

Food & Beverage Operations Standards, Policies & Procedures

Sample

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This document serves to showcase the scope and quality of Private Club Performance Management's Food and Beverage Operations Standards, Policies & Procedures. The full set of 103 policies and 36 associated forms may be purchased from the PCPM Marketplace Store.

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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.

Subject: Catering Contract and Deposits

F&B-106

A. Policy. It is the policy of the Club to execute a contract for all catered events and require deposits at intervals prior to the event.

B. Discussion

1. Catering Contract

- a. A Catering Proposal/Contract, [Club Form 463], will be prepared for each catered event.
- b. Part of the Catering Proposal/Contract is a computation of the Total Estimated Charges for the event.
- c. The completed Catering Proposal/Contract will be sent to the member/host for review and signature.

2. Deposits & Payment

- a. The Club requires the following deposits, payable by check, for a catered event.
 - (1) Holding Deposit. 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.
 - (2) Confirming Deposit. The Catering Proposal/Contract, when signed by the member/host becomes a binding contract and confirms the space. The member/host will return the Catering Proposal/Contract with a required deposit of one-third (1/3) the Total Estimated Charges for the event.
 - (3) Final Deposit. Forty-five (45) days prior to the event, the Catering Director will send an invoice letter to the member/host for a second one-third (1/3) deposit. This second deposit must be received not later than thirty (30) days prior to the event.
- b. All deposits are non-refundable.
- c. The Club reserves the right to increase the required deposit for event space during peak periods.
- d. Final Payment. The member/host will be presented a bill at the completion of the event for the Total Actual Charges less all deposits. Final payment may be made in the following ways:
 - (1) Members only – by charge to the catering “X” number assigned by Club Accounting for the event.
 - (2) By personal or by corporate check.

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.

Subject: Beverage Cart Operations

F&B-301

A. Policy. It is the policy of the Club that the Beverage Cart will operate on the golf course in a professional manner, providing members with snack service and other amenities, with minimal interference and impact on the play of golf.

B. Responsibilities

1. The Club food and beverage manager is responsible for the operation of the beverage cart. This includes scheduling, establishing all operating procedures, hiring, and training of staff, menu, pricing, control of inventory and charge slips, and careful coordination with the Head Golf Professional and other golf operations staff.
2. All operating procedures will be coordinated with the Head Golf Professional and be approved by the General Manager.

C. Procedures

1. Getting Started

- a. The Beverage Cart Attendant must arrive on time and in proper attire. Dress for Beverage Cart Attendant must meet the minimum standards of dress for play on the golf course. See attached golf attire policy.
- b. The Attendant must punch in at the cart barn.
- c. The Attendant must have all necessary supplies:
 - (1) Several pens for members to sign charge slips.
 - (2) A small clipboard upon which charge slips will be presented to members for signature.
 - (3) Charge slips.
 - (4) A large clipboard for tee sheet, Time of Play Chart, and other papers.
 - (5) A Beverage Cart Daily Sales Sheet, [Club Form 407].
 - (6) A logoed Club cap.
 - (7) Sunscreen, if sunny.
 - (8) An umbrella if threatening rain.
 - (9) Several empty plastic trash bags.

Subject: Beverage Brands Familiarization

F&B-409

- A. Policy. It is the policy of the Club to establish brands of liquor that will be provided to our members.
- B. Discussion. The more we know about the products we offer, the more service we can provide to our members. Knowing the products by heart will allow us to sell more drinks thereby creating more revenue.
- C. Beverage Brands
1. Vodka Liquors
 - a. Absolut.
 - b. Ketel One.
 - c. Stolichnaya Gold (Catering Only).
 - d. Grey Goose.
 - e. Chopin.
 2. Rum Liquors
 - a. Bacardi Light.
 - b. Bacardi Reserve.
 - c. Bacardi 8.
 - d. Myer's Original Dark.
 - e. Mt. Gay Eclipse (Catering Only).
 - f. Malibu.
 3. Gin Liquors
 - a. Beefeater Gin.
 - b. Tanqueray.
 - c. Bombay Sapphire.
 4. Tequila Liquors
 - a. Jose Cuervo.

