

Steps of Service [SOS]: **HOST**

It is your number one mission to make every guest feel like the most important and appreciated person to have ever graced our establishment.

**doors are unlocked 10 minutes prior to stated opening. The restaurant is “guest ready” at time of opening – see GM for “guest ready parameters”. Doors are locked after the stated closing time or after the last food order has been placed; whichever is later. Always check with your MOD before locking up. Once doors have been locked, no guest shall re-enter under any circumstance.*

1. Greet every Guest

- No guest enters or exits this establishment without your overwhelmingly gracious attention
- Open the door
 - If you are not with another guest, open the door. You set the stage for the experience our guests are about to enjoy, make an impression.
 - If you happen to be on the phone or with a guest when another guest enters, flash them a smile and a friendly gesture. This will let them know that you see them and you’ll be with them momentarily
- Be the concierge; BIG smile, warm hello & a few questions to best assist them
 - These guests have just entered a restaurant, chances are they want food and drink. It’s up to you to find out how best to serve them. Ask a few questions, use your intuition & act accordingly
 - “hello, how are you this evening?” – don’t just ask, be invested in the answer. Let the conversation flow
 - “will you be joining us for dinner or would you prefer the bar?”
 - “May I help you find your friends?”
 - “Do we have you on our list already?”
 - body language will tell you a lot, pay attention to it. I.e. Do they appear to be looking for someone, do they appear to be waiting for someone, do they seem anxious, do they look like they’ve been in before? If you can’t tell, ask. If you can tell, comment/act accordingly. A successful interaction requires that you read our guest.

2. Seating the guest

- Always confirm that the table is properly set before leading guests to a table

- *Lead the guests to the table*
 - *Guests should be in close proximity to you, don't leave them in the dust.*
 - *Initiate conversation, comment on the occasion, ask them a question. Make a friend!*
 - *Always use the perimeter of the dining room, do not cut through tables unless it's the only route available*
 - *If headed to a tight space, allow the guest to proceed before you to avoid congestion.*
- *Present the table*
- *Allow guests to sit first, unrushed*
 - *Pull out the chair out for the closest lady or the closest guest*
 - *If they appear unhappy with their table, offer an alternative. Again, body language will tell you a lot. Pay attention and act accordingly.*
- *Place the menus on the table after all guests have taken their seats. Announce the menus as you place them on the table ie. These are your dinner menus, your beverage menu is in the center of the table, etc...*
 - *It is acceptable to place menus on the table prior to bringing guests to the table but you will still wait patiently as guests take their seats then provide a brief explanation of the menus.*
 - ie. you'll find all of our dining selections on the menu in front of you, all handcrafted cocktails and N/A beverages are on the menu in the center of the table and the happy hour selections can be found on the back side of your drink menus.*
- *Before you leave the table*
 - *Do a quick check; candle is lit, menus are clean, correct number of place settings is present, table is not wobbling, S&P shakers are clean, table is spotless, etc.... If you notice something needs your attention, please subtly correct before the guest has time to notice.*
 - *Let the guests know the name of their server and that they'll be right over to assist them*
- *Remove all unnecessary settings and return to their proper habitat*
- *Share all information from open-table/city eats, relevant observations and/or conversation with the server. This will enable the server to pick up the conversation where you left off and will aid in a more enjoyable experience for the guest*

3. *We're on a wait*

- *We want our guests to stay. Be friendly and find a way to "sell" the wait. "selling" will happen when you make an effort to find a comfortable place for our guests to wait & show genuine appreciation for their presence.*

- Offer an accurate quote. You will provide a window of time ie. 10-15 minutes, 30-45, etc... Your window should not exceed 15 minutes
 - Be consistent with the quote entered in the reservation system ie. Always enter the shorter time knowing that you have a 5 minute grace period before the quote is off
 - Accuracy in quote times is essential to keeping our guests happy and presenting an organized system
- Take guest information; first name, last name and identifier notes. Last name is important!
- Let the guests know how you will locate them when their table is ready [ie. Text, we'll locate you when your table is ready..., etc..]
- Give them some options on where they can wait [ie. There are a few chairs at the end of the bar if you'd like to wait there, I'd be happy to show you to a spot where you can wait] Often times the "runner" will have specific knowledge of space coming available, share that little secret!
- Stay in communication. If we're 5 minutes behind on our quote, guests are informed 5 minutes prior to the expiration of the original quote. Inform a manager

4. Seating guests on the wait

- Approach guests as the table is being reset
 - Use their name mr./mrs./ms. So & so....
- Politely inform them that their table will be ready shortly and if they have a tab with the bar, they can settle that at this time. Do not approach with menus at this time
 - If a guest requests a transfer "we'd be happy to". Please relay the server information to the bartender and inform the server that they will be receiving a transfer from the bar

5. Give Good Phone

- Answer the phone with a smile and genuine hospitality. Your goal is to lure that guest to our restaurant.
 - Ask a few questions and offer information that may assist them
- Be friendly and upbeat

6. Taking a reservation

- Collect all necessary information
 - Full name, phone number, date, time and number of guests
 - Always ask if they'd like an email confirmation. If yes, gather their email address.
- Repeat all information back to them, date, time and number of people.

