

6/11/2018



SPHM
HOSPITALITY

BASIC TRAINING PROCEDURES



By: | Agustinus Agus Purwanto, SE MM



Series 500

Golf - Basic Training Procedures

Subject: Reservation Procedures

F&B-501

- A. Policy. It is the policy of the Club that members are asked to assist in maintaining service levels by making reservations for a la carte dining.
- B. Discussion
1. Reservations will be taken for all Clubhouse venues – casual dining, fine dining, and Sunday brunch.
 2. Reservations will be taken no earlier than 30 days in advance of a requested date.
 3. A la carte reservations will not normally be taken for parties of more than 14. When an exception is made and a reservation is allowed for a party of more than 14, the Dining Services Manager and Chef will coordinate a set or limited menu for the member.
 4. The Dining Services Manager is responsible for maintaining the reservation book for all Clubhouse venues.
 5. Reservations may be made by calling 482-5555, from 8 a.m. to 9 p.m. Tuesday through Friday, and 11 a.m. to 9 p.m. Saturday and Sunday.
 - a. During normal office hours (8 a.m. to 5 p.m., Tuesday through Friday), reservation calls will be taken by the Club receptionist.
 - b. During all other hours, reservations will be forwarded to the dining room where they will be taken by the dining room host or hostess.
 - c. Outside of normal reservation times, a voice mail message will inform members of the hours that reservations may be taken and that voice mail reservations will not be accepted.
- C. Procedures
1. Taking the reservation
 - a. Answer the phone in three rings.
 - b. Use a pleasant tone of voice to communicate your desire to help.
 - c. Answer the phone with “Good Morning/ Afternoon/ Evening, thank you for calling the Club, this is (your name) how may I help you?”
 - d. If you must place the member on hold, say “(Mr./Mrs. (member name), may I place you on hold for a moment?”

- (1) If the answer is yes, say “Thank You” and place the member on hold.
- (2) If the answer is no, continue with the call.
- (3) Note: It is important to get the name of the caller first, so that you may address him/her by name during the rest of the call.
- e. Obtain all necessary information: day/date of reservation, time, number in party, phone number, and member number.
- f. Ask for special needs, accommodations, or if the member is celebrating a special occasion.
- g. Quickly read back the information you have taken to ensure all information is accurate.
- h. Thank the member for calling.
- i. Initial the reservation in the book and note the date taken, for example, PT, 8/27.
- j. During the conversation use the member’s name at least 3 or 4 times. Avoid the use of slang expressions. Use words like “certainly” and “my pleasure” instead of “no problem” or “OK.”
2. No guarantees
 - a. When special requests are made, it is important to tell the member that we will do everything in our power to meet his or her special request, but that we cannot guarantee the table of choice, or the dining room of choice, etc.
 - b. This is important to maintain operational flexibility should the situation warrant.
3. Single check for large parties
 - a. If the reservation request is for a party of 7 or more, tell the member that it is our policy to put the charges on a single check.
 - b. If the member insists on separate checks, tell him or her that you will have the manager call back to make special arrangements.
4. Set Menu for Large Parties. If the reservation is for a party of 15 or more, tell the member that you will have the manager or catering manager contact them with suggestions for a set menu (or buffet) in the interest of providing better service.
5. Large Parties without Reservations. While most members with larger parties will call for reservations, periodically a large party will show up at the door without a reservation. In this case, the staff should do everything in their power to accommodate them gracefully by:
 - a. Attempting to find or pull together tables of sufficient size for the party,

- b. Finding an alternative location to feed the group, such as the Private Dining Rooms, and
 - c. Checking with the Chef as to availability of menu items.
 - d. Given the difficulty of quickly serving such large parties, the host or hostess should suggest limited choices to the group leader.
6. Selling special services
- a. When taking a reservation, there is an opportunity to provide a greater degree of service to the member and possibly sell additional services.
 - b. Ask the member if there is anything special we can do or provide to his or her party, such as provide a birthday cake, a flamed dessert, a podium with microphone, wine with the meal, or a private dining space.
 - c. A simple inquiry could lead to increased revenue from the event, but more importantly from our members' viewpoint a higher level of service and personal attention is offered.
7. Reservation confirmation
- a. A day or two before any reservations, the host or hostess should call and confirm each reservation.
 - b. This provides another opportunity to offer special services.
 - c. If the reservation is no longer needed, graciously thank the member for thinking of us, and express the hope that we may serve them in the future.

Subject: Separate Checks

F&B-502

- A. Policy. It is the policy of the Club to provide separate checks for parties of up to 6 diners when requested.
1. For parties of 7 or more, it is our policy to put the charges on a single check.
 2. For parties of 15 or more, it is our policy to provide a set or limited menu in the interest of providing better service. In this case, the charges will also be placed on a single check and a service charge of 18% is automatically added.
- B. Discussion
1. If the member insists on separate checks after being informed of Club policy, he or she should be told that a manager will call back to make special arrangements.
 2. For parties of 15 or more, a manager or the catering manager will contact the member with suggestions for a set or limited menu.

Subject: Service Charge and Sales Tax

F&B-503

- A. Policy. It is the policy of the Club that a service charge and sales tax will be added to all food and beverage charges.
- B. Discussion
1. Service charge
 - a. Banquet food and beverage - 18%
 - b. Fine dining food and beverage - 18%
 - c. Casual dining food and beverage - 15%
 - d. Turn house, pool cabana, beverage cart - 15%
 2. The Club charges 6 1/2% State sales tax on all food and beverage.
 3. Because the service charge accrues to the Club, it is also subject to State's 6 1/2% sales tax.

Subject: Methods of Payment

F&B-504

- A. Policy. It is the policy of the Club to accept only two methods of payment – member charge and accepted credit cards.
- B. Discussion
1. Private clubs are for use of their members and guest only. All members in good standing have charge privileges at the Club.
 2. The preferred method of payment at the Club is member charge. Each member has a member number. Members and immediate family may make charges for all Club products and services by signing a charge slip and noting their member number.
 3. Members and their guests may also pay by credit card. The Club accepts the following cards:
 - a. MasterCard.
 - b. VISA.
 - c. American Express Card.
 4. Employees will be trained to suggest MasterCard when asked what credit cards are accepted. We do this because of the lower commission paid on MasterCard. American Express should be suggested only when no other card is available due to the high commission rate.
 5. The Club only accepts checks from members, usually in payment of their dues, minimums, and monthly charges.
 6. The Club does not accept credit card payments for settling their accounts.
 7. The Club does not accept cash except for catered cash bars.

- A. Policy. It is the policy of the Club to sell gift certificates for dining in Club facilities.
- B. Discussion
1. Gift certificates are an excellent way to boost sales in Club facilities.
 2. Gift certificates are available to purchase specific goods and services, or they may be purchased for a particular amount redeemable in any Club facility.
 3. Members may pay for gift certificates by member charge or credit card.
 4. Gift certificates are fully paid in advance and represent an obligation on the part of the Club to redeem the gift certificate for goods and services.
 5. Dining gift certificates may be purchased at any food and beverage point-of-sale terminal.
 6. Procedures for the purchase and redemption of gift certificates are found at [Gift Certificates].

Subject: Adjustments for Food/Beverage/Service Complaints

F&B-506

- A. Policy. It is the policy of the Club that staff members do everything possible to ensure member satisfaction up to and including making full adjustments to members' accounts for unsatisfactory experiences.
- B. Discussion
1. If it comes to the attention of any Club employee that a member or guest is dissatisfied with any product or service of the Club, that employee must do everything possible to rectify the situation. This includes cheerfully:
 - a. Replacing the unsatisfactory meal, beverage, etc.
 - b. Not charging for unsatisfactory meals and beverages, if not already charged.
 - c. Adjusting charges from member accounts for meals and beverages, etc., if already charged.
 - d. Making a sincere apology for any inconvenience and dissatisfaction.
 2. While satisfying dissatisfied members and guests is part of the cost of doing business, we want to derive value from that cost. We do this by analyzing the incidents, events, and circumstances leading to the member's dissatisfaction so that we may learn from our mistakes and design or modify systems and procedures to avoid the problem in the future.
- C. Procedures
1. When an employee feels the need to adjust or not apply member charges as described above, he must fill out a Member Adjustment Form, [SPHM Form 105], completely describing the problem for which the adjustment is being made, factors leading to the problem, and proposed solutions to the problem.
 2. The completed Member Adjustment Form will be turned in to the Accounting office with that day's sales.
 3. The Accounting office will adjust the member's account by reversing the charges and the corresponding revenue for the day.
 4. After the Accounting office has processed the adjustment, the Member Adjustment Form will be forwarded to the General Manager for review and action.

