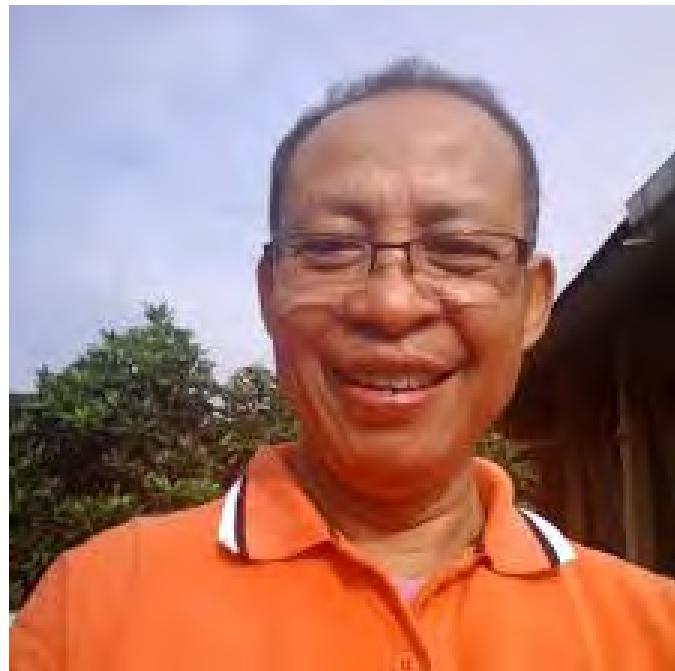


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SPHM
HOSPITALITY

SPHM – F&B SEQUENCE OF SERVICE



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F&B Sequence of Service



SEQUENCE OF SERVICE & SERVICE HINTS FOR LUNCH

Necessities Prior to Your First Greet

- Your opening side work is complete and your table tops are detailed.
- On all six-tops in your station, Seat #1 is clearly defined (properly positioned)
- You've reviewed your running side work responsibilities.
- You've checked with your floor buddy or buddies
- You have proper knowledge of all Manager Specials and the Soup of the Day
- You know the current Wine-by-the-Glass and beer selections
- You have a check presenter with an order pad
- You have *at least* 3 Pens
- You have your captain's knife (wine opener)
- Remember, when one of your tables is unseated, you are "waiting for a greet"

Acknowledgment

All of us have the responsibility to acknowledge new guests -no matter the station- if the server in the station appears unable to greet the table within two (2) minutes. Watch for guests looking around the room or making eye contact with you as you travel near their table. If guests make eye contact with you, please say something to acknowledge their presence.

Also, be aware of diners waiting in or around the lobby. Especially if the front desk person or the reservation or service manager is seating other parties, approach the guests to at least let them know someone will be right with them.

The front desk person, the reservation or service manager will attempt to let you know when your first table is seated. However, at all times, the primary person responsible for guests seated in your station is YOU!

The Greet

The Four Key Points of the Lunch Greet: (Approach the guests within 2 minutes).

- Smile, make eye contact, welcome and "greet" your guests
- Describe today's Soup of the Day and Manager's Special
- Suggest a specific Beverage (s) & obtain the beverage order
- The Greet Exit- let them know what you are doing to be doing (ex. "Folks, I'm going to get your drinks and I'll be right back to take your order")

Tips regarding the Four Key Points of the Lunch Greet: (Approach the guests within 2 minutes)

- **Smile, make eye contact, welcome and "greet" your guests.**
Be friendly, natural, unhurried, and be you! If you feel more comfortable memorizing "greet," please develop a few variations to avoid sounding the same at every table. Do not use the general 'guys'. Our guest expects upscale service.
- **Describe today's Soup of the Day, Fish of the Day and Manager's Special/(s).** Please mention:
 - How each item is prepared, including any toppings or sauces
 - Price and any items that may accompany the entree (fresh Vegetables, roasted potatoes, fries, etc.) and, if appropriate, explain items that come "packaged" with the entree (beverage, salad, dessert, etc.)
- Discuss Beverages: when recommending drinks, remember these pointers:
 - AVOID the generic, "Would you like something to drink?"
 - Remember to mention a SPECIFIC beverage!
 - Make guests aware of their options
 - Help indecisive guests through suggestive selling. Give tempting descriptions
 - Let them know your favorite drink(s).
 - Compliment their choice
 - If alcoholic beverages are not desired, which at lunch may be the case, recommend non-alcoholic options
 - Obtain the first drink order from the eldest woman, if appropriate, and continue in a clockwise direction around the table. Finish taking all orders from women, and then obtain orders from the men, beginning with the



eldest man. Travel in a clockwise fashion around the table.

