hrs:** Sign out and make a reading on the following:
  - Financial and revenue reports (two reports)
  - Manager's report (press 18); and
  - Revenue is to be recorded in the Revenue Report Book.
5. **01.30 hrs:** Check the mis-en-place for breakfast, i.e. orange juice, milk, cereals, grapefruit etc.
6. **02.00 hrs:** a 30-minute break is to be taken
7. **02.30 hrs:** collect the breakfast dockets and at the same time, clear the floors. It is important to ensure that a room number has been written on the docket. The room number written also must correspond with the name of the guest as there are sometimes guests who write the wrong room numbers.
8. **03.00 hrs:**
  - Arrange the breakfast dockets in accordance with their times.
  - Record all dockets in the clearing sheet
  - Highlight the room number if food ordered is served on a trolley
  - Begin preparing all breakfast orders



9. **04.45 hrs:**

- prepare coffee
- prepare hot milk dispenser

9. **05.00 hrs:**

- take half the baker's bread (i.e. assorted bread rolls and Danish pastries) to Bracewells Kitchen, with the other half for In-Room Dining.
- Post all the breakfast dockets.

10. **06.00 hrs:** Breakfast starts.

11. **06.30 hrs:** You can close your eyes now (sleep)!!!

Other duties to be carried out include; Counting the dirty linen, sweep and mop the floor, cleaning schedule

*Note: if you are really very busy, please bleep the Duty Manager on Bleeper N° 12 to give you a hand !*

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



## **VHP POS SYSTEM**

### **1. How to open a Check**

- swipe through your VHP ID card
- type the table number the check is for
- press “new table”
- enter the amount of covers (guests), each guest equals one cover, disregarding if the consumer is consuming food or only beverage
- enter the guest order using the menu buttons, e.g. Gin&Tonic is “DRINKS”, “SPIRITS”, “GORDONS GIN”, “BACK”, “MIXERS”, “TONIC”
- press “PRINT” to end your order
- a service docket will be printed at the appropriate location, food in the kitchen bar beverages in the bar, cold food items in the still room etc.

### **2. How to add an Order to an existing Bill**

- swipe through your VHP ID card
- press “OPEN TABLE”
- choose the table you would like to add an order to. Ensure you pick the right table, as there are sometimes separate checks for the same table. In this case VHP will ask you for the appropriate group number (e.g. 13/1, 13/2)
- place your order as before
- press “PRINT” to end your order



### 3. How to close a check

#### a. Cash

- swipe through your VHP ID card
- type the table number the check is for
- press “OPEN TABLE”
- select the appropriate table
- press “CASH”
- the bill will now automatically be printed, stating that you have closed it cash
- count out the change the guest has to receive and forward it with the VHP docket in a bill folder
- cash tips are to be placed in the tip box

#### b. Credit card

##### 1. Streamline Credit Card System

###### a. Press “SALE”

- swipe through the credit card
- enter the sale amount and press “ENTER”
- await approval and press “ENTER”
- tear off the sale docket and forward it to the customer for signature in a bill folder
- once the client has signed, either follow **b. to add tip** or proceed straight away with VHP. However, in both scenarios the bill still has to be closed off in VHP



b. Press "RECALL" on Streamline to add tip

- the confirmation number on Streamline must equal the number on the credit card slip. Confirm by pressing "ENTER"
- should the confirmation number be different, press "CLR" and type the number in manually, confirm with "ENTER"
- enter the new amount including tip and press "ENTER"
- attach the new printout to the signed credit card slip

2. VHP Credit Card Closing

- swipe through your VHP ID card
- type the table number the check is for
- press "PICK UP TABLE"
- press "PAYMENTS"
- press either "TIP £" or "TIP %" and enter the amount or percentage of gratuity the guest added to the bill
- enter the sale amount and press "ENTER"
- enter the credit card information manually and press "ENTER"
- the customer will get a copy of the Streamline sales confirmation

c. *Room Charge*

- swipe through your VHP ID card
- type the table number the check is for
- press "PICK UP TABLE"
- press "PAYMENTS"
- press either "TIP £" or "TIP %" and enter the amount or percentage of gratuity the guest added to the bill
- press "ROOM CHARGE"
- enter the room charge amount and press "ENTER"
- enter the room number and press "ENTER"
- double check the guest name in VHP with the signature and confirm by pressing "ENTER", you might have to choose one of two guests by simply entering the right choice number (1 or 2)



- the customer will not get a receipt at this stage, but can collect a back up upon check out at reception
- should the client ask for a receipt, contact your supervisor who will be able to reprint the closed check.

