

6/11/2018



SPHM  
HOSPITALITY

INTERMEDIATE TRAINING



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Series 600

# Golf - Intermediate Training

**Subject: Host/Hostess Station**

**F&B-601**

- A. Policy. It is the policy of the Club that a host/hostess station be provided at the entrance to the dining room.
- B. Discussion
1. Appearance
    - a. The host/hostess stand or station is often the first thing members see when they enter the dining room.
    - b. Since first impressions are important, it is essential that the stand or station is clean, well-maintained, and free of clutter.
    - c. Stand surfaces should be clean, wood surfaces polished, all supplies and equipment should be out of sight and out of the way, and there should be no hand-lettered signs or pricing cheat sheets taped to the stand or wall.
    - d. The stand or station must be neat and well organized.
  2. Supplies and Equipment
    - a. The host/hostess stand or station requires certain items of supply and equipment to operate efficiently.
      - (1) Supplies include duplicate pads, pencils, pens, scotch tape, credit card charge slips, paper clips, staples, phone book, reservation book, seating chart, grease pencil, comment cards, member list, extra point-of-sale tape and ribbon, etc.
      - (2) Equipment includes stapler and credit card ZON machine.
    - b. All supplies and equipment should be neatly organized and stored.
  3. Menus
    - a. Menus should be neat, clean, free of spills or stains, without dog-eared edges, and include any inserts for specials.
    - b. It is the host/hostess' responsibility to ensure that there are sufficient menus and they have been examined for serviceability.
  4. Point-of-Sale Terminals
    - a. Ensure the POS terminals are clean and neat.

- b. Check the POS printer tape and ink pad or ribbon to ensure that it will function properly during the meal period. Ensure there are extra tapes, pads, and ribbons available.
- c. Ensure the POS is programmed with the prices of any specials. Discrepancies should be reported to the supervisor.

### 5. Providing Information

- a. Because of the highly visible role of the host/hostess, he or she will be asked any number of questions about the Club and its operation.
- b. As a result, every host/hostess stand or station should have a three ringed binder with pertinent information about the Club, its services and venues, hours of operation, policies and procedures, catering information, business cards of key management staff, scripted answers to frequently asked questions, and information about upcoming events, such as holiday meals, special events, and entertainment.
- c. While it is management's responsibility to provide the host/hostess with this basic information, the host/hostess must also take responsibility to ensure that the information is up-to-date and accurate.

### 6. Providing Feedback to Management

- a. Again, because of their highly visible role with frequent and close contact with members, the host/hostess should be particularly alert to unhappy members and feedback.
- b. If a member is grumbling about their meal or service, ask for specifics and write down the information. As appropriate and in keeping with policy or management direction, offer to "comp" the meal.
- c. Ensure that all comments, both positive and negative, are relayed to management, so that steps can be taken to continually improve the operation.
- d. Provide comment cards to members as requested or needed.

**Subject: Dining Room Organization**

**F&B-602**

- A. Policy. It is the policy of the Club that all dining rooms be organized by means of a seating chart.
- B. Discussion
1. Dining Room Seating Chart
    - a. A seating chart will be developed for each Club dining room.
    - b. This chart is simply a diagram of the dining space showing each table in relation to the main entrance, kitchen doors, windows, etc. Each table should be assigned a table number to allow servers to record table numbers on all orders.
    - c. The seating chart should be covered with acetate so that it can be marked on with a grease pencil. This allows the Host(ess)/Cashier to assign tables for reservations, establish server stations for the meal period, and note occupied tables when members have been seated.
  2. Reservations
    - a. The host/hostess should review the reservation book as soon as he or she arrives for duty.
    - b. All reservations should be blocked out on the seating chart, indicating the name of the party, the time of the reservation, and the number in the party. Any special requests should also be noted and the server informed.
    - c. Tables should be set for larger parties as per the reservation or any special requests.
    - d. "Reserved" tent cards should be placed on any table that is held for a reservation.
  3. Alerting Wait Staff. If the server responsible for a reserved table is not on the floor when the table is seated, seek them out to inform them that their reservation has arrived.
  4. Greeting Reservations by Name
    - a. The host/hostess should keep track of the time and be on the lookout for reservations. When the party arrives, they should be greeted by name, when possible.
    - b. Servers should be informed of the names of any reservations, so that the party may be greeted by name.
    - c. Greeting a party by name gives them the assurance that we are ready for them and that all their needs will be taken care of.
  5. Confirming that Special Requests Were Met

- a. When leading the party to their table, confirm that special requests have been met. For instance, "Doctor Jones, the table you requested by the window is right this way."
  - b. Often the reserving party has asked for a special service as a surprise to someone in the party, such as a birthday cake. Be careful not to give the surprise away.
6. Handling Last-Minute Changes Graciously
- a. Frequently reservation parties turn out larger or smaller than requested. It is extremely important that the service staff does not convey impatience or irritation when this happens.
  - b. If the party is larger than expected, graciously offer to set additional places, move to a larger table, or add another table to make the original one larger.
  - c. If the party is smaller than expected, graciously remove additional place settings or move them to a smaller table.
  - d. The professional and courteous manner in which the service staff handles this common occurrence is a major element of hospitality.

**Subject: Greeting and Seating**

**F&B-603**

- A. Policy. It is the policy of the Club that the host/hostess greet and seat members in the dining room.
- B. Discussion
1. Greeting
    - a. The host/hostess is responsible for greeting all members when they arrive at the door. The greeting should be spontaneous, sincere, and welcoming. Eye contact is important, and even if busy, the host/hostess must focus on that member as if he or she were the only person in the Club.
    - b. After greeting the member, the host/hostess should determine:
      - (1) whether the member has a reservation (only if reservations have been accepted or are in the reservation book for that meal period, otherwise the question is superfluous), and
      - (2) the number in the party.
    - c. Take the appropriate number of menus for the number in the party, and say, "This way, please."
  2. Leading to the Table
    - a. If there are any special dining arrangements, such as a buffet or salad bar, the host/hostess should mention these and, if convenient, lead the members past them.
    - b. The host/hostess must be careful to monitor the pace of the members and not leave them behind while leading them to a table.
    - c. If the members should stop to talk to other diners, the host/hostess should pause, remaining at a discreet distance during the conversation, and then lead the members to their table.
    - d. Often, while being led to their table, members will ask to be seated at another table. Accommodate their wishes unless the table is reserved for another party.
  3. Seating
    - a. After indicating the table, assist in seating members by pulling away chairs, by slightly moving tables in tight corners so that members may easily sit down, and by holding chairs for the elderly or children.
    - b. Suggest a highchair or booster seat for infants and small children.