Subject: Responsible Beverage Service

F&B-507

A. Policy. It is the policy of the Club to ensure responsible consumption of alcohol.

B. Discussion

1. The serving of alcohol is a privilege that is granted by local authorities. Along with this privilege comes the duty to operate our business in a responsible manner. Abuse or neglect of this privilege could jeopardize public safety and cause considerable liability to both the Club and individual employees.
2. When appropriate, Club employees are required to refuse service or cease serving an intoxicated member. See [Refusing Service] for more information.

C. The Law

1. It is against the law to serve alcohol to an intoxicated person.
2. It is against the law to serve alcohol to anyone under age 21.
3. It is against the law to serve alcohol to the point of intoxication.

D. Checking ID's

1. Request ID from anyone who looks under the age of 30 years old and orders alcohol.
2. Accept only legal forms of ID.

E. Acceptable Forms of ID

1. Valid Driver's License.
2. Valid Passport.
3. US Active Duty Military ID.
4. Official personal ID card accompanied by another form of identification.

F. Things to Remember when Checking ID's

1. Carefully look for any difference in the card's type, size, style, or color.
2. Make sure to compare the photo and physical description with that of the member.

3. Look for alterations in the ID such as cuts or erasures in the laminate by holding up the card to the light.
4. Never accept an unfamiliar ID card.

Subject: Staff Interventions

F&B-508

- A. Policy. It is the policy of the Club to have management or staff intervene with members in certain situations where the Club's liquor license may be jeopardized or Club rules are not being followed.
- B. Discussion. The following situations warrant staff intervention:
1. Cutting off a member or guest
 - a. It is unlawful and against the policies of the Club to serve any type of alcoholic beverage to an obviously intoxicated member or guest. Common signs of intoxication are stumbling, misjudging, slurred speech, sloppy appearance, and/or hostile behavior. Failure to enforce state laws regarding alcoholic beverage service could jeopardize our liquor license.
 - b. Club staff have both the right and the responsibility not to serve someone who in their opinion is intoxicated. If in doubt as to someone's fitness to be served, notify the dining room manager, shift supervisor, or other management staff who will visit the table to make the judgment.
 - c. Supervisory or management staff will tactfully ask the member or guest to step away from their table or from any public area so that they are not embarrassed in front of other members or guests. Politely, yet forcefully, inform the member or guest that we will not serve them another drink because, in our opinion, they are intoxicated. Once you have made the call, do not back down. If the person becomes belligerent or makes a scene, try to enlist the assistance of less intoxicated, cooler-headed, members of the party to defuse the situation. If the person continues to make a scene and refuses to quiet down, ask the party to leave the premises.
 2. Member buying drink for under-aged person
 - a. It is unlawful and against the policies of the Club to serve any type of alcoholic beverage to an under-aged person. Club staff have both the right and the responsibility to ask for valid ID from anyone who appears under-aged.
 - b. When in doubt, ask for ID. If the person cannot produce an ID, they will not be served. Failure to enforce state laws regarding alcoholic beverage service could jeopardize our liquor license.
 - c. If a member attempts to buy a drink for someone who is obviously underage or who could not produce an ID when asked, notify the dining room manager, shift supervisor, or other management staff who will visit the offending member.
 - d. Supervisory or management staff will tactfully ask the member or guest to step away

from their table or from any public area so that they are not embarrassed in front of other members of guests. Politely, yet forcefully, inform the member or guest that we will not serve alcoholic beverages to underage persons or persons who when asked could not produce a valid ID. Once you have made the call, do not back down. If the person becomes belligerent or makes a scene and refuses to quiet down, ask the party to leave the premises.

3. Underage drinking at an event

- a. It is unlawful and against the policies of the Club to permit underage persons to consume alcoholic beverages on the premises. Club staff have both the right and the responsibility to ask for valid ID from anyone who appears under-aged. When in doubt, ask for ID. If the person cannot produce an ID, they will not be served. Failure to enforce state laws regarding alcoholic beverage service could jeopardize our liquor license.
- b. The sponsor or host of the event is responsible for ensuring that guests follow the policies of the Club. If you witness or suspect underage drinking at an event, report it to your supervisor or to management.
- c. Supervisory or management staff will seek out the sponsor or host of the event and make them aware of our concerns and that the underage drinking must be stopped immediately. If, after a reasonable amount of time to correct the problem, it has not been corrected, approach the sponsor or host again and inform them that the underage drinking is continuing and that if it isn't stopped immediately, we will be forced to close the party.
- d. If the problem is not corrected, inform the sponsor or host that you are closing the party. Close all bars, turn up all lights, ask any band to discontinue playing, and ask all guests to leave the premises.

4. Alcoholic beverages purchased off premise and consumed on premises during an event

- a. It is unlawful and against the policies of the Club to allow alcoholic beverages purchased off premises to be consumed anywhere on the premises. Failure to enforce state laws regarding alcoholic beverage service could jeopardize our liquor license.
- b. The sponsor or host of the event is responsible for ensuring that guests follow the policies of the Club. If you witness or suspect consumption of beverages purchased off premises, report it to your supervisor or to management.
- c. Supervisory or management staff will seek out the sponsor or host of the event and make them aware of our concerns and that all beverages purchased off premises must be removed immediately.
- d. If, after a reasonable amount of time to correct the problem, it has not been corrected, approach the sponsor or host again and inform them that the problem is continuing and that if it isn't stopped immediately, we will be forced to close the party.

- e. If the problem is not corrected, inform the sponsor or host that you are closing the party. Close all bars, turn up all lights, ask any band to discontinue playing, and ask all guests to leave the premises.
5. Member or guest not wearing proper attire
- a. The Club has a dress code for the Tavern on the Square. Generally, the minimum dress is that worn on the golf course. Shirts without collars, blue jeans, warm up suits, short shorts, and bathing suits are not permitted. Caps are not to be worn in clubhouse dining areas.
 - b. If a member or guest arrives in improper attire, discreetly call the member aside and inform him or her of the dress code. If the improper attire involves jeans, shorts, or a shirt without a collar, you can direct the member or guest to the Pro Shop where various items of apparel are offered for sale.
 - c. If the improper dress cannot be corrected, we must politely yet firmly deny service. If the member insists upon being served or does not adhere to the dress code after repeated notifications, the matter will be taken to the Club's General Manager.

Subject: Re-Corking Bottles of Wine for Take Home

F&B-509

- A. Policy. It is the policy of the Club to allow members and guest to take home unfinished bottles of wine.
- B. Discussion
 - 1. State law permits a patron of a food service operation to take home unfinished bottles of wine.
 - 2. If a member or guest requests to take home a bottle, remove and re-cork the bottle, place it in a “to go” bag and return it to the table.
 - 3. Remind the member that state law requires them to place the re-corked bottle in the trunk of their car.

Subject: Special Requests

F&B-510

- A. Policy. It is the policy of the Club to meet members' special requests if time, staffing resources, level of business, and product availability permit.
- B. Discussion
1. As an operation that caters to the needs and desires of its members, the Club will make every effort to meet the special requests of its members.
 2. Food service menus are established to provide members with a varied selection of food service items while maintaining the efficiency and profitability of the operation.
 3. There are times when menu items do not meet the special needs of individual members. In such instances, food service staff should attempt to provide alternate suggestions.
 4. Ultimately, the decision as to whether the Club may meet any special food requests rests with the Chef or Sous Chef-in-charge. Front of house staff should consult with these individuals before making any promises to members. The best course of action is for the Chef or Sous Chef-in-Charge to speak directly with the member and to offer suggestions.
 5. Pricing for any special items should be determined by the Chef or Sous Chef-in-Charge based upon ingredient costs and standard menu markups.
 6. Special request items should be rung up on the point of sale terminal using the Special Item key.

Subject: Children's Menu

F&B-511

- A. Policy. It is the policy of the Club to cater to the needs and desires of its younger members by offering a children's menu.
- B. Discussion
 - 1. The Chef is responsible for developing a children's menu.
 - 2. Efforts must be made to create a children's menu that is appealing to children.
 - 3. Pricing for the children's menu will be based upon ingredient costs. The markup for the children's menu will generally be less than the normal a la carte menu items.
 - 4. As with all menus, the sales mix will be tracked. Low-volume items indicate lack of acceptance by the target audience and should be replaced during the next menu rotation.

