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SPHM
HOSPITALITY

SPHM – THREE MEALS A DAY RESTAURANT



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Three Meals A Day Restaurant



Table of Contents Standard Operating Procedures

Three Meal-A-Day Restaurant

F&B Hospitality Points.....	3
Serving Our Guests – Our First and Last Impression	3
Maintaining Professionalism.....	3
Generally:.....	3
With Guests:.....	3
With Associates:	4
Speaking With Guests	4
The 10 and 5 Rule	4
One Stop Shopping	4
Guest Complaint Guidelines	5
Introduction: Three-Meal-A-Day Restaurant Service.....	6
Pre-Shift Briefing	6
Greeting the Guest	6
Seating the Guest	7
The Seating System.....	8
Seat Numbering System and Pivot Point Designation.....	8
Presenting the Menu	11
Reservation Procedure Introduction.....	11
Restaurant Reservation Process	12
Basic Steps of Service.....	13
Order of Service	13
First Course is Served	13
First Course is Cleared.....	13
Second and Third Courses Arrive	13
Second and Third Course are Cleared.....	14
Entrée Plates Cleared	14
Dessert Order Taken	14
Dessert Order Served	14
Dessert Order Cleared.....	14
Cordials are Offered.....	14
The Check is Presented	14
General Table Service.....	14
Approaching the Guest and Taking the Order	16
At Mealtime	16
Breakfast	16
Lunch	17
Dinner	17
General Points.....	17
Procedures in Order taking	17
Writing the Order	18



Ordering and Pick-Up Procedures	18
Ordering Procedures	19
Pick-Up Procedures	19
Pick-Up Chart	19
Clearing Procedures	20
Product Boards	21
Delivery Times.....	21
Service Per Meal Periods	22
Breakfast	22
Order of Breakfast Service.....	22
Lunch	23
Stages of Service.....	23
Order of Lunch Service.....	23
Dinner	25
Stages of Service.....	25
Order of Dinner Service.....	25
Presentation of the Guest Check	27
Wine Service.....	27
Team Service – Fine Dining	28
Front Server/Wait Staff.....	28
Back Server/Wait Staff	28
Food Server Assistant	28
Composing a Meal	29
Presenting of Flatware	29
Serving Finger Bowls and Towels	29
Suggestive Selling: S.P.E.A.K.	30
Suggest Specifics	30
Patience	30
Enthusiasm.....	31
Avoid Pushiness.....	31
Knowledge	31
Merchandising.....	31
Up Selling	32
Salesmanship.....	32
Suggestive Selling Tips.....	32
Cordials and After-Dinner Up-selling.....	33
Suggesting the Bar Offerings.....	34
Opening and Closing Checklist.....	34
Sample Food & Beverage Problems and Resolutions.....	35



F&B Hospitality Points

Our primary concern is to provide exemplary and consistent service to all of our food and beverage guests. The following Food and Beverage Hospitality Points have been developed to guide you in offering the best possible service in our food and beverage outlets.

Serving Our Guests – Our First and Last Impression

The most important element of your job is to make every guest feel important, welcomed and valued by projecting a genuine warmth and friendliness. Your duties should never detract from your efforts to make a positive lasting impression on all our guests.

- Greet all guests with a smile and a positive attitude that says, “Welcome, we are happy you’re here.”
- Smile, make eye contact and engage in pleasant but brief conversation.
- **Never allow a guest to leave dissatisfied.**

Maintaining Professionalism

Projecting a positive and professional attitude is vital to providing exemplary service to our guests. This includes the manner in which we conduct ourselves as well as how we interact with our guests and our fellow associates.

Generally:

- Always remain friendly and professional.
- Always smile and make eye contact.
- Do not chew gum, eat or drink anything while in public areas.
- Do not speak louder than is necessary; maintain a quiet atmosphere for the guests.
- Always stand with a straight posture; never lean or slouch. Keep your hands at your sides and never have your arms folded or hands in your pockets.

With Guests:

- Always be courteous and give the right-of-way.
- Always strive to ensure that your guests’ expectations have been exceeded.
- Always use a guest’s name whenever possible.
- Never stand with your back to a guest.
- Do not speak to your guests in a foreign language unless the guest initiates the conversation or cannot speak English (or the local language).



With Associates:

- **Never carry on conversations with fellow associates in a foreign language.**
- Never make derogatory remarks about your guests or fellow associates.
- Never conduct personal conversations in the presence of guests.
- Do not stand in groups in public areas.

Speaking With Guests

Every time you speak with a guest, you have the opportunity to create a positive impression of the Westin. Positive guest interaction increases guest satisfaction and loyalty as well as provides us with vital information we can use to improve our services.

- Always use a positive tone that displays genuine concern.
- Practice active listening. Active listening is the ability to focus your full attention on the current call or guest interaction and respond in an appropriate manner.
- Maintain eye contact when speaking to guests.
- Remain patient if asked to repeat or explain something again.
- Always use the guest's name, if known.
- When you do not know their name, use "Sir" or "Madam".
- Whenever referring to the hotel or its F&B outlets, never use the terms, "they", "them" and "theirs", always use "we", "us" and "ours".
- Never inquire into the personal affairs of the guest.
- Accurately answer all questions. If you do not know the answer, do not say, "I don't know." Instead, tell the guest that you will find out and go get the answer as quickly as possible. **NEVER** refer the guest to someone else. **NEVER** give inaccurate information.
- Go the extra mile!

The 10 and 5 Rule

When guests are within ten feet, smile, make eye contact and acknowledge their presence.

When guests are within five feet, greet them and offer assistance.

Always acknowledge a guest waiting to speak to you, even while you are on the phone.

One Stop Shopping

The "One Stop Shopping Rule" means immediately addressing all of the guests' needs and requests. The guest will need to make only one contact (via telephone, approaching the bar, stopping you in a public area such as the pool deck, etc.) to receive anything (from a fax to a hamburger to an extra towel to summoning transportation). Remember refer to the request, not to the guest. After the initial guest request, ask if there is anything else that you may get for the guest. Make certain that you communicate the request completely to the proper person. **Guests should never have to make a second or follow-up call.** It is our job to make certain that we fulfill all guests' requests and needs during the first contact and to ensure the prompt delivery of those items or services. Go the extra mile!



Again, we want to do everything we can to eliminate the word “NO” from our vocabulary. We must be prepared to meet ALL guest requests to the best of our ability and we must be committed to meeting requests the first time they are made.

Guest Complaint Guidelines

If you observe, encounter or have a problem brought to your attention, make every attempt to resolve the matter. It is very important that you listen and try to resolve all problems to ensure guest satisfaction. All complaints must be relayed to a manager or supervisor before the guest leaves the premises. Telephone calls from emotional or anxious guests should be treated in the same concerned, friendly manner as a “typical” call. You need to maintain control of the conversation and find a satisfactory resolution to the guests’ needs in an efficient manner.

- **Listen** with concern and do not interrupt the guest.
 - Isolate the guest so that other guests do not hear the discussion.
 - Remain calm and speak softly – do not argue or give excuses to the guest; remain impartial and flexible.
 - Make every effort to discover the cause of the problem.
- **Apologize** for the problem regardless of who is right or wrong.
- **Empathize** with the guest; show that you understand how he/she is feeling and that you are concerned about the situation.
 - Do not take complaints personally!
 - Use the guest’s name frequently and take the complaint seriously no matter how minor it may seem.
- **Summarize** your understanding of the complaint in your own words back to the guest.
 - Take notes while the guest is informing you of the problem.
 - If the complaint is in reference to a hotel policy:
 - Look for alternative solutions, such as resolving the guest’s complaint another way.
 - If no alternatives are available, clearly explain to the guest why the policy exists without becoming defensive.
- **Remedy** the situation and ask the guest “What would you like us to do?” – usually, the guest will ask for less than what we would be prepared to give. Most guests who complain want an understanding of the problem so that it can be resolved.
 - Thank the guest for bringing the problem/situation to our attention and allowing us the opportunity to rectify the problem.
 - Do exactly what you promised the guest.
 - Accept responsibility for the resolving the situation. Do not refer the guest to someone else.
 - **NEVER ATTEMPT TO LAY THE BLAME ON OTHER DEPARTMENTS OR ASSOCIATES.**



- **Follow up** with the guest to make certain the solution was satisfactory.
 - Record all pertinent information in the appropriate logbook, including any guest history information.
 - Review the problem with your manager to determine how we can avoid similar situations in the future.

Introduction: Three-Meal-A-Day Restaurant Service

Three-Meal-A-Day Restaurants are signature to the Westin brand and are frequented by hotel guests as well as by local residents and business people. The following procedures are intended to provide our associates with a foundation that will ensure restaurant service comparable to Westin standards.

Pre-Shift Briefing

Every outlet will begin with a mandatory pre-shift briefing. Check with your manager to inquire as to the daily start time (usually 15-20 minutes prior to briefing).

