



**Private Club  
Performance Management**



**Host/Hostess  
Training  
Manual**

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Private Club  
Performance  
Management

Host/Hostess

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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.

- All 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.
- All mixed drinks are mixed according to the recipes in the Mr. Boston Official



**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?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 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 as long as the schedule is covered.      True      False

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

\_\_\_\_\_





## Responsible Beverage Service

Serving alcohol is a privilege that is granted by the State. 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 you personally.

You are required to refuse service or cease serving an intoxicated member. Signs that a person may be intoxicated include the following recognizable behavioral characteristics:

- Slurred or thick-tongued speech.
- Inability to focus eyes.
- Glassy, bloodshot eyes.
- Strong smell of alcohol on breath.
- A change in behavior such as impulsive aggression or loss of inhibition, becoming more/less talkative, or alternating silent/loud voice.
- Change in color of facial skin - turning pale or flushed.
- Loss of physical motor skills - staggering or stumbling when walking, or spilling drinks or food.
- Use of abusive language, questioning your performance, using profanity, or bragging.
- Exaggerated emotional outbursts - crying or loud laughing.
- A blank or dazed facial expression.



**Service Protocols, Continued**

Never go into the kitchen empty handed - carry dirty trays to the kitchen.

All condiments, dressings, and side dishes are to be served in condiment dishes or side plates with doilies as underliners.

Always serve plates with the entrée facing the member.

Clear plates only when everyone at the table has finished the course. Clear cocktail glasses when empty and offer another drink. Clear tables completely after the main course is finished. Rearrange the center island and leave water glasses to be refilled. Unfinished drinks should also remain. Clear the table quietly - avoid clattering dishes.

Never say "Would you like dessert?" Assume the members will be having dessert and ask what their selection would be. Be prepared to recite or present the dessert tray.

Assume the members will be having after dinner drinks and ask what their selection would be. Be prepared to offer suggestions.

Promote teamwork - when time permits, assist servers as much as possible by refilling beverages, clearing, and resetting tables.



### Greeting and Seating, Continued

Refilling water glasses and coffee cups is a great way to assist servers and to ensure that all is well at each table.

The host may also help servers by presenting members with their checks. While this is normally the servers' job, often they are busy and need the help. Ultimately, it is in the interest of member service that the host should provide this additional assistance.

### Providing Member Relations

Whenever the host has spare moments and servers are staying abreast of their duties, the host should circulate through the dining room talking to members.

The perfect entree for a conversation is to ask the members at a particular table if their meal is satisfactory. Obviously, one must judge which tables to ask this question of. If they haven't been served yet, it would be inappropriate.

Some tables are obviously involved in deep discussion and do not want to be disturbed. The host should take the visual cues and not attempt to enter into conversation with these members.

If the host recognizes a member, he or she should stop and speak to the member, perhaps thanking him or her for their patronage, or mentioning an upcoming special event.

Other opportunities abound at each table that allow the host to casually approach the table and, if appropriate, engage them in conversation, such as to pour another glass of wine from an opened bottle on the table, to clear away dishes, etc.

All such personal contact, when done unobtrusively, graciously, and sincerely, helps foster good member relations.



## Server Assignments

### Staff Schedule

The Dining Room Manager should check the schedule to see how many servers are scheduled for the meal period.

Depending upon the number of reservations or the number of meals forecasted for the meal period, the Host or Dining Room Manager will assign stations for each server.

### Station Assignment Considerations

The dining room should be sectioned to give each server from 4 to 6 tables, depending upon size of tables.

Avoid designating any section with too many of one type of table, i.e. deuces, four tops, tables of six or eight. This allows an even distribution of members and better service.

The section(s) most distant from the kitchen should be the smallest as it takes longer to travel from kitchen to tables.

If there are any private parties, one or more servers may be assigned to them.

### Seating Considerations

The host should avoid seating too many tables one after another in any particular section, as this may overload the server in that station.

It is better to spread the arriving members around to the different stations to allow each server to provide excellent service to all tables. Obviously, this is not always possible in that some arriving members may request a specific table in a specific station.



### Server Assignments, Continued

Overall, though, the host should try to spread out the arriving members, both to allow better service and to give tables more privacy, particularly if the dining room is slow.

#### Sending Servers Home

If business turns out to be slow during the meal period, the Dining Room Manager may send home one or more servers.