Subject: Highchairs and Booster Seats

F&B-512

- A. Policy. It is the policy of the Club that highchairs and booster seats be available in the Club dining room.
- B. Discussion
1. Highchairs and booster seats must be thoroughly cleaned and sanitized with spray sanitizer. Once sanitized, trays for high chairs should be wrapped with cellophane to protect them until use.
 2. It is the responsibility of the host/hostess to ensure that highchairs and booster seats are ready for use at all times.
 3. The host/hostess should also review the reservations for each meal period to see if any reservations have requested a highchair or booster seat. If so, make sure they are set aside for the reservation and notify the server responsible for the reserved table.

Subject: Comment Cards

F&B-513

- A. Policy. It is the policy of the Club that comment cards be used in the dining room to monitor member attitudes toward our food service.
- B. Discussion
1. The comment card is structured to identify the dining room (if there is more than one), the date, and meal period (lunch, dinner, Sunday brunch) by means of check off blocks.
 2. Then it asks the member to rate various categories and assign a value to the relative importance of that category. Example: How would you rate our establishment in the following categories and how important is each to you?

Friendliness and Courtesy of Servers

| | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Poor | Fair | Good | Very Good |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Importance to You

| | | |
|--------------------------|--------------------------|--------------------------|
| Somewhat | Important | Very |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Quality of Service

| | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Poor | Fair | Good | Very Good |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | |
|--------------------------|--------------------------|--------------------------|
| Somewhat | Important | Very |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Promptness of Service

| | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Poor | Fair | Good | Very Good |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | |
|--------------------------|--------------------------|--------------------------|
| Somewhat | Important | Very |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Quality of Food and Ingredients

| | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Poor | Fair | Good | Very Good |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | |
|--------------------------|--------------------------|--------------------------|
| Somewhat | Important | Very |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Menu Selection and Variety

| | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Poor | Fair | Good | Very Good |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | |
|--------------------------|--------------------------|--------------------------|
| Somewhat | Important | Very |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Cleanliness/Condition of Facility

| | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Poor | Fair | Good | Very Good |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | |
|--------------------------|--------------------------|--------------------------|
| Somewhat | Important | Very |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Overall Price/Value

| | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Poor | Fair | Good | Very Good |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | |
|--------------------------|--------------------------|--------------------------|
| Somewhat | Important | Very |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3. Numeric correlation are as follows:

| Poor | Fair | Good | Very Good | Somewhat | Important | Very |
|------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 0.0 | 0.5 | 1.0 | 1.5 | 2.0 | 2.5 | 3.0 |
| 3.5 | 4.0 | 0.2 | 0.4 | 0.6 | 0.8 | 1.0 |

4. Each category rating is multiplied by a member's specified level of importance to find the weighted value. This is important as it "discounts" ratings that are not important to members.

a. For instance, a customer gives the following rating and weight:

Friendliness and Courtesy of Staff

| Poor | Fair | Good | Very Good |
|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Importance to You

| Somewhat | Important | Very |
|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Quality of Service by Staff

| Poor | Fair | Good | Very Good | Somewhat | Important | Very |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

b. In the first category, the "good" rating (2.5 pts) is multiplied by the weighting (.8) for a weighted value of 2.0. In the second category, the "fair" rating (1.5 pts) is multiplied by the "very important" weighting (1.0) for a weighted value of 1.5.

5. There is also space to write in any specific comments, a section in which members are invited to commend specific employees for service on their behalf, and an optional space to provide name and phone number.

6. Comment cards are provided with each member charge slip and are collected by servers, given to the host/hostess, or placed in a collection box. Results are tabulated daily with a monthly average determined for each question. The monthly average can be compared to previous periods to spot emerging trends. Negative trends help pinpoint service problems that can be addressed by management or through further training.

7. To be successful:

- Comment cards must be seen as constructive by members. This may require follow-up phone calls by management to members to inquire about specific comments and ratings.
- Comment cards must be used constructively with employees. If negative comments and scores are used to discipline or rate employees or supervisors, negative comments will simply disappear. Likewise, employees must be cautioned against "lobbying" members for favorable comments.
- Results will be tabulated Microsoft Excel.

Subject: Position Numbers

F&B-514

- A. Policy. It is the policy of the Club that all seats in the restaurant are positioned relative to the kitchen.
- B. Discussion. Wait staff should always use position when taking food orders. This allows the waiter to remember who ordered what without having to ask.
- C. Procedures
 - 1. Seating Positions. Seating positions at tables always rotate from left to right in a clockwise position.
 - a. If you can walk completely around a table, then position number one (P/N 1) becomes the first member to your left as you stand with your back to the kitchen.
 - b. When you cannot walk completely around a table, then position number one (P/N 1) becomes the member to your left on your approach.
 - 2. Booth Seating. In a booth, position number one (P/N 1) is always the member to your left, regardless of where the kitchen is in relation to the booth.
 - 3. Two-Top Tables. All two-top tables are left to right from your approach, regardless where the kitchen is in relation to the table. Therefore, the member on your left is position number one (P/N 1).

Subject: Service Protocols

F&B-515

- A. Policy. It is the policy of the Club that all service be done according to standards and maintained to ensure total member satisfaction.
- B. Procedures
1. Serve beverages from the right with the right hand.
 2. When taking orders, serving and clearing, always use the following order:
 - a. Children
 - b. Female guests (eldest first)
 - c. Female member
 - d. Male guests
 - e. Male member
 - f. Host
 3. Suggest appetizers or soups and describe them – you will be surprised at how many you will sell when described well.
 4. Serve courses in the following order:
 - a. Appetizer
 - (1) Hot appetizer
 - (2) Cold appetizer
 - b. Soup
 - c. Salad
 - d. Entrée
 - e. Coffee
 - f. Dessert

5. When a knife is used for a salad or appetizer, replace it with a clean, polished knife for the next course.
6. Always bring the utensil needed before you bring the course it is to be used for – INSTRUMENT before ITEM.
7. Offer fresh, ground pepper on all soups, salads, and some entrées.
8. Never bring a cocktail or serving tray into the dining room without linen on it.
9. Everything is to be carried on a linen-lined tray, even if it is just one beverage or one fork.
10. Refill beverages, remember what the member is drinking.
11. Make sure waters are kept full and with plenty of ice in the glass and coffee is continuously refilled.
12. Keep tables clean and properly maintained – free of cracker wrappers, crumbs, and unnecessary items.
13. Buspans are not allowed in the dining room or in view of members and guests. Only linen-lined service trays are to be used in clearing tables.
14. Never go into the kitchen empty handed – carry dirty trays to the kitchen constantly, bring water for refills.
15. All condiments, dressings, and side dishes are to be served in condiment dishes or side plates on doillied underliners.
16. All serving of food is done from the left with the left hand. The serving of beverages and clearing is done from the right with the right hand. Always serve plates with the entrée facing the member. **Exception:** If serving food or beverage from the proper side will inconvenience the member, i.e. they are in a conversation or seated against a wall, serve from the side that is most convenient for the member. If this must be done, always remember to use the same hand to serve as the side you are serving from.
17. Clear plates only when everyone at the table has finished the course. Clear cocktail glasses when empty and offer another drink. Clear tables completely after the main course is finished. Rearrange the center island and leave water glasses to be refilled. Unfinished drinks should also remain. Crumb tables. Clear the table quietly – avoid clattering dishes.
18. Never say “Would you like dessert?” Assume the members will be having dessert and ask what their selection would be.
19. Assume the members will be having after dinner drinks and ask what their selection would be.

20. Promote teamwork – when time permits, assist other waiters as much as possible by refilling beverages, clearing, and resetting tables.

Subject: Sequence of Service

F&B-516

A. Policy. It is the policy of the Club that all food, unless otherwise specified, be served in a specific order – the sequence of service.

B. Discussion

1. Sequence of Service:

- a. Appetizer
- b. Soup
- c. Salad
- d. Entrée
- e. Dessert

2. Always serve at the member's pace. Do not make them feel rushed or neglected.

3. Serve items with the appropriate condiments.

4. Do not "auction" food at the table. Know your member seating positions and orders prior to leaving the kitchen.

5. Place food and beverages quietly on the table.

6. Always serve food from the member's left.

7. Always remove food from the member's right.

8. Do not remove food from the table until all members have completed their meal, or the member requests that you remove the food.