Our standards for pre-shift briefing are:

- Be in full uniform. Your manager will inspect you for details.
- You must be on time for the briefing.
- Stand with good posture.
- Be attentive and ask appropriate questions.
- Daily training is to occur.
- Chef will be involved and teach food knowledge awareness.
- "Menu Additions" will be reviewed. We do not call them specials, but rather "Menu Additions".
- Each Server is to initial the Shift Briefing Form at the conclusion of the briefing.
- Discuss special events, in-house groups/functions or special parties scheduled for that meal period.
- Each pre-shift briefing should include five (5) minutes of training: wine service, sales techniques, etc.

See the sample Restaurant Management Opening and Closing Checklist in the appendix at the end of this document.

Greeting the Guest

All designated associates shall greet and welcome guests at the entrance within 1 minute of arrival. If the Greeter/Host(ess)/Maitre d' is busy, a Server/Wait Staff can greet and seat the guests. The form of greeting may vary from restaurant to restaurant, from meal to meal. It is usually more cordial in a fine dining room at dinner time than in a coffee shop at breakfast. Guests' names, if known, shall be used in



greeting. The new guest shall be greeted with the same cordiality as a regular guest. All guests are “friends” of the Manager. Their patronage is sought after; make them feel welcome.

Associates shall use the following greeting:

“Good (morning). Are you joining us for (breakfast)? Are you a guest of the hotel? May I take your name and room number?”

This greeting allows staff to use the guest’s name throughout the meal. It is also helpful in posting checks, if the handwriting is illegible.

When anyone comes in alone, greet him/her pleasantly: “Good morning (evening), this way please.” Do not say “Just one?” or “Are you alone?” Also, offer reading material to the guest dining alone.

Hats and wraps shall be taken care of as near the entrance as possible. To a woman say: “May I help you with your coat?” To a man, it is permissible to say, “May I take your coat (hat)?”

Guests with reservations are seated within one minute of arrival at a clean, fully set table. If the guests have no reservation and there is no table available, let them know the waiting time, i.e. “I’m sorry, sir, but we are fully reserved until 9:30. Would you care to have a cocktail in the lounge and I’ll call you as soon as I have a table for you?”

Seating the Guest

All guests, when entering the restaurant, shall be asked smoking preference unless local laws prohibit smoking. Guests are escorted and seated within 2 minutes of arrival, if seating is available.

An efficient Greeter/Host(ess)/Maitre d’ knows what seats are available in the Dining Room. The guests shall not have to wait for this information. The Greeter/Host(ess)/Maitre d’, when not engaged In greeting and seating guests shall scan the dining room quickly to check on the available tables, the guests’ progress in dining, and whether a guest is in need of service. When extra setups and chairs are needed, they shall be provided before taking the guests to the table.

Common sense dictates where parties of guests are placed in the dining room. Use tables according to party size. Loud, noisy parties may be placed toward the back of the dining room so they will not disturb other guests. Elderly persons or persons with disabilities may wish to be near the entrance of the room so they don’t have to walk too far. Young couples like quiet corners and good views. The Greeter/Host(ess)/Maitre d’ should not walk too fast, otherwise they may “lose” the guests.

A few seating guidelines are:

1. Always seat women first.
2. Always offer women the better seats (view, comfort, etc.)
3. Assist with coats.



4. Pull chairs and assist with seating.
5. Greeter/Host(ess)/Maitre d' shall wish the guest an "enjoyable meal." If the host or hostess last name is known, please use it "Mr. Adams, have an enjoyable meal."
6. Lap napkins, starting with the women.
7. Large groups of special tables shall be pre-plotted before service according to reservations.
8. Group seating shall be performed when staff is available for maximum service; appeal upon entrance!
9. All guests shall be offered immediate seating or a choice of going to the lounge.
10. If guests are seated from the lounge. Guests may transfer the check, and all cocktails will be brought to the dinner table, presented on the right side with the right hand. No cocktail napkins shall be used on the table.

The Seating System

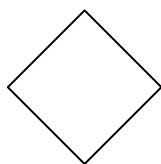
The Restaurant Manager should make a seating chart before every meal period. The reservations should be listed by arrival time. This will help the Manager find a reservation without having to go through all reservations. Also, record the actual time the reservation is sat as sometimes guests are late or postponed.

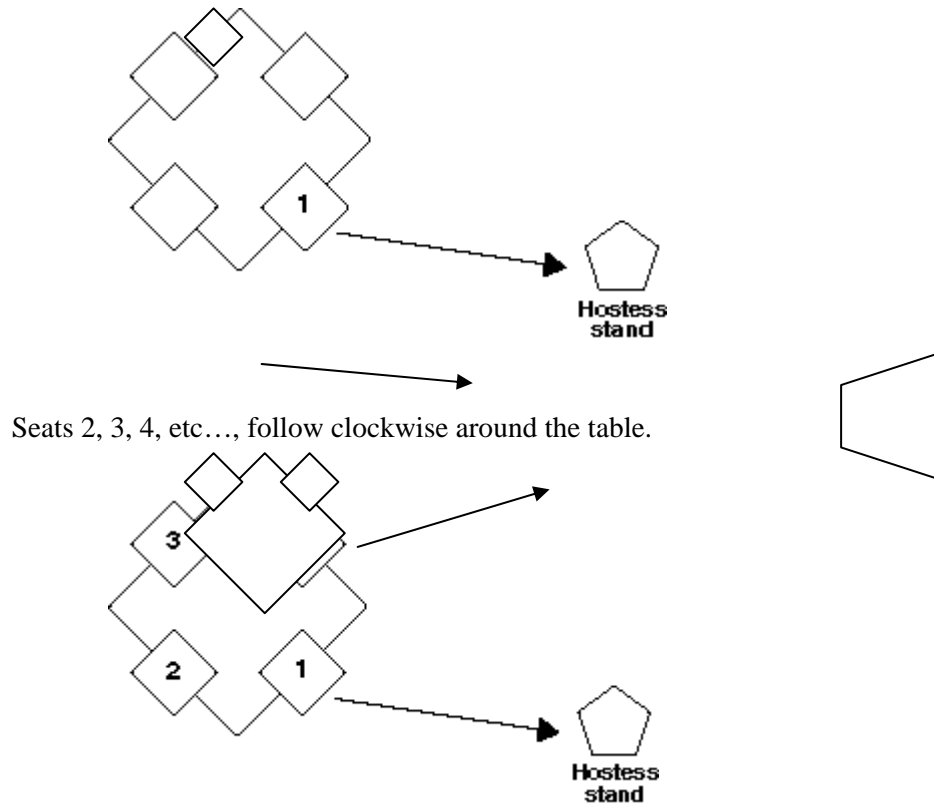
Guests with reservations are seated within one (1) minute of arrival at a clean, fully set table. Once reservations have been seated, mark off the names by a check mark on the line to the right of the name. Then list the table number. The Hostess/Greeter/Maitre d' should always have a seating chart to refer to. The seating chart should be used to seat patrons on an even basis in the dining room, so that the servers have an even number of tables.

Seat Numbering System and Pivot Point Designation

Seat Numbering System — *the use of standardized seat numbers in a restaurant* - are mandatory in all outlets to ensure that food going out to a table will be served to the correct guest without "auctioning" (the unenviable service standard where each guest must be asked which item they have ordered). Not only is the use of a seat numbering system good service, it also makes it possible for anyone with a working knowledge of table numbers to run food.

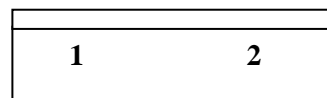
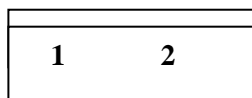
Each restaurant creates **pivot points** based on a point of reference — a landmark – making it possible for each ambassador to quickly deduce which seat is to be designated as #1. Usually, this point of reference is an area of the restaurant easily definable, such as the hostess stand or the kitchen. Seat #1 is then designated as the seat with its back to the point of reference (see diagram).

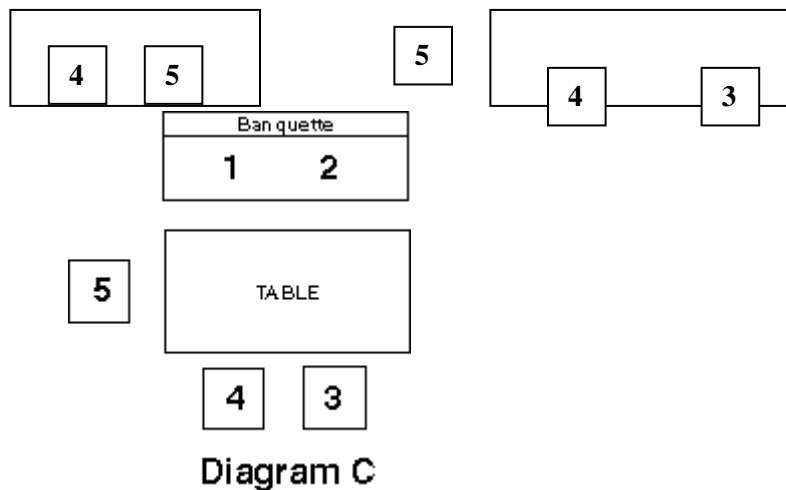
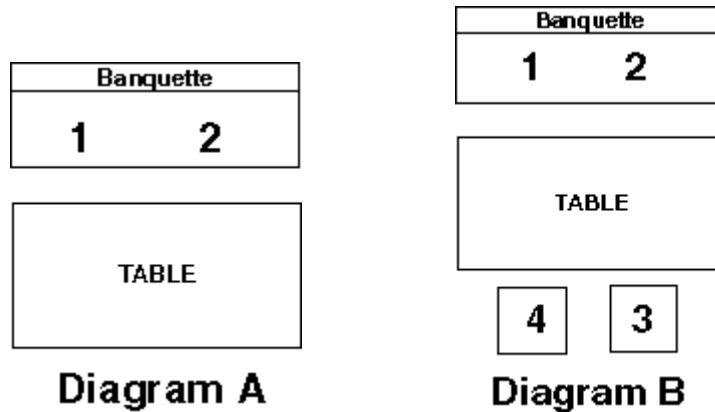




For clarity and consistency, we will use the hostess stand (entrance) as the reference point in all Westin restaurants. Therefore, any manager (or server) called into a restaurant to help in a high volume situation will know where to deliver food.