If this happens, make sure that the remaining servers are aware of additional tables they must pick up.

#### Checking Tables and Sections

Prior to the opening of the dining room, the Dining Room Manager will check all dining room stations and tables. This is done to ensure proper place settings, clean table surface or tablecloths (if used), clean flatware and glassware, that salt and pepper shakers are clean and full, and that sugar caddies are stocked with both sugar and sweetener.

The Manager will also check chairs for crumbs and spills and check the floor under tables and chairs for dropped food, flatware, broken glass or china, napkins, or any other items.

While these items are the responsibility of servers, the fresh eye of the Manager may spot some things missed by servers. The host may assist in these essential checks.

#### Pre-Shift Meeting

Prior to the opening of the dining room, the Dining Room Manager will take a few moments to call the servers together and review the menu and expected business for the meal period. All side work must be completed prior to the pre-shift meeting.



**Server Assignments, Continued**

The pre-shift meeting will cover basic menu items, features and ingredients, cooking times and pricing of features, reservations and special requests, forecasted meals, special instructions from the kitchen, and any other information to keep the staff informed and knowledgeable.

Even when there are no changes to the menu, there may be some items that are out-of-stock, or other pertinent information that needs to be shared with servers.

The Dining Room Manager will also use the opportunity of the pre-shift meeting to check server uniforms and grooming.



## Service Team Responsibilities

In order for any service system to work, each member of the service team - from host to server assistant - must contribute to the collective effort. There is nobody on the team that is more or less important in our efforts to achieve our ultimate goal of satisfying our members.

### Host

The host is the first person to speak to the member, either in person or by phone. For this reason, the host must be well-versed regarding the menu, daily features, wine list, and general information, and the host station must be well-organized. It is also important to properly organize the dining room to avoid confusion on the floor and in the kitchen. Always wear a watch to keep track of seatings and eating times.

After the initial greeting and seating, the host will lead members to a specific table where they will be seated. The host 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 features.

- Example: If the feature is *Grilled Swordfish with lemon butter and cilantro served with snow peas and an oriental spring roll*, simply say, "The feature is an excellent swordfish dinner which your server, William, will describe in detail."
- This presentation does three things: it gives the member a hint of the feature, it introduces the server, and it will open a dialogue between the member and the server.

The host should wish the members a pleasant meal and return to the host station. As the host 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.



### Presenting Charge Slips and Comment Cards, Continued

If it is not obvious who the host is or no one indicates that they will take the check, place the check presentation folder in the middle of the table where it can be reached by any of the diners.

Picking up the Check Presentation Folder. Leave the table area for a few minutes to allow the host to verify the charges and sign the ticket.

In some cases, when the member is in a hurry, he or she will ask you to wait for the signed ticket. If so, stay at the table and wait for the ticket.

When you pick up the check presentation folder after the member has signed it, ensure that the member has printed his or her name, signed the charge ticket, and provided his or her member number.

Credit Card Payment. If the host is paying with a credit card, he or she will normally place the credit card in the check presentation folder.

When you see the credit card, take it to the POS terminal and process the card for payment.

After processing the ticket for payment, take the printed charge ticket with the credit card authorization back to the table. Once again, present it in the check presentation folder and thank the member.

### Finished Paperwork

After the member or guest has signed the charge ticket, keep the signed ticket with all other signed tickets until the end of your shift. At the end of the shift all signed tickets are turned in with individual server reports.





## Policy - 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.



**Appendix B1 - Accident Report Form**

Private Club Performance Management

Accident Report

Victim Name:	Date of Report:
Age:                      Department:	Occupation:
Date of Accident:	Time of Accident:

Description of Accident. What was victim doing? What tools and equipment was he or she using?

Witnesses – Names/What they saw or heard and when?

Nature of injuries – what part of the victim’s body was injured?
Did victim report the accident immediately?                      If not, why not?
Did victim go to a hospital for treatment?                      What Doctor?
Did employee return to work after the accident?                      When?
After investigating this accident, what caused it?

What should be done, and by whom, to prevent this accident from occurring in the future?
Who will be responsible to see that necessary actions are taken?
What is the deadline for completing corrective action?

Supervisor’s Signature:	Date:
Safety Manager’s Signature:	Date:

Form 261

Effective: 6/30/99