- c. After all members are seated, hand out menus to women first, oldest to youngest, then men, oldest to youngest; mention any specials for the day; or special instructions for buffets, if appropriate.
  - d. Mention the name of the server who will wait on the table. For example, "This is Susan, your server" or "Your server, Susan, will be right with you."
4. Notifying Servers. The host/hostess should always notify a server who is not present that a new table has been seated in his or her section.
5. Assisting Servers
  - a. In some cases when servers are busy, the host/hostess may pour water or offer the table a beverage. This keeps the table from having to wait for service.
  - b. When not actively engaged in greeting, seating, or cashiering, the host/hostess should keep a close eye on the dining room to see if members need anything. It is easy to spot tables needing assistance, as the member will be looking around for their server.
  - c. Refilling water glasses and coffee cups is a great way to assist servers and to ensure that all is well at each table.
  - d. The host/hostess may also help servers by totaling charge slips and presenting members with their checks. While this is normally the servers' job, often they are busy and need the help. Ultimately, it is in the interest of member service that the host/hostess should provide this additional assistance.
6. Providing Member Relations
  - a. Whenever the host/hostess has spare moments and servers are staying abreast of their duties, the host/hostess should circulate through the dining room talking to members.
  - b. The perfect entree for a conversation is to ask the members at a particular table if their meal is satisfactory. Obviously, one must judge which tables to ask this question of. If they haven't been served yet, it would be inappropriate.
  - c. Some tables are obviously involved in deep discussion and do not want to be disturbed. The host/hostess should take the visual cues and not attempt to enter into conversation with these members.
  - d. If the host/hostess recognizes a member, he or she should stop and speak to the member, perhaps thanking him or her for their patronage, or telling him or her about a special upcoming event.
  - e. Other opportunities abound at each table that allow the host/hostess to casually approach the table and, if appropriate, engage them in conversation, such as to pour another glass of wine from an opened bottle on the table, to clear away dishes, etc.



- f. All such personal contact, when done unobtrusively graciously, and sincerely, helps foster good member relations.

**Subject: Server Assignments**

**F&B-604**

- A. Policy. It is the policy of the Club that stations be assigned to servers in dining rooms.
- B. Discussion
1. Staff Schedule
    - a. The Dining Room Manager should check the wait staff schedule to see how many servers are scheduled for the meal period.
    - b. Depending upon the number of reservations or the number of meals forecasted for the meal period, the Restaurant Manager will assign stations for each server.
  2. Station Assignment Considerations
    - a. The dining room should be sectioned to give each server from 4 to 6 tables, depending upon size of tables.
    - b. Avoid designating any section with too many of one type of table, i.e. deuces, four tops, tables of six or eight. This allows an even distribution of members and better service.
    - c. The section(s) most distant from the kitchen should be the smallest as it takes longer to travel from kitchen to tables.
    - d. If there are any private parties, one or more servers may be assigned to them.
  3. Seating Considerations
    - a. The host/hostess should avoid seating too many tables one after another in any particular section, as this may overload the server in that station.
    - b. It is better to spread the arriving members around to the different stations to allow each server to provide excellent service to all tables. Obviously, this is not always possible in that some arriving members may request a specific table in a specific station.
    - c. Overall, though, the host/hostess should try to spread out the arriving members, both to allow better service and give tables more privacy, particularly in a slow dining room.
  4. Sending Servers Home
    - a. If business turns out to be slow during the meal period, the Restaurant Manager should consider sending home one or more servers.
    - b. If this happens, make sure that the remaining servers are aware of additional tables they must

pick up.

### 5. Checking Tables and Sections

- a. Prior to the opening of the dining room, the Restaurant Manager should check all dining room stations and tables to ensure proper place settings, clean table surface or tablecloths (if used), clean flatware and glassware, that salt and pepper shakers are clean and full, and that sugar bowls are stocked with both sugar and sweetener.
- b. The host/hostess should also check chairs for crumbs and spills and the floor under tables and chairs for dropped food, flatware, broken glass or china, napkins, or any other items.
- c. While these items are the responsibility of servers, the fresh eye of the host/hostess may spot some things missed by servers.

### 6. Review with Service Staff

- a. Prior to the opening of the dining room, the Dining Room Manager should take a few moments to call the servers together and review the menu and expected business for the meal period.
- b. The review should cover the basic menu items, specials and ingredients, cooking time and pricing of specials, coupons, reservations and special requests, forecasted meals, special instructions from the kitchen, and any other information to keep the staff informed and knowledgeable. See [Pre-Shift Meeting] for more information.
- c. Even if the menu does not change, there may be some items that are out-of-stock, or other pertinent information that needs to be shared with servers.

**Subject: Service Team Responsibilities**

**F & B-605**

- A. Policy. It is the policy of the Club that each member of the food service team understand his or her responsibilities.
- B. Discussion
1. In order for any service system to work, it must be followed by each of the service team - from host/hostess to server assistant. There is nobody on the team that is more or less important in our efforts to achieve our ultimate goal of satisfying our members.
  2. Host/hostess
    - a. The host/hostess is the first person to speak to the member, either in person or by phone. For this reason, the host/hostess must be well-versed regarding the menu, daily specials, wine list, and general information, and the [Host/Hostess Station] must be well-organized. It is also important to have proper [Dining Room Organization] to avoid confusion on the floor and in the kitchen. Always wear a watch to keep track of seatings and eating times.
    - b. After the initial [Greeting and Seating], the host/hostess will lead members to a specific table where they will be seated, ladies first. The host/hostess should attempt to hold members' chairs, particularly for ladies, the elderly, and children, so long as this effort does not appear awkward or clumsy. Present the menus, again ladies first, and describe any daily specials.
      - (1) Example: If the special is Grilled Swordfish with lemon butter and cilantro served with snow peas and an oriental spring roll, simply say, "The special is an excellent swordfish dinner which your server, William, will describe in detail."
      - (2) This presentation does three things: it gives the member a hint of the special, it introduces the server, and it will open a dialogue between the member and the server.
    - c. The host/hostess should wish the members a pleasant meal and return to the host/hostess station. As he or she returns to the station, he or she should check the dining room for tables lingering, paying, vacating, etc. This will help to plan resets or building tables as the meal period progresses.
  3. Server Assistant
    - a. The server assistant is a valuable link in the service chain. For this reason, the server assistant must be prepared for the specific meal to be served by completing the specific set up chores for that meal, which is covered under [Side Work].
    - b. A server assistant's first duty is [Delivering Water, Bread, and Butter] with a smile and a greeting. While being friendly and courteous, the server assistant should not engage in conversation unless it is initiated by the member. Immediately after serving water, check

check tables in the area to see if they need service or refills.

- c. A server assistant's second duty is to provide [Coffee Service].
- d. Lastly, a server assistant must do [Table Resettings] quickly and efficiently to allow us to "turn" tables faster.
- e. While these responsibilities may seem limited, with 8 to 12 tables per server assistant, it is a full and demanding job if done right.

#### 4. Servers

- a. The third link in the service chain is the server. Since he or she has the greatest contact with our members and is ultimately responsible for the timely service of the meal, the server must be completely versed in [Menu Familiarization], [Wine List], and correct [Sequence of Service].
- b. The server's first responsibility is to be prepared prior to approaching the table, i.e., to know the specials, have pen and dup pad, etc.
- c. The server should know the [Use of Duplicate Pad] and prepare a dup sheet for that specific table. The number of members, the table number, the [Position Numbers] of the diners, with ladies circled - all information should be included.
- d. The server should understand [Approaching the Table] with a greeting and a smile and offer [Cocktail Service]. If cocktail service is desired [Taking and Serving Beverage Orders], enter the order in the point-of-sale system [Placing Orders] and serve the cocktails. At this time explain the specials in detail [Presenting Specials] and give recommendations of at least one appetizer [Selling Wine, Appetizers, Desserts] or special salad. Excuse yourself from the table, view your station for needed service and return to the kitchen (never empty-handed). Start set up for other tables to be served.
- e. When members are ready to order, approach the table and ask if they wish to order. Take orders of ladies first [Taking Orders], using the standard abbreviations. Be sure to write complete and legible order. This dup will be server's only reference when entering the order into the POS terminal or for other wait persons who may deliver this meal.
- f. There must be no question as to table number, position of diner, individual orders, or special requests. After order is taken, return to wait pantry and enter the order into the POS terminal. See [Placing Order] for more information.
- g. The service of the first course, appetizer, soup, salad, or entree, is always ladies first, oldest to youngest. Use the focal point method of service to keep track of who gets what order.
- h. If wine service is needed, note bin number on dup pad, provide table with wine glasses, and serve appropriate wine. See [Presenting, Opening, and Pouring Wine] for more information.