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 bar top, 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; 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: 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 highchairs 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 always ready for use.
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 sidework and table setups will be completed prior to the pre-shift meeting.
 3. Meeting purpose and topics include:
 - a. Uniform inspection.
 - b. Special items the Chef is featuring.
 - c. On-going training about service techniques using Training on the Go!
 - d. Member comments.
 - e. Goals for the day.
 - f. Update on how servers are doing versus their goals for the month.
 - g. Feedback from servers to improve service for the members.
 4. Pre-shift meetings are part of the normal work shift and will be “on the clock.”

Subject: Service Team Responsibilities

F&B-605

A. Policy. It is the policy of the Club that each member of the food service team understands his or her responsibilities.

B. Discussion

1. In order for any service system to work, it must be followed by each of the service team - from host/hostess to server assistant. There is nobody on the team that is more or less important in our efforts to achieve our goal of satisfying our members.

2. Host/hostess

a. The host/hostess is the first person to speak to the member, either in person or by phone. For this reason, the host/hostess must be well-versed regarding the menu, daily specials, wine list, and general information, and the [Host/Hostess Station] must be well-organized. It is also important to have proper [Dining Room Organization] to avoid confusion on the floor and in the kitchen. Always wear a watch to keep track of seating and eating times.

b. After the initial [Greeting and Seating], the host/hostess will lead members to a specific table where they will be seated, ladies first. The host/hostess should attempt to hold members' chairs, particularly for ladies, the elderly, and children, so long as this effort does not appear awkward or clumsy. Present the menus, again ladies first, and describe any daily specials.

(1) Example: If the special is Grilled Swordfish with lemon butter and cilantro served with snow peas and an oriental spring roll, simply say, "The special is an excellent swordfish dinner which your server, William, will describe in detail."

(2) This presentation does three things: it gives the member a hint of the special, it introduces the server, and it will open a dialogue between the member and the server.

c. The host/hostess should wish the members a pleasant meal and return to the host/hostess station. As he or she returns to the station, he or she should check the dining room for tables lingering, paying, vacating, etc. This will help to plan resets or building tables as the meal period progresses.

3. Server Assistant

a. The server assistant is a valuable link in the service chain. For this reason, the server assistant must be prepared for the specific meal to be served by completing the specific set up chores for that meal, which is covered under [Side Work].

b. A server assistant's first duty is [Delivering Water, Bread, and Butter] with a smile and a greeting. While being friendly and courteous, the server assistant should not engage in conversation unless it is initiated by the member. Immediately after serving water, check other tables in the area to see if they need service or refills.

- c. A server assistant's second duty is to provide [Coffee Service].
- d. Lastly, a server assistant must do [Table Resetting] quickly and efficiently to allow us to "turn" tables faster.
- e. While these responsibilities may seem limited, with 8 to 12 tables per server assistant, it is a full and demanding job if done right.

4. Servers

- a. The third link in the service chain is the server. Since he or she has the greatest contact with our members and is ultimately responsible for the timely service of the meal, the server must be completely versed in [Menu Familiarization], [Wine List], and correct [Sequence of Service].
- b. The server's first responsibility is to be prepared prior to approaching the table, i.e., to know the specials, have pen and dup pad, etc.
- c. The server should know the [Use of Duplicate Pad] and prepare a dup sheet for that specific table. The number of members, the table number, the [Position Numbers] of the diners, with ladies circled - all information should be included.
- d. The server should understand [Approaching the Table] with a greeting and a smile and offer [Cocktail Service]. If cocktail service is desired [Taking and Serving Beverage Orders], enter the order in the point-of-sale system [Placing Orders] and serve the cocktails. At this time explain the specials in detail [Presenting Specials] and give recommendations of at least one appetizer [Selling Wine, Appetizers, Desserts] or special salad. Excuse yourself from the table, view your station for needed service and return to the kitchen (never empty-handed). Start set up for other tables to be served.
- e. When members are ready to order, approach the table and ask if they wish to order. Take orders of ladies first [Taking Orders], using the standard abbreviations. Be sure to write complete and legible order. This dup will be server's only reference when entering the order into the POS terminal or for other wait persons who may deliver this meal.
- f. There must be no question as to table number, position of diner, individual orders, or special requests. After order is taken, return to wait pantry and enter the order into the POS terminal. See [Placing Order] for more information.
- g. The service of the first course, appetizer, soup, salad, or entree is always ladies first, oldest to youngest. Use the focal point method of service to keep track of who gets what order.
- h. If wine service is needed, note bin number on dup pad, provide table with wine glasses, and serve appropriate wine. See [Presenting, Opening, and Pouring Wine] for more information.
- i. Approximately 2 to 3 minutes after [Serving Food Orders], ask members if their meal is prepared to their satisfaction. If there is a problem, it should be handled immediately [Adjustments for Food/Beverage/Service Complaints].