- Use proper seat numbers!
- OBTAIN THE BEVERAGE ORDER NOW, THEN:

The Greet Exit:

- Whenever you leave a table, always let your guests know what to expect next.
- If they wish to order now, take their order.
- If they do not care to order yet, let them know you'll be right back with their drinks and bread or that you'll be right back to see if they have questions regarding the menu. You may choose to greet with bread in hand!



FLOW:

- This is the point that each server can begin to control the flow of the restaurant.
- For your first table, you want to try to get the order into the kitchen as fast as possible. This serves three purposes.
- It gets the kitchen into gear
- It sets the incremental flow of orders into the kitchen and can prevent the "slamming" of the kitchen
- It can set the timing of service so the guests can insure to dine comfortably and be able to leave in a timely fashion
- You can bring bread to the table upon the greet for your first table.

Please remember to:

- Remove any extra place setting from the table with a tray, if not yet accomplished.
- Use the correct table number *and the correct seat numbers* when writing beverage orders on your order pad.
- Enter the beverage order in Micros only if you need to obtain drinks from the bar.

- Review your order in Micros before touching SERVICE or PRINT.
- Work the delivery of bread into your greet or into the beverage delivery trip.
- When asked by a manager (or instructor) what is "happening" at an empty table, your answer is that you are "waiting for a greet."

The Order

The Four Key Points of the Lunch Order: (Beverage delivery time is 2 minutes if there are no bar beverages, and 3 minutes if you do have beverages from the bar.)

- Are you folks ready to order or would you like a little more time?"
- Take the order
- Listen for suggestive selling and upselling opportunities
- The Order Exit



Tips for Taking the Order

- Check the "86" Board in the kitchen as you leave the kitchen each time you make a trip to the BOH.
- Deliver the beverages & bread, if appropriate. While delivering the last drink or two to your guests, ask the group if they are ready to order or if they would like more time, or ask if anyone has any questions about the menu or the specials. Place drinks to the right of the guest, using your right hand and travel around the table in a clockwise direction.
- Remember: DO NOT approach the table with your ticket book in hand or pull it from your apron before your guests indicate that they are ready to order.
- The guests may have question about the menu or the specials, so be prepared.
- The menu provides a simple description of the items. As a server, the "color commentary" is your job!
- Do not mention the specials again, unless asked.
- Be pleasant and unhurried. Do not say "Are you ready to order?" as it sounds as though you work somewhere other than a full-service restaurant!

If they are not yet ready to order:

- Let them know to take their time. Use "common sense" to determine when they might want to order. Look for clues: still talking, reading menus, watch the location of the menus on the table top, eye contact, looking around, or waving frantically. This is part of "reading your tables."
- "Trick" the table, if appropriate: this is a non-verbal method (at trick) that guests can use to let you know they are ready to order.
- *"When you folks are ready to order, just set your menus near the edge of the table -- I won't interrupt you until you are ready."*
- Obtain orders, beginning with the eldest woman, if appropriate. Finish taking all orders from women, and then obtain orders from the men. Travel in a clockwise fashion around the table.
- Use the proper seat number when placing orders on your order pad. Seat #1 is generally the closest seat to the door of the PDR. Seat #1 on a two-top is



always to the server's left.

- Remember to ask about options if appropriate:
 - Burgers & steak doneness -- *"How would you like that prepared?"* (If not specified burgers will automatically be cooked medium well)
 - *"Soup or salad?"* if an option as part of a Manager's Special or even as an upselling suggestion.

Listen for suggestive selling and upselling opportunities

- *Would you care to add a salad or a bowl of soup with your sandwich? . "Would you like to order a glass of our Ernie's favorite Chardonnay to have with your salmon?"*
- If they have yet to order a beverage (other than water), ask them if they would like coffee, an iced tea, or glass of wine to accompany their meals.
- EXIT: Remember, when you leave the table, let them know what will happen next.
- For example, *'I'll be back with more bread" or 'I'll be back with your salads. "*

Note: Remove any unneeded utensils at this time, such as salad forks if a salad was not ordered.