- *“ok, mr. smith I have you down for 8pm on Friday May 6th for 4 guests, we look forward to seeing you then”*
- *Again, you set the stage for their experience at this restaurant; your ability to express humility, care and excitement is critical*

7. The Send Off

- *“Thank you so much for joining us today, we look forward to seeing you soon” or something similar*
- *no guest leaves our premise without a friendly send-off.*

*** you’ve been out to eat with your family, on a date, with friends, to celebrate an occasion, in a bad mood, with low blood sugar, you name it. Put yourself in the shoes of our guest; what do they want,? What would you want? Maybe a little detective work is required, maybe a few questions need to be asked, one way or another, it’s your mission to find out what exactly they want and get it for them. Maybe even before they know they want it.*

AWARENESS POINTS

- *Make a connection with every guest.*
- *Guests always have the right of way*
- *Look for ways to make every experience memorable*
- *There may be times when we cannot accommodate a request, we try very hard but there are times when we can’t. Never use the word “no”. “No” is abrasive and puts guests on the defense. If you cannot accommodate a request*
 1. *Gently let them know, “Unfortunately, I can’t...”*
 2. *If possible, offer an alternative. “I’d be happy to...”*
 3. *Give reasoning when appropriate to do so. “Unfortunately, I have a reservation at that table”*

** The genuine tone and the sincerity with which you deliver a message will guarantee your success in handling most every situation. Even when we’ve made a mistake, it happens.*
- *You are never rushed. Allow guests to take their time. Even when we’re screaming busy.*
- *Body language is important – look alive, smile, have fun, be yourself. The above steps must be delivered but we expect them to be delivered with YOUR personality.*
- *Always guest-facing; prepared to greet, say good-bye or offer assistance.*
- *When points of service are delivered intently and correctly, guests notice, they come back and they bring friends. Our guests keep us all gainfully employed. Appreciate them!*

- *If you ever sense that a guest is unhappy, we have made a mistake or we foresee a problem, alert a manager immediately. You will never be "in trouble" for doing what you think is best for our guest.*

Steps of Service [SOS]: **BUSSER/BACKWAIT**

You have a big job, a very important job. The servers and bartenders rely on you to successfully do their jobs. Urgency is the name of the game, attention to detail is paramount and your ability to successfully prioritize is critical.

1. *Starting your shift*

- Stock supplies for BUSY!
- Know your server
 - Servers and bartenders have individual preferences for how your services are best utilized. The servers and bartenders are responsible for the majority of your income, it's important you have an understanding of how best to assist them.

2. *Water*

- To every new guest within 1 minute of arrival
- Confirm glassware is clean and free of chips prior to use
- Ice/water ratio and fill level is consistent
- Waters are delivered using a tray
- Say hello to the guests and welcome them
- Serve ladies first
- Handle water glasses by the base of the glass
- Set the glass at 2 o'clock

3. *Pre-bussing*

- Remove dirty items and anything no longer in use.
- Never approach a table with a dirty items in hand
- If you've removed utensils that will be needed later, please replenish or let the server know that they will need to replenish. If you're unsure, communicate with the server

4. *Continuous table maintenance*

- Refill waters before they're ½ empty
- Pick the glass up by the base of the glass, turn away from the guest and refill. We turn away to ensure that we don't spill
- All trash is removed from the table ie. Empty sugar packets, discarded limes & straws, etc...

5. *Full Clear*

- Clear each setting thoroughly
- Never stack dishes on the table
- If you will need assistance to clear a table, ask for help
- Do not move on to another task until the clear is complete

- *If a guest would like to keep something that you would normally clear, let the server know so they don't attempt to take it. It gets annoying to fend us away from something they'd like to keep*

6. Re-set

- *You have done such a great job of pre-bussing that the only items on the table are water glasses.*
- *Come prepared with your settings, place them to the side*
- *Use a tray to remove the last few items, set the tray on the chair and wipe the table*
- *Keep your cleaning cloths clean. We don't want to waste towels but we also never clean a table with a nasty rag.*
- *All debris should be wiped into your hand or onto a tray and put in trash. NEVER sweep debris on the floor.*
- *You have been instructed on how to properly set a table, your attention to detail is critical. You are the last set of eyes to see a table before our guests do; chairs should be clean and pushed in, under the table is spotless, all place setting are precisely placed, all items on the table are clean, candle lit, table is DRY [sitting at a wet table is GROSS!], s&p are clean and properly placed, table is steady-wobble wedges are our friends and should be used if ever you see wobbly table.*
- *Spend an extra few seconds to make sure a table is perfect before moving on*

7. Dish Room Etiquette

- *Our hardworking dish crew deserves your respect and assistance in keeping the dish pit organized.*
- *Recycling, composting and trash etiquette MUST be followed. If you are unclear of what proper etiquette is, please ask*
- *Scrape plates*
- *Stack like pates together*
- *Remove or alert dishwashers of full glass racks*
- *Keep linens in the bag or replace linen bags when necessary*

8. The Send Off

- *We say hello and good-bye to all guests*
- *If you see a new guest or a guest that is leaving, take the time to make eye-contact and show appreciation for their patronage.*
- *Our guests have lots of choices for dining in our great city, let's make sure they continue to choose us*