- i. Approximately 2 to 3 minutes after [Serving Food Orders], ask members if their meal is prepared to their satisfaction. If there is a problem, it should be handled immediately [Adjustments for Food/Beverage/Service Complaints].
- j. Clearing of table: Wait until the last person is finished to clear each course [Clearing Tables]. Offer coffee service, [Cordial Service], and present dessert tray [Selling Wine, Appetizers, Desserts]. Be prepared to recite cordials and desserts from memory.
- k. After final coffee and dessert service, prepare the charge slip but do not present it at this time. The member will let you know when he or she is ready to settle up. This will also help the host/hostess know when the tables are about to turn. Present the charge slip [Presenting Charge Slip and Comment Cards]. Do not stand at the table and wait for the signed charge slip unless the member indicates he or she is in a hurry and wants you to.
- l. After a reasonable period of time or the member has signed the charge slip, pick it up.
- m. If a member or guest places a credit card with the charge slip, this is indication that he or she will be paying with a credit card. Run the credit card [Payment by Credit Card] and return the credit card charge slip to member for signature.
- n. Bid members farewell.

**Subject: Style of Service**

**F&B-606**

- A. Policy. It is the policy of the Club that the Style of Service be defined for each of its food service operations.
- B. Discussion
1. Casual Dining
    - a. Casual dining is offered in the Clubhouse dining room and bar.
    - b. Casual dining is defined by its:
      - (1) Menu and pricing,
      - (2) Casual dress code,
      - (3) Family-friendly atmosphere, and
      - (4) Informal service style.
  2. Fine Dining
    - a. Fine dining is offered in the Courtyard Room.
    - b. Fine dining is defined by its:
      - (1) Upscale menu and pricing,
      - (2) Formal dress code,
      - (3) Intimate and dignified atmosphere, and
      - (4) Formal service style.
  3. Catering
    - a. Catered events are offered in a number of Club venues.
    - b. Catering events are defined by the needs and desires of the event host.
  4. Snack Bars/Beverage Cart
    - a. Snack bar style service is offered in the following locations:

- (1) Turn House,
  - (2) Pool Cabana,
  - (3) Beverage Cart.
- b. Snack Bars serve fast food in an informal setting.



**Subject: Server Opening Procedures**

**F&B-607**

- A. Policy. It is the policy of the Club that certain opening procedures must be completed by servers to be ready to serve our members.
- B. Discussion
1. Arrive to work on time and in proper uniform.
  2. Check with host or hostess for your server station assignment.
  3. Check reservations for your station. Ensure those tables are set and ready with all special requests.
  4. Check station for cleanliness of tables, chairs, and floor. Correct if necessary.
  5. Inspect server's pantry for cleanliness. Ensure all items required for service are stocked and in order. Fill out requisition form for any items needing replaced.
  6. Inspect tables, chairs, and station for any items that may be in need of repair. Report to manager immediately.
  7. Check tables and place settings. Ensure all silverware and glassware are polished (no water spots) and placed on the tables in the appropriate positions. Check table condiments, clean and stock as necessary.
  8. Check menus for cleanliness, tears, etc. Replace as necessary.
  9. Find out about any daily menu specials, drink specials, and 86'd items.
  10. Ensure your station is complete and ready for member service. This includes place settings, as well as your tools for service.
  11. Offer assistance to your fellow servers as necessary to ensure that everything is ready for service.
  12. Mentally prepare yourself to meet and serve members.

**Subject: Server Sidework**

**F&B-608**

- A. Policy. It is the policy of the Club that certain tasks be completed to ensure high standards of service to our members.
- B. Discussion
1. Stock clean china, flatware, glassware, and linen in service stations.
  2. Clean and stack food trays in server station.
  3. Make sure you have enough napkins sufficient for service. Fold napkins as needed.
  4. Make sure server station is set up with all necessary supplies, i.e. water pitchers, tea, coffee, condiments, bus pans, and a trash can with a clean trash bag.
  5. Make sure there is sufficient ice in the ice bin.
  6. Cut lemons for ice tea sufficient for the volume of members expected.
  7. Brew fresh tea and coffee. Make sure sufficient coffee cups and saucers are on hand.
  8. Continually clear tables of dirty dishes and glassware.
  9. Reset tables as necessary.
  10. Keep server station clean as you go. Clean work areas continually throughout shift when time permits. This includes tables, chairs, walls, windows, ledges, and server station.

**Subject: Server Closing Procedures**

**F&B-609**

- A. Policy. It is the policy of the Club that certain tasks must be completed at the end of shifts in order to maintain our standards of service to our members.
- B. Discussion
1. Clear server station of all dirty plates, silverware, and glassware. Pick up all trash.
  2. Remove all condiments from the tables and place in server station.
  3. Wipe down all tables and chairs in your station.
  4. Vacuum floor in dining room.
  5. Break down the server station, including coffee, tea, and any condiments not being utilized in the dining room.
  6. Polish all flatware used during your shift. Place in appropriate bins.
  7. Polish enough glassware sufficient to set dining room completely.
  8. Roll polished flatware for next shift.
  9. Make sure dining room is completely set for next service.
  10. Close out all checks and run server report.
  11. If the last one to leave, make sure all lights and music are turned off.

**Subject: Presenting Clean Flatware**

**F&B-610**

- A. Policy. It is the policy of the Club that all flatware used by members will be clean and polished.
- B. Discussion
1. After returning from being cleaned, all flatware must be polished with a polishing cloth.
  2. All polished flatware should be placed in the appropriate bin so that staff members know those utensils are ready to be used for service.
  3. Polishing flatware removes any water spots remaining from the dishwasher, and also serves as a double check to ensure flatware is clean and presentable for service.
  4. Please report any flatware found not to be presentable because it is damaged to management.
  5. Please return any flatware not cleaned properly to dish station for re-cleaning.
  6. When replacing or presenting clean flatware to diners, place a folded napkin on a dinner plate. The napkin fold should form a pocket. The clean pieces of flatware will be placed in this pocket. The plate with the clean flatware will be offered to the diner.

**Subject: Napkin Folds**

**F&B-611**

- A. Policy. It is the policy of the Club that all napkins will be folded for each meal period.
- B. Discussion. All napkin folds used within the Club's facilities can be found in *Folding Napkins*, by Gay Merrill Gross, published by Friedman/Fairfax Publishers.
- C. Procedure
1. Diagonal Stripes
    - a. Begin with a napkin folded into quarters. Position the napkin so that the four free corners are at the top right. Lift the first free corner and roll it diagonally down toward the opposite corner, stopping just past midway or as far as you can comfortably roll. Flatten the roll into a narrow band.
    - b. Lift the band slightly and at the same time lift the next free corner at the top right. Slip the corner part way into the pocket behind the band. The folded edge should form a band that is parallel to and approximately the same width as the first band.
    - c. Lift the third free corner and fold it backward and behind the second band to form a third band equal in width as the first two.
    - d. Fold the right and left sides to the back.
    - e. Completed Diagonal Stripes.