Place the Order / Deliver Salads and Soups

- Once you take an order and can leave your section, you will head to a Micros terminal. Place the order into Micros (should be within 8 minutes from the time guests arrive)
- **Are the guests you have at your table part of the Collins School team? If so at this point you MUST use the TEAM TABLE button on Micros. This is to be used for entrees only but it must be used before the order is sent to the kitchen.**



- Place soups, salads, and entree orders -- *and any beverages not yet in the system* -- at this time and all at once, but specify if it is an appetizer or an entree item.
- Use proper seat numbers.
- Use the "special prep" button on Micros to specify any special instructions.
- Review your order before touching SERVICE or PRINT. *Once you service an item, you need a manager to void it.
- The general rule: do not "hold" an order unless the guests request
- Remember: 8-12 minutes from the time you place the order until the food is in the expo window is our timing goal for food preparation. (Another way to check timing is to see that food is delivered to the table 10-15 minutes after guests finish ordering.)
- Deliver any salad or soups, if appropriate, immediately. Servers prepare their own soup (let the expo know you're soups are going out)
- Remember to take out a pepper grinder for offering fresh ground pepper on all salads.
- Check all beverage and bread levels:
 - *Would you care for another Sierra Nevada Pale Ale...?*"
 - Iced tea, soda, coffee, decaf, and hot tea refills are no charge.
 - You should keep these items full throughout service. Refills on sodas are delivered upon request.
 - Watch the level of ice in all iced drinks and deliver fresh drinks when necessary.
 - Inquire about reorders of other beverages when the guest is about half finished with his or her current beverage.

Deliver the Entree (8 Minutes: in the window / 12 Minutes from order: food at the table)

- All items placed in the pass-out window must be delivered immediately:

WE DO NOT HOLD ANY HOT FOOD IN THE WINDOW.
IF A TICKET IS COMPLETE, THE FOOD GETS DELIVERED.
HOT FOOD IS THE PRIORITY!

- When the expo calls for a runner, you echo "*I'll run*"
- Communicate RESOURCEFULLY with the expo! Please do not talk to the line!!
- Remember to ensure that all plates are complete, clean, and contain proper sides and additional silverware, if appropriate.
- Note which item belongs in which seat. We do not auction food!
- Ask for help either running or carrying the tray jack if required.
- Remember to check the pass-out window for Hot Food every time you're in the kitchen.
- Deliver food, with your left hand and from the guest's left. Travel counter-clockwise around the table, beginning with the eldest woman first.
- Use proper seat numbers as you deliver hot food. We do not "auction" meals, so please do not ask, "*Who gets the _____?*" Announce each plate as you set it down:
- "*The Chicken Sandwich today for you, sir.*" Notice, this is said as a statement, not a question!
- Watch how far each plate is from the guest and edge of the table. The base of the plate should normally be placed one inch from the edge of the table. If the plate is hot, caution the guest! Simply say something like: "*Sir, this plate is hot.*"
- When placing a meal in front of a guest, the entree should be placed as ~ close to "6 o'clock" as possible, without turning the plate. Grasp the plate to allow you to set it down without turning it once it's on the table. A guest should not have to work "over" anything to get to their entree!
- Before you exit, you will "finish the table." Paying attention to these details will leave a lasting impression on your guests when it comes time for them to calculate your tip - 15% is not a maximum!
 - "*May I bring anyone anything else? Another glass of Chardonnay (more water, bread, iced tea, mustard)?*"
 - Make sure you: Offer refills on water, bread, iced tea, coffee & soda.
 - Deliver any condiments or "sides" requested immediately.
 - Reorder any wine requested.



The Exit: Let them know what is going to happen next using an appropriate exit line:

- *"Enjoy your lunches. I'll check with you in a couple of minutes."*
or
○ *"I'll be right back with your drinks and I'll check on your meals."*

Checking back on the Meal. (2 Minutes or 2 Bites)

- You must check back on every meal within two minutes or "two bites." You will be surprised how quick people can take two bites. It is very important to make sure that this timing goal is achieved. If something is not prepared to their satisfaction, we can handle it more efficiently. The timely and satisfactory handling of a request or complaint will leave a lasting impression!
- Identify specific entrees -- one or two meals and then generalize to the whole table:
- Ask: *"How is your Southwest Burger today? And how about your Chicken Salad? How are the rest of the meals?"*
- No generics - do not simply ask: *'How are your meals?" or "How is everything?"*
- Check beverage and bread levels again.
- Remove any items which guests no longer need, which you were unable to clear before (or while) you delivered their meals (salad plates, soup bowls, etc.).
- The Exit: Don't just ask *"Do you want anything else?"* Please say something like: *"If you need anything, please let me know. I'll stop back in a little while."*
- Please remember to communicate any specific comments made by the guests to your reservation or service manager!
- "Re-fire Tickets" are used to reorder or re-fire items in the kitchen. You must include the table number, the seat number, and your initials. The other information you must communicate to the expo is what needs to happen to the item and "how" it should be sent back out. Managers MUST be involved with any re-fire situation, so please ensure proper and thorough communication!