AWARENESS POINTS

- *Guests have the right of way*
- *You have a lot to do; however it's important that you don't appear frantic or rushed. Cool, calm, collected. Walk with purpose but never let them see you sweat.*
- *Seated guests take priority over a reset.*
- *If you find yourself with downtime, restock or take a round with the water pitcher. There is always someone that could use your assistance.*
- *If a guest asks you for something, please oblige or pass the information to the server*
- *Body language is important – look alive, smile, have fun, be yourself. The above steps must be delivered but we expect them to be delivered with YOUR personality.*
- *You're in the trenches, you get dirty BUT it is up to you to maintain your uniform throughout your shift. Keep yourself clean.*
- *When points of service are delivered intently and correctly, guests notice, they come back and they bring friends. Our guests keep us all gainfully employed. Appreciate them!*
- *If you ever sense that a guest is unhappy, needs something, we've made a mistake or we foresee a problem, alert a manager immediately.*
- *Boxing leftovers;*
 - *please consider our environment and use the appropriate containers. Ask if there is anything you can consolidate*
 - *neatly place leftovers in the container, do not touch any food items with your hands*

Steps of Service [SOS]: **GUAC - LOLA**

Our guests have high expectations for our guacamole and your presentation of it.

1. *Prep & Backstock*

- Meet with the Chef for preparation guidelines prior to preparing your first tableside guacamole.
 - Our guac stays chunky & is always fresh!
- A great guac starts with fresh, quality ingredients
- Make sure you have plenty of ingredients to get through the evening but do not over-prepare. Your trainer will discuss pars.
- Prepare a practice guac at the start of each shift.
 - Taste
 - Test the chiles – they will vary in spice. Your knowledge of the spice level is very important
 - Please ask a manager to account for the tester guacamole

2. *Table approach*

- Set the tone as you approach the table, break the ice and make everyone feel comfortable
 - Say hello and ask if they've had our guacamole before
 - Verbal all ingredients and confirm that they'd like to use all of them
- Ask if they'd prefer to have the guac mild, medium or spicy
- Make conversation. Some tables would prefer to talk amongst themselves, others will want to interact and ask questions

3. *Appropriate tableside manner/conversation*

- Keep the conversation appropriate but fun
- Ask a few questions
 - What are their plans are for the evening? If they've made guacamole at home before?
- Know your product
 - Ask if they have questions on the menu or if they'd like recommendations
 - Talk about preparation of the guac
- Remember you are always selling the restaurant and our program
 - Never comment on sales or business unless asked. Your response should always be positive.

4. *Timing and Ticket Organization*

- Prepare tickets in the order they are received
- Preparation should table 2-3 minutes per table

- *If your ticket times are approaching 10 minutes with expectation of exceeding 10 minutes, ask for assistance. It's ok. We would prefer you meet the expectations of the guest rather than compromise the experience or the product.*

5. Cart Maintenance

- *Ingredients are always fresh and plentiful*
- *Cart top is meticulously maintained*
- *Inside the cart is also meticulously maintained. Guests can see this area*
 - *Cloths remain folded and clean. Replace soiled rags immediately*
 - *Routinely remove dirty dishes and trash*

6. Personal hygiene

- *You are in direct contact with food. DO NOT touch your face, hair or person without a direct trip to the hand washing station*
- *Your hair is neat and tied back at all times*
- *Facial hair must be neatly trimmed*
- *Your uniform and apron are clean at all times.*

7. The Send Off

- *We say hello and good-bye to all guests*
- *If you see a new guest or a guest that's leaving, take the time to make eye-contact and show a little appreciation for their patronage.*
- *Our guests have lots of choices for dining in our great city, let's make sure they continue to choose us*

AWARENESS POINTS

- *Your cart stays spotless. You are on stage and it's performance time*
- *You are the star. Our guests can't wait for you to arrive. You're energy level and ability to engage our guests is important*
- *Have fun with people*

Steps of Service [SOS]: **EXPEDITOR/FOOD RUNNER**

Protect the integrity of the product

1. *On Stage*

- *Wash your hands often and thoroughly*
- *Never touch your hair, face, body while on the line. If you must tend to something, please do so out of site and wash your hands before returning*
- *Hair is pulled back, fingernails are clean and uniform is pristine*
- *The window is to be meticulously maintained at all times*
- *Please wipe all plates while they are in the window. Never take the plate away from the window to wipe.*
- *The cloth used to wipe plate edges is to remain neatly clean, folded. And replaced as needed.*

2. *Order Tickets*

- *As tickets are sent to the kitchen, please organize by time received*
- *See your GM for average ticket times [appetizers, dessert, entrees, dessert etc...]. It is your responsibility to alert the chef and managers of ticket times approaching these averages. If a ticket time will exceed expected average, please be prepared to relay reasoning and ETA to management or server so they can speak to the guest intelligently.*

3. *Communicator*

- *Know the language [behind, can I sell, permission to speak, 86, menu counts, all day, walking in, etc...] The more you know, the better*
- *Your ability to communicate clearly, precisely and professionally is key to this position. It may be intimidating to tell a chef to sell a ticket or that he/she's running long; HOWEVER, the chefs depend on you for this information.*
- *Hosts are required to provide frequent menu counts and large party seating. It is your responsibility to make sure this information is being provided and to relay this information to the chef.*
- *All server/bar communication will be communicated through you*
- *All allergy, re-fire, special order and large party information MUST be communicated to the kitchen through the you*
- *All chef information to servers/bartenders will be communicated through you ie. Dish counts, substitutions and 86's. You may be tasked with updating information in the POS system.*
- *If assistance running is required, you should notify all servers and demand "hands". Your organization, preparedness and pace will attract*

hands when they are needed. If you are not calm, organized, prepared and you “cry wolf”, you will have a hard time getting other staff members to assist. It’s just the name of the game. No one has time to waste.