Subject: Beverage Service

F&B-517

- A. Policy. It is the policy of the Club that we offer and serve beverages in a uniform manner.
- B. Discussion. Drink orders are one of the server's top priorities. When members are seated, it is our standard to have served their first round of drinks within one (1) minute regardless of whether the table is yours or another server's.
- C. Procedure
1. Place beverages to the member's right hand unless the member is obviously drinking with his/her left hand.
 2. Serve beverages according to designated standards, (i.e. wine, beer, etc.).
 3. Never put fingers in or around the rims of glasses. Handle glasses by their base.
 4. Automatically refill drinks such as iced tea, water, and coffee at the $\frac{3}{4}$ empty mark until the members are finished with their main entrée.
 5. Always serve juice in a glass with no ice, unless otherwise requested.
 6. Always serve milk in a chilled glass.
 7. Always use cocktail napkins while serving drinks, unless a tablecloth is being utilized.
 8. Do not use cocktail napkins with the service of wine.
 9. Always serve bottled beer in a chilled beer glass, unless otherwise requested.
 10. Always pour the beer at the table in front of the member. Be careful not to overflow the glass with foam.
 11. Serving coffee.
 - a. Prepare cup, creamer, and sugar at the side station, place items on a tray, and carry to the table.
 - b. Bring freshly brewed coffee to the table and serve from the member's right.
 - c. Place the cup handle at the four o'clock position.
 - d. Place the creamer and sugar on the table in the most convenient place for the member's use.
 - e. Fill the coffee cup $\frac{3}{4}$ full.

- f. Offer more coffee when the member's cup is $\frac{1}{4}$ full.
- g. Do not pick up the coffee cup to refill.

12. Hot Tea Service.

- a. Prepare cup, milk if requested, sugar, and loose tea strainer in the side station, on a tray.
- b. Pre-heat the teapot with hot urn water.
- c. Place loose tea in teapot, fill with hot urn water.
- d. Place teapot on underliner with a wedge of lemon.
- e. Serve tea from the right side of the member.

13. Iced Tea Service.

- a. Fill the iced tea glass with ice using ice scoop, then add freshly brewed iced tea.
- b. Hinge a lemon/orange slice on the edge of the glass.
- c. Serve tea from the right side of the member with an iced tea spoon.

Subject: Placement of Food and Beverages on the Table

F&B-518

- A. Policy. It is the policy of the Club that all food and beverage items will be placed on tables in a prescribed manner.
- B. Discussion
1. Food Courses
 - a. Appetizers
 - (1) If the member orders a cold and a hot appetizer, the cold appetizer should be served first, unless the member requests otherwise.
 - (2) An appetizer or salad fork and knife will be preset for this course.
 - (3) The appetizer should be placed directly in front of the member, with the rim of the plate approximately 1 inch from the edge of the table.
 - (4) All flatware for the appetizer course should be removed when clearing the appetizer course.
 - (5) Any flatware should be adjusted prior to serving the next course.
 - b. Soups
 - (1) Use an underliner in the service of both the soup cup or bowl.
 - (2) If the underliner does not have an insert for the cup or bowl, use a doily to prevent slippage.
 - (3) Place the soup directly in front of the member, with the underliner approximately 1 inch from the edge of the table.
 - (4) All flatware for the soup course should be removed when clearing the soup course.
 - (5) Any flatware should be adjusted prior to serving the next course.
 - c. Salads
 - (1) Cold salads should be served on chilled plates.
 - (2) A salad fork and knife should be preset.
 - (3) Freshly ground pepper should be offered when serving the salad.

- (4) The salad plate should be placed directly in front of the member, with the rim of the plate approximately 1 inch from the edge of the table.
- (5) All flatware for the salad course should be removed when clearing the salad course.
- (6) Any flatware should be adjusted prior to serving the next course.

d. Entrées

- (1) Whether hand-carrying or using food trays, take care to ensure that the plates stay as level as possible. This will prevent the presentation of the entrée from being ruined.
- (2) If the entrée is hot, present it on a hot plate.
- (3) Use a clean, folded service towel in the handling of hot plates to expedite safety and sanitation procedures {technique demonstration}.
- (4) Inform the members when the plates are hot.
- (5) Place the entrée directly in front of the member, with the rim of the plate approximately 1 inch from the edge of the table.
- (6) Remove all flatware set for the entrée course, the salt and peppershakers, and the bread-and-butter plates and knives.
- (7) Any flatware should be adjusted prior to serving the next course.

e. Desserts

- (1) Place desserts directly in front of members.
- (2) Place pies and similarly shaped cakes on the table with the point facing the member.
- (3) Remove all flatware and any other items not necessary for the member when removing the dessert course.

2. Beverages

- a. Present all beverages to the right of the member.
- b. Place water glasses above and in line with the tip of the entrée knife.
- c. Place wine glasses to the right of the water glass in a diagonal pattern toward the edge of the table. See [Table Top] for detail.

- d. Place glasses on a beverage napkin when the table surface is not covered with a tablecloth. Always ensure the logo on the beverage napkin faces up and toward the member.
- e. When serving bottled beverages, place the appropriate glass before the member and proceed to fill the glass to no more than two-thirds full. Then place the bottle to the right of the member, with the label facing the member.

Subject: Refilling Beverages

F&B-519

- A. Policy. It is the policy of the Club that all members will be served in a manner consistent throughout the Club.
- B. Procedure
1. All beverages will be refilled from the right side of the member with the right hand.
 2. It is not permissible to refill a glass while the member is holding the glassware.
 3. When refilling beverages, ensure that the container does not come into contact with the beverage glass.
 4. Always use a splashguard when refilling beverages.
 5. Place the splashguard between the beverage and the member, to prevent spillage and splashing onto the member.

Subject: Pre-Shift Meeting

F&B-520

- A. Policy. It is the policy of the Club that a 10-15 minute pre-shift meeting will be held before each service period.
- B. Discussion. Meeting before each meal period allows for information to be passed to servers.
- C. Procedure
 - 1. Fifteen (15) minutes prior to any service period, servers will congregate in the kitchen for instruction from the Dining Room Manager and/or Chef.
 - 2. All opening sidework and table setups will be completed prior to the pre-shift meeting.
 - 3. Meeting purpose and topics include:
 - a. Uniform inspection.
 - b. Special items the Chef is featuring.
 - c. On-going training about service techniques using Training on the Go!
 - d. Member comments.
 - e. Goals for the day.
 - f. Update on how servers are doing versus their goals for the month.
 - g. Feedback from servers to improve service for the members.
 - 4. Pre-shift meetings are part of the normal work shift and will be “on the clock.”

Subject: Menu and Specials Sampling

F&B-521

- A. Policy. It is the policy of the Club that dining room servers have an opportunity to sample menu items, including daily specials.
- B. Discussion
 - 1. Members expect food servers to be knowledgeable concerning all menu items.
 - 2. As a result, servers will have an opportunity to sample menu items and any daily specials. This will normally take place during the [Pre-Shift Meeting].
 - 3. When sampling menu items, servers will be briefed by the Chef or Sous Chef-in-Charge regarding the ingredients, flavorings, accompaniments, cooking times, etc., of each item sampled.

Subject: Dining Room Daily Sales Goals

F&B-522

- A. Policy. It is the policy of the Club to provide daily sales goals to dining room servers.
- B. Discussion
1. Budgets for a la carte dining are based upon projected meal counts and average checks.
 2. Alcoholic beverage sales are based upon similar projections.
 3. A Weekly Activity Report is prepared and distributed to Department Heads on a weekly basis to allow comparison of actual revenue performance versus budget. In this report are actual and projected meal counts and average checks for the Club's various dining rooms.
 4. A dry-erase board is located in the dining room server station. On this board, the Dining Services Manager will post the daily targets for meals served, average check, alcoholic beverage sales, as well as month-to-date actual versus budgeted sales.
 5. The purpose of posting this information is to give servers a sense of ownership of our revenue performance and allow them feedback on their efforts to boost sales through Positive Selling Techniques.

Subject: Ongoing Training

F&B-523

- A. Policy. It is the policy of the Club that food service staff receive ongoing training in the knowledge, skills, and abilities associated with their jobs.
- B. Discussion
1. Food service training is broad, deep, and detailed. While the Club expends a great deal of time and effort in providing initial training to its food service staff, it is also necessary to provide ongoing training.
 2. Ongoing training allows:
 - a. Review and reinforcement of basic food service knowledge and techniques.
 - b. Further in-depth training on topics of particular interest or concern.
 - c. Review of the adequacy and effectiveness of existing policies, procedures, and standards.
 - d. For alternate service methods or techniques to be worked out among those who are responsible for executing them.
 3. Food service managers are responsible for the ongoing training of their staffs.
 4. Employees engaged in ongoing training will log their training time by punching in on the time clock using their departmental training code.

