



# **Private Club Performance Management**

## **Food & Beverage Operations Standards, Policies and Procedures**



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Subject: Catering Policies

F&B-101

A. Policy. It is the policy of the Club to establish policies for catered operations.

B. Discussion

1. Food and Beverage

- a. All food and beverage items must be supplied and prepared by the Club.
- b. The Club may make an exception to this policy when special dietary, nutritional, or religious (i.e. kosher) needs are required and cannot be met by the Club's food service staff.
- c. Leftover food and beverage may not be taken from the Club after an event.
- d. As the ABC licensee, the Club is responsible for the administration of the sale and service of all alcoholic beverages in accordance with the North Carolina State Legislative Commission's regulations.
- e. The host agrees to be responsible for the conduct of guests and that the Club may refuse service in the event of violation of any State law.
- f. Menu planning, room set up, and other pertinent details must be arranged at least 14 days in advance of the event.

2. Guarantee Policy

- a. With all events involving per person food and beverage service, the event planner must call with a minimum number of guests seven (7) working days before the event. This is the number of guests for which food will be prepared, and the bill calculated.
- b. The Club will attempt to provide like services should the attendance be greater than the guaranteed number, however if attendance exceeds 105% of the final guarantee, an additional premium charge of 15% of the per person price will be charged for each person over 105%.

3. Deposits & Payment

- a. A deposit of \$500.00 is required to hold the space and will be applied to the total charges incurred at the completion of the event. All deposits are non-refundable.
- b. The Club reserves the right to increase the required deposit for event space during peak periods.
- c. Receipt of the deposit will confirm space requirements.
- d. A bill will be prepared and charged to the member's account the day of the event for the remaining balance due. If arrangements have been made in advance, a member's company or organization

may be direct billed.

- e. In all cases, the member sponsor is responsible to ensure that the Club receives payment.

4. Contract Cancellation

- a. Cancellations within 60 days of the event are subject to a cancellation charge of 20% of estimated event charges.
- b. In the case that we are able to rebook the space for another event, cancellation charges may be waived.

5. Service Charge

- a. All food and beverage is subject to an 18% service charge and North Carolina sales tax. Please note that sales tax will also be imposed upon the service charge, as required by state law.
- b. Tax exempt organizations must provide us with a copy of their tax-exempt certificate prior to the event.

6. Event Space

- a. Event space is assigned according to the anticipated number of guests and set up requirements. The Club reserves the right to reassign the space should numbers fluctuate.
- b. A room rental fee will be charged for reserved meeting space.
- c. Room rental fees will be waived for groups who guarantee 12 or more guests and also use the space for a meal. The room rental fee will not be charged when an event is moved to one of these spaces for the convenience of the Club.

7. Displays, Exhibits, and Decorations

- a. All displays, exhibits, or decoration must conform to the county fire ordinances and rules.
- b. The Club asks that nothing be affixed to walls, floors, or ceilings of rooms with nails, staples, tape or any other substance unless approved prior to the date of the event. Use of such items without the express approval of the Club may result in charges to repair damage.

8. Liability

- a. The Club reserves the right to inspect and control all functions. Liability for damage to the premises will be charged accordingly.
- b. The Club cannot assume responsibility for personal property and equipment brought onto the premises.

9. Engineering and Audiovisual

- a. Special engineering requirements must be specified to the Catering Manager at least 14 days prior to the event.
- b. If a request for AV equipment is received less than 14 days before an event, we cannot guarantee that such equipment will be available. Audio visual equipment rental is available, and rates are quoted upon request.
- c. Guests may provide their own equipment, however, if assistance is required, a technician fee will be charged.

10. Equipment

- a. It is the Club's policy not to rent or lend equipment (tables, chairs, linen, glassware) for use outside of the Clubhouse.
- b. We will gladly assist you in procuring needed equipment from a professional rental service.

11. Entertainment

- a. All outside entertainment must be booked through the Catering Manager. An entertainment contract will be prepared specifying hours of play, number and length of breaks, compensation, and other items to protect the club's interest.
- b. Entertainers will be paid by the Club according to their contract and the event planner will be billed for the entertainment along with other event charges.

12. Club Attire Policy

- a. Members and designees must dress in a fashion befitting the surroundings and atmosphere provided in the setting of the Club. It is also expected that members and designees will advise their guests of the dress requirements.
- b. Gentlemen and ladies are requested to dress in a fashion compatible with the appropriate occasion. For lunch, appropriate informal, casual sports attire may be worn.
- c. Shirts and shoes must be worn at all times when on the Club Facilities, except the pool areas.
- d. The following is considered inappropriate attire: halter tops, tank tops, tee shirts, fishnet tops, cut-offs, jams, sweat pant, blue jeans, bathing suits, tennis shorts or other athletic shorts more than four inches above the knee are not permitted.

Subject: Dining Reservations

F&B-202

A. Policy. It is the policy of the Club that members are asked to assist in maintaining service levels by making reservations for a la carte dining.