- If overall ticket times are running long, tell servers and management immediately. Provide the current expectation for tickets times. Servers will then set expectations with their guests.

4. Know & maintain our product

- You will not be allowed to come in contact with our guests until you possess an intimate knowledge of the product
- You are the last set of eyes to see a dish before the guest does, it must be perfect
- One of the most important elements of your position is to maintain the integrity and oversee the presentation of each dish. It is your responsibility to ensure that every dish leaving the window is prepared the way it was intended to be. If it’s missing something, the portion is incorrect, the quality has been compromised, the server instructions have been followed, tell the chef immediately and remedy BEFORE delivering to the guest

5. Running Food

- Food is only removed from the window when the kitchen has provided the white ticket & the order is COMPLETE.
- Gently remove plates without compromising the presentation
- You will be expected to run food; however, your presence in the window is imperative to a smooth shift. Work with your GM and your trainer to understand when it’s appropriate to leave the window
- Before handing food to servers for delivery, please acknowledge the ladies and position numbers. You will need to set the servers to deliver properly; ladies first, open hand service. [they must be able to deliver the lady first with open hand service]
- Always watch for guests before leaving the window.
- As you handout dishes, provide the following information [dish name, table number, [woman] at position [2].
- Dishes MUST remain level as not to compromise the presentation or integrity of the dish
- The person that delivers the last items should be informed “that sells it” – this tells the server that they are the last person to deliver food and they must be sure the guests have everything they need before leaving.
- Stab the ticket when it is complete

6. Delivering food to the guest

- Ladies first, oldest to youngest
- Open hand service from the left side of the guest unless there is no option [booths]
- Name the dish as you present it [the title as it appears on the menu]
- Protein faces the guest [at 6 o'clock]
- Once the order is complete; check to make sure everyone has a dish, utensils are present, presets were marked, waters are filled, remove unnecessary items & politely ask if anyone needs anything at the moment – All of this should have been done by the server but it's up to the person completing the ticket to verify
- We are never rushed in this presentation. These guests and this task are MOST important at the moment.

AWARENESS POINTS

- Body language is important – look alive, smile, have fun, be yourself. The above steps must be delivered but we expect them to be delivered with YOUR personality.
- If there is nothing for you to tend to in the window; always be guest facing & prepared to greet, say good-bye or offer assistance.
- When points of service are delivered intently and correctly, guests notice, they come back and they bring friends. Our guests keep us all gainfully employed. Appreciate them!
- Keep your language appropriate and remember that you are in close proximity to our guests. Your voice cannot disturb the experience.
- If you ever sense that a guest is unhappy, we have made a mistake or we foresee a problem, alert a manager immediately. You will never be "in trouble" for doing what you think is best for our guest.
- Restock constantly
- Maintain your area
- Offer drinks to the hardworking folks standing over those grills, fryers and flattops.
- Look for ways to make a guest experience more memorable ie. If a guest is seated near the window, bring them in on the action, request tasters from the kitchen, show them dishes, make recommendations, HAVE FUN with them

Steps of Service [SOS]: **SERVER**

We provide FUN, knowledgeable service with efficiency, grace and genuine kindness. We provide an exceptional product with exceptional service, end of story. Your ability to successfully infuse your personality and true hospitality with detailed standards of service will create an memorable experience for our guests.

“no employee shall be allowed contact with the guest without possessing an intimate knowledge of the product they are serving”

1. Greet [y]our Guests- with 60 seconds

- A warm welcome
 - “thank you so much for waiting tonight”, “thank you for joining us tonight” paired with a friendly smile
 - “be there” – be in the moment and treat our guests as you would your longest family friends
- A few questions/comments
 - Have the dined with us before?
 - Are there any allergies we should be aware of?
 - If your guests have dietary restrictions or allergies, you are prepared with the ingredient information and an understanding of how to modify dishes
- Gain their confidence & ease their concerns
 - Offer to answer questions at any time, bring tasters or make recommendations – guest will follow your lead if you can gain their trust. This means you have to know your sh%\$! and you gracefully exhibit your knowledge. We hire intelligent people, we serve intelligent guests; bullshitting won’t work here
- Give ‘em a read
 - Do they know the place?
 - Will they need your assistance?
 - Do they want your direction or would they prefer limited interaction?
 - What are they here for? ie. An occasion, a business meeting, a reunion, family night out, date night, first night. How are you going to make it memorable? We have had no shortage of marriage proposals & life-changing events celebrated within our walls. Choose to be a part of it!