Subject: Removing Items from the Premises

F&B-524

A. Policy. It is the policy of the Club that:

1. No food items will be removed from any Club premises by any employee unless such movement of food is in support of operations.
2. No leftover food from any Club facility be removed from the premises by any employee.

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

Subject: Server Information & Expectations

F&B-525

- A. Policy. It is the policy of the Club to provide servers with information and expectations regarding their position.
- B. Discussion
1. Your Supervisor
 - a. Each Club employee comes under the direct control of a Supervisor. He or she, in turn, answers directly a Department Head who reports to the General Manager. Your Supervisor is an important link in the management chain and is responsible for the daily work of your team.
 - b. Your Supervisor is responsible for training you in the proper way to do your job and ensuring that your work is completed according to our quality and performance standards.
 - c. A major responsibility of every Supervisor is to provide you with the assistance and support you need to do your job properly. If you have a question about any aspect of your work or you need help, see your Supervisor. We only ask you to remember that your Supervisor is a busy person with many responsibilities. Please show courtesy and understanding by approaching him or her at an appropriate and convenient time.
 - d. In the absence of your Supervisor, the floor manager, duty manager, or other assigned supervisor, assumes control of your team.
 2. Food and Beverage Standards
 - a. All food and beverage items served in the Club will be prepared and presented according to well-defined and pre-established standards.
 - (1) All food items will be prepared according to standardized recipes and served in specified portion sizes. Further, all food items will be served to the member on specified tableware in a standardized presentation.
 - (2) All mixed drinks will be mixed according to the recipes in The Bartender's Bible and served in the specified glassware.
 - (3) All other beverages, alcoholic or non-alcoholic, will be served in the specified glassware.
 - b. The purpose and benefit of standardization is consistency of product. All food service employees are expected to familiarize themselves with and consistently meet those standards.
 3. Meeting your Schedule
 - a. Work schedules will be posted in a designated, conspicuous place. We consider your

obligation to meet the posted work schedule a serious responsibility. Therefore:

- (1) The work schedule may not be modified without the prior approval of your Supervisor.
 - (2) Failure to work assigned shifts is unfair to fellow staff, your Supervisor, and our members, and cannot be tolerated. Appropriate disciplinary action will follow such failure.
 - (3) We will always consider true emergencies. However, those who do not report for scheduled shifts and/or call in sick repeatedly are subject to disciplinary action, where warranted.
 - (4) You are responsible for giving your Supervisor reasonable notice of illness, lateness or inability to meet your work schedule before your absence so that your shift may be properly covered.
 - (5) Changes to the work schedule may be made by your Supervisor at any time to effectively handle the level of our business. Supervisors will make every effort to meet individual needs and requirements, but this is not always possible. We ask you to bear this in mind and accept such changes as necessary. It is the nature of our business.
- b. Your Supervisor will make every effort to grant reasonable requests for time off. Please recognize, though, that we are running a business that has certain staffing requirements. When requests become unreasonable or excessive, your Supervisor will take whatever action necessary to ensure adequate staffing.

4. Timely Attendance

- a. You are expected to be present, in uniform or proper dress, and ready for work at your scheduled time. Habitual tardiness cannot be tolerated.
- b. Transportation to and from work is the responsibility of each employee.

5. Notification

- a. If, for any reason, you expect to be late or absent, call and let your Supervisor know the reason.
- b. If your Supervisor is unavailable, you should leave word with your assistant or acting Supervisor. Only if your Supervisor or other individuals left in charge are unavailable, should you leave word with another employee. In this case, you are expected to call back and speak with your Supervisor later.
- c. Except in the case of emergencies, having family members or friends call for you is inappropriate. Therefore, all notification calls must be made by you personally unless you are seriously ill or otherwise incapacitated.



6. No Call/No Show. Any employee who misses a shift without calling or without a valid excuse will face appropriate disciplinary action.
7. Drinking or Use of Non-prescribed Drugs
 - a. No employee may consume an alcoholic beverage while on duty.
 - b. Reporting to work while under the influences, drinking on duty, or the use of any illegal or non-prescribed drugs will result in appropriate disciplinary action.
8. Smoking
 - a. Employee smoking in a food service facility is a sanitation violation due to the hand-mouth contact involved. At no time may employees smoke in food service production or service areas.
 - b. Smoking is permitted only in designated smoking areas during your break or after your shift has ended.
9. Use of Facilities
 - a. Employees are not allowed to use the facilities and services of their workplace while working. This means you should not sit at tables in the restaurant or the bar, or sit on furniture in public areas of the Club during your work hours.
 - b. The Club is for the exclusive use of our members. Use by employees on the clock is an inappropriate use of work time. Further, it sends the wrong message to our members about our priorities.
10. Use of Telephones
 - a. The telephones within the Club are for business purposes and unnecessary or excessive personal use of phones may interfere with that business.
 - b. Reasonable use of facility telephones for personal reasons such as to call your spouse or children is permitted at the discretion of your Supervisor. However, you should discourage your friends from calling you when you are working unless absolutely necessary.
11. Monetary Responsibilities
 - a. Every food and beverage item must be recorded on the point-of-sale (POS) system. There can be no exceptions to this policy. Kitchen staff are instructed not to issue food to wait staff without authorization from the POS.
 - b. The Club accepts member charges and various credit cards for payment. As a food service employee it is your responsibility to ensure that all members are properly charged for food, beverages, and other items consumed. Your attention to this important matter will ensure the

continuing profitability of the Club.

12. Quality Assurance

- a. Everyone in a food service operation is responsible for the quality of what we prepare and serve. The bartender or wait staff has a special responsibility in that he or she is the last person from our operation to handle the food or drink before presenting it to our members.
- b. As a result, it is extremely important for wait staff to be alert to the food and drink you are serving. If it doesn't look or smell right, take it to the chef, the dining room manager, or other supervisor in charge.
- c. Further, Club food service employees use a series of quality inspection checklists as reminders of some of the important aspects of providing quality to our members. These checklists are of no use if you fill them out in an automatic manner without taking the time to actually check the items on the list. Your cooperation will help us provide the quality that our members want and deserve.

Subject: Safety

F&B-526

- A. Policy. It is the policy of the Club to provide wait staff with information to promote a safe work environment.
- B. Discussion
1. Protection for yourself and co-workers:
 - a. Watch your step. Do not run even when in a hurry. Be careful on wet floors.
 - b. Keep the floor clean. Pick up dropped food, paper, and other debris. Wipe up spilled food at once.
 - c. Don't overload trays. Stack dishes so that they will not slide.
 - d. Do not handle broken glasses and cups by the rim or jagged edges. Pick them up by the base.
 - e. Sweep up broken glass, if possible. Do not use fingers.
 - f. Throw broken dishes and glassware away at once. Do not place them in bus trays.
 - g. Be careful when handling hot liquids. Look before you move with hot foods.
 - h. Report defective or unsafe equipment.
 - i. Put everything in its proper place, especially in the wait station. Do not leave objects in walkways where they might be tripped over.
 - j. Wear safe clothing and shoes.
 - k. Horseplay and practical jokes on the job result in accidents, so save them for after work.
 2. Protection for members:
 - a. Be careful when serving hot liquids. Take time to serve safely.
 - b. Do not serve food or beverages in cracked glasses or chipped dishes. Dispose such items safely.
 - c. Always use ice scoops. Never scoop ice with glassware. If you break a glass in the ice bin, all the ice has to be melted and the bin cleaned out to ensure that no glass remains. Obviously, this is an unnecessary and time-consuming process during a busy meal period. You may also chip a glass without noticing and may thereby endanger a member.

- d. Do not serve anything that may have been contaminated by flying glass or other foreign material.
- e. If an accident does occur to a member or if he/she finds glass or other foreign substances in the food, apologize and remove the food at once. Make sure your manager is aware of the incident.

3. Accidents and Injuries

- a. All accidents involving yourself or members must be reported immediately, using an Accident Report Forms [SPHM Form 111 or 126].
- b. The Facilities Manager is responsible for analyzing and tracking accidents and lost work. Accident reports are reviewed by the Facilities Manager and other senior management with the aim of identifying risks and eliminating accidents.