B. Discussion

1. Reservations will be taken for all Clubhouse venues – casual dining, fine dining, and Sunday brunch.
2. Reservations will be taken no earlier than 30 days in advance of a requested date.
3. A la carte reservations will not normally be taken for parties of more than 12. When an exception is made and a reservation is allowed for a party of more than 12, the Dining Services Manager and Chef will coordinate a set or limited menu for the member.
4. The Dining Services Manager is responsible for maintaining the reservation book for all Clubhouse venues.
5. Reservations may be made by calling 484-5555, from 8 a.m. to 9 p.m. Tuesday through Friday, and 11 a.m. to 9 p.m. Saturday and Sunday.
  - a. During normal office hours (8 a.m. to 5 p.m., Tuesday through Friday, reservation calls will be taken by the Club receptionist).
  - b. During all other hours, reservations will be forwarded to the dining room where they will be taken by the dining room host or hostess.
  - c. Outside of normal reservation times, a voice mail message will inform members of the hours that reservations may be taken and that voice mail reservations will not be accepted.

C. Procedures

1. Answer the phone in three rings.
2. Use a pleasant tone of voice to communicate your desire to help.
3. Answer the phone with “Good Morning/ Afternoon/ Evening, thank you for calling the Club, this is (your name) how may I help you?”
4. If you must place the member on hold, say “(Mr./Mrs. (member name), may I place you on hold for a moment?”
  - a. If the answer is yes, say “Thank You” and place the member on hold.
  - b. If the answer is no, continue with the call.

- c. Note: It is important to get the name of the caller first, so that you may address him/her by name during the rest of the call.
- 5. Obtain all necessary information: day/date of reservation, time, number in party, phone number, and member number.
- 6. Ask for special needs, accommodations, or if they are celebrating a special occasion.
- 7. Quickly read back the information you have taken to ensure all information is accurate.
- 8. Thank the member for calling.

Subject: Bar Opening Procedures

F&B-416

- A. Policy. It is the policy of the Club that we establish certain bartender procedures that must be completed to be ready for service to our members.
- B. Discussion
1. Arrive to work on time, and in proper uniform.
  2. Check bar for cleanliness of bartop, backbar, sinks, ice bins, barstools, and floor. Correct as necessary.
  3. Check previous shift's closing beverage and bar supply. Check Bar Requisition for any missing items.
  4. Set up speed racks with the following well brand liquors, from left to right: Vodka, Gin, Blend, Scotch, Rum, Brandy, Dry Vermouth, Sweet Vermouth.
  5. Check bottled drinks; rotate and restock them according to established par stocks. Restock liquor issued for the day. Turn in empty bottles.
  6. Clean soda gun. Check soda bag in the box levels.
  7. Check fruit garnish, fruit juices, cream, and other bar mixes. Wash containers, refill, and refrigerate.
  8. Prepare garnishes sufficient for one shift.
  9. Check all sundry supplies and bar implements.
  10. Wash and polish the bar counter; also wash sinks and ice bins. Then wipe the neck of each bottle on the back bar. Line the bottles with labels and pourers facing the same direction.
  11. Offer assistance to other employees that may be having difficulty getting ready for service.
  12. Ensure your bar is ready to be opened on time. All *mise en place* must be completed and the bar fully stocked prior to the scheduled opening time.



Subject: Responsible Beverage Service

F&B-507

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

B. Discussion

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

C. The Law

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

D. Checking ID's

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

E. Acceptable Forms of ID

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

F. Things to Remember when Checking ID's

1. Carefully look for any difference in the card's type, size, style, or color.
2. Make sure to compare the photo and physical description with that of the member.
3. Look for alterations in the ID such as cuts or erasures in the laminate by holding up the card to the light.
4. Never accept an unfamiliar ID card.

Subject: Highchairs and Booster Seats

F&B-512

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

Subject: Pre-Shift Meeting

F&B-520

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

Subject: Server Information & Expectations

F&B-525

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

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

4. Timely Attendance

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

5. Notification

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

6. No Call/No Show. Any employee who misses a shift without calling or without a valid excuse will face appropriate disciplinary action.

7. Drinking or Use of Non-prescribed Drugs

- a. No employee may consume an alcoholic beverage while on duty.
- b. Reporting to work while under the influences, drinking on duty, or the use of any illegal or non-prescribed drugs will result in appropriate disciplinary action.

8. Smoking

- a. Employee smoking in a food service facility is a sanitation violation due to the hand-mouth contact involved. At no time may employees smoke in food service production or service areas.
- b. Smoking is permitted only in designated smoking areas during your break or after your shift has ended.

9. Use of Facilities

- a. Employees are not allowed to use the facilities and services of their workplace while working. This means you should not sit at tables in the restaurant or the bar or sit on furniture in public areas of the Club during your work hours.
- b. The Club is for the exclusive use of our members. Use by employees on the clock is an inappropriate use of work time. Further, it sends the wrong message to our members about our priorities.

10. Use of Telephones

- a. The telephones within the Club are for business purposes and unnecessary or excessive personal use of phones may interfere with that business.
- b. Reasonable use of facility telephones for personal reasons such as to call your spouse or children is permitted at the discretion of your Supervisor. However, you should discourage your friends from calling you when you are working unless necessary.