*** water should have been delivered by the time you are finished with this step. If they are not, assure your guests “We’ll have water for everyone momentarily”.*

***sales – you will benefit financially from the ability match your knowledge of the product with your knowledge of our guest. No one wants to be “sold” anything;*

however, if you can fully grasp the concept of customizing an experience for your guest, sales happen naturally

2. *Take a Drink Order*

- Know the born-on date for alcohol service – we card hard
- Take a moment to run through the drink menu
 - Highlight our specialties
- Ask a few questions
 - What are they in the mood for?
 - What do they typically drink?
- Based on their response, offer recommendations or describe your favorites
- Set expectations – flavor profile
- Take the order, repeat it back
- Let them know you'll be back shortly with their cocktails/beers/wine/etc..
- If there's an appetizer special, now would be a great time to go through the special or offer some recommendations.

3. *Deliver the drinks –5-8 minutes*

- We use cocktail trays to deliver drinks
- Use a cocktail napkin if drinks are sweating. This will aid in the proper maintenance of your table
- Ladies always delivered first
- All stemware is handled by the stem. All other glassware is handled near the bottom of the glass.
- Name the drink as you place the beverage in the upper right corner of the place setting

***If ticket times are running longer than usual. Please keep your guests in the loop – “I apologize for the wait on your drinks. I'll have them to you the moment they're prepared. In the meantime, may I get some appetizers started for the table?”*

4. *Take an appetizer order*

- Assist with any questions or direction needed; read your table
- Take and repeat the order
- Enter the order
- Preset your table; app plates, any silver needed.
 - Presets are always delivered on a marking tray or presented on a clean, folded napkin. Do not leave extra napkins if your guests already have clean ones
- check back on drinks are they lovin' what they ordered?

*** allergy information is ALWAYS marked on an order ticket even if that particular ingredient is not typically used in the preparation of that dish. In addition, inform your*

expo and MOD of ALL allergies. This is a life and death matter, you are expected to treat it as such. No exceptions

5. Entrée order

- If your guests are ready to order entrees, try to take the entrée before appetizers arrive. If not, you can wait until guest are enjoying appetizers
- It is up to you to read your table and lead the experience accordingly. Please do not rush any aspect of your guests' experience.
- Order dishes; always using position numbers and gender modifiers
- All special orders **MUST** be verbally communicated to the expo prior to sending
- Kitchen is informed of all orders over 6 people prior to order entry
- Correct order entry includes the following
 - Table number
 - Position numbers
 - Man/woman modifiers required
 - Allergy information

6. Appetizer delivery

- Always place the appetizer so it's convenient for all guests to reach
- Name the dish as it's placed on the table
- Presets are always on the table prior to the arrival of any food. Hot food is enjoyed hot. Chips are considered a pre-set. How could we possibly torture our guests with fresh made guacamole and no means to enjoy it?, We don't!

7. App. Check back

- How is everyone enjoying the appetizers?
- If you haven't taken an entrée order, let the guest know you'd be happy to take their entrée order whenever they're ready.

**** refires** – if a guest doesn't like what they have ordered or it was prepared incorrectly, remove the dish immediately. Get a menu if they'd like to order something else. If we need to remake, tell the expo immediately and get it working. All refires take priority. Prepare a hand written ticket that states "REFIRE", table number, position number, name of the dish. Alert a manager & re-ring if necessary.

8. Pre-bus

- Use your manners – pardon me, excuse my reach, may I take this for you, are you finished enjoying the
- Table maintenance is constant. There are never items on the table that are not currently in use or in preparation for use.

- *Dirtied items are removed immediately*
- *If the table requires a wipe, do it. We don't want our guest at a dirty table and we certainly don't want them getting food on them.*
- *Replenish items that are needed for the next course*

9. During the Wait for Entrees

- *Table is maintained, waters refilled, drinks replenished. Once entrees hit the table, guests have absolutely everything they need and are prepared to thoroughly enjoy dinner*

10. Deliver Entrees –Please see your GM for anticipated preparation times

- *Ladies first*
- *Accurate position numbers. We never auction food*
- *Deliver with your left hand from the left side of the guest [booth exceptions are made BUT we always deliver with open arm toward the guest – never elbow toward them]*
- *Name the title of the dish as it appears on the menu as you place the dish in front of the guest*
- *Protein should always face the guest*
- *When the last entrée has been delivered, ask "is there anything else I can bring for you at the moment" This question should be asked as you scan the table for anything that may have been forgotten. – full waters, full drinks, candle lit, utensils in place, table stable, etc...]*

11. Check Back

- *Within a few bites.*
- *Ask specific questions ie. Is the carne prepared to your liking, how is the flavor of the mole, what do you think of the flavor on..... Again, we look for nothing less than "OMG, I love this"*
- *Maintain table cleanliness and drinks throughout dinner but allow your guests to enjoy with little interruption*

12. Full Clear

- *If guests have pushed a plate away, placed silver to the side of the plate or put their napkin in the plate, you may remove their entire setting*
- *If guests have made no obvious signals that they are finished, please wait until the all guests are finished before removing entrees.*
- *Again, proper language required ie. May I take this for you, are you finished with your..., excuse my reach, pardon me...*
- *Plates are cleared with the right hand from the right side of the guest, when possible.*
- *Do not stack dirty dishes on the table*

- If you will not be able to do a full clear by yourself, request the assistance
- All items with the exception of waters and drinks should be removed at this time.
- Give a wipe if needed. No one wants to sit at a dirty table much less order dessert while a pile of sauce hangs out in the middle of the table
- If a guest requests to keep an item that would otherwise be cleared, please communicate to your busser and manager not to remove it. There's nothing more frustrating than wanting to keep something and having to fight off ten people to do so. COMMUNICATION is good.
- Everything but water and drinks should be cleared