Pivot points on banquet tables are different in that the seats do not always allow for easy reference to the front of the restaurant. Therefore, as you approach a banquet table, the person on the banquet seat to your left will be designated as seat #1. There is no exception to this rule, even if a head of the table is present (see diagram B)





Other constants are as follows:

- Empty seats are still treated as a seat number. Therefore, in diagram A above, if a party of 3 is seated and seat #3 is empty, you would enter the food at the POS station Micros using seats #1, 2 and 4.
- Always count clockwise.
- When taking an order, it is not necessary to start with position #1.
- When tables are modified for special accommodations (such as large parties):
 1. Same seat numbering system applies
 2. Table number will correspond to the table nearest the entry.

Remember: When communicating with fellow Servers and Runners, always refer to the table and position number of the guest.



Presenting the Menu

Menus should be presented at immediately at all meal periods. The associate presenting the menu must also introduce the server for the table.

Breakfast

Menus are presented by Greeter/Host(ess)/Maitre d' upon seating.

Lunch

Menus are presented by Greeter/Host(ess)/Maitre d' upon seating.

Dinner

Menus are presented by Greeter/Host(ess)/Maitre d' upon seating or by Server/Wait Staff. Wine list may be presented with the dinner menu by the Server/Wait Staff.

Once the full party is seated, menus shall be presented by the Maitre d' who at the same time will take the cocktail order.

Reservation Procedure Introduction

An effective reservations system is essential to a pro-active style of restaurant management. It can be instrumental in long-term planning and promotions. Planning begins with the physical restaurant, the work force, kitchen mise en place and alerting the culinary associates as to the volume of food that they should expect and prepare for. Notifying the front drive so that valet parking needs are met, and coordination with other hotel departments, including the Beverage Storeroom, will ensure good service to the guest.

Reservations are usually taken by the Restaurant Greeter/Host(ess)/Maitre d', Manager or Concierge. When reservations are taken, please include the following information: the reservation date and time, number in party, guest room number, guest telephone number as well as the date and time the reservation was made and the reservation taker's initials. The reservation shall be written in the Reservation Book or entered in the POS System, if the property has one with a reservation function.

If the hotel Service Express Agent takes the call while the restaurant is closed, the same information shall be gathered - the reservation date and time, number in party, guest room number, guest telephone number as well as the date and time the reservation was made and the reservation taker's initials.

See the sample Reservations Book Page in the appendix at the end of this document.

Some of the general restaurant information required before taking calls includes:

- restaurant hours
- menus with relative price ranges



- parking availability and rates
- dress code
- other hotel food and beverage facilities

The number of reservations that can be booked per hour shall be based on guidelines provided by the Restaurant Manager. If reservation capacity has been filled, the guest shall be offered an alternative time slot by Greeter/Host(ess)/Maitre d' or Manager. Depending on the business mix, during high demand periods, a certain percentage of seats should be allotted for hotel guests.

Guests with reservations are seated within one (1) minute arrival at a clean, fully set table.

All parties greater than 6 should be re-confirmed by a Manager. The Manager may wish to institute a credit card guarantee for large parties, popular meal periods (such as Sunday brunch) and holiday reservations.

Restaurant Reservation Process

The following steps should be followed whenever accepting reservations:

1. Answer the phone within three rings, greet the guest and identify the restaurant. The Server/Wait Staff shall give their name and ask, "How may I help you?" If using a display phone with Caller ID, the telephone greeter should use the guest's name to greet the caller.
2. Write the reservation in the reservations book using a pencil and print legibly. Include employee's initials that took the reservation as well as the date. Also, record any special requests (flowers, birthday cake, etc.), who took care of these requests and when.
3. DO NOT write reservations on "scratch" paper, which could get lost.
4. Write the guest's last name and first initial and verify the spelling with the guest. Include the date and time in 15-minute increments. Be sure to get the guest's telephone and/or room number. Ask for the extension. Indicate the number of people in the party.
5. Note any special requests (see following list), who and when these requests were take care of:
 - a. non-smoking
 - b. preference for inside or outside seating, if applicable
 - c. ask whether there are children in the party and if they require a highchair or booster.
 - d. birthday or anniversary celebration
 - e. cake, flowers, etc.
6. DO NOT make any promises, such as a window table.



7. Repeat the complete reservation (day, date, time, name) such as "That's a party of six on Sunday, July 21st, for Ms./Mr. Jones." (Make a note in the reservations book if the host is female).
8. Note any special requests on the guest profile. Profiles are used to develop guest history and a mailing list for special occasions.
9. Thank the guest for calling.

Basic Steps of Service

Serving means to bring the food to the table and to anticipate and attend to the guests' needs throughout the meal. Good service involves serving the food in an efficient manner that combines proper serving techniques and courteous attention to the guests. It also means being prepared to handle unusual circumstances, and to satisfy safety and sanitation regulations in the restaurant. Finally, serving includes the suitable handling of the payment.

Order of Service

The order of service to be used when serving anything (i.e. cocktails, presenting menus, serving all food, taking the order, picking up soiled dishes, pouring, etc.) is:

1st Eldest Woman, then clockwise from there; all service should be consistent with the 1st eldest woman, then serve clockwise.

First Course is Served

- Food shall be placed on the table with entrée directly in front of the guest
- On freestanding tables, food should be served from the left and beverage from the right. The exceptions to this rule include the banquettes and deuces on the wall.
- Freshly ground pepper should be offered for all salads.

First Course is Cleared

- Clear the first course and all unnecessary flatware, only when all guests at table have finished, unless the host or a guest requests otherwise.
- Proper order of service shall be followed when clearing.
- The unused flatware for this particular course should be removed at this point.
- If wrong flatware is used, the flatware for the next course should be checked and properly corrected before the next course arrives.
-

Second and Third Courses Arrive

Same as the first course.



Second and Third Course are Cleared
Same as first course.

Entrée Plates Cleared

- Tables shall be cleared very quietly following proper clearing procedures and order of service, only after every guest is finished.
- Salt/pepper shakers and bread & butter are to be removed at this time. Remove all table appointments with exception of vase and ashtray, if applicable.
- Each table shall be crumbed before coffee service or dessert flatware is placed.
- Guests are offered coffee, etc. at this time. Europeans are served coffee after dessert.

Dessert Order Taken

- If guest opts not to have dessert, skip to chocolate tree or other applicable amenity.
- Dessert cart or pastry tray may be presented at this time.
- If not previously taken, a dessert order is to be taken following proper order of service.
- Flatware is to be placed for dessert.

Dessert Order Served

Place desserts in front of guests following proper order of service.

Dessert Order Cleared

Clear dessert plates following proper order of service and proper clearing procedure.

Cordials are Offered

This shall be done at each table, as well as offering after-dinner drinks. (This should not be done if it is evident that the guests are non-drinkers).

The Check is Presented

- When the guest requires no additional service or upon request.
- Associates shall make every effort to assist departing guests.
- Thank all the guests by name, if known, and invite them back for another visit.

General Table Service

For all Three-Meal-A-Day Restaurants, associates shall be trained to:

1. Serve and clear all food items, plates, etc. without using a tray; all beverage items, glassware, coffee cups, etc. must be removed on a tray. Trays for food should only be used when necessary from kitchen to side station, i.e. large parties and large volume events. For resort properties, servers may use an oval tray to carry more than four plates to the table.
2. Serve all beverages from the right side with the right hand.



3. Serve/bus all plated food from the right, except when seating configuration will not permit, i.e. when serving booths or whenever guest might be inconvenienced.
 - a. With booth seating, the server shall always excuse him/herself for reaching ("Pardon me for reaching."). Use the right hand to serve guests on the left side of the booth. Use the left hand to serve the guests on the right side of the booth (hand furthest away from the guest being served.)
4. Serve bread and butter from the left.
5. Present food from the right side with the right hand.
6. Pass dressings from the left.
7. Pass/present food, which is served from a platter from the left.
8. Place plates from the right.
9. Use right hand when placing items from the right.
10. Use left hand when placing items from the left.
11. As a general rule, never reach in front of a guest or across one guest to serve another.
12. Hold plates with four fingers under the plate and the edge of the plate tucked into the "V" formed by index finger and thumb. The associate shall never put the palm of their thumb on the edge of the plate.
13. Properly place the plate down with the entrée directly in front of the guest. The Server/Wait Staff should place meat at 5 pm (5 o'clock position) and then turn the plate to 6 pm (6 o'clock position). When serving meat, position the fat away from the guest.
14. When large serving dishes are used, present them from the left side, holding them with the left hand and transferring the food with the right hand, using serving fork and serving spoon, onto the plate. When the associate uses a tray, they shall place heavy items in the center for the more balance.
15. To lift large trays, the associates shall bend the knees and lift the weight with the legs.
16. Balance large trays by lifting onto the shoulder and letting the tray rest on the shoulder and palm of the hand. If the tray is still off balance, use the other hand to hold the front part of the tray.
17. Never lift glasses or cups when pouring beverages. Exception: when the glass or cup is hard to reach and danger of accident exists.



18. Continuously replace soiled ashtrays with clean ones by inverting clean ashtray onto soiled one to avoid flying ashes. Ashtrays are replaced when a maximum of two cigarette butts appear. Ashtrays should be replaced as soon as one cigarette butt appears.
19. Serve ice water or mineral water on request, and continuously refill water goblet (pour ice water), iced tea and coffee, using a napkin as a splash board.
20. Always keep the table neat by picking up cracker wrappers, excess cocktail napkins, or stir sticks; wipe table top clean of spills (where no tablecloth) or cover spills with napkin (where tablecloth).
21. After the main course, use crumber or a folded napkin with plate and clear crumbs from table into a B&B plate. When crumbing table, the associate shall use a crumber, making slow, right-to-left movements, and shall crumb into butter plate
22. With Booth seating, it is not always possible to serve from the right with the right hand. The Server shall always excuse himself for reaching ("Pardon me for reaching"), and use the right hand to serve guest on the left side of the booth. The left hand to serve the guests on the right hand side – use the hand furthest away from the guest being served.

Approaching the Guest and Taking the Order

It is very important to approach the guests as quickly as possible, ideally, within two minutes. If the Server/Wait Staff is busy with another table when the newest party of guests is seated, the Server/Wait Staff shall approach the new group and acknowledge that they will be helped shortly. The guests will appreciate the Server's/Wait Staff's attention and will not feel ignored.

When approaching the table, the Server/Wait Staff shall smile, offer a friendly hello/good morning-afternoon-evening, outline the soups, specials, up-sell bottled water and use the guest's names. If known, the Maitre d' shall point out the host and give the host's name to the Server/Wait Staff. If there is an appointed host in the party, the Server/Wait Staff shall approach the host first and receive any instructions they may have concerning particular arrangements for the party.

The Server/Wait Staff shall stand up straight; use appropriate eye contact and body language.

At Mealtime

Breakfast

When the Server/Wait Staff initially approaches the table with coffee pot and orange juice in hand and offers to leave the coffee pot on the table and then the meal order is taken. Most breakfast guests will have decided what they'd like, and are always in a hurry to eat.



Lunch

Some guests will be in a hurry, others will want to relax a little. Suggest a beverage first and offer to take the lunch order at that time or to return.

Dinner

Shall be a pleasant and relaxed experience. The order shall be taken after beverages have been served or when the host instructs.

General Points

- The associate shall never use a pen with red ink. Advertising on the pen shall be Westin or with individual hotel logo only.
- All orders are entered in to the Point of Sales Systems, such as Micros.
- It is correct to ask if separate checks are preferred when appropriate (i.e. business people seated at one table).
- The associate shall stand close enough to be able to hear and answer guest questions.
- At a table of two or more men, either may order first.
- In a mixed party, if the host does not give directions, start with the eldest women first, take all the women's orders, then the men's, and finally the host's.
- Explanations, guests and special needs should be addressed (i.e. allergies, concerns, birthdays, anniversaries) without attempting to rush the experience.

Procedures in Order taking

The Server/Wait Staff shall:

1. Smile and greet the guest, and introduce him/herself.
2. Offer wine, beer, bottled water, non-alcoholic and alcoholic beverages and mention them by name. Upsell wine by the glass specials.
3. Verify each beverage and how it shall be prepared (i.e. on the rocks, up, etc.)
4. Suggest specials of the day or signature menu items. Tell the guests that you will give them a few minutes to review the menu while you get their drinks and will answer any questions when you return. Then take the order.
5. Choose a starter to sell, i.e. when a sandwich is ordered, offer a cup of the Soup of the Day. Upsell.
6. Use descriptive phrases to merchandise the menu items.
7. Check which salad dressing is preferred.
8. Check how the meat is to be cooked (temperature).



9. Check which portion size the guest prefers (if more than one size is offered).
10. Check the method of preparation (eggs).
11. Move beside the guest when taking the order, when applicable.
12. Check if toast is to be dry or buttered. In city locations, butter shall be served on the side.
13. Check if lemon, honey, milk or cream is desired for tea. These options should always be part of the guest's choices.
14. Use a method of coding the order: the guest facing some benchmark such as the entrance, the window, etc. will be designated at #1. Then, follow around clockwise. This will permit anyone to serve the right food to the right guest without asking. This coding is part of the professional Server/Wait Staff behavior and there is no need to ask the embarrassing question: "Who gets the soup?"

Writing the Order

1. Cocktail orders may either be written on the food check or on a separate check, depending on house and department policy.
2. First rounds of cocktail orders are completely spelled out, subsequent rounds are marked as repeats.
3. Cocktails, appetizers and soups, entrees from hot station, entrees from cold station, and desserts shall be grouped together. Updated POS systems will group items automatically. Position number should be noted.
4. Proper abbreviations shall be used.
5. Indicate how meats are to be cooked (rare, medium rare, well).
6. Voids shall be initiated or processed in the POS by the Manager on duty.
7. The Server/Wait Staff shall use the Standard POS system to take orders. Guest checks and Captain's Pads are to be used as alternatives, should the POS system not be working.

Ordering and Pick-Up Procedures

The system of communicating orders to the kitchen or beverage associates will vary among restaurants depending on the size, type of kitchen, type of service and points of sale systems.

However, some of the most widely used procedures are as follows:



Ordering Procedures

- The use of one of the current Westin standard POS systems. These systems feature automatic staging of courses and grouping of like items. For further details refer to the appropriate POS system reference materials and documentation.
- All beverages must be inputted into the POS before issuing to the server.
- The use of a Captain's Pad, if the POS system is not working properly.

Pick-Up Procedures

- For cocktails, beer, wine by the glass or bottle, the Server/Wait Staff shall pick up the items when prepared; place on the bar tray; garnish when required and serve. The Server/Wait Staff shall spend as little time as necessary at the bar pick-up station.
- For food in a Three-Meal-A-Day restaurant, the Server/Wait Staff shall assemble all the items required for serving the order before picking up order (see the pick-up chart).
- Pick up the cold food prepared at the pantry (from the reach-through refrigerator or pass) per the pick-up chart.
- Refer to the pick-up chart for location of pick-up hot and cold food.
- Server/Wait Staff shall spend as little time as possible at the kitchen pick-up stations. It is however, important to ensure proper presentation and garnishing prior to approaching the table.

Pick-Up Chart

A Pick-Up Chart is an important tool for the Restaurant Manager and the Server/Wait Staff. Menu items are listed with their recipes. Specific china and flatware are identified along with garnishes and condiments.

Servers/Wait Staff should learn the Pick-Up Chart for standard menu items and familiarize themselves with the specifications for daily fresh items.

The Pick-Up Chart should be prepared by the Restaurant Manager, Chef and approved by the Director of Food and Beverage and copies shall be issued to each associate.

A photo board of all items with their correct presentation should be posted at the appropriate pick-up location (i.e. hot line, cold line). The photo board should be posted on the wall in areas where the staff can easily refer to it. This information should be property specific.

See the sample Pick-Up Chart in the appendix at the end of this document.



Clearing Procedures

Clearing is an integral, yet often neglected, part of service. It is very important that the associate follows exact clearing procedures and constantly checks their station so that tables always look attractive and guests are not inconvenienced by soiled dishes.

Since timing of clearing is so important, the associate shall use the following steps.

1. Do not use a tray to clear the plates.
2. **Clear only when everyone at the table is finished eating.** It is impolite to clear dishes from one person while others are still eating. Exception: when a guest indicates that they would like to have their dishes removed before others have finished eating
3. Normally, guests will indicate to the Server/Wait Staff when they are through eating. They usually place their knife and fork parallel on the plate. Please note that non-American guests criss cross their knife and fork to indicate that they have finished.
4. Always clear from the right side with the right hand.
5. Use a tray when clearing glasses (small/beverage tray).
6. Touch the glasses only on the outside (the associate shall never stick their fingers inside the glasses to lift or carry them; it is preferable to hold them by the stem).
7. When clearing the china at the end of the service, the Server/Wait Staff may use a tray (14" x 8"//35 cm x 20 cm). During service, a tray shall not be used.
8. Always go around the table clockwise.
9. Remove soiled dishes after each course. Crumb as needed.
10. Remove serving dishes as soon as they are empty.
11. When clearing, a server shall stack and carry no more than 6 plates.
12. Never scrape plates in guest's view.
13. Separate flatware.
14. When loading tray, use two trays; one for china and flatware, one for glassware. If the associate uses only one tray, put the glasses in the middle and china on the outside of the tray, and separate the flatware.
15. Servers should not use trays for food items. Server/Wait Staff should stack all flatware and plateware and carry into the kitchen without using a tray.



