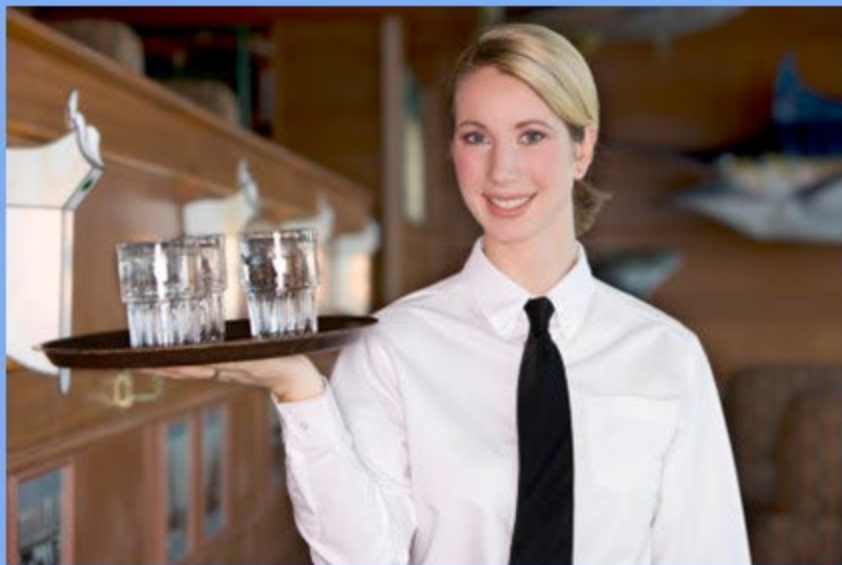




**Private Club
Performance Management**

Food and Beverage Training on the Go



Ed Rehkopf

F&B Training on the Go *Index*

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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.

You must have a positive attitude about the Club and its management. One of the most important things you can learn is TEAMWORK. You should understand that no matter what task you are asked to perform, if a manager asks you to do something, you are expected to do it as long as it is not something that would be immoral, unethical, or illegal. "Prima donna" attitudes cannot be tolerated.

You must also have a positive attitude about yourself and your co-workers. Working as a server at

(Continued on Reverse)

Service Tip of the Day

Check highchairs and booster seats to ensure they are clean and presentable. When you are seating a table is not the time to discover that these items are not clean.

Use a bottle of disinfectant spray to clean these items to ensure sanitation. If your highchairs come equipped with detachable metal trays, run them through the dishwasher and cover them with plastic wrap to keep them clean until use.

Facility Focus

Check the handle and glass on the doors to the verandah. These highly visible spots frequently get handprints and smudges from people opening or pushing on the door.

Sales Tip of the Day

Three simple ways to increase your average check are to suggest a cocktail or wine, an appetizer, and a dessert. Be prepared to suggest these items when you approach a table.

Food Terms

aïoli - French term for a thick mayonnaise strongly flavored with garlic, served with seafood.

cream - that part of the milk that rises to the top; butterfat, milk fat.

kielbasa - Polish sausages of very long links of coarsely ground smoked pork, flavored with garlic.

Beer Facts

Bottled or canned beer may be described as draft beer if it has not been pasteurized or has been sterile filtered.

Bev Terms

Tequila is made by fermenting the juice of the *agave tequileana* Weber, blue variety. The Mexican government has decreed that only the distilled product of a carefully delineated section of Jalisco can be called Tequila. Tequila has a distinctive and assertive flavor. Because the agave plant takes up to 12 years to mature, the government now permits the addition of other fermentable sugars.

Wine Facts

There are only two colors of wine: red and white. Any wine containing the slightest hint of red is a red wine. A rosé wine, therefore, is considered a red wine.

ATTITUDE, Continued

The Club may not be your career, but you should enjoy your work for the period that you are employed. We expect you to get along with your co-workers and will not tolerate petty arguments or disagreements on the floor. Every employee of the Club contributes something to the effort and we work together with our fellow employees in a spirit of cooperation and teamwork.

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 ...

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

Here's the Answer, Now What is the Question?