Subject: Security

F&B-527

- A. Policy. It is the policy of the Club to provide wait staff with information regarding security in the workplace.
- B. Discussion
 - 1. Every employee is responsible for the security of the Club and its assets.
 - 2. Don't assume someone else has secured the premises at the end of the business day. Double check doors and windows to ensure they are locked. Make sure all food and beverage items and other inventories are properly secured.
 - 3. If you become aware of a security deficiency, bring it your supervisor's attention as soon as possible.
 - 4. Routine inventories are conducted of food and beverage stocks to ensure accountability.
 - 5. If you notice any exterior lights or parking lot lights that are burned out or otherwise inoperative, report them to your supervisor.
 - 6. If you notice any unknown individuals in or around Club premises, inform your supervisor as soon as possible.

Subject: Sanitation

F&B-528

- A. Policy. It is the policy of the Club to provide wait staff with information and training to ensure that food and beverage operation is maintained in a high state of cleanliness and sanitation.
- B. Discussion
1. Sanitation is a very important aspect of your job. Disease and infection are easily spread through food products or by unclean utensils and hands. Coughing, sneezing, and open cuts and sores can cause contamination of the food you serve.
 - a. Potential Hazards. All food service employees should become aware of the potential hazards of handling food and develop a conscientious concern for maintaining the highest possible standards of cleanliness and sanitation. Nothing can ruin an operation's reputation faster than an incident of food poisoning. Therefore:
 - (1) If you are ill, it is your responsibility to notify your Supervisor. Do not try and be stoic or heroic by working when you are sick. The risk to our patrons is too great.
 - (2) Wash hands thoroughly after using the rest rooms or handling money and other materials that do not pertain to actual food service.
 - (3) Do not smoke in food preparation or dining areas.
 - (4) If you sneeze or cough, cover your mouth with a tissue or handkerchief. You should then wash your hands.
 - (5) Be careful not to touch food items. Use tongs, spoon, fork, etc., to serve or plate food.
 - (6) Wear hats or hair nets when required.
 - (7) Keep side stations, tray stands, and work areas clean and orderly at all times.
 - (8) When wiping flatware and glassware to ensure sparkling clean appearance before serving, use a clean towel or cloth.
 - (9) Inspect dishware and glasses for cracks or chipped surfaces. These faults can harbor germs and bacteria.
 - (10) When serving, ensure that your fingers do not touch eating surfaces of dishes, bowls and glassware.
 - (11) Pick up flatware by the handles only.
 - (12) Clean condiment containers after use and prior to refilling.

b. Five Concerns of Safe Food Handling

- (1) Hands. Wash hands and clean your fingernails before work and whenever they become soiled or come into contact with a source of contamination. Always wash hands after visiting the restroom, whether you used the facilities or not!
- (2) Service. Proper handling of service utensils, flatware, plates, or food will prevent the spread of infection or germs. Be careful that utensils are properly washed and dried before you take them to the dining area.
- (3) Food. Food is an excellent medium for harboring and spreading bacteria. It can be contaminated by dirty containers, contaminated hands, sneezing, coughing, poor storage conditions or exposure to air, heat, or illness.
- (4) Temperature. Cold temperatures inhibit the growth of bacteria, heat kills them, but moderate temperatures encourage growth. Therefore it is extremely important to refrigerate cold items, keep hot items hot, and serve all foods as quickly as possible.
 - (a) Never leave perishable foods exposed to room temperature for prolonged periods of time.
 - (b) Food must not be thawed and refrozen or chilled several times.
 - (c) If any item is questionable, i.e., it looks or smells funny, err on the side of caution and check with the chef.
- (5) Storage. All leftover items will be carefully and fully wrapped, dated, and refrigerated. The dating tells other employees when the item was prepared.

2. Your Responsibility

- a. The only way to keep a food and beverage operation clean is for everyone to clean up after themselves. If a mess is made, it should be cleaned up as soon as possible by the person who made it or anyone else who is immediately available.
- b. Ultimately, the responsibility for cleanliness and sanitation rests with you.

Subject: "Grazing"

F&B-529

- A. Policy. It is the policy of the Club that employees are not allowed to eat food prepared for service to members.
- B. Discussion
1. Definition. "Grazing" – Employees helping themselves to food that is being or has been prepared for service to members.
 2. Employees are not permitted to take or eat food other than the [Staff Meal] or eat at times other than their meal break unless authorized by their Supervisor.
 3. "Grazing" by food service staff in the kitchen or from buffet lines in the dining room will not be tolerated under any circumstances and no excuses will be accepted.
 4. This policy is taken seriously and will be enforced by all Supervisors. We ask that you understand the necessity of such a policy and realize that it is essential for a number of reasons, including cost control, sanitation, professional appearances, and good member relations. Please cooperate so that none of us is put in the position of having to play "food police".

Subject: Holiday Food Service

F&B-530

- A. Policy. It is the policy of the Club to provide special meal service on holidays.
- B. Discussion
1. The Club will offer special fixed price buffet or limited menu plated meals in the Clubhouse dining room and ballroom on the following holidays:
 - a. Easter Sunday
 - b. Mothers' Day
 - c. Thanksgiving
 - d. Christmas
 2. In addition to these holidays, there may be other special occasions when special meal service is offered, e.g., Valentine's Day, Fathers' Day, etc.

Subject: Thawing Procedures

F&B-531

- A. Policy. It is the policy of the Club to thaw all frozen food products properly.
- B. Discussion
1. Frozen food products will be removed from any of the Club's freezers and placed in their respective refrigerators.
 2. Such refrigerators must be kept at 35-37°F.
 3. This allows frozen products to properly thaw in an environment which is outside the danger zone and allows these products to thaw evenly.
 4. In unusual cases frozen product may be thawed by direct cooking methods, i.e., cooking product in boiling water may thaw items such as frozen vegetables.
 5. It is against sanitation regulations to thaw any frozen products under heat-lamps, on top of warm surfaces, or out in any room temperature environment because such cases may expose product to unsanitary elements and temperature danger zones.

Subject: Uniforms

F&B-532

- A. Policy. It is the policy of the Club that servers wear a prescribed professional-looking uniform.
- B. Discussion. How we appear to our members has a major impact on their perceptions about the quality of our operation.
- C. Standards
 - 1. Daytime Servers – Casual Dining
 - a. White shirt, black pants, and a black Bistro apron provided and cleaned by the Club.
 - b. Black socks, polished black shoes, and a black belt provided and maintained by the server.
 - 2. Evening Servers – Casual Dining
 - a. Black shirt, black pants, and a black Bistro apron provided and cleaned by the Club.
 - b. Black socks, polished black shoes, and a black belt provided and maintained by the server.
 - 3. Catering and Fine Dining Servers
 - a. Black shirt, black pants, a black Bistro apron, and a black vest provided and cleaned by the Club.
 - b. Black socks, polished black shoes, and a black belt provided and maintained by the server.

Subject: Appearance and Grooming

F&B-533

- A. Policy. It is the policy of the Club that personal appearance and grooming practices are maintained according to departmental standards.
- B. Discussion
 - 1. There is a direct correlation between cleanliness and efficiency.
 - 2. How we appear to our members has a major impact on their perceptions about the quality of our operations. Therefore, it is essential that servers meet all appearance and grooming standards.
- C. Standards
 - 1. Hair
 - a. Hair must be neat and well groomed.
 - b. Hair must be restrained if longer than shoulder length and must be kept off the face.
 - c. Any “wild” coloring of the hair is not permissible while working in foodservice areas. Management has final say as to what is considered wild coloring.
 - 2. Grooming
 - a. Bathe daily. Use deodorant type soap when necessary.
 - b. Brush teeth as often as possible, particularly after meals.
 - c. Mouthwashes and breath mints help eliminate mouth odors, but do not suck on mints while working.
 - d. Constant hand washing is a must! Especially after using restrooms and when switching tasks.
 - e. Fingernails must be kept clean and neatly trimmed.
 - 3. Habits to avoid
 - a. Fussing with face or hair.
 - b. Nail or cuticle biting.
 - c. Careless sneezing or coughing.
 - d. Smoking in non-smoking areas, particularly dining and kitchen areas.

- e. Chewing gum.
- f. Combing hair in food service or preparation areas.
- g. Scratching in any form.

4. Jewelry

- a. One ring per hand and a wristwatch may be worn while working.
- b. Necklaces must be worn out of sight.
- c. Earrings must be no larger than a quarter, limited to one pair.
- d. Men are not permitted to wear earrings while working.
- e. Similarly, there must be no other jewelry worn in visible body piercings, such as nose studs.