16. Remove salt and pepper shakers before taking dessert orders.
17. Place soiled linen in the linen hamper.
18. Crumb table with bread and butter plate and napkin.
19. Re-silver for next course, as needed.

Product Boards

Product Boards should be developed and implemented in all restaurant kitchens. Like the Pick-Up Chart, the product board serves as a guide and reminder to Service and Preparation associates and ensures consistency in product.

Product Boards shall include:

- A 5 x 7 inch (13 x 18 cm.) clear, color photo of the plate presentation of each menu item.
- The recipe of the menu item below the photo.
- Item name clearly printed beneath the photo.

When producing the photos, be sure to make at least two copies each:

- One copy for the kitchen side of the line.
- One copy for the service side of the line.

A standard thickness of plywood is acceptable, 2 feet (0.6 meter) high by 3 to 5 feet (0.9 to 1.5 meters) wide, depending on the space required to include all the menu items (most Health Department guidelines require that the plywood be sealed with an enamel base paint).

The Boards, one each, shall be installed directly above both service and preparation lines to be most effective. Associates shall be encouraged to use the Product Board as a quality control tool.

Delivery Times

Breakfast course is delivered within 10 minutes of ordering. Guests are able to complete their breakfast experience in less than 30 minutes start to finish.

Lunch course is delivered within 12 minutes of ordering.

Dinner course is delivered within 20 minutes of ordering.



At lunch and dinner, first drink is delivered within 4 minutes of ordering. Specialty drinks may exceed this limit.

Service Per Meal Periods

Breakfast

In the Three-Meal-A-Day restaurant, plate service is used, with the exception of a buffet, when items are presented in chafing dishes, trays and then transferred to a plate.

Breakfast service shall be cheerful, prompt and efficient. The stages of service include:

- Coffee, beverage, or juice
- Starter (juice, fruit, cereal)
- Main course (eggs, waffles, etc.)
-

Order of Breakfast Service

1. Serve glass of ice water or mineral water, if requested, placing it a tip of knife.
2. Serve coffee or other beverage on initial greeting of the guest(s) using a coffee napkin to avoid hot beverages spilling on the guests.
3. Serve juice to the right of cover.
4. Serve fruit in the center of cover.
5. Serve cereal in the center of the cover, milk or cream to the right.
6. Remove soiled dishes when all guests have completed their course.
7. Replace appropriate flatware.
8. Serve entrée in the center of cover.
9. Serve proper accompaniment with entrée per pick-up chart.
10. Serve toast to the left or above cover.
11. Serve preserves with toast.
12. Refill beverages.



13. Serve butter with dry breakfast breads. (Server/Wait Staff to ask guest if guest prefers dry or pre-buttered toast when taking guest's order for toast.)
14. Thank the guest, extend a return greeting, and place guest check(s) on the table with use of check folder. Make sure there is a pen with the check presenter. Offer to assist the guest in settling their check.
15. Present check:
 - a. At breakfast, the check is left on the table, after entrée is served.
 - b. At lunch, the check is presented at the end of the meal or prior to the end of the meal if the guest requests.
 - c. At dinner, the check is presented when the guest requires no additional service, or upon request.
16. Remove soiled dishes.
17. Clean and reset table.

Lunch

In a Three-Meal-A-Day restaurant, plate service is used, with the exception of a buffet, when items are presented in chafing dishes, trays and then transferred to a plate.

Lunch service, as breakfast, shall be cheerful, prompt and efficient. Be fully informed on fresh Daily Specials, special restaurant features, i.e. omelet or stir-fry stations, and the outlet product board. Refer to it daily to remain current with familiar products and new ones.

Stages of Service

- Wine, Cocktail or Beverage
- Bread or Rolls and Butter, however, bread or rolls should not be offered at lunch if all the guests are ordering sandwiches or burgers.
- Starter (relish plate, soup or appetizer)
- Salad
- Entrée
- Dessert

Order of Lunch Service

Before each course is served, be certain to 'mark the table' and place the correct silverware.

1. Serve glass of ice water/mineral if requested, at tip of knife from the right using right hand.
2. Serve wine, cocktail or beverage to right of tip of knife using the right hand.



3. Place rolls or bread basket and butter near the center of the table.
4. Serve starter in the center of the cover.
5. Remove soiled dishes when all guests have completed their course, from the right using the right hand.
6. Serve salad in center of cover.
7. Remove soiled dishes when all guests have completed their course, from the right using the right hand.
8. Serve entrée in the center of the cover from the right side with the right hand.
9. Remove soiled dishes when all guests have completed their course, from the right using the right hand.
10. Be aware of and add or replace appropriate flatware as needed.
11. Remove cracker wrappers or crumbs as they are discarded by the guest.

Note: Conversation with guest shall occur only when initiated by the guest, or when necessary to complete service. Avoid interruptions in guest conversation.

12. If ice water is on table, refill water constantly.
13. When the beverage ordered by the guest is approximately two-thirds empty, suggest another beverage.
14. Be certain to clear salt and pepper holders and any condiments prior to serving dessert.
15. Bring dessert cart or sampling as a visual tool to sell dessert or fresh fruit.
16. Serve dessert in the center of the cover.
17. Remove soiled dishes and flatware.
18. Offer coffee, tea or specialty beverages.
19. Thank guest, extend return greeting and place guest check/checks on the table with use of check folder.
20. For lunch service, beverages shall be served using a beverage tray. Touch only the stem of exterior of the glass. Do not touch the rim of the glass or inside of the glass during service.



21. When guests are seated in the smoking section, replace the ashtray when one cigarette butt appears. Take two clean ashtrays to the table. Invert one of the clean ashtrays over the top of the soiled one to cover it, then place a clean ashtray on the table. The Serve/Wait Staff shall keep the soiled ashtrays covered until he/she is out of the dining room, to avoid ashes drifting onto tables.
22. When all guests have completed their final course, remove all soiled utensils and dishes not being used by the guest and tidy the table.
23. Thank the guest, extend a return greeting, and place guest check (s) on the table with use of check folder. Offer to assist the guest in settling their check.

Dinner

In a Three-Meal-A-Day restaurant, plate service is used, with the exception of a buffet, when items are presented in chafing dishes, trays and then transferred to a plate.

Dinner service in the three-meal-a-day restaurant fits many guest expectations. Some guests wish only a snack and beverage, others a fresh hot sandwich, and some a full, freshly prepared entrée with all the trimmings. All guests appreciate fast, courteous and efficient service.

Stages of Service

- Glass/bottle of wine, cocktail or beverage
- Appetizer
- * Bread or rolls and butter
- Soup
- Salad
- Entrée
- Dessert
- Fruit and Cheese Plate
- Final Beverage

*Bread and butter should never be placed on the table before the orders are taken.

Order of Dinner Service

Before each course is served, be certain to 'mark the table' and place the correct silverware.

1. Serve glass of ice water/mineral water if requested, at tip of knife from the right using the right hand.
2. Serve wine, cocktail or beverage to right of tip of the knife using the right hand.



3. Serve appetizer from the left with the left hand.
4. Remove soiled dishes and flatware from the right.
5. Replace or add necessary flatware. All flatware should be served from a plate.
6. Place crackers or dried bread in basket in the center of the table with butter.
7. Serve soup from the left, using the left hand.
8. Remove soiled dishes when all guests have completed their course, from the right using the right hand.
9. Serve salad in center of the cover from the right using the right hand.
10. Remove soiled dishes when all guests have completed their course, from the right using the right hand.
11. Serve entrée in the center of the cover from the right.
12. Remove soiled dishes when the guests have completed their course, from the right using right hand.
13. Remove salt and pepper shakers before dessert service.
14. Serve dessert in the center of the cover from the right.
15. Replace appropriate flatware before next course is served.
16. Remove cracker wrappers or crumbs, as they are discarded by the guest.

Note: Conversation with guest shall occur only when initiated by guest, or when necessary to complete service. Avoid interruptions in guest conversation.

17. Refill water constantly if ice water is on the table.
18. When the beverage ordered by the guest is approximately two-thirds empty, suggest another beverage.
19. Bring dessert cart or sampling as a visual tool to sell dessert or fresh fruit.
20. Serve dessert in the center of the cover.
21. Remove soiled dishes and flatware.



22. Replace or add appropriate flatware.
23. Offer coffee, tea or specialty beverages.
24. Thank the guest, extend a return greeting, and place guest check(s) on the table with use of check folder. Offer to assist the guest in settling their check. Be prompt in returning processing check and valet validation, thank the guests and ask for their return.