13. *Dessert menu*

- Always assume that guest will partake in dessert
- Deliver dessert menus as you offer coffee, tea or an after dinner beverage
- Take a moment to describe your favorite dessert

14. *Take dessert order*

- Preset spoons or forks
- Replace soiled napkins with fresh ones
- Refill waters/replenish drinks

14. *Deliver Dessert*

- using same expectations as above; presets, accessible to all guests, with everything they need to enjoy their final course with us

15. *Check back*

- a. refer to #11

16. *Deliver the check*

- Double check all items on the check before delivering
 - Is a comp has been made, please star the deduction at the bottom of the check
- Always take this opportunity to discuss the event on the check presenter
- Request feedback from our guests "we would love your feedback tonight, if there's anything we cold have done better or any way we could improve, please let us know" – leave a pen
- Let guests know they are welcome to take their time and when they're ready, you would be happy to take the check for them
- If cash is used, please state "I'll be right back with your change" as you remove cash from the bar. This will ensure that there is sufficient cash to cover the tab before the guests leave.

- If a guest provides a credit card, process payment immediately. No one wants to wait to pay when they're ready to go.
 - If guests pay with multiple cards, please be diligent in matching the card number or card name to the receipt as you return to the guests. This will insure that you have not charged one card more than once.

17. Good bye & thank you

- Waters are filled and tables maintained until our guests leave the table
- Much as you would never ignore guests in your own home when they're leaving, your presence is required as your guests are exiting our home. A genuine "good bye, thank you, see you soon" is expected.

18. The "Hook Up"

- Check with your GM to understand the comp parameters for building new business and guest appreciation
- Employ your best efforts find ways to make an experience memorable

**ok, there will be guests that penny pinch the tip, sometimes they'll linger longer than you feel appropriate, some have had a rough day and feel the need to take it out on you. There will also be guests that will tip above and beyond, that recognize great service, that will come back and bring friends. These guests make our jobs worth doing every day. It's up to you to deliver the best service with the highest level of hospitality to everyone, every day without exception. You are in control of the excellence with which you perform.*

AWARENESS POINTS

- *In real life, some of these steps may occur in a different order. Read your tables and adjust your service to match our guests' preference and time table*
- *The detail & intention with which deliver service & hospitality does not waiver.*
- *Your guests should always be engaged in their experience. If they are crane-necked or monkey-faced; get to them immediately, they need something. See your GM for official demonstration of the aforementioned body language.*
- *A guest experience should never be interrupted because they have to track your down for something they should already have*
- *A drink is offered BEFORE the guest finishes their current beverage*
- *Refills on N/A bevs are automatic and happen BEFORE a guest asks and BEFORE they are empty*

- *Guacamole without chips, coffee without cream and sugar, hot water without the tea bag, a steak without a knife, a lobster claw without a cracker = travesty!!*
- *Conversation amongst your peers is appropriate; never speak ill of guests. You are welcome to vent offline, in the office. Not at the on the floor or at the bar after work. It's just bad form*
- *We want our guests to LOVE what they order. If you sense that they don't, get to the bottom of it. [signals to pay attention to – not eating, "it's good" – in a high pitch tone. You know the one, they are lying!*
- *If a guest leaves the table at any time, fold or replace the napkin*
- *Always use proper language tableside; mind your p's and q's*
- *Use proper posture, project your voice. We speak & move with intention*
- *Guest ALWAYS have the right of way and will always receive eye contact and a smile as they pass*
- *Our guests don't pay for items they didn't thoroughly enjoy; however, it is part of your job to set expectations and deliver a product that match those expectations ie. The whole fish is indeed whole – eyes and bone in*
- *If service or product has been compromised, alert a manager immediately. We will assist you in correcting, smoothing over, or just reiterating our apologies*
- *We'd rather spend our comp dollars on appreciation rather than apology; it's your job to assist in achieving this goal.*
- *If you see someone in the dining room that you recognize, say hello!*
- *Your goal: your guests never ask or want for anything, you are 100% their advocate & 100% responsible for their dining experience. You make their day and deliver an experience far beyond their expectations, 110% of the time.*
- *Have fun with your co-workers and with your guests. We deliver superior product and service but we do so with personality and humility!*
- *Transfers from the bar will occur. If you have a transfer, please keep in mind that you should tip a higher percentage to the bar on this amount. They made that sale it's only fair they are compensated accordingly. Please see your GM for the appropriate percentage.*

Steps of Service [SOS]: **BAR**

You are the host of the bar party. No guests enter your area without genuine love pouring in their direction. You have an opportunity to build your own personal business, create regulars and make money in the process. We fully expect that you will take every opportunity to attain this goal. It is your personal mission to make every guest at your bar feel that they're the only guest at your bar. Eye contact, attention, sincerity, engagement and a genuine interest will accomplish this. Ideally, a guest walks through the door & you have their favorite drink sitting at the bar when they sit down.