Clearing Plates

- Always ask before you remove anything from the table, *"Are you finished?"* or *"May I take this out of your way?"* Be polite!
- Clear from the right side of the guest using your right hand and travel in a clockwise direction.
- Do not stack items on top of each other on the table. Pick up each item and stack them on a large oval on a tray jack near the table.



- Do a COMPLETE clear. Leave only napkin, spoon, and beverage glasses in use.
Remove everything else:
- "YOU TAKE IT OUT / YOU TAKE IT BACK"
- Check and offer refills on beverages.

"Last Plate" & Presentation of the Dessert Tray

- The server of the table should do this, if possible. If you "last plate" another server's table, it is your responsibility to communicate what you've done and what should happen next.
- As you are clearing the last plate, it's time to plan your dessert tray delivery.
- Present the dessert tray: you must mention all items and describe your favorites!
- Regardless of whether your guests' order or decline dessert, you're next question would be something like: *"Would anyone care for some fresh coffee, an espresso, or some more iced tea?"*
- Check beverage levels again.
- The *Exit*: You would say something like:
○ *"I'll be right back with your desserts and the cup of coffee."*
- If no desserts or additional beverages are ordered, you will place their completed guest check on the table.
- If dessert or additional beverages are ordered, go to the Micros terminal, RECALL the guest check, enter the information using proper seat numbers, and then, print a current version of the guest check to present with the dessert or beverage delivery.
- At lunch, you want to deliver the guest check AS SOON AS POSSIBLE after you have cleared the last plate. In fact, as soon as your guests order their lunch entrees, you will print a check to have in case it is requested. You should plan to have a check ready before you "Last Plate" the table.
- PLACE THE GUEST CHECK IN YOUR APRON! DO NOT APPROACH THE TABLE WITH THE GUEST CHECK IN YOUR HAND!



- This way, you have the guest check with you if no desserts or additional beverages are ordered at the end of the meal (this saves steps!), but it will not appear as though you are rushing them.
- Always say something whenever you visit a table - this includes when you deliver or pick up the request check or their money.
- *"I'll handle this when you are ready (at their convenience)"*
- When you pick up their money, always say something like: *"Thank you. I'll be right back with your change."*
- Please do not "break down" change unless they request it.
- Delivering change - always check again with them about their experience and thank them:
 - *"Thank you! Is everyone still doing O.K.?"* Bring a pitcher of iced tea with you, when dropping off their change, if appropriate. It will help create the impression, up front, that you are continuing to serve them!

Continue to check and offer refills on beverages even though they've paid. We don't have any "dead" tables!

- Our goal is to be sensitive to our guests -- we provide timely service, while never making them feel rushed! We never want our guests to get the impression that we are hurrying them out the door.
- Delivering the guest check or their change DOES NOT AND CANNOT signify the end of service. *"I hope you had a nice lunch. Enjoy the rest of your afternoon and please don't hesitate to let me know if I can bring you anything else. I hope to see you again very soon!"*
- REMEMBER: Continue to check and offer refills on beverages even though they've paid and they are done with their meals. They are still our guests until they leave the parking lot! The service doesn't end when the check's been paid!

"Empty" Tables



- "I'm waiting for a greet." This is what you should keep in mind when you have an unseated table.
- It is the server's responsibility to help in the reset process of his or her tables. Your responsibility is to follow the "You Take It Out / You Pick it Up" rule.
- NEVER pick up a check presenter without clearing the above mentioned items. This would look unprofessional to your surrounding guests.

Teamwork & Productivity

- Never leave the floor empty handed and never return to the floor empty handed.
- Always try to help out in any section as you are going back into the kitchen or out to your station.
- Remember to acknowledge guests in other stations. Greet other guests, if necessary, especially if it appears that their server might not have greeted the guests within two minutes. You can order any desired items in Micros (if drinks are ordered when you acknowledge a new table), and ask the server of the table to pick up the check in Micros.
- Communication is the most important element in creating a great experience for our guests. PLEASE COMMUNICATE! One of the most effective ways to build. Teamwork is to communicate what you have done in another section to that server.
- Remember, we use a "Duel-Buddy system -- Please use it!"