- A1. *à la* - What is the French term for "in the style of"?
- A2. *à la carte* - What is the French phrase meaning "according to a menu that prices items separately"?
- A3. *à la mode* - What is French term for "according to the fashion"; also used in America to indicate "topped with ice cream"?
- A4. *al dente* - What is the Italian term for pasta that is firm to the bite, chewy, slightly undercooked?
- A5. *fromage* - What is the French word for cheese?
- A6. hollandaise - What is a classic rich sauce made of butter, egg yolks, and lemon juice?
- A7. pasta - What is an Italian dough composed chiefly of flour, water, and sometimes eggs, and made into many shapes and sizes?
- A8. Rocky Mountain Oyster - What are the testicles of a bull, pig, or lamb; breaded and fried?
- A9. Arabica - What is a fine Columbian coffee, first discovered in Arabia; today, the finest coffee available?

D a i l y R e v i e w

- Specials
- Appetizers du Jour
- Wines by the Glass
- Specialty Drinks
- Menu tasting
- Espresso/Cappuccino
- Desserts du Jour
- Reservations
- Special Parties
- Upcoming Club Events

GENERAL RULES OF SERVICE

Servers must be in proper uniform at all times when in the members' view.

Serving and clearing food and beverages:

- All food will be served from the left side of the member with the left hand.
- All beverages will be served from the right side of the member with the right hand.
- All items are to be cleared 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, whichever side you serve from, use the same serving hand – that is left hand for left side or right hand for right side.

Servers should provide attentive service without hovering, being obtrusive, or interfering with members' conversation. Staff should anticipate as many of the member's needs as possible.

(Continued on Reverse)

Service Tip of the Day

Never approach a table to take an order without knowing:

- Daily specials, preparation & prices
- Appetizer(s) of the Day
- Soup(s) of the Day
- Special Wines by the Glass
- Special Desserts
- Specialty Drinks

Without this information at your fingertips, you will embarrass yourself and reflect poorly on the Club.

Sales Tip of the Day

It is always safe to recommend what you sell the most. If you have a personal favorite, recommend that to members.

Suggesting cocktails or other beverages gives members an opportunity to order something that they may not have considered.

Ask members if they have a particular brand preference. If they ask for a brand that we do not carry, list the premium brands that we do carry. Make an effort to remember drink preferences so that next time you won't have to ask.

Offer assistance to members who are indecisive, using your knowledge of drinks and their ingredients.

Offer new drinks or specials on choices members make. For example, if a member orders a Margarita, offer to make it a Golden Margarita. This is not being pushy but simply making the member aware of the further options we offer. It also makes for a better experience if you offer the "better" drink.

When members are celebrating something, this is the time to suggest drinks, specials, etc. They are more willing to splurge given the celebratory nature of the occasion.

Food Terms

Roquefort (ROKE-fort) - a blue cheese made with sheep's milk and ripened with penicillium mold, made only in Roquefort, France.

Prosciutto (Pro-SHOOT-toe) - dried, cured Italian version of bacon.

Roe (ROW) - fish or shellfish eggs.

Wine Terms

Merlot (mar-LO) - a very fine red wine grape; once grown for blending with Cabernet Sauvignon; today, in California it is used to make a varietal red wine; a rich ruby wine with herb-like overtones in its fruity flavor.

Nouveau (new-VO) - the wine of the last harvest; during its first winter.

GENERAL RULES OF SERVICE, Continued

Servers must know all details of the preparation of each menu item such as ingredients, cooking times, flavorings, etc.

Be prepared to accommodate special requests, though always check with the Chef or kitchen staff to ensure availability of requested items.

Be technically proficient – know the correct table setting, placement and removal of plates, tableware, and glassware.

Do not remove plates while others at the table are still eating unless requested by the diner.

Do not disturb tables unnecessarily.

If a member engages you in a lengthy conversation, especially on a sensitive topic such as politics, religion, or other members, excuse yourself with a smile, an apology, and a polite departure.

Wine Pronunciation

Listed below are the correct way to pronounce some of the wines we carry. Practice pronouncing them.