*d. Complimentary*

- swipe through your VHP ID card
- type the table number the check is for
- press “PICK UP TABLE”
- press “PAYMENTS”
- press “DISCOUNTS”
- choose the appropriate option, e.g. “MANAGEMENT”, “COMPLIMENTARY” or “ENTERTAINMENT”, then select the department, which should be charged (Central London Sales, Rooms, F&B...)

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



***Equipment***  
***Use & Maintenance***

1. The first and most important rule is to carefully look after all machinery and equipment. Ensuring that it is clean and well maintained at all times. If you follow this procedure, you will have very little trouble with your tools and equipment.
2. You should seek the knowledge of your colleagues regarding any equipment used during your working day and learn from them. You may also find it useful to read any literature available on your equipment. The better care we take, the less risk we run to lose any of our tools, which make our life so much easier.
3. The appearance of our equipment and workstations has a major effect on the impression we give to our guests. Therefore, your daily work practices regarding all machinery equipment, maintenance and continuous cleanliness will be monitored ongoing. When you have proved that you can work under pressure in an organised manner, then you will receive the signatures required.
4. An organised and clean working environment is not only imperative because of our customers, but it is a requirement by the Health and Safety legislation. Additionally, it affects the quality of our products and therefore the satisfaction of our customers – our business!

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



### *Ordering General Food & Beverage*

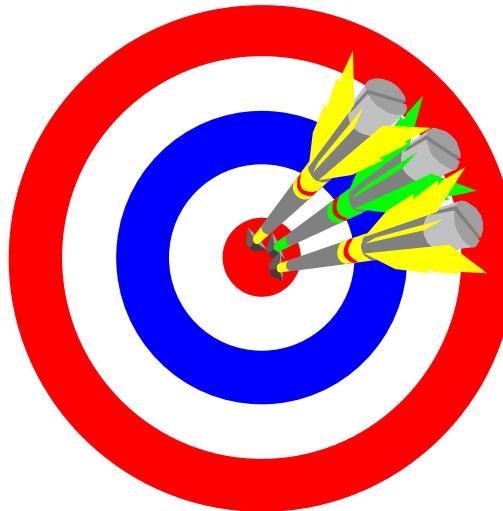
1. In order to maintain the highest standards of service, and not only meet but exceed customer expectations, it is imperative that we have maximum stock levels at all times.
2. This does not mean to order as much stock as you can fit into the pantry, but to follow the par stock levels as close as possible.
3. Remember to under-stock results in shortage during service and therefore customer inconvenience. To over-stock limits our working space, increases the possibility of stock being out of date, raises the potential of breakage and is more work for everybody including cellar man and cost control.
4. Requisitions are designed to make the ordering process easier and user friendly
5. Use the stock check sheets located in the pantry to ensure you order the right product and quantity. Transfer this information onto a requisition form and you should always have the right amount of stock.

**Date achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



***EUROPEAN CORE  
STANDARDS***



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### *Grooming*

#### **Standard**

Every Sheraton Employee shall be professionally groomed.

#### **Training**

All staff shall receive Grooming Training during their Hotel induction and prior to beginning their job.