(PICTURE)

2. Pointed Pocket
  - a. Begin with a napkin folded in quarters. Place it on the table so that the four free corners are at the top. Bring the top corner of the first layer down to a little above the bottom corner.
  - b. Bring the second layer down so that the corner lies a little above the corner of the first layer folded down.
  - c. Fold the side corners behind to overlap at the back of the napkin.
  - d. Completed Pointed Pocket.

(PICTURE)

3. Silverware Holder

- a. Begin with an open napkin. Fold the bottom edge up to the top edge.
- b. There are two layers at the top edge of the napkin. Fold the front layer down to form a hem.
- c. Fold the hem down along its bottom edge.
- d. You should now have a band running across the center of your napkin. Holding the band in place, turn the napkin over to the back side.
- e. Fold the side edges of the napkin in to meet at the center.
- f. Fold the napkin in half down to the center.
- g. Completed Silverware Holder.

(PICTURE)

4. Tri-Fold

- a. Begin with an open napkin. Fold the napkin in thirds, bottom up, then top down.
- b. Fold in the right and left sides to form a border on each side (approximately two inches wide).
- c. Bring the left side over to cover the open edges of the right border.
- d. Bring the left side toward the right so that each of the folded edges on the right are the same distance apart.
- e. Completed Tri-fold.

(PICTURE)

5. Silverware Roll (not found in the *Folding Napkins* book)

- a. Begin with an open napkin. Fold the left bottom corner up to meet the right corner.
- b. Place the silverware (knife first, then fork, then spoon) on top of one another along the straight edge of the napkin.
- c. Begin to roll the silverware towards the point of the napkin.

- d. Approximately halfway to the point of the napkin, fold in the two corners to the center of the napkin.
- e. Continue to roll the silverware towards the point of the napkin.
- f. Completed Silverware Roll.

(PICTURE)

**Subject: Presenting the Menu**

**F&B-612**

- A. Policy. It is the policy of the Club that all members and guests will receive a menu upon being seated at their tables.
- B. Procedure
1. The menus are to be presented from the right side of the member.
  2. All menus will be presented open and right side up.
  3. All menus will be clean and free from dog-ears, tears, spills, etc.
  4. Order of presentation
    - a. Casual dining. Menus will be presented to children first, followed by women, men, and finally the host of the dining party.
    - b. Fine dining. Menus will be presented to the women first, eldest to youngest, followed by the men, eldest to youngest.



**Subject: Presenting the Wine List**

**F&B-613**

- A. Policy. It is the policy of the Club that all members will either be offered or presented with a wine list when dining.
- B. Discussion
  - 1. Great wine service, like menu service means better sales. Poor or incorrect wine service not only hurts the Club's image, but also affect sales. Food is ordered, but wine must be sold!
  - 2. Wine lists will be offered to members in fine dining.
  - 3. Wine lists will be presented, i.e., left on the table, for members in casual dining.
  - 4. Servers must always ensure that the list is clean and that they are familiar with the list.
- C. Procedures
  - 1. Fine Dining
    - a. After presenting the dinner menu, ask the host of the party if he or she would like to see the wine list.
    - b. If he or she agrees, make a bit of a show when presenting the list because people tend to just push the list aside.
    - c. Try to place the list into the members' hands, from the right side.
    - d. If he or she refuse the list, remove it from the table and offer an alternative, such as a cocktail, sparkling water, or wine by the glass.
  - 2. Casual Dining
    - a. When presenting the dinner menu, casually and unobtrusively lay the wine list on the table to the left of the obvious host.
    - b. This permits the member to look at the wine list at his or her leisure.
    - c. After taking the food order, the server should inquire if wine is desired. If not, remove the wine list.

**Subject: Order Writing**

**F&B-614**

- A. Policy. It is the policy of the Club that a standardized method of food order writing be established.
- B. Discussion. By implementing a standardized method of writing a food order, any server can service another employees' table without any uncertainties.
- C. Procedure
  - 1. Each table has its own number and corresponding seat numbers. This system is used so your team members will be able to present cocktails, appetizers, and such to the correct diners at any of your tables without having to ask who ordered what.
  - 2. All seats are positioned to a [Focal Point], which is the kitchen. Seating positions always rotate from left to right in a clockwise position from that focal point.
  - 3. When requested, we provide [Separate Checks] to our members. Ask a manager if you need help. Never make members feel uncomfortable when they request separate checks.
  - 4. Order Writing Standards. The following standards are important to allow other servers to decipher any order written.
    - a. Standardized line sequence and word placement. Always skip a line between member orders, and indent additions, subtractions, extras, and options.
    - b. Abbreviations are found at [Standard Abbreviations].
    - c. Choices can be instructions (meat temperature) or things served with an entrée at no extra charge (side items, dressings, etc). Remember, if a member does not want an item that comes with the entrée, you must inform the kitchen of the items to be subtracted.
      - (1) Meat temperature
      - (2) Salad Dressing
      - (3) Side Dishes
      - (4) Additions and subtractions
      - (5) Extras or options
  - 5. Sample Ticket. Next page.



**Subject: Taking Food Orders**

**F&B-615**

- A. Policy. It is the policy of the Club that food orders be taken according to established procedures.
- B. Discussion
1. Quality service requires that food orders be taken quickly and efficiently. Members do not like to wait for their meals and expect that all orders will be taken correctly and served as quickly as possible.
  2. The following general procedures will help servers better serve our members:
    - a. When a table is seated in the server's section, he or she should note the table number and number of members on the duplicate pad. This allows other employees to identify orders and assist with service should it become necessary.
    - b. The server should approach any new members seated at a table, greet them, present menus if they do not already have them, and announce and describe any specials, and mention items that are not available.
    - c. The server should inquire if the members would like a cocktail while they are looking at the menu. If so, take the order. Before leaving the table to fill the beverage order, remove any unnecessary place settings, to include glassware, flatware, napkins, and place mat (if used).
    - d. In order to take the order and serve the members without having to inquire who ordered what, the server should use the [Focal Point Method] of taking both food and beverage orders and use [Standard Abbreviations].
    - e. After serving the beverage order or when it is apparent that the members are ready to order, approach the table.
      - (1) While the order should be taken from ladies, oldest to youngest, and then gentlemen, oldest to youngest, it is often a matter of taking the order of whoever is ready.
      - (2) When taking orders for meat entrees, always inquire how the item should be cooked, i.e., rare, medium rare, medium, medium well, and well done.
      - (3) When a salad is ordered, ask for the dressing preference and be prepared to recite the list of available dressings.
    - f. The server should offer a [Wine List] (for the dinner meal) or may simply leave it at the table for the members to look at.
    - g. After taking the order on a duplicate pad, the server should repeat the order to the table to ensure it is correct.

- h. The server then places the order with the kitchen staff by means of the point-of-sale system.
  - (1) If the table has ordered appetizers and salads, make sure the cooks know not to "fire" the entree until the server gives notice, otherwise the entree will be ready before the members are.
  - (2) This is also why it is important that servers know the cooking times of all items on the menu. If a particular entree takes 8 minutes, the server should alert the cooks after serving the table's salads.