5. Cosmetics

- a. Apply cosmetics with a “light” touch.
 - b. Keep nails moderately trimmed and clean. Use only a clear or neutral nail polish.
 - c. Avoid strong perfumes and colognes, as they may be offensive to members.
6. While it is not possible to establish absolute standards of personal grooming, the final determination of an employee’s suitability for work rests with management.

Subject: Personal Tools and Supplies

F&B-534

- A. Policy. It is the policy of the Club that all servers have a set of tools and supplies in order to properly serve members.
- B. Discussion. It is imperative that servers have the essential tools and supplies to perform their jobs. While the Club will provide servers with these items, it is up to each server to ensure their proper maintenance and working order.
- C. Tools and Supplies. The following items must be carried by servers at all times and should always be kept in the same place so they are handy when needed.
 - 1. A clean hand towel or napkin. The hand towel protects you from burns when you handle hot plates. It must be clean not only during your first hour of duty, but also during the last. That means you must check it constantly and change it as necessary.
 - 2. A corkscrew or wine key. The corkscrew must include a bottle opener and a small knife to cut the foil or plastic cap on wine bottles.
 - 3. Matches. Even though the Club is a non-smoking establishment, members may still inquire about a light for their cigarettes or cigars. Lighters are not as practical, especially when you have to light cigars, pipes, or sternos.
 - 4. Pen and an order pad. These, of course, are used to take orders. Pens should have black ink and have no advertisements on them.

- A. Policy. It is the policy of the Club to provide general food knowledge to food service employees.
- B. General Food Knowledge
1. Methods of Food Preparation. Since customers will ask how foods on the menu are prepared, it is important for you to be familiar with common food preparation techniques.
 - a. Baked Cooked by dry, continuous heat in an oven.
 - b. Boiled Cooked in liquid at boiling temperature, so that bubbles rise to the surface and break
 - c. Braised Browned in a small amount of fat; then, cooked slowly in a little liquid in a covered pan.
 - d. Broiled Cooked by direct heat, either under the source of heat, as in a broiler, or over the source of heat, as on a grill.
 - e. Fried Cooked in hot fat. Pan-fried and sauteed means cooked in a small amount of fat as opposed to deep fat fried.
 - f. Grilled Cooked over direct heat, usually hot coals.
 - g. Pan-broiled Cooked in a heavy frying pan over direct heat, using little or no fat.
 - h. Poached Simmered in enough liquid to cover the food.
 - i. Roasted Cooked uncovered without water added, usually in an oven.
 - j. Sauteed Browned or cooked in a small amount of hot fat.
 - k. Steamed Cooked in steam with or without pressure.
 - l. Stewed Simmered slowly in enough liquid to cover the food.
 - m. Simmered Cooked gently in a liquid over low heat just below the boiling point.
 2. Average Cooking Times. In minutes for a la carte food. Obviously, these times represent approximations. Each menu and kitchen procedures will determine the length of time for each facility. Wait staff should check with the facility manager and/or chef to find out the cooking times in your facility for your menu.
 - a. Broiled Chicken 25 to 30

| | |
|---|-------------------|
| b. Broiled Fish | 10 to 15 |
| c. Eggs Cooked to Order | 5 to 10 |
| d. Fried Chicken | 30 to 40 |
| e. Fried Fish | 15 to 20 |
| f. Individual Steaks | |
| (1) Rare | 10 |
| (2) Medium | 15 |
| (3) Well Done | 20 |
| g. Lamb Rack | |
| (1) Rare | 15 |
| (2) Medium | 20 |
| (3) Well Done | 30 |
| h. Pork Chops | |
| (1) Broiled | 15 |
| (2) Fried | 20 |
| i. Sirloin Steak for Two (Chateaubriand) | 25 to 30 for Med. |
| j. Toasted Sandwiches | 10 |
| k. Poached Fish | 5-7 |
| l. Sauteed Fish | 7-10 |
| m. Broiled Fish | 8-10 |

3. Glossary of Common Food Terms

- a. A la (ah-la) Prepared in a particular manner.
- b. A la king Food served in a white sauce with mushrooms, green peppers, and pimentos.
- c. A la mode Usually dessert with ice cream; sometimes style of the day.
(ah-la-MOHD)
- d. Almondine With almonds added.
(ahl-muhn-DEEN)
- e. Ambrosia Fruit dessert consisting of oranges, bananas, and shredded coconut.
(am-BROH-zha)
- f. Antipasto Italian appetizer which always includes raw vegetables, fish, meat,
(ahn-tee-PAHS-toh) and salami.
- g. Au gratin Prepared with sauce and baked with a topping of bread crumbs and cheese.
(au-GRAH-tin)
- h. Au jus With unthickened natural juices Do not say, "With au jus." It is redundant,
(oh-ZHUE) as "au" means "with" in French.
- i. Bearnaise Sauce Sauce, similar to hollandaise, containing tarragon.
(bair-NEZ)
- j. Beurre Blanc White butter sauce with reduction of white wine, shallots, garlic & pepper.
(bear BLONK)
- k. Bisque (bisk) Rich cream soup made with fish.
- l. Bordelaise Sauce made with onions, carrots, celery, and seasoning.
(bohr-dih-LAYZ)
- m. Borsch or Borscht Russian or Polish soup made with beets.
(borsh or borsht)
- n. Bouillabaisse French seafood stew of fresh shellfish, tomatoes, vegetables & saffron.
(BOOL-ya-base)
- o. Bouillon Meat broth.
(BOOL-yon)
- p. Bourginonne With onions and burgundy wine.
(boor-gee-NYOHN)

- | | | |
|-----|--------------------------------------|---|
| q. | Bouquetierre (BOO-ka-tear) | Bouquet of vegetables. |
| r. | Bread Pudding | Egg cream mixture with bread, fruit, nuts, baked and served warm. |
| s. | Brochette (broh-SHET) | Meat broiled on a skewer. |
| t. | Cacciatore (caht-chah-TOR-ee) | With wine sauce containing tomatoes, onions, garlic, and herb spices. |
| u. | Cafe Noir (KA-fey No-whar) | Clear Black Coffee. |
| v. | Caesars Salad (SEE-zer) | Green salad with anchovies, croutons, parmesan cheese, coddled eggs, and garlic. |
| w. | Canape (Kan-a-PAY) | Spicy food mixture spread on crackers, toast, or bread. |
| x. | Carte du jour (kart-du-zhoor) | Menu of the day. |
| y. | Chateaubriand (shah-toh-bree-AHN) | Center-cut of tenderloin. |
| z. | Chef's Salad | Green salad topped with strips of ham, cheese, and chicken. |
| aa. | Club Sandwich | Sandwich made with three layers of bread or toast and filled with chicken, bacon, and tomato. |
| ab. | Cocktail | Refers to an appetizer or an alcoholic drink. |
| ac. | Compote (KOM-pote) | Stewed fruit combination. |
| ad. | Consomme (kon-so-MAY) | Clear broth. |
| ae. | Course | Part of a meal served at one time. |
| af. | Crepes Suzette (krape-su-ZET) | Thin, fried pancakes covered with a sauce of liqueur and served flaming. |
| ag. | Croutons (KROO-tahns) | Small cubes of bread fried or baked until brown. |

| | |
|--|--|
| ah. Demitasse (DEM-ih-tahs) | Small cup of strong coffee. |
| ai. Du jour (de-ZHUER) | Of the day |
| aj. Eclair (ay-KLAIR) | Oblong cream puff filled with custard and iced. |
| ak. En Casserole | Baked or served in individual dish. |
| al. En Croute (n-CROOT) | Baked in a pastry. |
| am. Entree (ON-tray) | Main course of a meal. |
| an. Escargot (es-kar-GO) | Snail. |
| ao. Filet (fih-lay) | Boneless cut of meat or fish. |
| ap. Filet Mignon (fih-lay meen-YON) | Beef tenderloin. |
| aq. Flambe (flahm-BAY) | Served with flaming liqueur |
| ar. Fricasse | Stewed meat or chicken served in sauce |
| as. Fromage (froh-MAHZH) | Cheese. |
| at. Hollandaise (aw-lawn-DEZ) | Sauce made with egg yolk, butter, and lemon juice. |
| au. Hors d' oeuvres (or-DURVS) | Small appetizers. |
| av. Jardiniere (zhar-dee-NYAIR) | Served with vegetables. |
| aw. Julienne (joo-lih-EN) | Thin strips of potatoes or vegetables. |
| ax. Kabob (ka-BOB) | Cubes of meat and other foods cooked on a skewer. |