#### **Procedure**

- all uniformed staff shall wear name badge/name tag with correct name (where local regulations permit).
- It's the property manager's discretion whether or not the name badge shall include the job title.
  - nicknames are not acceptable
  - there shall be no differentiation between senior management and line staff name badge design
  - no staff member shall wear any other name badge other than their own
- for all uniformed staff, hairstyles will be moderate and consistent Front and Back of House
  - long hair shall be tied back securely
  - males' hair will not lie below collar
  - female hair accessories shall be in good taste and approved by management locally



- for all uniformed staff, facial hair will be closely trimmed
  - mustaches shall be neatly trimmed
  - beards must be fully grown and neatly trimmed
- for all uniformed staff, jewellery worn outside the uniform must not be flashy or obtrusive:
  - one watch
  - females – one earring per ear allowed, classic style, complementary to uniform, and not exceeding 2.5 cm below earlobe
  - males – no earrings
  - no nose, ear (other than bottom lobe) or other facial piercings acceptable
- for all uniformed staff, fingernails must be kept neatly trimmed and free of dirt. Nail polish: clear, neutral, of soft colours only

**Date Achieved:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager** \_\_\_\_\_

**Headwaiter** \_\_\_\_\_



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## **Uniforms**

### **Standard**

Every Sheraton Employee shall be professionally uniformed. Uniforms shall be professionally designed and appropriate to the job function.

### **Training**

All staff shall receive Uniform Training during their Hotel induction and prior to beginning their job.

### **Procedure**

- all staff in guest contact areas (Rooms, Housekeeping, F&B, Security and Engineering) are required to be uniformed. Each property may choose to include or exclude the management staff.
- other employees will be required to be uniformed in accordance with local property policy
- uniforms shall be clean, in good repair, pressed and of appropriate size and fitting for individual
- uniforms shall be seasonal where applicable
- uniforms will be professionally designed, well cut, be of good quality fabric, influenced towards the hotel decor/style, and reflect a luxury image
- females shall wear uniforms designed for females; males shall wear uniforms designed for males
- the complete uniform shall be worn at all times while on duty
- belts shall be worn with uniform pants or skirts with belt loops
- all staff shall wear a name tag/name badge as part of the uniform
- no article of non-uniform clothing shall be worn in addition to the uniform; provision will be made by the Hotel for any additional garment regularly worn, i.e. sweater/jacket
- shoes shall be leather ( or high quality man-made material), closed toe and closed heel, low heeled. Safety shoes are required in the kitchen and maintenance areas. Shoes shall be polished and appear well maintained at all times.
- Socks and shoes shall be colour co-ordinated with uniform
- All front of the house and guest contact staff (including housekeeping) shall wear stockings/pantyhose (neutral or colour or colour co-ordinated with uniform). Resorts may apply for a waiver where applicable.



- Back of House staff whose duties require Front of House exposures will have an appropriate clean and pressed uniform for Front of House duties.

**Achieved by:** \_\_\_\_\_

**Signed by:** \_\_\_\_\_

**F & B Manager**

**Headwaiter**



## ***Handling Telephone Calls***

### **Standard**

To handle all calls in a prompt, friendly and efficient manner.

### **Procedure**

All operational departments shall have a telephone name display (with language code where available). Guest names shall be used at the opening and closing of the conversation.

#### **ANSWERING EXTERNAL CALLS**

- Call shall be answered within three rings
- Property name and appropriate greeting\* must be clearly given
- Caller shall be informed when and where call is being connected

#### **ANSWERING INTERNAL CALLS**

- call shall be answered within three rings
- department name, staff name, and appropriate greeting\* shall be clearly given
- 

#### **PUTTING CALLS ON HOLD**

- all unanswered calls shall ring back and/or be answered by the operator within 20 seconds or six rings
- caller must be informed of status of call
- operator shall offer to put caller on hold, transfer to voice mail (where applicable), or take a message

#### **MUSIC ON HOLD**

- only soft (classical or instrumental) music to be played
- music must be clear and of high quality
- no (external) advertising may be used. Internal advertising is encouraged.



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#### VOICE MAIL (where applicable)

- call shall be answered within three rings
- appropriate name (hotel, department, or staff name), and greeting shall be clearly given
- caller shall have the option, once in voice mail, to be connected to an operator
- voice mail instructions shall be offered in English and local language

Instructions and dialling shall be user-friendly (recommend one push button to directly access voice mail options.)



### *Greeting a Guest*

#### **Standard**

All guests are to be greeted at each encounter.

#### **Procedure**

- Acknowledge the guest by using appropriate body language (for example: eye contact/smile)
- Initiate an appropriate hospitality greeting using the guest's name whenever possible



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### *Safety and Security*

#### **Standard**

To safeguard guest, protect employees, secure assets and maintain the excellent reputation of Prada Hotels and Resorts

To enhance the image, performance and overall effectiveness of security at the property.