- | | |
|-----------------------|-----------------------------|
| 1. Cabernet Sauvignon | (kahb-her-NAY SO-ven-nyawn) |
| 2. Sauvignon Blanc | (Sau-vin-nyawn BLAWN) |
| 3. Merlot | (mar-LO) |
| 4. Chardonnay | (SHAR-don-nay) |
| 5. Chianti | (key-ON-te) |
| 6. Fume Blanc | (FOO-may BLAWN) |
| 7. Pinot Grigio | (PEE-no GREE-zhi-o) |
| 8. Zinfandel | (ZIHN-fahn-dehl) |
| 9. Pinot Noir | (PEE-no NWAR) |

D a i l y R e v i e w

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SERVER RESPONSIBILITIES

Since the server has the greatest contact with our members and is ultimately responsible for the timely service of the meal, the he or she must be completely versed on the menu, wine list, and correct sequence of service.

The server's first responsibility is to be prepared prior to approaching the table, i.e., to know the features, have pen and duplicate pad, etc.

Approximately 2 to 3 minutes after serving food orders, the server should ask members if their meal is prepared to their satisfaction. If there is a problem, it should be handled immediately.

Servers should wait until the last person is finished to clear each course. Before coffee and dessert service, clear everything that shall not be used from the table, i.e., bread and butter plates, bread-basket, etc. Offer clean flatware where necessary.

After final coffee and dessert service, prepare the charge slip but refrain from presenting it immediately. The member will let the server know when he or she is ready to settle up.

Food Terms

Tahini (teh-HE-knee) - sesame paste; pureed chickpeas mixed with sesame paste.

Focaccia (fo-kah-CHEE-ah) - Italy, a flat, round bread seasoned with sage and bacon.

Cilantro (suh-LAWN-tro) - USA, fresh coriander (an herb).

Bev Terms

Pulque - the fermented product of the mezcal plant, which belongs to the genus *agave*. Used in making Tequila.

Grand Marnier (MAR-knee-yay) - one of the finest orange Curaçao liqueurs. It is made of a Cognac base, from small, green Curaçao oranges that are hand peeled. Distilled in France. 80 proof.

Personal Grooming & Hygiene

Personal grooming and hygiene is an essential aspect of providing food service. The following Company policies dictate standards for this all-important area.

Makeup should be worn in moderation. Excessive eye shadow, mascara, cologne, etc., is inappropriate for the workplace.

Jewelry also should be worn in moderation and should not unnecessarily call attention to oneself. If ears are pierced, small earrings (studs) may be worn, but avoid larger, hanging styles. Other than a watch or inconspicuous ring, jewelry should be taken off before work, or better yet, left at home where it will not be lost.

(Continued on Reverse)

Sales Tip of the Day

Servers can increase sales by taking the initiative to:

- Sell 5 Scotch and waters at \$5.25 each night, times five shifts a week, times fifty weeks a year = \$6,562. (Just for asking for a cocktail!)
- Now upsell those scotch and waters to a top shelf brand at \$6.00 each shift, times five shifts a week, times fifty weeks a year = \$7,500. (A difference of almost \$1,000 just for suggesting a better brand!)
- Now figure how much more in check averages you can achieve over a year when you sell an extra four appetizers or two desserts each night. Look at the difference using the formula above. You'll be amazed at the difference in check averages.

The great thing about this approach is that you don't have to sell an appetizer, bottle of wine, and a dessert to every member to achieve higher check averages. Only every tenth or twelfth member! This is attainable by everyone, if only you try.

Presenting the Wine List

Great wine service, like menu service means better sales. Poor or incorrect wine service not only hurts the Club's image, but also affects sales. Food is ordered, but wine must be sold!

Wine lists will be left on the table for members in casual dining.

Servers must always ensure that the list is clean and that they are familiar with the list.

Procedures

- When presenting the dinner menu, casually and unobtrusively lay the wine list on the table to the left of the obvious host. This permits the member to look at the wine list at his or her leisure.
- After taking the food order, the server should inquire if wine is desired. If not, remove the wine list.

Service Tip of the Day

Check the salt and pepper shakers on all the tables in your section to ensure they do not run out during the meal period.