**Subject: Using Food Tray and Tray Stand**

**F&B-616**

- A. Policy. It is the policy of the Club that food trays and stands be used when serving food in the casual dining room.
- B. Discussion
1. Food Tray
    - a. Servers should always use a food tray to serve members. Food items should never be carried in their hands or on their arms in the casual dining room.
    - b. The food tray is an oval tray, usually measuring 24 by 30 inches, with a cork surface to keep plates from sliding.
    - c. This tray should be used by servers whenever they take food to a table or clear a table of dirty plates and glasses.
    - d. Carrying the Tray. When carrying food on a tray, the server should hold the tray in the palm of the hand (facing up), with fingers splayed to give the tray greater stability. The tray can be carried in either the right or left hand (whichever is most comfortable) and held above, or just resting on, the corresponding shoulder. The non-carrying hand can be used to help stabilize the tray.
      - (1) When loading the tray, items should be evenly distributed over the surface of the tray. This gives the tray the greatest stability.
      - (2) Before serving food items, the tray must be set down on a tray stand. The server can then refer to the duplicate ticket and take the plates in the order they are to be served.
      - (3) When clearing dirty tables, carry dishes, glasses, and trash to the tray on the tray stand. When the tray is full, bend at the knees to place your hand under the tray and lift it onto your shoulder, using your legs to lift the weight.
      - (4) Trays should never be placed on tables. Instead use the tray stand.
  2. Tray Stand
    - a. The tray stand is a lightweight, portable stand that collapses flat for ease of carrying. They should normally be stacked near the door from the kitchen to the dining room.
    - b. When a server comes out of the kitchen with a full tray of food, he should grab a tray stand in his hand not carrying the tray. The tray stand should be set up near the table to be served.
    - c. The tray stand should be returned to its storage location as soon as the table is served.

- d. The tray stand can be used again to help clear the table.
3. Demonstration. Supervisors will demonstrate the proper way to carry a tray and use a tray stand. Servers should practice carrying full trays until they are comfortable doing so.

**Subject: Serving Food Orders**

**F&B-617**

- A. Policy. It is the policy of the Club that food orders be served according to established procedures.
- B. Discussion
1. Quality service requires that food orders be served quickly and efficiently. Members do not like to wait for their meals and expect that all orders will be taken correctly and served as quickly as possible.
  2. The following general procedures will help servers better serve our members:
    - a. When serving food, servers should use the focal point method to give each customer the items he or she ordered without having to ask, "Who ordered what?"
    - b. The server should serve food items by placing them in front of each member, serving women first, oldest to youngest, followed by the men, oldest to youngest.
      - (1) Food items should be served from the member's left side using the left hand, and removed from the member's right side using the right hand. While these rules are important, a more important consideration is to not be obtrusive. If the way a member is seated blocks access or the table is in a tight space, serve the food in the least obtrusive way.
      - (2) Certain entrees require the service of various condiments, i.e. steak sauce with steaks, sour cream with baked potatoes. Learn which condiments go with the different entrees and serve them at the same time as the entree.
    - c. After serving the entrees, the server should ask if there is anything else he can get for the table. After leaving the table, he should keep an eye on the table to see if they need additional assistance.
    - d. After several minutes, when all members at the table have had a chance to sample their food, return to the table to inquire if everything is satisfactory. Correct any problems with the food cheerfully and immediately.



**Subject: Presenting Charge Slips & Comment Cards**

**F&B-618**

- A. Policy. It is the policy of the Club that servers present charge slips and comment cards to members and guests at the end of their meal.
- B. Discussion
1. Completion of the Meal. As members and guests are finishing their meal, they will usually indicate to the server that they are ready for their check.
    - a. A server may also present the check whenever he or she feels that the table is finished and ready to leave. This is usually obvious by the body language of the diners. If they are gathering their purses and coats, have their wallets out, or are fidgeting with their car keys, it is usually a good indication that they are done and are ready for their check.
    - b. If the server is not sure, he or she can always ask the table if they would like the check.
  2. Closing/Printing the Charge Ticket. Once the server determines that a table is finished with their meal and is ready for the check, the server will go to the POS terminal and close out and print the ticket for the table. See [Entering Table Orders – Sending, Printing, and Paying] for more details.
  3. Preparation of the Check Presentation Folder. After the ticket has been printed, the server will put the charge ticket in a check presentation folder along with a blank member comment card for presentation to the member. The check presentation folder will be set up as follows:
    - a. Charge ticket slipped into the pocket on the right side.
    - b. Member comment card slipped into the pocket on the left side.
    - c. A ball point pen inserted into the pen holder in the middle of the folder.
  4. Presenting the Check Presentation Folder. Once prepared the check presentation folder should be placed to the right side of the host.
    - a. If the host reaches out for the folder, you may hand it directly to the host.
    - b. If it is not obvious who the host is or no one indicates that they will take the check, place the check presentation folder in the middle of the table where it can be reached by any of the diners.
  5. Picking up the Check Presentation Folder. Leave the table area for a few minutes to allow the host to verify the charges and sign the ticket.
    - a. In some cases, where the member is in a hurry, he or she will ask you to wait for the signed ticket. If so, stay at the table and wait for the ticket.

- b. When you pick up the check presentation folder after the member has signed it, ensure that the member has printed his or her name, signed the charge ticket, and provided his or her member number.
- 6. Credit Card Payment. If the host is paying with a credit card, he or she will normally place the credit card in the check presentation folder.
  - a. When you see the credit card, take it to the POS terminal and process the card for payment. See [Entering Table Orders – Sending, Printing, and Paying] for more details.
  - b. After processing the ticket for payment, take the printed charge ticket with the credit card authorization information back to the table. Once again, present it in the check presentation folder.
- 7. Finished Paperwork
  - a. After the member or guest has signed the charge ticket, servers will keep the signed ticket with all other signed tickets until the end of the shift. At the end of the shift all signed tickets are turned in with individual server reports.
  - b. Any completed member comment cards, favorable or unfavorable, must be placed in the Comment Card Box, located in the Dining Room Pantry.

**Subject: Challenges of Service**

**F&B-619**

- A. Policy. It is the policy of the Club that servers be prepared to deal with the special challenges of service.
- B. Discussion
1. The following ideas are presented to help servers with some of the diverse and demanding situations found in the service profession. While there is no pat response to the different problems servers may face, these thoughts may help prepare them for some of the more common ones.
  2. Children
    - a. In general, children appreciate being treated as adults. More importantly, children are often embarrassed by overly protective and condescending treatment. They should be presented with a menu and made to feel an important part of the dining experience. Give them preferential treatment only if it is requested by their escorts or parents.
    - b. Servers may offer special service such as meat cutting, if it is obvious that they cannot do it themselves, but it is always a good idea to ask first. These extra services are a part of good service when done unobtrusively and respectfully.
  3. Elderly. Courtesy and respect are especially important when serving elderly guests. Normally, these guests require more time to eat and enjoy their visit. They may also require extra assistance in cutting meat or other food items. In all dealings with elderly guests, be friendly, courteous and avoid rushing them in any way.
  4. Disabled
    - a. Occasionally, a disabled person will come into our dining room unattended. Understanding his or her problem and assisting properly and discreetly will help the guest enjoy the meal. A guest in a wheel chair may wish to be pushed up to the table. Be sure the wheel chair is out of the aisle so he or she will not be bumped unnecessarily.
    - b. A sight-impaired person will need the most attention of all disabled people, but be careful not to offend by being over-solicitous. Hang up his/her coat and belongings and gently lead him/her to a seat. Discreetly move objects so they will not be upset. Quietly ask if you may acquaint the guest with the menu. Then let him/her select the meal. Do not fill glasses too full. As you serve, inform the guest where the food and beverage items are being placed. Always let the guest take your arm rather than you taking his/hers.
    - c. A hearing-impaired person may be able to give you his/her order verbally like any other guest. Some, however, prefer to write out or point to their choice. Be alert to the fact that the deaf speak with hand movements. If you are concerned about an accident, gently touch the

person on the right or left shoulder, indicating you are serving him/her from that side.