Subject: Challenges of Service

F&B-619

- A. Policy. It is the policy of the Club that servers be prepared to deal with the special challenges of service.
- B. Discussion
1. The following ideas are presented to help servers with some of the diverse and demanding situations found in the service profession. While there is no pat response to the different problems servers may face, these thoughts may help prepare them for some of the more common ones.
 2. Children
 - a. In general, children appreciate being treated as adults. More importantly, children are often embarrassed by overly protective and condescending treatment. They should be presented with a menu and made to feel an important part of the dining experience. Give them preferential treatment only if it is requested by their escorts or parents.
 - b. Servers may offer special service such as meat cutting, if it is obvious that they cannot do it themselves, but it is always a good idea to ask first. These extra services are a part of good service when done unobtrusively and respectfully.
 3. Elderly. Courtesy and respect are especially important when serving elderly guests. Normally, these guests require more time to eat and enjoy their visit. They may also require extra assistance in cutting meat or other food items. In all dealings with elderly guests, be friendly, courteous and avoid rushing them in any way.
 4. Disabled
 - a. Occasionally, a disabled person will come into our dining room unattended. Understanding his or her problem and assisting properly and discreetly will help the guest enjoy the meal. A guest in a wheelchair may wish to be pushed up to the table. Be sure the wheelchair is out of the aisle so he or she will not be bumped unnecessarily.
 - b. A sight-impaired person will need the most attention of all disabled people but be careful not to offend by being over-solicitous. Hang up his/her coat and belongings and gently lead him/her to a seat. Discreetly move objects so they will not be upset. Quietly ask if you may acquaint the guest with the menu. Then let him/her select the meal. Do not fill glasses too full. As you serve, inform the guest where the food and beverage items are being placed. Always let the guest take your arm rather than you taking his/hers.
 - c. A hearing-impaired person may be able to give you his/her order verbally like any other guest. Some, however, prefer to write out or point to their choice. Be alert to the fact that the deaf speak with hand movements. If you are concerned about an accident, gently touch the person on the right or left shoulder, indicating you are serving him/her from that side.

Subject: Suggestive Selling Techniques

F&B-624

A. Policy. It is the policy of the Club that all service staff be trained in the use of various suggestive selling techniques.

B. Background

1. Imagine you approached one of your friends and asked him “How was the movie The Bourne Conspiracy?” If he replied, “It’s good,” would you go see the movie? Undoubtedly, it will take a little more than “It’s good” to persuade you to see this movie. A more realistic reply on your friend’s part would be “It’s incredible, it is one of the greatest movies ever made and you shouldn’t miss it.”
2. In essence, your friend would show excitement by his tone of voice. He would use his enthusiasm to persuade you. He would use his power of description to describe a few scenes to “whet your appetite.” He would convey the attitude that “you can take it from me,” or “believe me,” to further motivate you. What your friend is doing is selling you on this film. Similarly, if a member asks you, “How is the Pasta Special?” and you reply, “It is good,” do you think this is enough to persuade the member to select the Pasta Special?
3. The point is, personal enthusiasm, along with descriptions and a positive attitude, motivates people to go to the movie - and to select the Pasta Special.
4. It is embarrassing when members ask questions about menu items and you cannot tell them the first thing about them.
5. In every profession, the more you do to improve your knowledge and skills, the more successful you will become. There are a variety of techniques that, if used with enthusiasm and skill, will prove to be valuable aids when you are making dining suggestions to the members and their guests.

C. Basics of Suggestive Selling

1. It is always safe to recommend what you sell the most. If you have a personal favorite, recommend that to your guests.
2. Suggesting cocktails or other beverages gives your guests an opportunity to order something that they may not have considered.
3. Ask your guests 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.
4. Offer assistance to guests who are indecisive, using your knowledge of drinks and their ingredients.
5. Keep in mind the time of day when suggesting drinks.

