



# **Private Club Performance Management**



## **Casual Dining Server Basic Training Manual**

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### **Purpose**

The purpose of this training manual is:

- to train you in the knowledge, skills, and abilities necessary to properly perform your duties;
- to instill in you a strong service ethic toward our members and your fellow workers;
- to provide you with the tools and techniques to comfortably perform all assigned tasks;
- to prepare you for potentially difficult situations by providing you with the approved way of dealing with them.



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### **Responsibilities**

The Dining Services Manager is responsible for properly and completely training you for your position.

It is your responsibility:

- to diligently apply yourself to mastering the material presented in this manual, and
- to notify the Dining Services Manager of any difficulties encountered in the performance of your duties that might require modification of operational policies, procedures, standards, or training.

It is the responsibility of the Training Manager to review training material and programs to ensure that they meet the need of providing high quality training to you and your fellow employees.



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### Background

A private club creates a special environment for its members. It is a place of refuge from the busy world around us. It is a place where friends and business associates can gather and enjoy the amenities of the Club. It is a place where members are known by name and those of us who serve them know their preferences and desires.

One of the primary amenities offered by the Club is the golf course. Golf is a challenging game of infinite variety and challenge, played in beautiful, natural settings. The game of golf is steeped in history and tradition. It is very much a mental game, where strategy, concentration, skill, and risk accompany every shot. It is a game of decorum and rules where players are expected to police themselves in the best tradition of good sportsmanship.

Another major amenity is the Club's food and beverage service. Our role as Club staff is to enhance members' enjoyment of the Club and provide them with the highest quality dining experience. This is done in many ways, from establishing creative, inviting menus, to using the best possible ingredients in food preparation, to providing highly quality and professional service.

Your role as a Casual Dining Server is to provide friendly, courteous, and efficient service to our members and their guests. To do this properly, there are many things you must know. We trust that after working through this self-study training manual and being trained in the specific techniques of service, you will be equipped with all the necessary knowledge, skills, and abilities to do your job with grace and ease.



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### Your Attitude

Satisfying our members is not an easy matter. They expect high quality food, recreation, and service in a clean, friendly, well-maintained and operated environment. To meet their expectations, you must have a keen commitment to our standards of service and the right attitude to make it happen.

The right attitude is the most important requirement for success in any endeavor. How you approach your work has a direct bearing upon the quality of your work, and more importantly from your standpoint, the enjoyment and the sense of satisfaction you derive from working here. If you dwell on the negative, your work and every aspect of your life will be negative. You must choose instead to see your work in a positive way and take pride in your contributions to the larger effort.

We feel strongly about maintaining a positive attitude. One sour, negative attitude can ruin the workplace for all of us. Our members don't need it and we don't need it.

So, we say with deep conviction,

"BE OF GOOD CHEER OR DON'T BE HERE!"



## **Information and Expectations**

### **Your Supervisor**

Each Club employee comes under the direct control of a Supervisor. He or she, in turn, answers directly to 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.

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.

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.

In the absence of your Supervisor, the floor manager, duty manager, or other assigned supervisor, assumes control of your team.

### **Food and Beverage Standards**

All food and beverage items served in the Club are prepared and presented according to well-defined and pre-established standards.

- Food items are prepared according to standardized recipes and served in specified portion sizes. Further, all food items are served to the member on specified tableware in a standardized presentation.



### **Information and Expectations, Continued**

- Mixed drinks are mixed according to the recipes in the Mr. Boston Official Bartender's and Party Guide and served in the specified glassware.
- Other beverages, alcoholic or non-alcoholic, are served in the specified glassware.

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.

### **Meeting your Schedule**

Work schedules will be posted in a designated, conspicuous place. We consider your obligation to meet the posted work schedule a serious responsibility. Therefore:

- The work schedule may not be modified without the prior approval of your Supervisor.
- 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.
- 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.
- 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.
- 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



### **Information and Expectations, Continued**

meet individual needs and requests, 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.

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.

### **Timely Attendance**

You are expected to be present, in uniform or proper dress, and ready for work at your scheduled time. Habitual tardiness cannot be tolerated.

Transportation to and from work is your responsibility.

### **Notification**

If, for any reason, you expect to be late or absent, call and let your Supervisor know the reason.

If your Supervisor is unavailable, you should leave word with the 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.

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.



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### **Information and Expectations, Continued**

#### **No Call/No Show**

Any employee who misses a shift without calling or without a valid excuse will face appropriate disciplinary action.

#### **Drinking or Use of Non-prescribed Drugs**

No employee may consume an alcoholic beverage while on duty.

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.

#### **Smoking**

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. Smoking is permitted only in designated smoking areas during your break or after your shift has ended. You must always wash your hands after smoking.

#### **Use of Facilities**

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 dining room or the Tavern bar or sit on furniture in member areas of the Club during your work hours.

Club facilities are 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.



## **Information and Expectations, Continued**

### **Use of Telephones**

The telephones within the Club are for business purposes and unnecessary or excessive personal use of phones may interfere with that business.

Reasonable use of 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 necessary.

### **Monetary Responsibilities**

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 servers without authorization from the POS.

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.

### **Removing Items from the Premises**

It is the policy of the Club that:

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



### **Information and Expectations, Continued**

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

#### **"Grazing"**

"Grazing" is defined as employees helping themselves to food that is being or has been prepared for service to members.

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.

"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.

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 several 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."

While servers are not allowed to "graze," it is expected that food preparation staff will taste the food they are preparing. This is considered an aspect of their jobs and is essential to providing quality food.

#### **Quality Assurance**

Everyone in a food service operation is responsible for the quality of what we prepare and serve. The bartender or server has a special responsibility in that he or she is the last person to handle the food or drink before presenting it to members.



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### **Information and Expectations, Continued**

As a result, it is extremely important for servers 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.

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 check the items on the list. Your cooperation will help us provide the quality that our members expect.



## Review I

Give two of the purposes of this training manual.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_

What are your responsibilities regarding this training material?

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_

Should you be sick and unable to come to work, what should you do?

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Employees are allowed to take leftover food home. (circle one)	True	False
Employees may take home their unfinished staff meals.	True	False
Employees are allowed reasonable use of phones for personal reasons.	True	False
Kitchen employees may only issue food with POS authorization.	True	False
Employees may take their breaks in member areas of the Club.	True	False
Employees may trade shifts if the schedule is covered.	True	False

What phrase summarizes the Club's feelings about employee attitude?

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