| | |
|-----------------------------------|--|
| ay. Legume (lay-GEWM) | Vegetable; also, such foods as peas, beans and lentils. |
| az. Lyonnaise (LEE-ah-NAYZ) | Sliced or chopped food fried in butter with onions. |
| ba. Mixed Grill | Three kinds of meat served on one plate. |
| bb. Mocha (MOH-ka) | Coffee and chocolate mixed together |
| bc. Mornay (mor-NAY) | White sauce with cheese |
| bd. Mousse (moose) | Frozen dessert of whipped cream, gelatin, and flavoring. |
| be. Omelette | Beaten egg mixture, cooked and filled with foods such as cheese or meat |
| bf. Parfait (par-FAY) | Ice cream, fruit, and whipped cream in tall, slender, stemmed glasses. |
| bg. Potage (po-TAHZH) | Soup. |
| bh. Poulet (pu-LAY) | Chicken. |
| bi. Porridge | English breakfast cereal, version of American oatmeal |
| bj. Prosciutto (Pro-SHOOT-toe) | Dried, cured Italian ham version of bacon. |
| bk. Ragout (rah-GOO) | Thick, tasty stew |
| bl. Rissole | Oven-browned |
| bm. Roquefort (ROKE-furt) | Semi-hard, white cheese speckled with mold; made only in France. |
| bn. Russian Dressing | Salad dressing of mayonnaise, lemon juice, chili sauce, Worcestershire sauce, and pimento. |
| bo. Saute | Pan-fried in small amount of fat |
| bp. Scone | Sweet English breakfast biscuit with fruits & nuts. |

| | |
|-----------------------------------|---|
| bq. Souffle (soo-FLAY) | Baked dish made from beaten egg whites combined with egg yolks and various ingredients such as cheese' spinach, chicken or chocolate. |
| br. Tartar Sauce | Sauce for seafood made of mayonnaise and pickle relish. |
| bs. Tamale (Ta-MALL-ee) | Mexican stuffed corn husk with corn meal flour and meet or seafood filling. |
| bt. Tournedoes (toor-nuh-DOES) | Small tenderloin steaks. |
| bu. Vichyssoise (vee-shee-SWA) | Cold potato and leek soup garnished with chopped chives. |
| bv. Vinagrette (vee-neh-GRET) | Dressing made with oil, vinegar, and herbs. |
| bw. Weiner Schnitzel | Breaded veal cutlet served with lemon. (VEE-ner-SCHNIT-zl) |

Subject: General Rules of Service

F&B-536

- A. Policy. It is the policy of the Club that general standards are set to ensure optimum member satisfaction.
- B. Discussion. The members entering our establishment are embarking on an important personal mission - one he and she hopes will be pleasant, refreshing, and satisfying. In fulfilling these hopes, our role is paramount. Our interest, courtesy, and professional skills are essential to ensure our members' enjoyment and satisfaction.
- C. Procedure
1. Arrive in enough time to be dressed and ready to work before your scheduled time.
 2. Clock in only after you are in complete uniform and ready to work.
 3. Always call your Supervisor if you are going to be late. Make the call yourself, do not have someone else call for you.
 4. You must notify your Supervisor at least two (2) hours in advance if you cannot come to work.
 5. You must speak to a manager if your Supervisor is unavailable when calling.
 6. Your Supervisor must approve all shift changes.
 7. Employees are to be in proper uniform at all times when in the members' view.
 8. All food will be served from the left side of the member. Anytime it will cause an inconvenience for the member to be served from the proper side, just remember, whatever side you serve from, use the same serving hand.
 9. All beverages will be served from the right side of the member. Anytime it will cause an inconvenience for the member to be served from the proper side, just remember, whatever side you serve from, use the same serving hand.
 10. All items are to be cleared from the right side of the member. Anytime it will cause an inconvenience for the member to be cleared from the proper side, just remember, whatever side you clear from, use the same serving hand.
 11. Service personnel should provide attentive service, but not hovering. Staff should anticipate as many of the member's needs as possible.
 12. Personal appearance impeccable. Proper uniform that fits properly, hair cut neatly/pulled back, cosmetics to a minimum.

13. Staff must know all details of the preparation of each menu item. Be aware of the ability to accommodate special requests and general trends of the chef and his staff in food preparation.
14. Technical perfection – placement of plates, removal of plates and silverware, and correct serving sides.
15. Plates are never removed while others at the table are still eating.
16. Tables should not be disturbed unnecessarily.
17. As a service person, think of yourself as the party's host. Greet the members pleasantly, by name if possible.
18. Make a concerted effort to determine which kind of service your members' desire.
 - a. For a member in a hurry, provide rapid, but correct service.
 - b. If a member wishes to enjoy a leisurely meal, pace your service accordingly.
 - c. When a member is alone, a FEW friendly words can make a meal more enjoyable.
 - d. If a member does not understand the menu, take the time to intelligently describe the appearance and preparation procedure of the item(s) in question.
 - e. When members are celebrating, suggest foods and wine that will turn their meal into a festive occasion.
 - f. Because many members may be calorie conscious, be prepared to recommend appropriate menu items.
19. Practice the rare and unusual art of being a good listener.
20. If you become involved in a lengthy conversation with a member, especially on a topic you should not discuss, solve the situation with a smile, an apology, and a polite departure.
21. Remain in your station. Common sense will tell that to render proper service, one must be in or near their station when not in the kitchen picking up food.
22. Pay attention to your station. Before leaving the floor, check your station to see whether a member is trying to get your attention.
23. Tests show that humans love to talk. These tests also show that while our mouths are in gear, our bodily senses, for the most part shift into "park." While we are talking, we hear little more than our own voice, see little more than the person we are talking to, and we are generally oblivious to whatever else is going on around us.

24. Listen up. From time to time one may hear members make comments about anything from the food service to the condition of the establishment. This information is invaluable to management. A member's praise, as well as his or her criticism, should always be passed along.
25. Divided we stand. Congregations are wonderful in a church or synagogue, but they serve little useful purpose in dining rooms.

Subject: Table Settings

F&B-537

A. Policy. It is the policy of the Club that all table settings will be uniform and consistent.

B. Procedure

1. Basic table setting

- a. The napkin, folded, is placed approximately one-quarter (1/4) inch from the edge of the table. This is the center of the basic setting.
- b. The dinner knife is always placed to the right of the napkin, with the blade facing in.
- c. The salad knife is placed to the right of the dinner knife, with the blade facing in.
- d. The dinner fork is always placed to the left of the napkin. The distance between the knife and fork should be wide enough to fit a dinner plate between them.
- e. The salad fork is placed to the left of the dinner fork.
- f. The glass, usually a water glass, is placed about one-half (1/2) inch above the tip of the knife. A second glass, for wine, for example, is set to the right of the water glass, slightly closer to the table edge.
- g. The bread plate, with a bread knife, is placed left of the fork; the blade of the knife should face left.
- h. The teaspoon (coffee spoon) is placed to the right of the salad knife.
- i. A carefully prepared basic table setting is an important part of your *mise en place* and will make your service much easier.

2. Extending the basic setting

- a. The number of utensils on the table depends on the number of courses to be served, and the order in which they are placed is determined by the order in which the food is served.
- b. A preset menu is a meal served to a group of members who have determined the menu and the time of service in advance, such as a catered event.
- c. The napkin, folded, is placed approximately one-quarter (1/4) inch from the edge of the table. This is the center of the basic setting.
- d. The dinner knife is always placed to the right of the napkin, with the blade facing in.

- e. The salad knife is placed to the right of the dinner knife, with the blade facing in.
- f. The dinner fork is always placed to the left of the napkin. The distance between the knife and fork should be wide enough to fit a dinner plate between them.
- g. The salad fork is placed to the left of the dinner fork.
- h. The glass, usually a water glass, is placed about one-half (1/2) inch above the tip of the knife. A second glass, for wine, for example, is set to the right of the water glass, slightly closer to the table edge.
- i. The bread plate, with a bread knife, is placed left of the fork; the blade of the knife should face left.
- j. The teaspoon (coffee spoon) is placed to the right of the salad knife.
- k. The dessert fork is placed above the napkin perpendicular to the other flatware, with the handle pointing to the left.
- l. The dessert spoon is placed above the dessert fork perpendicular to the other flatware, with the handle pointing to the right.