1. Greet [y]our Guests- immediately

- A warm welcome
 - Every guest at your bar and in proximity of your bar deserves eye contact and a warm smile within seconds of arrival. Even if to say "I'll be right with you". Acknowledgement puts your guests at ease and will keep them at your bar
- Drink menu is immediate – provide a quick run down of the menu ie. You'll find cocktails and wine on the first page, our liquors and beers on the second and HH on back.
- Menus drop – all guests receive a brunch/lunch/dinner menu automatically. Assume they will eat. Food orders are much more likely to happen when guests have access to a menu. If a guest is on the wait, even more of an opportunity to sell food and keep them as a bar guest
 - If a guest says they will not be eating, leave one menu close by in case they change their minds
- A few questions to assist in finding a drink they'll love
 - Have you been in before?
 - Do you have a favorite?
 - Can I give you some recommendations?
 - Have you had our....?
- Gain their Trust
 - Take every opportunity to offer tastings or talk bourbon, tequila, beer, wine with our guests
 - The more you showcase your knowledge, the better. This is done successfully when you accurately read your guests and the conversation is customized to their preferences.

***sales – you will benefit financially from the ability to match your knowledge of the product with your knowledge of our guest. No one wants to be "sold" anything; however, if you can fully grasp the concept of customizing an experience, sales happen naturally*

2. *Take a Drink Order & make the drink*

- Offer water
- You must have one valid ID for every drink ordered BEFORE you begin preparing the drink
- Many of our cocktails are best when they've been shaken vigorously. You will notice the drink is cloudy when it's been shaken properly. If the drink you make is requiring this, it must be done correctly.
- Beer is best cold
- Never use a warm glass for a cold beverage
- Check your glassware for chips and cleanliness. It's up to you to notice these things and remedy before your guest does.
- Make the drink accurately. Time and attention was put into the recipe for each drink, please follow.
- Proper garnishes and presentation are important. A dried out, brown piece of fruit that appears to have been stepped on, will never make it on the side of our glasses or in our drinks.

3. *Delivery of drinks*

- The quicker you deliver drinks, the better. Guests wait for drinks and they will, most likely, find themselves moving to another bar.
- Ladies always delivered first
- All stemware is handled by the stem. All other glassware is handled near the bottom of the glass.
- Name the drink as you place the beverage in front of your guests

4. *Food orders*

- If your guests are interested, assist them. You have a responsibility to know the menu as thoroughly as you do the bar offerings.
 - Provide a rundown of the menu
 - Find out what they're in the mood for
 - Offer recommendations
 - Provide tasters
- If your guests have dietary restrictions or allergies, you are prepared with the ingredient information and an understanding of how to modify dishes accordingly
- Specials are accurately relayed to the guests
- If a guest has previously declined water, now would be a good time to offer again.

5. *Order entry*

- Special orders must be verbalized to the kitchen/expo before the order is placed

- Accurate seat numbers and man/woman modifiers are required
- Set the appropriate utensils /pre-sets immediately following order entry – this will help the person delivering the food identify where the food is going and will assist you in remembering food should be arriving

*** allergy information is ALWAYS marked on an order ticket even if that particular ingredient is not typically used in the preparation of that dish. In addition, inform your expo and MOD of ALL allergies. This is a life and death matter, you are expected to treat it as such. No exceptions*

6. Food Delivery

- Please consult with your GM for expected appetizer/entrée/dessert times
 - it is your responsibility to stay aware of times and receipt of orders in a timely manner
- When food is delivered, drinks are full, water is full, appropriate utensils have been provided
- Check in to make sure they have everything they need

7. Check back

- We're looking for "this is awesome!" or a response of that same caliber. If a response from a guest is anything less, please take the time to find out if we need to refire or get them a different item

*** refires – if a guest doesn't like what they've ordered or it was prepared incorrectly, remove the dish. Get a menu if they'd like to order something else. If we need to remake, tell the expo immediately and get it working. All refires take priority in the kitchen. Prepare a hand written ticket that states "REFIRE", table number, position number, name of the dish. Alert a manager.*

8. Keep drinks full

- Drinks are offered BEFORE the first drink is finished and before a guest has to request. Be proactive. We there are concerns that a guest is becoming intoxicated, modify service accordingly and alert a manager
- Offer to prepare something different for the next round, keep them interested

9. Bar Top maintenance

- Bar maintenance is constant. There are never items on the bar that are not currently in use or in preparation for use.
- Dirtied items are removed immediately
- Use your manners – pardon me, excuse my reach, may I take this for you, are you finished enjoying the

- If the bar requires a wipe, do it.
- Replenish any items that will be needed later in their experience

10. *Cleanliness*

- The guests sitting at your bar can see behind your bar. The floor and your work area must remain clean at all times
- Wash your hands regularly
- Personal hygiene is critical, you are in direct contact with consumable items. Don't gross anyone out [no touching of the face, messing with your hair, putting on chapstick, etc...] if you must tend to something, excuse yourself from the bar, wash your hands and return

11. *The "Hook-Up"*

- We want guests at the bar that want to spend money, that want to bring friends. It doesn't do us a lot of good to give free stuff to patrons that are only sitting at the bar for free stuff. The "hook-up" is a business builder to use it strategically and for appreciation. A little something to say "thanks for coming in and come back soon" will assist you in building your business
- The hook-up is a deliberate show of appreciation. We encourage it. Please see your GM or bar manager for financial parameters
- All giveaways MUST be rung into the POS system and comped by a manager. Management accounts for all give-ways. It is your responsibility to do this within the parameters defined by your GM