To minimise liability exposures and reduce loss through creative security management.

#### **Training**

All staff shall be trained at least once a year in the safety and security issues outlined in the corporate “Security Standards, Policies, and Guidelines” which will be available at a later date.

#### **Procedure**

- each property is responsible for implementing the corporate “Security Policies, Procedures, and Guidelines” that ensure the security and privacy of all guests.
- Procedures shall be established and audited by each property to ensure compliance with the corporate “Security Standards, Policies and Guidelines”



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### ***Minimum Tabletop Set-Up***

#### **Standard**

All tables shall be attractively and completely set in a timely manner.

#### **Minimum Standard**

- Flatware, silver and glasses are clean and free of spots and finger marks; no chips or cracks
- Linen (100% cotton) tablecloths, napkins and service cloths, and skirting (may be a blend) shall be of high quality, clean, free of holes, tears, frayed edges and stains
- Flatware of excellent high quality and appropriate to F&B item served
- Correct style and range of crystal/cut-glass is available and used for each beverage (i.e. red wine glass for red wine)
- Exceptional quality crockery shall be in place
- Matching crockery, glassware, flatware and linen is used in each outlet (mixed styles are unacceptable)
- Fresh flowers live plant shall be in place on each table
- Candle for dinner service is permitted (refer to Guidelines under Restaurant Service – Fire Regulations). 3-prong silver candelabra?
- Salt and pepper. Pepper mill shall be available upon request.
- Silver salt and pepper sets shall be in place (to include mustard) where appropriate.
- A crystal or porcelain ashtray in the smoking section (matches shall be available upon request)
- Non-smoking signs on non-smoking tables or signage in designated non-smoking area.



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### ***Menu Presentation***

#### **Standard**

All Menus shall be attractive, professionally designed in good condition and reflect the ambiance, style and theme of the property. Children's menus shall be available.

#### **Quality Standard**

- In International locations, menus shall be printed in English as well as the native language. Multiple languages are based on the market mix.
- Appropriate menus shall be presented for each meal period: breakfast, lunch, and dinner
- Menus shall be professionally printed (or laser printed quality) on high quality paper stock.
- Additional menu items (promotions, speciality menus) shall be professionally printed (or laser printed quality)
- Menus shall be clean and in good condition.



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### ***Food Service Guidelines***

#### **Standard**

All hotels shall offer high quality food in a friendly and efficient manner to every guest.

#### **Service Standards**

- All guests shall be welcomed promptly at the entrance
- The guest shall be escorted to the table and be presented with the menu where appropriate
- Staff shall be able to explain any special food promotions and all the menu items. All wait staff shall be trained and have in depth knowledge of dishes and beverages. At least one staff member on duty shall have a professional wine and beverage education.
- Correct style and range of cutlery and crockery shall be available for each item. The table setting shall be properly adjusted to the number of guests at the table.
- All food shall be served in a personable and efficient manner using the “classical” serving standards or an appropriate serving style.
- Hot food is to be served hot; cold food is to be served cold.
- Appropriate condiments are to be served with each food item.
- Tables shall be cleared once all guests have finished eating, unused cutlery will be cleared.
- In fine dining restaurants, salt and pepper, butter and side plates will be cleared after the main course has been finished. (Where a cheese course is served, these items shall be cleared after this course.) In casual style restaurants, property may choose to leave the salt and pepper on the table.
- Tables will be crumbed down at conclusion of the main course (or after the cheese course where applicable.)
- Ashtrays will be changed prior to each course, and as required.
- Staff shall be attentive and anticipate guest needs, and inquire during the course of the meal, “How are you enjoying your meal?”

Staff shall thank guest for dining at the Outlet.



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### *Guest Billing*

#### **Standard**

All guests will be presented with an accurate check (bill) in a polite and discreet manner prior to departure from the Outlet.