Priorities - "Where are your feet?"

WHEN YOU ARE NOT STANDING ON CARPET (IN THE KITCHEN), YOUR PRIORITIES ARE:

- Running Hot Food
- Asking other servers what you can do to help them
- Keeping the server side of the utility station clean and organized
- Brewing coffee or iced tea, cutting bread, organizing and cleaning, etc.

WHEN YOU ARE ON CARPET (ON THE DINING ROOM FLOOR), YOUR PRIORITIES ARE:

- Greets
- Acknowledgment



- o Check back on the meal
- o Taking orders
- o Table clears
- o Guest check and change delivery

Timing "Be aware of the time ALL of the time!"

- If, during the greet or order, you become aware that your guests have concerns about time, you may ask "How are you folks for time today?" Please do not use words or phrases such as "hurry" or "pushed for time". Time will be a concern of most of our guests, due to a limited lunch hour. Simply assure them that you will have them on their way in time -- and then insure it by planning ahead.
- It is a good idea to wear a watch and synchronize it with the kitchen clock, so that you may better keep tract of the "restaurant" time.
- Salad plates and soup bowls should be cleared before Hot Food is delivered, whenever possible.

REMEMBER: Hot Food is everyone's priority.

Organization

- If condiments are required (ketchup, extra dressing, etc.), they should be brought to the table before or with the entrees. Also any additional utensils needed should be delivered with the meals. This reflects your organizational ability as a server.
- Condiments are delivered either on the entree plate (ketchup) or in a small ramekin on an underliner and doily, and sometimes with a bouillon spoon on the side.
- We have Worcestershire sauce, soy sauce, barbecue sauce, ketchup, Dijon mustard, whole grain mustard, mustard, and ketchup in addition to our recipe Sauces and dressings, which can be offered to guests.
- Always deliver dirty dishes directly to the kitchen. NEVER use shelving, tables, or other flat surfaces in the restaurant to set down items that should be on their way to the utility station. Until you have finished a thorough trip through your section, DO NOT pick up anything you CANNOT set down!
- A server should never allow any beverage to become 1/2 empty or less before offering refills. This includes beverages such as water, iced tea, soda, and coffee. The only exception to the "half empty or less" rule is when guests order a bottle of wine. These glasses should be at least 1/2, but no more than 3/4 full. It is appropriate to offer to refill wine glass, but always offer and never pour more than the 3/4 full.
- After the entrees have been delivered, a server should stay in their



section. Servers only leave the floor to help deliver hot food, get desserts, deliver items to the table, drop a ticket, or pick up checks and change. If your section is "dialed" and you don't have any of the above tasks to carry out, then you should be helping another server, specifically your floor buddy, in their section (re-water, re-coffee, etc.).

- Water & iced tea pitchers and coffeepots are NEVER placed on tabletops. Beverages refilled "at the table" should be refilled while the glass or cup remains on the table. Using a folded linen napkin, hold it between the guest and the glass you are refilling to avoid splashing the fluid on the guest. If you need to lift a glass from a table to refill, lift the glass or cup and refill over the floor. Watch where you place your fingers on guests' glassware - keep them away from the drinking or sipping surface!
- Please keep your thumb out of all pitchers.
- When you clear glassware, keep your hands and fingers OUT OF THE GLASS. Trays are for carrying items to and from tables - USE THEM!
- When you're serving a "True Beer Fan" don't mess around - they're serious about their hobby! Always assume they want the beer presented with a glass (they will tell you if they don't want a glass). You should ask if they would care for a fresh glass when they order their *next* round. And do not pour a person's beer - just trust us on this! You may offer to pour, but please don't assume they want it poured. Each beer drinker has a different desire in terms of how to pour "his or her" beer.