12. *Education*

- Take every opportunity to educate yourselves and our guests.
- There's nothing better than getting some bottles on the bar and intriguing your guests with your wisdom. This too will help your sales

13. *Transfers*

- Seating protocol is such to encourage the settling of tabs at the bar. The system works pretty well; however, there will be times when a guest would prefer to transfer. The only answer to such request is "absolutely" or "I'd be happy to"
- Please get the server name from the host so that you can make an accurate transfer
- Servers have been advised to tip a higher percentage on transfers

14. *Deliver the check*

- Double check all items on the check before delivering
 - Is a comp has been made, please star the deduction at the bottom of the check

- Always take this opportunity to discuss the event on the check presenter
- Request feedback from our guests “we would love your feedback tonight, if there’s anything we could have done better or any way we could improve, please let us know” – leave a pen
- Let guests know they are welcome to take their time and when they’re ready, you would be happy to take the check for them
- If cash is used, please state “I’ll be right back with your change” as you remove cash from the bar. This will ensure that there is sufficient cash to cover the tab before the guests leave.
- If a guest provides a credit card, process payment immediately. No one wants to wait to pay when they’re ready to go.
 - If guests pay with multiple cards, please be diligent in matching the card number or card name to the receipt as you return to the guests. This will insure that you have not charged one card more than once.

15. Good bye & thank you

- Waters are filled and bar is maintained until our guests leave
- Much as you would never ignore guests in your own home when they’re leaving, your presence is required as your guests are leaving your bar. A genuine “good bye, thank you, come see me on Tuesday, etc...” is appropriate.

16. Full Bar clear

- When one bar patron leaves another is sure to follow.
- A quick clear and wipe down will encourage a quick refill of seats

**ok, so we all know there will be guests that penny pinch the tip, sometimes they’ll linger longer than you feel appropriate, some have had a rough day and feel the need to take it out on you. We also know there are guests that will tip above and beyond, that recognize great service, that will come back and bring friends. These guests make our jobs worth doing every day. It’s up to you to deliver the best service with the highest level of hospitality to everyone, every day without exception. You are in control of the excellence with which you perform. Let’s see what you got.*

AWARENESS POINTS

- In real life, some of these steps may occur in a different order. Read your guests and adjust your service to match our guests’ preference and time table
- The detail & intention with which deliver service & hospitality does not waiver

- *Your guests should always be engaged in their experience. If they are crane-necked or monkey-faced; get to them immediately, they need something. See your GM for official demonstration of the above described body language.*
- *A guest experience should never be interrupted because they have to track you down for something they should already have*
- *A drink is offered BEFORE the guest finishes their current beverage*
- *Refills on N/A bevs are automatic and happen BEFORE a guest asks and BEFORE they are empty*
- *Guacamole without chips, coffee without cream and sugar, hot water without the tea bag, a steak without a knife, a lobster claw without a cracker = travesty!!*
- *Conversation amongst your peers is appropriate; never speak ill of guests. You are welcome to vent offline, in the office. Not at the on the floor or at the bar after work. It's just bad form*
- *We want our guests to LOVE what they order. If you sense that they don't, get to the bottom of it. [signals to pay attention to – not eating, "it's good" – in a high pitch tone. You know the one, they are lying!]*
- *If a guest leaves the bar at any time, fold or replace the napkin*
- *Always use proper language; mind your p's and q's*
- *Use proper posture, project your voice. We speak & move with intention*
- *Our guests don't pay for items they didn't thoroughly enjoy; however, it is part of your job to set expectations and deliver a product that match those expectations ie. The whole fish is indeed whole – eyes and bone in*
- *If service or product has been compromised, alert a manager immediately. We will assist you in correcting, smoothing over, or just reiterating our apologies*
- *We'd rather spend our comp dollars on appreciation rather than apology; it's your job to support this goal.*
- *If you see someone you recognize, say hello!*
- *Your goal: your guests never ask or want for anything, you are 100% their advocate & 100% responsible for their experience. You make their day and deliver an experience far beyond their expectations, 110% of the time.*
- *Have fun with your co-workers and with your guests. We deliver superior product and service but we do so with personality and humility!*
- *We give the same level of fantastic service to the guest ordering a \$3 can as we do to the guest ordering the \$25 snifter of bourbon.*

Avoidable Language	Proper Language
“no”	<ul style="list-style-type: none"> • Unfortunately, I can’t... but, we could... • I’m so sorry, wish I could, but.... • We always go out of our way to grant a request or offer an alternative
No problem	<ul style="list-style-type: none"> • I’d be happy to • My pleasure
Are you done working on that	<ul style="list-style-type: none"> • May I take that for you • Are you finished with this • May I remove... • Always ask before removing, especially cocktail glasses
Blanket questions ie. “how is everything”	<ul style="list-style-type: none"> • Ask questions that elicit specific responses & that don’t allow for “it’s good”. • We really want feedback
“guys”	<ul style="list-style-type: none"> • Folks • Ladies • Gentlemen
CONDUCT	Proper Conduct
Right of way	<ul style="list-style-type: none"> • Always to the guest • “after you” • make eye contact • smile
When clearing or delivering	<ul style="list-style-type: none"> • Excuse my reach • Pardon me