11. Monetary Responsibilities

- a. Every food and beverage item must be recorded on the point-of-sale (POS) system. There can be no exceptions to this policy. Kitchen staff are instructed not to issue food to wait staff without authorization from the POS.
- b. The Club accepts member charges and various credit cards for payment. As a food service employee, it is your responsibility to ensure that all members are properly charged for food, beverages, and other items consumed. Your attention to this important matter will ensure the continuing profitability of the Club.

12. Quality Assurance

- a. Everyone in a food service operation is responsible for the quality of what we prepare and serve. The bartender or wait staff has a special responsibility in that he or she is the last person from our

operation to handle the food or drink before presenting it to our members.

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

Subject: Appearance and Grooming

F&B-533

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



- e. Chewing gum.
  - f. Combing hair in food service or preparation areas.
  - g. Scratching in any form.
4. Jewelry
- a. One ring per hand and a wristwatch may be worn while working.
  - b. Necklaces must be worn out of sight.
  - c. Earrings must be no larger than a quarter, limited to one pair.
  - d. Men are not permitted to wear earrings while working.
  - e. Similarly, there must be no other jewelry worn in visible body piercings, such as nose studs.
5. Cosmetics
- a. Apply cosmetics with a “light” touch.
  - b. Keep nails moderately trimmed and clean. Use only a clear or neutral nail polish.
  - c. Avoid strong perfumes and colognes, as they may be offensive to members.
6. While it is not possible to establish absolute standards of personal grooming, the final determination of an employee’s suitability for work rests with management.

Subject: General Rules of Service

F&B-536

- A. Policy. It is the policy of the Club that general standards are set to ensure optimum member satisfaction.
- B. Discussion. The members entering our establishment are embarking on an important personal mission - one he and she hopes will be pleasant, refreshing, and satisfying. In fulfilling these hopes, our role is paramount. Our interest, courtesy, and professional skills are essential to ensure our members' enjoyment and satisfaction.
- C. Procedure
1. Arrive in enough time to be dressed and ready to work before your scheduled time.
  2. Clock in only after you are in complete uniform and ready to work.
  3. Always call your Supervisor if you are going to be late. Make the call yourself, do not have someone else call for you.
  4. You must notify your Supervisor at least two (2) hours in advance if you cannot come to work.
  5. You must speak to a manager if your Supervisor is unavailable when calling.
  6. Your Supervisor must approve all shift changes.
  7. Employees are to be in proper uniform at all times when in the members' view.
  8. All food will be served from the left side of the member. Anytime it will cause an inconvenience for the member to be served from the proper side, just remember, whatever side you serve from, use the same serving hand.
  9. All beverages will be served from the right side of the member. Anytime it will cause an inconvenience for the member to be served from the proper side, just remember, whatever side you serve from, use the same serving hand.
  10. All items are to be cleared from the right side of the member. Anytime it will cause an inconvenience for the member to be cleared from the proper side, just remember, whatever side you clear from, use the same serving hand.
  11. Service personnel should provide attentive service, but not hovering. Staff should anticipate as many of the member's needs as possible.
  12. Personal appearance impeccable. Proper uniform that fits properly, hair cut neatly/pulled back, cosmetics to a minimum.
  13. Staff must know all details of the preparation of each menu item. Be aware of the ability to accommodate special requests and general trends of the chef and his staff in food preparation.
  14. Technical perfection – placement of plates, removal of plates and silverware, and correct serving sides.
  15. Plates are never removed while others at the table are still eating.
  16. Tables should not be disturbed unnecessarily.

17. As a service person, think of yourself as the party's host. Greet the members pleasantly, by name if possible.
18. Make a concerted effort to determine which kind of service your members' desire.
  - a. For a member in a hurry, provide rapid, but correct service.
  - b. If a member wishes to enjoy a leisurely meal, pace your service accordingly.
  - c. When a member is alone, a FEW friendly words can make a meal more enjoyable.
  - d. If a member does not understand the menu, take the time to intelligently describe the appearance and preparation procedure of the item(s) in question.
  - e. When members are celebrating, suggest foods and wine that will turn their meal into a festive occasion.
  - f. Because many members may be calorie conscious, be prepared to recommend appropriate menu items.
19. Practice the rare and unusual art of being a good listener.
20. If you become involved in a lengthy conversation with a member, especially on a topic you should not discuss, solve the situation with a smile, an apology, and a polite departure.
21. Remain in your station. Common sense will tell that to render proper service, one must be in or near their station when not in the kitchen picking up food.
22. Pay attention to your station. Before leaving the floor, check your station to see whether a member is trying to get your attention.
23. Tests show that humans love to talk. These tests also show that while our mouths are in gear, our bodily senses, for the most part shift into "park." While we are talking, we hear little more than our own voice, see little more than the person we are talking to, and we are generally oblivious to whatever else is going on around us.
24. Listen up. From time to time one may hear members make comments about anything from the food service to the condition of the establishment. This information is invaluable to management. A member's praise, as well as his or her criticism, should always be passed along.
25. Divided we stand. Congregations are wonderful in a church or synagogue, but they serve little useful purpose in dining rooms.

*About the Author*

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Master of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional luxury-budget hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.