General Service Hints

- HOT FOOD IS THE #1 PRIORITY AT LUNCH when you're in the kitchen.
- GREETS ARE THE #1 PRIORITY AT LUNCH when you're on the dining room floor.
- Be sensitive to our guests: Use "ladies," "gentlemen" or "folks." Please avoid the generic, "GUYS."
- MOST TABLES, AT LUNCH WILL HAVE "CONCERNS ABOUT TIME" AND WILL WANT TO ORDER SOON AFTER ARRIVING! However, as a *great* server, you will need to "read" each table in order to make an intelligent decision about how and when to present each of these points of service.
- USE PROPER TABLE NUMBERS AND PROPER SEAT NUMBERS! Bring a copy of room layout with you. This will help you remember table numbers and seat numbers.
- Smile and PROJECT your voice.
- Don't be too shy to ask for help if you get slammed -- we've ALL been there.
- Make sure ALL tables are set up in the proper manner -- see Linen & Table Set- Up Guidelines.
- If you need help, ask your station buddy first:
- Stations 1 & 2 are buddies
- Stations 3 & 4 are buddies
- Stations 5 & 6 are buddies. (*Servers In stations 5 & 6 a/so communicate with the bar and the cashier.*)
- Bartender and Cashier are buddies
- Host / Hostess and DM are buddies

Bread

- Bread is delivered in linen napkin-lined baskets. Use the following guidelines to determine basket size (if we are out of a particular basket size, use common sense in making a decision):
 - Small round baskets for two-tops and four-tops.
 - Small ovals for six-tops (or four-tops, if needed).
 - Large ovals for large round banquet tables (usually 8 to 10).
 - Use tongs to remove bread from the bread warmer.
 - Present one piece of bread per person, plus one or two extra pieces for "good measure."
- Bread can be presented when you greet the table, when you deliver beverages, or when you deliver salads. Bread must arrive to the table before the entree order arrives!
- At a minimum, check on bread refills before the entree arrives and after the entree delivery.
- One small B&B for the deuces and the four tops, one oval plate with butter for the 6 tops.

To Go and Leftovers

- When guests order menu items "to go" over the phone or in person, usually the Host will ring in the order and modify it in Micros with "TO GO." When placing the to-go order in Micros, use the TO GO button on the left side of the main Micros screen.
- When the expo receives a to go order, they will request a to go set-up from any available server. Simply place, in a brown to go bag, a plastic fork, knife and spoon, and a paper napkin. Hand this bag and a large white Styrofoam to go container to the expo. If the item comes with French fries, the expo may also request a side of ketchup. Place this in the to go small sauce cup with a lid.
- The server packages leftovers in the kitchen. When a guest requests their leftovers, remove the plate as normal and, while in the kitchen, place the food in either a small or large white Styrofoam to go container, depending on the amount of food remaining. Take the box back to the table; a bag is not needed in this case. If you receive a request for a dessert to go, follow the procedure listed in the paragraph above (bag with the appropriate plastic-ware and a paper napkin). Give the appropriate container(s) to the



dessert person.

Beverages

- Our "complimentary refill" beverages include iced tea, soda, coffee, decaf, and hot tea.
- Water is presented with a lemon wheel.
- When iced tea is ordered, Fill a glass with ice cubes, add iced tea, and garnish with one lemon wheel. Deliver the glass of tea, a wrapped straw, and an iced teaspoon.
- When coffee or decaf is ordered, remember to ask the guest if they would care for cream. Bring a warm cup and saucer and the appropriate carafe. We pour coffee and decaf at the table, NOT in the station. Place the cup on the saucer, to the right of the guest, and fill with coffee or decaf.
- When someone orders hot tea, remember to ask if they would care for cream, lemon, and/or honey. Take the tea box to the table so that the guest can choose their flavor tea before bringing the pots, so the water stay hot. Bring hot water in a teapot, a hot cup and saucer to the guest. Cream is delivered in a cream holder, honey in a small ramekin with a small underliner and doily, and a lemon wedge is delivered on the saucer, to the side of the cup.
- Milk and juice are presented in a beverage glass, without ice. Sometimes we don't have both whole and non-fat milk. Remember to check daily on the availability of juice. The juices we carry depend on what we are currently using in kitchen recipes.
- Soda is poured into a beverage glass and delivered with a wrapped straw. Snapple, Still Water and Sparkling Water are delivered in the bottle, with a glass filled with ice and a wrapped straw. These beverages are picked-up from the bar following your placement of the order into Micros.
- White wine is served in or with a white wineglass. Red wine is served in or with a red wineglass. Sparkling wine is served in or with a fluted glass. Port or dessert wine is served in a banquet wine glass, and all beer and cider is served in the bottle with a pilsner glass presented on the side. These beverages are picked-up from the bar following your placement of the order into Micros. We provide chilled glassware only upon request.
- All espresso-based drinks are picked-up from the bar following your placement of the order into Micros. The bartender will garnish these drinks. These drinks must be delivered promptly, as they cool quickly.