Presentation of the Guest Check

Presentation and settlement of the guest check is prompt. At lunch and dinner (and breakfast in Latin America) the check is presented within 3 minutes of request. Payment is collected within 2 minutes of being offered. Change/credit card voucher is returned within 5 minutes of being collected.

Checks are presented in a folder. A plastic tray is not used for guest check presentation. (A silver tray may be used in Europe.) A Westin logo pen or a plain pen without advertising, shall be presented with the check. Please do not request or make any indication that a gratuity is expected. Unless the individual property's POS is programmed to add gratuities for large parties, this decision should be made at the Manager's discretion. The automatic gratuity shall be noted on the bottom of the menu.

Always close with an expression of appreciation for their patronage, use the guest's name and ask them to return.

Wine Service

When serving wine by the glass, bring the wine bottle to the table taking care to hold the bottle so that the guest can see the label. Wine by the bottle is brought to the table using a wine bucket (if wine is chilled), or coaster. Always use proper procedures for opening wine as illustrated later in this section. For wine by the glass, follow the standards, per specific outlet.

Associates shall be fully prepared to sell to or advise the guest about wine selection. The associate shall know the wine products in their outlet, and the combination of food and wine to recommend. Note that wine is a personal preference, and what a guest sometimes orders may vary greatly from what is considered as normal combinations, service temperatures, etc. The associate shall never make the guest feel incorrect, or as though they are making an inappropriate selection.

When wine by the glass is ordered, and the glass becomes two-thirds empty, bring the bottle back to the table and offer another glass to the guest. Always offer something specific. Cordial cart service if applicable or specific beverage (port, dessert wines, cognac).

When a bottle is ordered, refill the glass when it is two-thirds empty.



The associate shall recommend cordials, the House or vintage port, after-dinner drinks, espresso or cappuccino for the finale to the meal. Any restaurant specialty drink that is designed for the final beverage is appropriate and often welcomed.

Team Service – Fine Dining

Staffing in a fine dining room differs from other outlets in the use of teams. A team structure may consist of one or two Servers/Wait Staff plus Food Server Assistants but each hotel may change according to special needs.

Some basic responsibilities of individual team members are:

Front Server/Wait Staff

- Assists in seating, particularly with groups
- Describes specials
- Suggestive selling of beverage and wine
- Takes the order
- Serves drinks, when required
- Prepares, carves items table-side
- Assists in serving
- Responsible for and in charge of the station (wine may be the separate responsibility of a Sommelier)

Back Server/Wait Staff

- Greets guest by name
- Serves drinks
- Orders and picks up food
- Assists in serving food
- Presents check
- Handles payment
- Replaces service ware as needed

Food Server Assistant

- Pours water if table is set with water
- Serves crackers, bread, butter
- Refills water, cleans ashtrays
- Removes soiled dishes
- Sets and resets dishes



The menu and the various courses of the meal in a fine dining room are more elaborate than in other outlets. Eating habits have changed over the years and today's public usually follows this meal pattern*:

1. Appetizer – hot or cold
2. Soup
3. Main course (including vegetable and/or starch)

*Salad may be eaten prior to or after main course.

Composing a Meal

Very often a guest will ask the Front Server/Wait Staff to recommend certain items or even to suggest an entire meal for their guests. Here are a few simple guidelines for “composing” a meal.

The guest preference shall take priority over recommendations.

Fish, meat, poultry, game, vegetables or fruit shall not appear twice on the same menu. For instance, if a cream of chicken is served as a soup, chicken shall not be served as a main dish.

The color of food shall change. For example, white meat shall not be served after a white fish.

The serving of similar sauces shall be avoided. If a Sauce Bearnaise is served with the meat, Sauce Hollandaise shall be avoided for fish and vegetables.

Recommendations shall avoid serving two courses fried in deep fat in one menu, such as a fried fish with potato croquettes as a garnish or fritters as a sweet.

If a combined fruit salad is served with the main dish, fruit shall be avoided as a sweet (candied fruit in ice creams is not considered fruit).

Presenting of Flatware

All flatware items the guests might require should be readily available on the side station. If a particular item of flatware is required for a certain dish (i.e. steak knife, sauce spoon, fish knife and fork, snail tongue and fork, etc.), place it at the correct location on the table before the particular course is served. It is brought to the table on a plate, covered with a napkin, and is placed, held by the handle, on the table from the guest's right.

Serving Finger Bowls and Towels

At a Three-Meal-A-Day Restaurant, this service may be needed for dishes such as BBQ chicken, ribs or lobster. The servers should be familiar with this amenity.



Finger bowls are served with all items eaten with the fingers, such as chicken, lobster, artichokes or fresh fruit. The finger bowl is a small silver or glass bowl placed on an underliner with a napkin between underliner and bowl and folded half over the bowl. A clean, extra napkin is served with it. The bowl is filled one-half with warm water and a lemon slice. Often a flower petal is put in the water.

Finger towels are served at the end of each meal or after shellfish dishes. They are rolled, scented with a natural scent such as rose water, flower water or ginger, and sprayed with hot water on one end and presented with tongs or on a plate. Clear as soon as possible after use with tongs.

Suggestive Selling: S.P.E.A.K.

As a server your responsibilities go far beyond taking orders and delivering food. You are a professional salesperson. Our guests do not come in to browse. They are in to buy. The professional salesperson realizes that most guests appreciate guidance and suggestions. Our menu offers many choices and can be intimidating, especially to a first time guest. It is your responsibility to expand the guest's awareness of what we have to offer so they can make decisions, which will add enjoyment to their dining experience and encourage them to return.

The basis for successful suggestive sales is communication. There exists many "sales opportunities" throughout the Sequence of Service, from the Greeting, Offering to Answer Questions, Checking Back, to Dessert and even upon Delivering the Bill. These are opportunities to introduce the guest to our soups, or a new entrée or offer another glass of wine, and therefore, enhance their dining experience. To you, these are opportunities to increase your check average.

But remember you have to **SPEAK** to get the sale.

Suggest Specifics

Be ready with specific suggestions throughout the Sequence of Service. Guests will often ask for a description or your opinion of a food item, even though it is described in detail on the menu, they are looking for reinforcement of their choice. Use adjectives to describe items, relate how well they sell and expand on the menu description where possible.

Patience

Always be patient with a guest who may be undecided or unsure of their decision. We do not want to make a guest feel rushed by our suggestions, but only wish to help them in deciding on something they will like. If guests indicate that they are undecided, help them to narrow their choices. Do they like garlic? Would they like a hearty meal, or a lighter fare? Offer the guests a few choices in the categories they are considering, and allow them to decide. Remember, the more complete and enthusiastic your description, the more you are enabling the guest to make a terrific choice.



Enthusiasm

Your enthusiasm and excitement about the menu can and will sell the items to guests. Pick your favorite items from each category of the menu. If you can describe items to the guests in an appealing and enthusiastic manner, you can get the guest excited about ordering the item. Avoid negative terminology such as bland, sour or bitter. At the Westin, we pride ourselves on quality products. If you personally do not care for such an item, it does not mean that others feel the same way. Welcome back regular guests and encourage them to try different things you know they will enjoy. You will often hear “I always have bowtie pasta”. Suggest other items to them, and always inform them of any new additions to our food and wine menu.

Avoid Pushiness

It is a myth that salesmanship begins when the guest says “No”. If a guest says “NO” accept that. It is your responsibility to discover the guest's needs and wants and help them spend as much as appropriate to satisfy their wants. By offering too many suggestions at one time, or by appearing rushed and impatient, you risk turning the guest off entirely, and spoiling any possibility of a successful suggestion further into a meal. Show that whether the guest says yes or no, it is just as much of a pleasure to serve them.

Knowledge

Knowledge of the items on our menu is the most important aspect of suggestive sales. You must know the product and menu descriptions in detail to help guests make a decision. It is very embarrassing to be unable to answer guest questions about the food or wine we offer. The guests are relying on you to be the expert. They expect that you know the menu better than they ever will. Your confidence is your menu knowledge, which will allow you to make the appropriate suggestions based on specific tastes or dietary needs.

Remember, a cheerful and helpful attitude will ease your communication with guests, and set the mood for a positive dining experience. Suggestive selling puts everyone in a winning situation. The restaurant wins because suggestive selling increases the check amount, and thus increases the restaurant's check average and profits. The guests win because when they try special new items, their enjoyment is maximized. And last, but not least the server wins by making better tips!

Merchandising

Creative and aggressive merchandising is not only a way of making money for you and the hotel, but also a way of showing off specialties that are unique to our bar. Nothing works better than “You can't get this anywhere else but here!” As cocktail servers and bartenders, it is your goal to maximize sales as much as possible. The following paragraphs are brief, yet informative and effective methods for merchandising our products.



Up Selling

- When a customer requests a bourbon and water, your response should be, “Would you like Crown Royal or Wild Turkey?” Use a tone of voice which is pleasant, offering a choice of two premium options.
- As a lady orders a glass of champagne, your response should be, “Have you ever had our house specialty-a Grand Mimosa? It’s made with Grand Marnier, Champagne, and Orange Juice. It’s delicious! Would you like to try one?” A customer orders a glass of house white wine, your response is “We have a terrific Pinot Grigio by the glass, tonight. Would you like to try it?”