#### **Service Standards**

- The bill shall be presented upon request.
- For breakfast service, the bill may be placed discreetly on the table.
- Bills shall be presented in a folder or attractive tray (silver plate for example) with a hotel pen.
- Credit card receipts shall be returned to the guest in the folder or tray.
- Change shall be presented in a folder or on a tray.
- No request or indication that a gratuity is expected will be made by the staff.
- Guest shall be thanked for dining and offered an appropriate hospitality greeting. (For example: "Thank you for dining with us. Have a pleasant evening."). Flexible billing shall be offered as per guest request, i.e. splitting the bill, separating VAT, etc.



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### ***Promotional Materials, Collateral, Displays and Signage***

#### **Standard**

All promotional materials, collateral, displays and signage will be professionally printed and presented in style, colour and design complimentary to Outlet theme, Outlet Menu and decoration.

#### **Procedure**

- Promotional material and collateral will be consistent with the quality of the outlet and complement the design of the Outlet menu.
- Suppliers will provide promotional collateral to Hotel requirement.
- Blackboard menus will be legible and attractively prepared.
- All other artwork will be attractively and professionally prepared.
- Printed materials will be laser-printed on quality paper.



## ***Beverage Service Guidelines***

### **Standard**

All hotels shall offer high quality beverages in a friendly and efficient manner to every guest.

### **Service Standards**

- All guest shall be greeted promptly. The guest's name shall be used when ever possible.
- Staff shall be able to explain any special beverage promotions.
- Correct style and range of glassware shall be available and used for each beverage (i.e. red wine glass for red wine.)
- All beverages shall be prepared to the traditional recipe and standard recipes shall be used in all outlets for mixed drinks.
- Alcohol shall be free poured (without measurement) in compliance with local laws.
- Beverages are to be delivered *to table* within 5 minutes of order.
- Beverages are to be served promptly (within 2 minutes of order) *at bar*. Speciality drinks may exceed this limit.
- All guests shall be offered a second order or assistance upon completion (or near completion) of beverage.
- All drinks shall be served from a service tray, unless served at the bar.
- Service tray shall be of high quality and shall have an underliner (linen or high quality paper). High quality anti-slip trays are permitted (underliners are not necessary with anti-slip trays).
- All drinks shall be served onto a coaster or napkin. When serving drinks onto a tablecloth, coasters and napkins may be omitted.
- Wines served from the bottle shall be presented to the guest ordering, guest will sample, approve. Wine shall then be offered to all guests.
- Mixed drinks shall be served with a stirrer.
- All drinks shall be appropriately garnished.
- All empty glasses shall be cleared to a tray from the table and ashtrays refreshed.
- Drinks served cold shall be adequately refrigerated prior to service.
- Staff shall be courteous, attentive, and anticipate guests' requirements.

All beverage Staff shall be trained in an "Alcohol Awareness" program (serving alcohol with care) during orientation/training and annually thereafter.



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### ***Wine List Selection***

#### **Standard**

Wine lists shall offer a variety and selection of wines from major wine producing regions of the world.  
**“The Wines of the World” program shall be in place.**

#### **Minimum Requirements**

A selection and variety of wines shall be offered from the following countries:

- France
- Germany
- Italy
- A local selection of high quality local wines (where available)

A variety of wines (red, white, sparkling and Champagne) shall be offered in:

- 750 ml bottles
- 375 ml bottles – minimum of 5 wines
- By the glass – minimum of 5 wines (where local regulations permit)

Fine Dining Restaurants shall offer a separate wine list.

#### **Service Requirements**

Staff shall be knowledgeable and trained in the selection and proper service of wines.



## *In-Room Dining Service Guidelines*

### **Standard**

To provide high quality in-room dining 24 hours a day, 7 days a week, in an efficient, friendly and discreet manner.

### **Presentation**

- all china, glass, silver, linen, and condiment containers shall be of high quality, be in good condition, and be matched in appearance (refer to purchasing for specifications).
- **Continental Breakfast, snack items, sandwiches, beverages, and desserts** ( to a maximum of two people) shall be served on a high quality tray (not cafeteria grade), and covered by a high quality (fabric) liner. High quality paper or linen napkins may be used.
- **Full breakfast and all other meals** shall be served on a room service table covered with a "moulton" (table cover) and a high quality table cloth. Linen napkins (no paper) are to be used.
- One flower or decorative centerpiece shall be in place.
- All hot items shall be served in a proper hot box *or* heat plate.
- All food items shall be covered when served (i.e. cloche)

### **Service Standards**

- Breakfast shall be delivered within 30 minutes of the order being received.
- Orders delivered after 30 minutes shall be provided on a complimentary basis.
- It is recommended, but not required, that properties institute the 30-minute guarantee for all meal periods.