The same goes for sugar bowls or caddies. Insure they are adequately stocked with sugar and sweeteners prior to the start of the meal period.

Server Information & 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 Terms

Mornay (more-NAY) - white sauce with cheese.

Curry - a mixture of spices used primarily in Indian cuisine; may include turmeric, coriander, cumin, chilies, cardamom, cinnamon, clove, fennel, ginger, and garlic.

Lard - rendered pork fat used for pastry and frying.

Wine Terms

Vin Nouveau (vehn new-VO) - new wine, made to be drunk just after the vintage, such as Beaujolais.

Sauvignon Blanc (SO-ve-nyawn BLAWN) - an excellent white wine of classical quality; dry, crisp, aromatic, a little spicy, very fruity, sometimes smoky; also known as Fumé Blanc and Blanc Fumé.

TABLE MAINTENANCE

Many things can be right in a food service operation, but if the table presentation is not clean or set properly, we are showing our ignorance and carelessness to our members. They know how it should be done. Tasting the food is only part of the dining experience and our members deserve the attention to small details that are expected in fine Clubs.

Procedure

Keep your tables well manicured. When it is obvious that all members at a table are finished, remove empty plates as promptly and silently as possible.

Stacking plates while bussing the table creates a rushed atmosphere for the members not to mention unsightly food messes. Remove dirty plates one per hand at a time.

Be conscious of the noise level in the dining room. Scraping plates, tossing flatware into bus pans, and the careless clatter of stacking plates is distracting to members' enjoyment of their meals and is the sign of a poorly-run operation.

Manicure a table only when you are performing a major function (i.e., presenting food, performing a quality check, removing plates, etc.). Remove small items such as straw wrappers and opened sugar packets at these times. Try to consolidate your manicuring trips. Remember, unneeded visits cause unneeded interruptions.

Pay attention to your members' tables during service, making certain all "used" flatware is removed and replaced as needed.

Always provide the utmost in professional service (i.e., bringing a fresh napkin or fork to a member whose item has fallen to the floor). Do everything you can to make the members' visit the most enjoyable experience possible.

Bev Terms

Irish Whiskey - there is a common belief that Irish Whiskey is a potato whiskey. This is not true at all. No doubt the misconception stems from the fact that the Irish refer to illicitly distilled whiskey as *poteen*, a term derived from the pot still in which it has traditionally been distilled. Whiskey in Ireland is distilled from a fermented mash of grains, namely, malted barley, unmalted barley, corn, rye, wheat, and oats, similar to the mash used in Scotland. The barley malt is dried in a kiln that has a solid floor. Even when peat was used as a fuel the smoke could not come in contact with the malt. Now peat has been replaced by smokeless anthracite, and the malt is not smoke cured, as in the case in Scotland.

Sales Tip of the Day

How and When to Serve Gin

Holland gins should be drunk straight; in the East Indies, however, it is drunk with bitters.

The most popular dry gin cocktail is by far the Dry Martini, but it is only one of hundreds of gin cocktails, such as the Alexander, Gibson, and Gimlet.

Dry gin is also widely used in long drinks, such as the Gin and Tonic, Tom Collins, Gin Rickey, and Gin and Bitter Lemon, all especially refreshing in warm weather.

Name the gins that your club carries, their country of origin, and price points. Which ones would make a good Martini? What would you suggest to a member who wants a Gin and Tonic or a Tom Collins? Have these suggestions at the tip of your tongue so that you can quickly and gracefully make welcomed suggestions to members and guests.

Remember knowledge is not only power, but it's part of good service!

Server Expectations

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.



WINE APPRECIATION

There are three elements to enjoying wine: the color, the aroma, and the taste.

The enjoyment of wine is absolutely dependent upon personal taste. While wine critics attempt to establish the quality of one wine over another, the ultimate arbiter is the individual consumer.

To sample a wine, a drinker will follow a three-step process that should take no more than 15 seconds.

- First, pour wine into a wine glass, being careful not to fill it more than half full. This leaves room for the wine to vaporize on the inner surface of the glass. Hold the glass up to a light source and look at the color. The wine should be clear and not cloudy or murky. The deeper the color of the wine, the fuller the body.
- Next, swirl the glass to aerate the wine on the inner surface of the glass. This helps to release the aroma of the wine. Hold the mouth of the glass up to the nose and smell the aroma. The aroma will greatly affect the judgment of the wine. Some wines will have a light, flowery or grapey smell, others will have a deep, robust, and spicy berry aroma.
- Finally, take a mouthful of wine and draw air into the mouth through the wine to release the flavors. Notice the various components of the taste. Dry or sweet, acidic, mellow, oakey, or fruity? Is it light, heavy, well balanced? All of these subjective evaluations will influence one's enjoyment of the wine.

Food Terms

Dry Sauté - to sauté without fat. Blackening is a common dry sauté application.

Infusion - steeping an aromatic or other item in liquid to extract its flavor.

Render - to melt fat and clarify the drippings for use in sautéing or pan-frying.

Wine Terms

Gamay (gam-MAY) - in California these red wine grapes are descendants of the true Gamay grapes of the French Beaujolais region, and related to the Pinot Noir grape of French Burgundy; Gamay wine needs no aging and is best consumed fresh; taste is light, fruity, fresh, and pleasant.

Service Tip of the Day

Many of our facilities have dramatic views from the dining room, overlooking the 18th green or a lake. While these views add much to the diners' experience, they can also be a source of irritation when the bright sun shines into their eyes.

This, obviously, is only a problem when the sun is low in the sky as it would be on a summer's evening during the dinner meal.

So, when the sun gets low, pay attention to whether or not it is shining in anyone's eyes. Close the blinds or drapes until the sun sets lower, then reopen them so members and guests can again enjoy the view. Your consideration and solicitude will be greatly appreciated.

Beer Facts

Handling Packaged Beer

Bottled beer should be stored in a dark, cool place. Beer exposed to the direct rays of the sun in a shop window for display cannot be used, as beer is extremely sensitive to light and will, after only a few minutes, take on a strange odor and flavor commonly called skunky. It may also become cloudy. This is caused by a substance in the hops that is light sensitive. If the hops are treated with hydrogen, the skunky-producing elements will be eliminated.

Beer in cans is not affected by light, but it should be kept in a cool place. In the home beer should be stored in the lowest, coolest part of the refrigerator. Storing bottled or canned beer in the door shelf of a refrigerator is risky because the constant jostling and the drafts of warm air from the kitchen would hasten the beer's deterioration.

Most clubs serve beer in bottles except at the pool cabana and turn house where cans are used to avoid broken glass on the pool deck or golf course.



Staff Interventions

It is the policy of the Club to have management intervene with members in certain situations where the Club's liquor license may be jeopardized or Club rules are not being followed.

The following situations warrant intervention:

Refusing alcoholic beverage service to a member or guest

It is unlawful and against the policies of the Club to serve any type of alcoholic beverage to an obviously intoxicated member or guest. Failure to enforce state laws regarding alcoholic beverage service could jeopardize our liquor license.

Club staff members 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 member to make the judgment.

Member buying drink for under-aged person

It is unlawful and against the policies of the Club to serve any type of alcoholic beverage to an underage person. Club staff members have both the right and the responsibility to ask for valid ID from anyone who appears underage.

When in doubt, ask for ID. If the person cannot produce an ID, he or she will not be served. Failure to enforce state laws regarding alcoholic beverage service could jeopardize our liquor license.

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 speak with the offending member.

Member or guest not wearing proper attire

The Club has a dress code for the Dining Room. 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, excluding the bar.

(Continued on Reverse)

Wine Facts

Cabernet Sauvignon – In the Bordeaux region of France, this great, small, thin-skinned, black grape produces the world's most celebrated wines; in the cool coastal regions of California, these vines produce wines so fine they have a respected place in the wine world; an aged Cabernet Sauvignon produces a deep, rich wine that is velvety smooth, but when young can be rather harsh and bitter.

Service Tip of the Day

Always be prepared to rearrange tables, pull tables away from a wall or other table, or to add chairs to accommodate parties. Also be prepared to hold chairs for ladies, the elderly, and children.

The assistance will always be appreciated and is a mark of good service.

Facility Focus

As is the custom, tables are usually reset by the service crew from the previous meal period. Make sure you double check their work. Frequently, they don't have enough clean ware to finish the set. Don't be caught by surprise by not double checking!

Sales Tip of the Day

Be especially alert to any member comments about dietary restrictions such as low sugar, low salt, or low carb. Check with the Chef to see what can be done to accommodate special Requests.

Not only might you make an extra sale (appetizer or dessert), but you'll make a happy member.

Beverage Terms

Apéritifs (ahp-re-TEEFS) – Drinks before a meal.

Kosher wine – Wine for Jewish religions occasions made under the supervision of a rabbi, usually very sweet.



Suggestive Selling

Suggestive selling is a proven means of increasing dining room average checks and overall food revenues while providing members and guests with a richer, more enjoyable dining experience. Many diners will tell you that they enjoy and appreciate a knowledgeable server who can suggest additional or alternative accompaniments to their usual dining fare. Instead of another hum-drum meal in the club dining room with order takers, your service team's knowledge and enthusiasm for the food and beverages the club offers can help turn the meal into an evening to remember.

Here are things they must do to confidently and enthusiastically suggest various food and beverage items:

Know the Menu and All Beverage Offerings. They can't sell what they don't know. They must take it upon themselves to learn as much as they can about each menu item. Have the chef or food prep staff talk about the food, how it's prepared, what ingredients are in each item, and what their favorite items are. Do the same with the bartender. Make sure servers know the house and premium brands of liquor, as well as all the beers the club carries. Educate them about wines. Have them read and study bottle labels – often these have descriptors they can use to help describe wines or beers.

Pay Close Attention During Pre-Shift Meetings. If the club is not using Menu Item Selling Sheets, PCPM Form 484, and Wine Selling Sheets, PCPM Form 485, start using them to better educate staff. Make sure they know everything about each menu item, so they can creatively describe them to diners.

Record and Rehearse. Servers must take notes and ask questions. They must ask the chef for creative adjectives and descriptors for menu items and daily specials. They must take notes and create phrases to use when describing items. They must rehearse these so that they come easily to them when reciting specials at tableside.

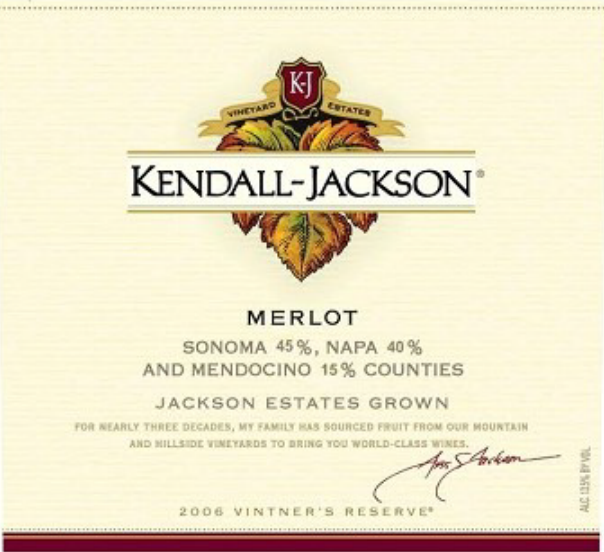
Show Excitement and Enthusiasm when Describing Items. Excitement and enthusiasm sells. Servers must put some enthusiasm into their descriptions by voice inflection and body language when presenting to members. They should, at all cost, avoid deadpan delivery and a monotone voice. They should practice their delivery with fellow team members. They should take their cue from professional broadcasters – note how they move their heads for emphasis and modulate their voices when delivering the news.

Be Prepared to Make Recommendations. A diner will often ask, "What do you like?" Make sure your servers have several recommendations for appetizers, soups, entrees, and desserts, as well as beers and wines. Even if they haven't tasted all the items on the menu, they should ask other servers and the kitchen staff what they like best and then never hesitate to offer their recommendations. The worst answer they can give is "I don't know." It indicates a complete lack of interest in the club's food and their job as a server.