Salesmanship

- Aggressive salesmanship is the dominant ingredient to success. The recipe also calls for personality, desire, fun and diplomacy. You have to make people know that they want what you offer.
- The basics of you, a “service person”, and how you are received are important. Anyone who is in this business must appear to like it first of all, and second appear to like people.
- Humor is the essence of life. With a good sense of humor, you entertain the guest, and make the day more fun. This also allows you to enjoy your job because your job is fun. Humor can relax the guest, ease the tensions, and make a guest more receptive to a better and bigger sale.
- Personality is key. No one can expect you to be someone you are not. Don’t try to be. Use good common sense and have fun with the guest. Upsell only to what you truly believe in.
- Diplomacy is the art of listening, understanding, and being reasonable. Any problem you encounter can be resolved by thinking first before you react. Never be rude or abrupt. Smile and do your best to help the guest without taking things personally and losing your cool. Empathize with the guest-walk a mile in their shoes.

Suggestive Selling Tips

1. Suggest many things throughout the course of the meal.

Specific beverages	Grilled items	Specialty coffee drinks
Cocktails	Salads and soups	Specific deserts

2. Give good service in general.



Always try to satisfy your guests and make their dining experience as enjoyable as possible. Make suggestions sincerely and honestly, as part of your good service and thoughtfulness.

3. Know your menu.

Know what items you have to offer, the ingredients in them, their preparation, and the way to describe them to your guests. Also, know the wines to suggest with different meals.

4. Suggest items you like.

Suggest what you think is delicious, and which represents a good value.

5. Be Specific.

Instead of asking the guest if he/she wants “something to drink” or “anything else,” mention specific items.

6. Suggest the unusual.

Unusual items are attention getters and bring guests back.

7. Mention any new items.

If there are new items, mention them. Many of our regular guests do not look at the menu anymore and therefore may not be aware of new items.

8. If the Guest says no.

If a guest says no to your suggestion, do not press the matter. Always accept the guest’s decision. Show that whether the guest says yes or no, it is just as much pleasure to serve them. This will allow you to make new suggestions without the guest feeling resentful or feeling pressure to buy.

9. If a suggestion backfires.

Occasionally a guest may complain about an item you suggested. If you get in the habit of describing things in detail, complaints will be very rare, because people will know what to expect. If you do get a complaint, whether you suggested the item or not, ask the guest if they would like to try something different, and notify your manager. There are ways of correcting situations so that the guest is satisfied, so don’t let the fear of the guest or liking the item stop you from suggestive selling.

Cordials and After-Dinner Up-selling

1. Suggestive selling of after dinner drinks takes good timing and style.
2. Suggestions for an after dinner drink should be made as the name implies after dinner. The most appropriate time is:
 - After the dessert has been cleared
 - After the coffee has been refilled and there is no dessert on the table
3. If the guests do not prefer coffee or dessert, pour off the wine. Return later and suggest a choice of after dinner drinks.
4. After dinner drinks are vast and varied. Know your products. Here are a few you should know:



Cognacs:

Three Star, VO, VSOP, Extra, XO

Liqueurs:

Amaretto – sweet almond liquor

Frangelico – hazelnut

Anisette – licorice

Sambuca – licorice/elderberries

Galliano – spicy

Suggesting the Bar Offerings

1. A cocktail before dinner can serve several purposes. It might help your guest relax and unwind, putting them in a better state of mind to enjoy their meal or it may add a touch of festivity. It definitely will help the check average and your tip potential.
2. Suggest a cocktail or maybe a bottle of wine.
3. Do not give a guest a narrow choice of answering “yes” or “no”. Make suggestions by offering some choices so the guest may make a selection.
4. Some of our guests may be as thirsty as they are hungry, but do not wish for anything alcoholic. So, you may wish to offer a bottle of water or soft drink, so they may have something to sip on while waiting.

Opening and Closing Checklist

An Opening and Closing Checklist shall be developed for each individual restaurant, to be used as guides or maps of daily routine duties.

Opening and Closing Checklists will ensure that the operation is presented to the guest in its entire format and philosophy. Sufficient time must be provided to accomplish these tasks prior to guest arrival.

See the appendix at the end of this document for:

- **Restaurant Day Shift Servers/Wait Staff Checklist – Opening Duties**
- **Restaurant Day Shift Servers/Wait Staff Checklist – Closing Duties**
- **Restaurant Evening Shift Servers/Wait Staff Checklist – Opening Duties**
- **Restaurant Evening Shift Servers/Wait Staff Checklist – Closing Duties**
- **Restaurant Food Service Attendant Checklist**



Sample Food & Beverage Problems and Resolutions

Problem	Solution
1. The Server/Wait Staff has checked on a guest's meal and is told that the food is cold or under cooked.	<p>The Server/Wait Staff shall apologize immediately and offer to take the item back to the kitchen to have the item redone. If this causes the party great inconvenience, the items shall be rebated, with an apology.</p> <p>Server/Wait Staff shall state - "I'd be very happy to take the item back and have it warmed up for you" or "Please allow me to take it back and have it broiled more to your liking" or "Would you care for something different?" The Manager is then notified of the complaint and intervenes.</p> <p>If more than one item has been improperly prepared, and the meal or party is delayed, the Manager must become involved.</p>
2. The food is too well done, or overcooked and not "salvageable."	<p>Since the food cannot be salvaged, compensation for the error shall be offered by the associate:</p> <p>a. The associate shall extend apologies and offer to have another plate of the original order prepared immediately for the guest. Then notify the Manager.</p> <p>b. Suggest another entree that can be prepared easily and quickly. Then notify the Manager.</p>
3. The guest is very unhappy and will not accept an alternate.	Notify the Supervisor if the guest is upset and will not accept the resolutions offered.
4. The guest is unhappy with the function room setup.	<p>The associate shall:</p> <p>a. Assure the guest that the room setup will be corrected immediately.</p> <p>b. Take immediate action and follow through.</p>
5. The food order is not complete upon delivery to table or room.	The Server/Wait Staff shall apologize and leave immediately to retrieve the missing item or condiment. Missing items shall be delivered immediately, not with the next order. If it can be delivered within minutes and does not affect the food service, an apology to the guest is usually sufficient. If it affects the flow of food service, the



	item shall be rebated and the guest shall be informed, and an apology extended.
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Appendix



RESTAURANT MANAGER OPENING AND CLOSING PROCEDURES CHECKLIST

Manager: _____ Date: _____

OPENING PROCEDURES CHECKLIST

1. Check out the restaurant keys from Security. ☐ _____
2. Pick up the Manager's bank and make sure sufficient change is available. ☐ _____
3. Turn off call forwarding on the restaurant telephones. ☐ _____
4. Pick up mail and Manager's Log Book. _____
5. Adjust lights and window blinds, turn on the music. ☐ _____
6. Assign Servers numbers on POS side work and stations. ☐ _____
7. Check supply of paper & ink ribbon for the POS printers. ☐ _____
8. Issue guest checks to Servers (if applicable). _____
9. Inspect Cashier Station for supplies including credit card vouchers, credit card imprinted date, and "Cash Only" list. ☐ _____
10. Review daily schedule of events and the VIP list, packages, groups. ☐ _____
11. Check menus (including wine lists) and change "fresh" sheets. ☐ _____
12. Obtain newspapers and display on appropriate table. ☐ _____
13. Verify availability of clean linen/rags and soiled linen hampers. ☐ _____
14. Perform Daily Roll Call. ☐ _____
15. Inspect all stations and side stands before service. ☐ _____

CLOSING PROCEDURES CHECKLIST

1. Check Servers out. ☐ _____
 - a. Verify that all assigned side duties have been performed person.
 - b. Run the appropriate Server reports on the POS.
2. Run revenue reports on the POS. ☐ _____
3. Complete logbook entries. ☐ _____
4. Place storeroom orders for liquor, wine, and condiments or dry goods. ☐ _____
5. Check staffing for next shift, making any corrections to forecast as necessary. ☐ _____
6. Check that equipment is cleaned and turned off, including: ☐ _____
 - a. coffee maker
 - b. coffee warmers
 - c. bread drawers
 - d. juice machine
 - e. toaster
7. Store seating chart and reservations book in the appropriate location. ☐ _____
8. Count and lock all silver items, following up on discrepancies. ☐ _____
9. Lock wine cabinets. ☐ _____
10. Inspect the bar condition and security. ☐ _____
11. Inspect the tables that are re-set for the next shift. ☐ _____



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|--|--------------------------|-------|
| 12. Inspect the restaurant including booths and chairs, for stains or damage, and report to maintenance. | <input type="checkbox"/> | _____ |
| 13. Ensure that all soiled dishes and linen have been put in their proper place. | <input type="checkbox"/> | _____ |
| 14. Forward telephone lines to hotel operator. | <input type="checkbox"/> | _____ |
| 15. Turn off the music and lights and lock the doors. | <input type="checkbox"/> | _____ |
| 16. Turn in the restaurant keys to Security. | <input type="checkbox"/> | _____ |