- d. If you are unsure how to best handle the needs of a particular disabled person, ask him/her. He or she is the best person to tell you how you can best serve him or her.
- e. It is our firm desire to provide the same outstanding dining experience to our disabled guests as for our differently-abled patrons. If you are unsure what to do to provide that experience, check with a supervisor.

5. Unhappy Member or Guest

- a. "The customer is always right," is an old adage often given as a guide to follow when dealing with angry or troublesome patrons. But you must understand in the service business, all concepts of right and wrong are irrelevant. There is only the guest's perception of a problem. This is our only reality, and we have but one course of action - to change that perception. By disputing the perceived problem, you are only amplifying and reinforcing the guest's annoyance.
- b. First and foremost when dealing with a complaint, do not become defensive. It's not easy, but if you allow yourself to put up your defenses, you'll send the wrong signals to the guest and you will never hear what the guest is saying. Try to mentally step back from the situation and realize that the guest is not attacking you personally, though it may seem that way.
- c. Whatever has happened up to the point of the complaint is unimportant compared with what you are about to do. Take a deep breath if necessary. Focus all your attention on the guest to find out what he or she is really saying. Do not assume you know what the complaint is. Listen patiently and sincerely. Ask questions to be sure you understand. Be sympathetic. The problem is ours, not the guests, and you must do everything in your power to satisfy the guest.
- d. Offer to replace the item or correct the problem within the limitations of your responsibility. If you cannot offer a satisfactory solution yourself, excuse yourself and immediately seek the assistance of a supervisor. In all cases, do not offer a negative answer to the guest before you have consulted the your supervisor or manager on duty. Remember, no matter what has occurred, our goal is to make certain that the guest leaves satisfied.

6. Incorrect or Mistaken Order

- a. Mistakes are made in taking and placing orders. Regardless of whose error it may be, we must accept the "blame" for the mistake. By trying to blame the guest, you only embarrass him or her. By trying to blame the kitchen, you only embarrass yourself.
- b. If a mistake is made, apologize immediately and cheerfully offer to correct it.

7. Spills

- a. No matter how careful you are, you will at some time spill food or drink on a member or

guest.

- b. If this should happen, immediately apologize and get a clean cloth to clean up the spill. In most cases the guest will want to wipe up any spills on their own clothing. Be as helpful as you can.
- c. Get a manager as soon as possible so they may personally apologize to the member or guest and take such action as is necessary to solve the problem.

**Subject: Table Maintenance**

**F&B-620**

- A. Policy. It is the policy of the Club that table maintenance standards are set to ensure quality of service and member satisfaction.
- B. Discussion. We are a first-class club. Many things can be right, but if the table-top presentation is not clean or set properly, we are certainly showing our ignorance to members. They know how it should be done. Tasting the food is only part of the dining experience and our members deserve the attention to small details that make us successful hosts.
- C. Procedure
1. Keep your tables well manicured. When it is obvious that members are finished, remove empty plates as promptly and silently as possible.
  2. Stacking plates while bussing the table creates a rushed atmosphere for the members not to mention unsightly food messes.
  3. Be conscious of the noise level in the dining room. Scraping plates, tossing flatware into a bus pan, and the careless clatter of stacking plates is distracting to members' enjoyment of their meals and is the sign of a poorly-run food service facility.
  4. Manicure a table only when you are performing a major function (i.e., presenting food, performing a quality check, removing plates, etc.) Remove small items such as straw wrappers and opened sugar packets at these times. Try to consolidate your manicuring trips. Remember, unneeded visits cause unneeded interruptions.
  5. Pay attention to your members' tables during service, making certain all "used" serviceware is removed and replaced as needed.
  6. Always provide the utmost in professional service (i.e. bringing a fresh napkin or fork to a member whose item has fallen to the floor). Do everything you can to make the members' visit the most enjoyable experience possible.

**Subject: Focal Point Method**

**F&B-621**

- A. Policy. It is the policy of the Club that servers use the focal point method to remember which diner at a table ordered what.
- B. Discussion
1. One of the hallmarks of good table service is for servers to take and serve orders without having to ask "who ordered what?"
  2. While not everyone has a great memory, particularly when one has a station filled with six to eight tables and 30 or more customers seated at those tables, there is a simple method that allows a server to keep track of orders.
  3. First, a server must always note the table number and the number of members seated at each table. This is done on the duplicate pad. This narrows the amount to be remembered to one table, from two to eight people.
  4. The second step is to establish a particular wall of the dining room as the reference wall. This can be the north wall, the wall with the entrance, the wall nearest the kitchen, or whatever other point of reference is selected.
    - a. It is important that this reference wall be standard for all servers in any particular facility.
    - b. This will make it easy for another server to pick up and serve your orders should you be busy elsewhere.
  5. Having selected the reference wall, this wall will identify the focal point for every table. The chair with its back to the reference wall will be the focal point or the #1 seat. If a table is set diagonally to the wall, the first chair counter-clockwise from the reference wall (as you face it) will be the focal point.
  6. All other chairs will be numbered sequentially in a counter-clockwise direction from the focal point, i.e., chair #2, #3, #4, and so on.
  7. When taking the orders from a particular table, simply note the order for each numbered chair on the duplicate ticket.
    - a. If the person in chair #3 ordered the filet mignon, medium rare, simply note: #3 filet mignon, MR. When you come back to serve the table, you simply need reference the chair numbers and remember which chair is the focal point, or #1 chair.
    - b. A further indication can be added, if the chair numbers of all women are circled. For instance, if a woman is sitting in chair number 4, write #4 on the duplicate ticket and circle it.

8. While this method may sound complicated when written out on paper, with a little practice it becomes a simple and practical way of never again having to ask a member, "who ordered what?"



**Subject: Table Resetting**

**F&B-622**

- A. Policy. It is the policy of the Club that all tables are to be reset according to department standards to ensure member satisfaction.
- B. Discussion. When you reset a table, always remember that you are the key to fast but relaxed service and a great turnover rate.
- C. Procedure
  - 1. Remove dishes carefully and stack quietly on the trays.
  - 2. Remove and wipe condiment bottles.
  - 3. De-crumb the table.
  - 4. Place all table accessories to one side of tablecloth, and proceed to [Changing Tablecloths].
  - 5. Replace all table accessories to the proper position.
  - 6. Reset the table according to [Table Settings] in the proper manner with the number of settings the Supervisor has specified is necessary.
  - 7. Be sure to check under the table for fallen flatware, napkins, or debris.
  - 8. De-crumb each chair and push back into position so that the table looks “completed.”

**Subject: Changing Tablecloths**

**F&B-623**

- A. Policy. It is the policy of the Club that proper procedures be established and utilized when changing a tablecloth during service.
- B. Discussion. Changing tablecloths while members are still in the room can be awkward and unpleasing to the eye. By following the proper procedures, we can effectively replace soiled linen without creating an unpleasing experience for the members.
- C. Procedure
1. Clean off all cracker crumbs, trash, and food from the tablecloth using your [Crumber].
  2. Place all condiments, centerpieces, etc. on one side of the tablecloth that is to be changed.
  3. Using the clean tablecloth, push the dirty tablecloth halfway across the table, never exposing the tabletop.
  4. Place all condiments, centerpieces, etc. on the clean tablecloth.
  5. Pull the dirty tablecloth while covering the table with the clean cloth.
  6. Center the clean tablecloth and place condiments in proper position.
  7. Place dirty tablecloth in appropriate linen bag.
  8. Never place dirty linen on chairs.

**Subject: Suggestive Selling Techniques**

**F&B-624**

A. Policy. It is the policy of the Club that all service staff be trained in the use of various suggestive selling techniques.

B. Background

1. Imagine you approached one of your friends and asked him “How was the movie The Bourne Conspiracy?” If he replied, “It’s good,” would you go see the movie? Undoubtedly, it will take a little more than “It’s good” to persuade you to see this movie. A more realistic reply on your friend’s part would be “It’s incredible, it is one of the greatest movies ever made and you shouldn’t miss it.”
2. In essence, your friend would show excitement by his tone of voice. He would use his enthusiasm to persuade you. He would use his power of description to describe a few scenes to “whet your appetite.” He would convey the attitude that “you can take it from me,” or “believe me,” to further motivate you. What your friend is actually doing is selling you on this film. Similarly, if a member asks you, “How is the Pasta Special?” and you reply “It’s good,” do you think this is enough to persuade the member to select the Pasta Special?
3. The point is, personal enthusiasm, along with descriptions and a positive attitude, motivates people to go to the movie - and to select the Pasta Special.
4. It is embarrassing when members ask questions about menu items and you can’t tell them the first thing about them.
5. In every profession, the more you do to improve your knowledge and skills, the more successful you’ll become. There are a variety of techniques that, if used with enthusiasm and skill, will prove to be valuable aids when you are making dining suggestions to the members and their guests.

C. Basics of Suggestive Selling

1. It is always safe to recommend what you sell the most. If you have a personal favorite, recommend that to your guests.
2. Suggesting cocktails or other beverages gives your guests an opportunity to order something that they may not have considered.
3. Ask your guests if they have a particular brand preference. If they ask for a brand that we do not carry, list the premium brands that we do carry.
4. Offer assistance to guests who are indecisive, using your knowledge of drinks and their ingredients.

5. Keep in mind the time of day when suggesting drinks.
  - a. Lunch – Bloody Mary’s, Mimosas, Screwdrivers
  - b. After Dinner – Brandies, Cordials, Kahlua and Bailey’s
6. Offer new drinks or specials on choices guests make. For example, if a member orders a margarita, offer to make it a golden margarita. This is not being pushy but simply making your guests aware of the further options we offer. It also makes for a better experience if you offer them the “better” drink.
7. When guests are celebrating something, this is the time to suggest drinks, specials, etc. They are more willing to splurge given the celebratory nature of the occasion.
8. Suggestive selling is the skill of painting a tempting picture with words. Try using some of the following words and phrases in your suggestions:
  - a. Chef’s own ...
  - b. Cool and refreshing
  - c. Crisp, delicious, delicate, fresh, homemade, light, natural ingredients, satisfying, tender/tempting
9. Use descriptive words when describing methods of preparation:
  - a. Baked, basted, boiled, broiled, fried
  - b. Sautéed, simmered, stewed, roasted, toasted
10. Draw attention to certain foods:
  - a. Our most popular entrée is ...
  - b. Our chef’s appetizer is ...
  - c. We prepare our own desserts ...
  - d. We are famous for our ...
11. Avoid Yes/No questions. Avoid asking a question, such as, “Do you want dessert?” Too often, your member will take the easy way out and say “No.” Skilled servers always offer choices:
  - a. May I offer you a plate of sweet crepes and berries with a tempting Galliano sauce, or would you prefer our private roast coffee with a side of Bailey’s Irish Cream?

**D. Secrets to Better Service and Higher Sales**

1. See yourself as a salesperson, not simply an order taker. The difference between a .250 hitter and a .300 hitter is an extra hit every twenty times at bat.
2. Members dine in our restaurant to buy, not browse! Your tone of voice and enthusiasm when you approach the table can play a big part in the amount of your sales.
3. Sell more drinks and food and you will run a higher check average. It's as simple as that.
4. Suggestive selling is not being pushy. It is a subtle way to help members make decisions that will add to their dining experience.
5. You have everything to gain and nothing to lose. What's the worst thing that could happen when you recommend appetizers, desserts or cocktails? If the member says no, try again with the next member.
6. Servers can increase sales by taking the initiative to:
  - a. Sell 5 Scotch and waters at \$5.25 each night, times five shifts a week, times fifty weeks a year = \$6,562. (Just for asking for a cocktail!)
  - b. Now upsell those scotch and waters to a top shelf brand at \$6.00 each shift, times five shifts a week, times fifty weeks a year = \$7,500. (A difference of almost \$1,000 just for suggesting a better brand of scotch!)
  - c. Now figure how much more in check averages you can achieve over a year when you sell an extra four appetizers or two desserts each night. Look at the difference using the formula above. You'll be amazed at the difference in check averages.
7. The great thing about this approach is that you don't have to sell an appetizer, bottle of wine, and a dessert to every customer to achieve higher check averages. Only every tenth or twelfth member! This is definitely attainable by everyone, if only you try.

**E. Stimulate the Appetite**

1. Sometimes you have to stimulate the appetites of members. Certain foods and sensory stimulants will encourage your guests to place larger orders.
2. Cocktails, White Wines, and Fruit Juices. These drinks contain acids, which stimulate gastric juices and increase the appetite.
3. Describe appetizingly. Members cannot test what they order in advance, therefore, they order by imagining the food. The stronger and more positive their imaginations, the better their appetites.
4. Ask yourself how you would react to the following recommendations:

- a. We have prime rib with potatoes as our special this evening.
  - b. Today I can recommend our tender, juicy roast prime rib of beef and our oven-baked Idaho potatoes.
  - c. Your imagination of a good meal was surely reinforced by the second recommendation. In addition, it also said something about the method of preparation.
5. The prerequisite for an appetizing description, of course, is that you know exactly what the establishment has to offer.
  6. Do not exaggerate, and try to be exact as possible. You want to stimulate the guests' appetites, not create an overrepresentation that ultimately disappoints the guests.

F. Create Interest in the Menu

1. Servers know the importance of the *mise en place* to their productivity. But your mental *mise en place* is just as important. Make sure you know everything the house has to offer. Only then can you advise the members properly and create interest. Interest leads to desire. But you must know which desires the kitchen can fulfill on a given day.
2. When approaching a table, you must know the following information:
  - a. What to recommend.
  - b. What is unavailable.
  - c. What the characteristics of the different foods and beverages are.
  - d. What the different preparation styles mean.
3. Think about interesting cocktails and make appropriate recommendations.
4. Describe food appetizingly. Strawberries are not just strawberries, but fresh, locally grown strawberries.
5. Make sure you have alternative suggestions for every course.

G. Selling After-Dinner Drinks and Desserts

1. After dinner is one of the most important times during a meal. It is usually the last chance you have to make a great impression. Many servers slack off during this pivotal moment. Here is the prime chance to really show your knowledge and skills.
2. Do not offer a member a chance to just say no.
  - a. "Do you want some dessert and coffee?" You're begging them to say "No!"

- b. Instead, give them a sales pitch. “Now you’re ready for the best part of the meal – one of our homemade desserts and a piping hot espresso drink. We have some great desserts baked this morning – fresh blueberry pie, Dutch apple pie, and my favorite, chocolate cheesecake. It tastes great with an almond latté sprinkled with chocolate.”
3. It is possible to triple upsell in the dessert zone.
  - a. Suggest an Amaretto liqueur or Kahlua to accompany ice cream and an espresso drink or coffee. It’s lighter than other desserts and has more kick.
  - b. “How about a little Kahlua with your ice cream? You can pour half over the ice cream and the other half in an espresso. It’ll really warm you up before you head out into the cold!”
4. Greeters and servers should always “plant a seed” for dessert and espresso drink sales during the greeting and seating.
  - a. “We have a great selection of espresso and coffee drinks listed here. You might want to take a look at the list...the lattés are really popular.”
  - b. “Don’t forget to save room for our deep-dish apple pie or the New York cheesecake.”
5. Always recommend the most popular espresso drinks and desserts on your menu.
  - a. “We have a great selection of desserts and after-dinner drinks. Tonight we’re featuring the raspberry cheesecake, and our famous crème brûlée...and the chocolate torte is incredible. They’re all great with an espresso or cappuccino – the Milky Way is our most popular.”
6. Always suggest an espresso drink when a member declines a dessert suggestion. “We have a great mocha latté with about one third the calories of the fudge brownie pie. It’s so good, it’s like a dessert in a glass!”
7. Assume the second sale of espresso drinks. Say for example, “I’m heading back to the bar now, would you like another Latté Vienna?”

#### H. More Ideas for Increasing the Average Check

1. Know your menus. You can’t sell what you don’t know. “Would you like some of our famous spicy curly fries with your burger? They’re excellent dipped in barbecue sauce!”
2. Use descriptive adjectives to create a mouth-watering mental picture of what you’re suggesting. “Filet medium? Great! Would you like to try some grilled onions and sautéed mushrooms with that?”
3. A member orders a vodka and tonic. The server or bartender might say, “Would like to try Grey Goose or Belvedere in that?” Most likely, the customer will say “Yes!”

4. Recommend your personal favorites. Members always want to know “what’s good,” and your suggestion carries a lot of clout. For example, “All of our margaritas are great, but my favorite is the Midori Margarita.”
5. Tune into your member’s special occasion. Maybe the member is celebrating a job promotion or an anniversary. Suggest fun cocktails and specialty drinks that suit the occasion. For example, “Did I hear you say you were just promoted? Congratulations! This calls for a special treat. How about a bottle of our Perrier Joet or one of our great specialty drinks?”
6. Suggest after dinner drinks. This is an often-neglected area of opportunity. Selling drinks like cognacs, liqueurs, and specialty coffee drinks can really boost check averages. For example, “Would you like a Grand Marnier or a Kahlua and coffee to top off your meal? We have some great selections here on our after-dinner drink menu.”



**Subject: Side Work**

**F&B-625**

- A. Policy. It is the policy of the Club that all positions will have preparatory work, called “side work” that needs to be completed before service begins.
- B. Discussion. Side work is very important because it forms the basis for good service, on which the reputation of an establishment depends. Good preparation revolves around daily checking of all equipment and utensils for service and for the dining area. Whether your service during the day is excellent or mediocre depends to a large degree on how well you prepare for it in the morning, before your members arrive.
- C. Procedure
  - 1. Condiments
    - a. Sugar caddy. Keep full of variety of sugar and sweeteners. Ensure caddy is kept clean.
    - b. Mustard, ketchup, mayonnaise. These items will be presented in ramekins by servers.
    - c. Liquid condiments. Containers with liquid condiments, such as Worcestershire sauce, Tabasco, and soy sauce, will be presented to diners upon request. Their bottlenecks and caps should be kept clean at all times.
    - d. Oil and Vinegar cruets. These items will be served from the kitchen pantry. Keep full; if the oil or vinegar becomes cloudy, empty the cruet and clean and refill it.
    - e. Containers of grated parmesan. The cheese should always look light, fluffy, and appetizing. Always keep the container full.
  - 2. Plateware
    - a. Plateware should be scraped and then washed in the dishwasher. After removing the dishes from the dishwasher, every piece must be checked for cleanliness before being placed in the appropriate storage area.
    - b. Never use scouring powder or steel wool on plateware: it scratches the glaze, which not only dulls the finish, but results in tiny crevices in which food and dirt can lodge.
    - c. When storing plates avoid stacking them too high, to prevent chipping and breakage.
    - d. Damaged plateware should be discarded at once. Chipped plates and cracked cups may injure employees or members and damage the reputation of an establishment.

3. Silver and Flatware

- a. All flatware must be washed and rinsed thoroughly with hot running water. When unloading trays at the dishwasher, all flatware will be placed in a pre-soak bus pan.
- b. All flatware must be sorted and stored in appropriate boxes to save time during service.
- c. Silverware must always be wiped with a soft cloth.
- d. All flatware must be polished before being placed on the tables.
- e. Flatware should always be carried on a small tray or with a towel, never with the bare hands.

4. Glassware

- a. Glassware should be kept as clean and sanitized as flatware is, because both come in direct contact with the member's mouth. Be absolutely fussy with your glasses – you can be sure your members are.
- b. Make sure glass crates are filled correctly, to prevent damage or breakage.
- c. When glasses come out of the dishwasher, they must be polished immediately with a soft cloth or napkin, and checked for water spots. They should sparkle.
- d. Damaged glasses are dangerous; discard at once.
- e. Washed glassware should be stored upside down on top of air-dry mats.

5. Dining Areas

- a. Cleanliness and order are as important in the dining room as they are in the waiters' pantry – perhaps even more important, because your members can see how well or poorly the dining area is kept and will form their impressions of the establishment accordingly.
- b. Try looking at the dining area with the critical eye of a new member.
- c. Rooms must be ventilated each day to remove stale odors.
- d. Make sure the floors are spotless, carpets are vacuumed, and all furnishings are properly dusted.
- e. Check all lighting fixtures in all rooms regularly – do not forget the restrooms. Burned-out bulbs must be reported and replaced immediately.
- f. Broken or damaged chairs should be replaced immediately.
- g. Wobbly tables should be adjusted.

- h. Check under the tabletops for chewing gum, and remove with a knife. Tabletops, table legs, and chairs must be immaculate.
- i. Check for splintered wood and jagged edges on furniture. They damage pantyhose and cause pulled threads on clothing and are an unnecessary aggravation for members.
- j. Always make sure the right menu is in the menu folders.
- k. Make sure all plants and flowers look fresh. Replace or remove any that are dead or wilted.

**Subject: Overview of Point of Sales System**

**F&B-626**

- A. Policy. It is the policy of the Club that a Point of Sales (POS) system will be utilized to track food and beverage sales.
- B. Discussion
1. The point of sales system (POS) is comprised of network server linked to various computer terminals in food and beverage service areas.
  2. The purpose of the POS system is to:
    - a. maintain accurate records of member transactions,
    - b. record sales and sales mix by server and in aggregate, and
    - c. help management control inventory.
  3. Any information entered into the POS system is sent directly to the kitchen or to the bar, depending on what was ordered.
    - a. The bar printer prints any items needing to be prepared by the bartender.
    - b. The kitchen printer prints any items needing to be prepared by the kitchen staff.
  4. Any items that do not require someone else (bartender, cook) to prepare the item will print at the POS terminal on the receipt printer.
  5. All checks that need to be closed and signed by the member will print at the POS terminal on the receipt printer.
  6. All closed checks are processed to the accounting department (via the network) immediately to be posted to the member's account.
  7. The POS system is designed to be user friendly and to provide the user with a better means of servicing members.
  8. The POS system also generates end-of-shift reports for each server and for the operation as a whole. All server reports are printed on the receipt printer next to the POS terminal.