Proper Pronunciation. Nothing identifies your staff as rookies more quickly than mis-pronouncing food and beverage terminology. Many wines, proprietary liqueurs, and cooking terms are European and in the language of origin. Pronouncing these names and terms properly marks servers as professional and inspires confidence in the diner when a recommendation is made. If servers are unfamiliar with a name or term, they should check with fellow servers or supervisors. Use smart phones to listen to the pronunciation of foreign terms.

(Continued on Reverse)

The Wine Selling Sheet is used to educate servers about the wines offered in the dining operation. The more information and knowledge servers have about the wines offered, the better able they are to suggest options and alternatives to customers/guests/members, as well as to increase average checks.

Wine Category: Red	Wine Label
Wine: 2006 Vintner's Reserve Merlot	
Vintner: Kendall-Jackson	
Grape(s): Merlot	
Country: United States	
Region/State: California	
District/Locale: Sonoma County	
Bottle Size(s): 750 ml	
Descriptors: dry, rich, smooth, hints of cedar, herbs, black currants	
Price: \$62	

Suggested Menu Pairings
Aged Angus Sirloin Charbroiled Ribeye Petite Filet Mignon NY Strip Steak Rack of Lamb

Awards & Recognition
San Francisco Chronicle Wine Competition, 2010: Bronze Los Angeles Wine & Spirits Competition, 2009: Bronze San Francisco International Wine Competition, 2009: Bronze San Francisco International Wine Competition, 2009: Silver

Engaging Members with Confidence

Most employees will interact with members on a regular basis as part of their jobs. There are a number of things they must do to ensure that they engage members properly and successfully:

Be Prepared. No matter what their job is they must be prepared to meet, greet, and serve members professionally and efficiently. This requires that they be prepared for each and every encounter with members. For food servers this means that they know and efficiently execute all requirements of their positions and that they are thoroughly familiar with all food service techniques, as well as the food and beverages the club offers.

Mental *Mise en Place*. *Mise en place* is a French phrase defined as "everything in place." The phrase is used in a culinary sense to refer to organizing and arranging all ingredients that a cook will require to prepare menu items. In a broader sense it can be taken to mean that all food service employees, both front and back of house, have done all the work necessary to be ready to prepare and serve food. But being prepared mentally is just as important as gathering all ingredients and completing all sidework. Mental *mise en place* means that servers are familiar with all food and beverage products and have the right attitude and enthusiasm to deliver high levels of service.

Smile and Desire to Help. A winning smile and desire to help are bedrock requirements of service.

Know Names and Preferences. As we have said repeatedly, knowing members' names and dining preferences is a major reason people join clubs. As the theme song for the hit sitcom Cheers said, "A place where everybody knows your name."

Stand Erect. Posture and body language say a lot about confidence and service attitude. When interacting with members, they must stand confidently erect with head held high. Providing quality service is something they should be proud to do.

Be Confident. Members are not impressed by retiring, servile (submissive, subservient, fawning, obsequious, toadying [look these words up in the dictionary]) people. They'd much rather interact with confident and competent individuals who take professional pride in what they do.

Make and Keep Eye Contact. Servers must make and keep eye contact while speaking with members. They are not impressed by shy, timid, and insecure employees.

Speak Slowly, Distinctly, and Confidently. When speaking with members, particularly when reciting daily specials, servers must speak slowly, distinctly, and with confidence. While they may refer to notes, they should not read them verbatim. By spending some time rehearsing the particulars of each special, they can describe them confidently while making eye contact with everyone at the table. Speaking too fast is a clear sign of nervousness and will often require diners to ask servers to repeat what was said because they didn't understand.

Gauge Level of Engagement. Servers should always take their cue from customers as to how much engagement they want. Servers should never presume familiarity no matter how often they've served a particular member.

Demonstrate Knowledge and Competency. When servers demonstrate both knowledge and competence in all they do, they favorably impress those with whom they interact. This is true not only at the club, but also in life.

How staff engages with members will determine the quality of service and their attitudes about the establishment and the service they receive.