### Order Taking

- Telephone shall be answered within 3 rings. In properties where the Room Service telephone is not regularly staffed, calls should be transferred to the appropriate department (restaurant, for example). In properties with display telephones, the guest name shall be used.
- Guests shall be advised of promotions and menu preparation details (where applicable)
- Guest order shall be accurately logged and repeated back to the guest.
- Additional items shall be offered (for example: wine, dessert)
- Every guest will be advised of the delivery time.
- Guests shall be thanked. Guest name shall be used.



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### Delivery to the room

- Room Service staff shall knock on door (per standard)
- Guest shall be greeted by name
- Assistance shall be offered: Set up table, open wine, pour coffee or other beverages, remove cover, remove hot meal from hot box, or explain how to remove meal from hot box safely.
- Bill shall be presented in bill folder (or tray) with working hotel pen.
- Staff shall offer to pick up tray/table and offer any further assistance.
- Staff shall offer appropriate hospitality comment.

### Removal of trays

- Used and dirty room service trays shall be removed from the corridor within 1 ½ hours.
- Trays shall be removed from the guest room within 30 minutes of guest request.
- A tent card placed on the room service tray suggesting that the guest may call Room Service for tray removal is recommended.

### **Additional Menu Requirements**

- The In-Room Dining Menu shall be professionally printed (or laser quality) on high quality paper and presented in an attractive cover
- One breakfast doorknob menu shall be in place in each guest room. It is recommended that the delivery times be broken down into 15 minute time segments.



### *Mini-Bars*

#### **Standard**

All hotels offer a complete and attractively stocked mini-bar in each guest room.

#### **Procedure**

- Every mini-bar in an occupied room shall be stocked prior to 4.00 PM daily
- A re-stocking service shall be available 24 hours a day, 7 days a week upon request.
- Re-stocking service shall be provided within 15 minutes of guest request.
- All mini-bars shall be regularly defrosted and cleaned.
- All items stocked shall have a supplier controlled expiration date. Expired items shall be removed from the mini-bar promptly.
- All items shall have seals. Items with broken seals shall be replaced promptly.
- In countries where in-room alcohol is illegal, a non-alcoholic mini-bar product shall be offered.
- Food and beverage selection and consumption shall be analyzed periodically to ensure the best possible mix of products/brands are in place.

#### **Minimum Requirements**

##### **Glassware and supplies**

- 4 tumblers
- 2 wine glasses (where wine is part of the mini-bar selection)
- 4 cocktail napkins or coasters
- 2 stirrers
- Bottle opener

##### **Collateral**

- Menu/check to include: list of all items, cost of each item, and space for totaling charges. Brand names shall be printed. (Prices may be displayed directly on the Robo-bars where applicable.)
- Key for mini-bar (where applicable).



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### **Beverages**

- 1 bottle of mineral water (International brand name)
- 1 bottle sparkling water (International brand name)
- 2 Coca-Cola
- 2 Coca-Cola-light (diet)
- 2 orange juice
- 2 local beer
- 2 imported beer (upscale brand)
- 1 of each ½ bottle: white & red wines
- 1 tonic water
- tomato juice
- 2 Nestea Ice-tea (where applicable)

### **Spirits**

Assortment of spirits shall be limited and based on what sells in a local country.  
Spirits shall be in Miniatures.

- 2 Blended Whiskey/Scotch
- 2 Vodka
- 2 Gin
- 2 Cognac or Brandy

### **Food Items** (a selection of 3 of the following items.)

- Salted peanuts and cashews
- Assorted mixed nuts (Quality brand name)
- Chocolate (Quality brand name)
- Potato chips (crisps)
- Pretzels
- Cookies.