PICK-UP CHART SAMPLE

Item	Recipe	Condiment	China	Flatware	Garnish	Pick-up Station	Length of Prep Time
Lobster Bisque	Lobster stock with lobster pieces, reduced cream	Pepper mill	Bouillon cup with underliner	Bouillon spoon	Unsweetened whipped cream dollop	Hot back	2 minutes
Smoked salmon	Smoked salmon, endive with whole wheat toast points	Pepper mill	10" (25 cm.) salad plate	Fish fork Fish knife	Capers, lemon in lemon wrap	Back cold	3 minutes
Gulf snapper with lemon, lime & nut brown butter	Snapper sautéed in browned butter with lemon and lime juice	Pepper mill	12" (30 cm.) plate	Fish knife Fish fork Sauce spoon	Lemon in lemon wrap, fresh parsley, starch & vegetables of the day	Back hot	10 minutes
Texas filet with Béarnaise sauce	Grilled filet mignon	Pepper mill	12" (30 cm.) plate sauce boat	Steak knife Dinner fork	Fresh parsley, starch of the day vegetable of the day	Front grill	Rare: cool dry/5 min M rare: pink ctr/8 min Med: pale pink ctr/10 min Well: hot ctr/12-15 min
Tomato salad with cracked black pepper	Three ½" (1.3 cm) tomatoes sliced, four endive spears	Pesto dressing pepper mill	Sauce boat with 6" (15 cm.) underliner 10" (25 cm.) salad plate	Salad fork Salad knife		Back cold	3 minutes



Cherry tart with vanilla ice cream	Pastry crust filled with Bing cherries in thick syrup, (1) scoop ice cream		6" (15 cm.) plate	Dessert spoon Dessert fork		Back cold	2 minutes
Baked mussels with garlic, Italian parsley, and Grappa sauce	Mussels baked in shell in Grappa sauce, garlic and parsley		8" (20 cm.) crock on 10" (25 cm.) plate, side plate for shells	Fish fork Fish knife	Lemon in lemon wrap	Back hot	10 minutes



RESTAURANT DAY SHIFT STAFF OPENING CHECKLIST - SAMPLE

Note: All tasks shall be completed to the satisfaction of the Manager prior to the opening of the restaurant or the Server Station.



Inspect station for appearance.

Checking ALL mise-en-place on every table to ensure that everything is perfect, as prescribed by outlet policy.

1. Are tablecloths even?
2. Are banquettes and chairs clean?
3. Are flatware and glasses spotless? Otherwise polish as appropriate.
4. Are salt, pepper, sugar, and sugar substitute containers clean and filled?
5. Are vases filled with freshly-cut flowers, and is water changed as necessary?
6. Are lamps and/or candles clean and lit?

Stock side stands with the following:

1. Two complete resets (in all side stands combined) shall be ready for fast re-setting of tables.
 - China (to include coffee cups, B&B plates, etc.) and silver trays
 - Flatware (napkin folded on a plate)
 - Glassware (water, white and red wine, etc.)
 - Folded napkins – enough for a full shift.
2. Table linen
3. Ashtrays, matches, condiments, sugar selection, condiments
4. Water and juice pitchers
5. Coffee thermoses
6. Side towels, rags, pens, captain pads, memo pads (for guest use)

Fill ice bins.

Fill creamers, butter.

Prepare and stock kitchen service pantry with the following:

- | | |
|-----------------------|------------------------------|
| 1. Coffee, tea | 8. Bread baskets with liners |
| 2. Iced tea | 9. Prepped butter |
| 3. Milk, yogurt | 10. Prepped cream cheese |
| 4. Juice | 11. Prepped creamers |
| 5. Toaster | |
| 6. Bread in warmer | |
| 7. Condiments, cereal | |

Restaurant Day Shift Staff Closing Checklist – Sample

Note: All tasks shall be completed to the satisfaction of the Manager prior to the associate departing from the floor.



Remove all soiled dishes and linen from dining room.

Re-set tables for next meal period.

Fold napkins for next shift.

Clean and stock side stands.

Sweep dining room (if applicable).

Clean and fill condiments, including:

1. Jam
2. Jelly
3. Syrup
4. Honey
5. Ketchup
6. Mustard
7. Steak Sauce
8. Worcestershire Sauce
9. Oil and Vinegar Cruets
10. Salt, Pepper, Sugar and Sugar Substitute

Clean the following equipment:

1. Reach-In Refrigerators
2. Coffee Maker
3. Coffee Warmer
4. Coffee Thermos
5. Iced Tea Machine
6. Milk Dispenser
7. Juice Dispenser
8. Toaster
9. Bread Warmer
10. Service Trays and Carts

Clean kitchen and bar counters.

Clean side station and dispose of debris.

Return all Captain's pads to side stations.

Return all extra menus to appropriate stations.

Return wine lists to appropriate stations.



RESTAURANT EVENING SHIFT SERVERS OPENING CHECKLIST - SAMPLE

***Note:** All tasks shall be completed to the satisfaction of the Manager prior to the opening of the restaurant or the Server Station.*

Inspect station for appearance.

1. Are tablecloths even?
2. Are banquettes and chairs clean?
3. Are flatware and glasses spotless? Otherwise polish as appropriate.
4. Are salt, pepper, sugar, and sugar substitute containers clean and filled?
5. Are vases cleaned, filled with fresh water and fresh flowers? Or are centerpiece and decoration cleaned and ready?

Fold enough napkins for full shift.

Stock side stands with the following:

1. One complete reset (in all side stands combined) shall be ready for fast re-setting of tables.
 - China (to include coffee cups, B&B plates, etc.) and silver trays
 - Flatware (napkin folded on a plate)
 - Glassware (water, white and red wine, etc.)
 - Folded napkins
2. Table linen
3. Ashtrays, matches
4. Water and juice pitchers
5. Coffee thermoses
6. Side towels, rags captain's pad, pens and memo pads (guest's use)

Fill ice bins.

Set and light table lamps.

Place wine buckets with ice in stations.

Fill creamers, butter.

Prepare and stock kitchen service pantry with the following:

1. Coffee, tea
2. Iced tea, back up sugar
3. Bread in warmer, Prepped Bread Baskets
4. Condiments

Sweep dining room (if necessary).



RESTAURANT EVENING SHIFT SERVERS CLOSING CHECKLIST - SAMPLE

Note: All tasks shall be completed to the satisfaction of the Manager prior to the opening of the restaurant or the Server Station.

Remove all soiled dishes and linen from dining room.

Re-set tables for next meal period.

Fold napkins for next shift.

Clean and stock side stands.

Clean service carts.

Store flowers in refrigerator, clean vases.

Clean and store table lamps.

Properly store butter and cream.

Clean and fill condiments, including:

1. pepper mills
2. oil and vinegar cruets
3. salt, pepper, sugar, sugar substitute

Clean the following equipment:

1. Reach-in refrigerator
2. Coffee maker
3. Coffee warmer
4. Iced tea machine
5. Bread warmer

Clean kitchen counters and POS area.

Remove all glassware and debris from counters and cabinets.

Clean sinks thoroughly.

Arrange the tables and lamps neatly in the appropriate storage area.



Restaurant Food Service Attendant Checklist - Sample

OPENING DUTIES

Note: All tasks shall be completed to the satisfaction of the Manager prior to the opening of the restaurant or the Server Station.

Polish flatware and stock all stations to par (make sure there is enough flatware to last the evening).

Fill out linen requisition and take down to Housekeeping to be picked up by Manager.

Stock linen to par.

Set out ice buckets with side towels and bottled water (2 bottles per bucket or less if reservation count is low). Sparking and still waters (Evian and Pellegrino; only glass bottles for fine dining) are set in a silver bucket. Unused bottles are returned to the bar or station refrigerators. This water presentation up-sells and entices the guests to purchase them.

Prep butter.

Polish glassware.

Prepare and maintain coffee urns.

Fold and maintain bread basket napkins.

CLOSING DUTIES

Note: All tasks shall be completed to the satisfaction of the Manager prior to the associate departing from the floor.



Cover any unused butter or creamers with plastic wrap (on Saturdays, if closed on Sundays, return all extra butter, cream and milk to Three-Meal Restaurant).

Wipe down reach-in refrigerator inside and out before you stock bottled water.

Remove all leftover ice buckets and debris from dining room.

Remove all linen from kitchen (this includes soiled bread folds). Clean linen shall be stored in the appropriate bar area.

Make sure all napkins have been removed from trays and that trays are placed by the dishwasher to be cleaned.

Make sure that all plastic storage containers are closed tightly, clean, and neatly arranged.

Wipe down all shelving (i.e., above counter, under counter and sink).

Neatly arrange all hardware (i.e., coffee pots, wine buckets, bread baskets, etc.).

To comply with Health Department codes, all left over bread from tables should be discarded. Bread from the Back of the House should be sent to the bakery shop to be used in various desserts or other items.

Clean coffee and espresso machines thoroughly (inside and out).

Remove any remaining debris and glassware from bar area and wipe down bar.

Take down all soiled linen to the laundry.