Your Club Name Here

Catering Pre-Event Checklist

Event Name:	Date/Time of Event:
Event Location:	Designated Catering Supervisor:

Init. **Topics to be covered at Pre-Event Staff Meeting**

	Guaranteed number of attendees:	
	Type Event: <input type="checkbox"/> Luncheon <input type="checkbox"/> Dinner <input type="checkbox"/> Buffet <input type="checkbox"/> Plated Meal <input type="checkbox"/> Reception <input type="checkbox"/> Coffee Break	
	Event Start Time:	
	Event End Time:	
	Designated Team Leaders:	
	Designated "Shadow":	
	Bar Service: <input type="checkbox"/> Yes <input type="checkbox"/> No	Type: <input type="checkbox"/> Host <input type="checkbox"/> Cash <input type="checkbox"/> Signature
	Bar Begin Time:	Bar End Time:
	Meal Service Time:	
	Wine Service: <input type="checkbox"/> Yes <input type="checkbox"/> No	Name Wines and Courses
	Dessert Service: <input type="checkbox"/> Yes <input type="checkbox"/> No	
	Band or Entertainment: <input type="checkbox"/> Yes <input type="checkbox"/> No	Name:
	Special Instructions:	

Server Reminders

	No one leaves without checking in with the Catering Manager.
	Temporary Staff must have timecards signed by Catering Manager
	No eating/drinking during event. Staff may only eat designated staff meal or food authorized for server consumption by Chef.
	Check your attitudes; check your smiles.

Comments:

Your Club Name Here

Temporary Staff Evaluation

	Date:
Name of Event:	Temporary Agency:
Date/Time of Event:	Event Venue:

Temp Servers

Server's Name:	
Was Server on Time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was Server F&B knowledgeable? <input type="checkbox"/> Yes <input type="checkbox"/> No
Was Server in Proper Uniform? <input type="checkbox"/> Yes <input type="checkbox"/> No	Had Server been trained to our standards? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server have a good, positive attitude? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did the Server work hard? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server need a lot of supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was the Server helpful and productive? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server help with breakdown/cleanup? <input type="checkbox"/> Yes <input type="checkbox"/> No	Would you have this Server back? <input type="checkbox"/> Yes <input type="checkbox"/> No

Server's Name:	
Was Server on Time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was Server F&B knowledgeable? <input type="checkbox"/> Yes <input type="checkbox"/> No
Was Server in Proper Uniform? <input type="checkbox"/> Yes <input type="checkbox"/> No	Had Server been trained to our standards? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server have a good, positive attitude? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did the Server work hard? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server need a lot of supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was the Server helpful and productive? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server help with breakdown/cleanup? <input type="checkbox"/> Yes <input type="checkbox"/> No	Would you have this Server back? <input type="checkbox"/> Yes <input type="checkbox"/> No

Server's Name:	
Was Server on Time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was Server F&B knowledgeable? <input type="checkbox"/> Yes <input type="checkbox"/> No
Was Server in Proper Uniform? <input type="checkbox"/> Yes <input type="checkbox"/> No	Had Server been trained to our standards? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server have a good, positive attitude? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did the Server work hard? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server need a lot of supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was the Server helpful and productive? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server help with breakdown/cleanup? <input type="checkbox"/> Yes <input type="checkbox"/> No	Would you have this Server back? <input type="checkbox"/> Yes <input type="checkbox"/> No

Server's Name:	
Was Server on Time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was Server F&B knowledgeable? <input type="checkbox"/> Yes <input type="checkbox"/> No
Was Server in Proper Uniform? <input type="checkbox"/> Yes <input type="checkbox"/> No	Had Server been trained to our standards? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server have a good, positive attitude? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did the Server work hard? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server need a lot of supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was the Server helpful and productive? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server help with breakdown/cleanup? <input type="checkbox"/> Yes <input type="checkbox"/> No	Would you have this Server back? <input type="checkbox"/> Yes <input type="checkbox"/> No

Catering Supervisor Signature:	Date:
Dining Svcs & Catering Manager Signature:	Date: