



Staff Training Program

Dinner Server

April 2014

WELCOME TO THE DINING ROOM SERVER

TRAINING PROGRAM

Following the pages describing your job as a **Dining Room Server** there is a small section on general hygiene. The general hygiene section explains the importance of safety and hygiene as it relates to your job function.

The remainder of this booklet provides you with information on how to do the **Dining Room Server** job and what is expected of you while working. It is divided into seven sections:

- RESPONSIBLE SERVICE OF ALCOHOL
- SET-UP WORK AREA
- GUEST AWARENESS & TEAMWORK
- APPROACHING AND CREATING THE GUEST EXPERIENCE
- SERVICE FLOW
- AFTER DINNER SERVICE & CONCLUDING THE EXPERIENCE
- CLOSE DOWN PROCEDURES

Each of these sections contains a description of how to complete the major tasks related to that area of your job. This write up will provide you with details on how to perform each of the tasks and what our expectations are for those areas. These readings will be assigned to you to complete before you begin each on-the-job training shift.

The most important part of your training will be the experience you get working on-the-job during your first few shifts. You will gain this experience from working with a trainer doing the tasks on the checklists. It is while you are working in these first few training shifts that your trainers will determine whether they can sign you off on the checklist showing that you perform your job to **Keg standard**. Your trainers will also quiz you on some important points of your job before your training is complete. It is **required that you meet with your trainer** prior to completion of each training shift to discuss and document what you have reviewed during the shift. Strengths and challenges should be noted in order to develop a plan to ensure any challenges are addressed at the earliest possible opportunity.

Should you encounter difficulties with any of the skills in your training program, don't hesitate to ask your trainer, an experienced co-worker or your Manager for assistance. They will be glad to help.

SERVER GENERAL HYGIENE AND SAFETY

Introduction

Our guests always notice how you look. This is why you must check your appearance, as we do with everything else in the restaurant, through the guest's eyes. To make a positive impression on the guests, you must assure that your appearance, your grooming and hygiene are to Keg standard.

Food handling is important to everyone's job in our restaurants. It is critical to your job as a **Dining Room Server** at The Keg. When you handle food either directly or through the use of various utensils you must be sure to follow proper procedures for keeping food and food handling tools absolutely clean

Always remember, our guests depend on the way we handle food. That is to say poor handling may cause illness. Also, guest's perceptions about us as a restaurant are often based on the way we look and how we handle things.

All food handlers must ensure that both they & their clothing are clean

- Keep your hair, nails and hands clean
- Thoroughly washing hands with hot water and soap after:
 - visiting the washrooms
 - blowing your nose, sneezing or coughing
 - touching your face or hair
 - smoking cigarettes
 - eating
 - before beginning your shift and after any breaks
- Smoking or chewing gum is not permitted while working
- Do not sneeze or cough around food
- Covering cuts and scrapes with waterproof dressings and maintaining them in a clean condition
- Changing your apron during a shift if it becomes too dirty
- Do not wipe your hands on your apron or clothing. To avoid cross-contamination, **wash your hands!**

Cleaning and Sanitizing of Equipment, Utensils and Work Area

- Before handling any product make sure that all utensils, equipment and work areas are clean and sanitized
- Sanitized means...free of disease causing germs
- *By using a sanitizing agent cross contamination will be prevented
- **Sharp objects should be cleaned by the person who used them, do not just put in the dish area as the dishwasher(s) may injure themselves**
- Sanitize knives, cutting boards, removable parts of the slicing machines, etc., by putting them through the dishwasher

Storage of cleaning materials and chemicals

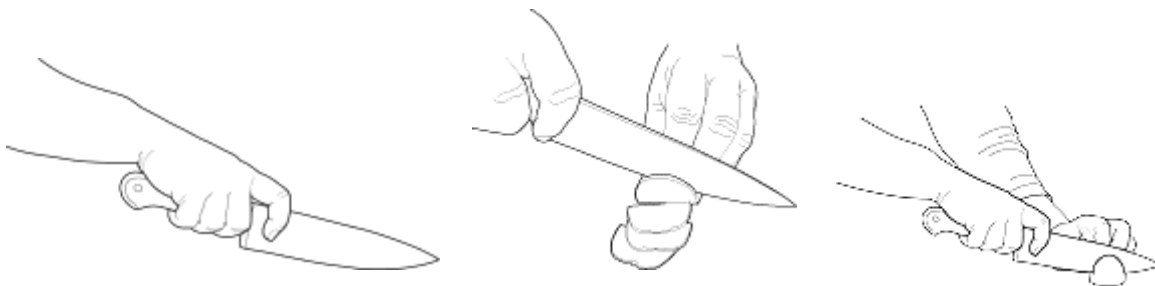
- **W.H.M.I.S.:** this stands for "Workplace Hazardous Materials Information System". The W.H.M.I.S. program is used in every Keg Restaurant and is a program that informs the employee about working with and recognizing the chemical materials in your restaurant
- **M.S.D.S.:** this stands for "Material Safety Data Sheets". These sheets are used in all Keg restaurants
- Follow your restaurant's guidelines for correct storage and handling procedures of cleaning materials and chemicals:
- Store in a separate room/cupboard and away from food
- Make sure that all materials and chemicals are labeled with W.H.M.I.S., M.S.D.S. or O.S.H.A. labels
- ***Store chemicals only in the area designated by your restaurant's management***

Safety

Safety for you and those around you is very important at The Keg. It is vital that as you work in the restaurant you are aware at all times of the equipment and tools around you. Your health and welfare are our primary concern, and we ask that you join us in this mutual safety commitment.

Knives

- Use the right knife for the job - keep it sharp. A sharp knife is safer, since it will cut easier and will not require as much pressure with the danger of slipping.
- When chopping food, bend the fingers under and hold the item with your hand.
- Cut away from the body.
- Keep the point of the chopping knife on the block.
- Lay the knife in the clear - with the blade point away from the body.
- Do not use knives as substitutes for screwdrivers or can openers - always use the proper tools.
- Do not reach blindly for a knife.
- Use special carton openers rather than knives for opening cases.
- If a knife falls, don't grab it - get out of the way. The floor can take it better than your hand or foot.
- Do not place knives in sinks, under food or other hidden locations.
- When transporting a knife, walk slowly and keep the knife at your side pointed down toward the floor.



TOP TEN STEPS TO FOOD SAFETY

- 1) ***Wash hands often.*** Wash hands thoroughly and often. Keeping hands clean helps prevent the transfer of harmful food borne microorganisms from one food to another food or food contact surface. When using gloves, change them often and always wash your hands when changing gloves. Always wash your hands after using the washroom. Keep hand-washing stations properly stocked.
- 2) ***Stop cross-contamination.*** Cross-contamination is when food borne organisms are transferred from one food or food contact surface to another food or food contact surface. Cross-contamination comes from many sources, but the most common are dirty hands and food contact surfaces. Use different colored cutting boards for chicken, beef, vegetables and seafood. Use separate areas of the grill for chicken and seafood.

Never mix new sauces with old. Use up the old sauce and then restock using a new container. Only use small batches of sauces to hold at the broiler line.

- 3) ***Keep foods out of the temperature "danger zone".*** This is the temperature range from 40°F - 140°F. Bacteria will grow in this temperature range. Always minimize the amount of time that food is allowed in this range.
- 4) ***Reheat foods to proper temperature.*** All foods that are to be held hot must be reheated to 165°F for at least 15 seconds.
- 5) ***Hot foods must be kept hot.*** Hot foods are to be kept at, or above, 140°F. Check the temperature of food being held hot at least once per hour.
- 6) ***Cool foods quickly.*** Use ice baths to bring hot foods quickly through the danger zone. Reduce the size or mass of foods to allow foods to cool quickly. Not following this procedure is the leading cause of people getting food poisoning.
- 7) ***Cold foods must be kept cold.*** Cold foods are to be kept at, or below, 40°F. Check the temperature of line sauces being kept cold at least once per hour.
- 8) ***Cook foods properly.*** Never rely on eyesight only to determine if food is properly cooked. Use a thermometer to ensure food is cooked to its recommended minimum internal temperature so that food borne organisms are reduced or eliminated.
- 9) ***Thaw foods properly.*** Always thaw food in the refrigerator; in some cases, under cool running water. No other method is acceptable.
- 10) ***Maintain the highest levels of sanitation.*** Keep your restaurant clean and sanitary at all times. Prevent cross-contamination and the infestation of pests. Wash, rinse and sanitize all utensils and food contact surfaces often. Keep your kitchen in good repair to eliminate places for pests to inhabit.

DINING ROOM SERVER JOB DESCRIPTION

The **Dining Room Server** position has considerable responsibility in delivering The Keg experience. Friendliness, efficiency and a positive attitude are required at all times as you are helping to create the atmosphere at the Keg. That's the *Keg Service Style*. The goal of a Keg **Dining Room Server** is to tailor the Keg dining experience to exceed each Guest's expectations.

As a Keg **Dining Room Server**, you are responsible for providing our guests with friendly and efficient service. You are responsible for initiating the experience, anticipating needs and educating the guests on product to maximize sales opportunities. To do this you must possess a strong knowledge of all food, liquor, wine and beer. Good organization and strong guest awareness are also attributes, which you will need in order to provide an excellent Keg experience.

For a quick review of your responsibilities, they are:

- 1) Initiating the experience
- 2) Anticipating the guests' needs
- 3) Educating guests on our products
- 4) Efficient food and beverage service
- 5) Ensuring an outstanding experience

Critical to successful teamwork is your ability to do your own job well and to take care of your primary responsibilities. Not doing so you would be letting the guests and the team down. At the Keg, ***teamwork*** is the key.

Every staff member is expected to be alert for opportunities to assist other staff and to respond to the guests through every stage of their visit, no matter what function you fulfill. Opportunities such as:

- greeting guests who are unattended at the front door
- responding to a Guest who is looking around to catch someone's eye
- assisting a fellow staff member in delivering meals or drinks
- assisting a fellow staff member in clearing and/or setting tables
- assisting a broiler staff member or dishwasher in order to keep up with production
- stocking up supplies for the dining room to improve guest service

Good luck in your ***Dining Room Server*** training!

RESPONSIBLE SERVICE OF ALCOHOL

Objective:

To demonstrate an understanding of and a willingness to adhere to the legal and moral obligations of responsible alcohol service.

Know your guest

- No person under the legal age will be served alcohol in a Keg Restaurant
- Those who seek liquor service and do not look of age, must provide satisfactory identification to demonstrate legal age. Acceptable forms of identification will vary by province or state, ask your trainer which applies in your area
- Some local laws restrict the right of minors to be in an area that serves alcohol
- It is against the law to serve someone who is already, or appears to be, impaired. Communicate with the Manager and other servers to ensure that service does not continue to impaired individuals
- A maximum amount of alcohol allowed per person varies between areas. Ask your Manager for the rules and regulations for your area

The following may help you in assessing your guest:

1. **Inhibitions** are the first to go, the guest may:
 - suddenly become overly friendly towards other guests or staff
 - become loud and boisterous and use abusive or obscene language
2. **Judgment** is second to go, the guest may make irrational or nonsensical statements.
3. **Reaction** slows down, close to the state of impairment, look for:
 - glassy eyes, lack of focus, loss of eye contact
 - loss of train of thought or concentration
 - slow or slurred speech
4. **Co-ordination** is the last to go and the most obvious:
 - loss of muscle control, clumsiness in moving around
 - spilling drinks

The following are some suggestions of ways to avoid serving a guest you think may become impaired:

1. Slow down service. Don't go past the table as frequently
2. Let your fellow servers/bartenders know that you are trying to prevent the guest from becoming impaired so that they don't take an order
3. Wait for guests to reorder, don't encourage them to re-order
4. Suggest some food to go with the order

If the Guest does become impaired:

- Notify the Manager, he/she will know what to do
- DON'T ARGUE WITH THE GUEST, if an argument starts, notify the Manager
- In some provinces/states it is illegal for an intoxicated person to remain on the premises
- **IT IS ALWAYS ILLEGAL TO SERVE AN INTOXICATED PERSON**

You MUST complete your local Responsible Service of Alcohol Program

In some provinces/states you must complete a Responsible Service of Alcohol program before you are allowed to serve alcohol.

SET UP PROCEDURES

Objective:

Keg servers are responsible for conducting opening duties to ensure the day's activities run smoothly and Guests satisfaction is consistently exceeded.

Dress code adhered to

- Ensure uniform is clean, pressed and looks professional
- Apron, corkscrew, pad, money float and pens ready to go
- Hair is clean, neatly groomed and held off of face

Checking with the Host

- To see which section you have been assigned
- For reservations
- For any special occasions to be celebrated in your reservations

Ensure your section is set up

- Make sure everything needed is on all of your tables and they are set to standard
- Fill salt and pepper if necessary
- Final cleanliness check of section (floor, chairs, settings etc.)
- Wine glasses should be polished

Set-up

- Follow the list of setup procedures or opening duties for your restaurant
- Turn on bread oven to proper temperature and turn on bread warmer (if applicable)
-
- Get all food products needed for the shift and prepare backups
- Check coffee packets, tea bags, and coffee filters
- Fill ice bin
- Prepare wine buckets for the evening
- Check supply of condiments such as ketchup, steak sauce etc.
- Ensure all supplies needed for the night are stocked and ready to go

GUEST AWARENESS AND TEAMWORK

Objective:

To understand and demonstrate a strong level of guest awareness and teamwork while working on the job.

Help where needed – *TEAMWORK*

- At the Keg, we work as a team
- It is essential to the smooth flow of our operation that this team attitude be maintained
- On the floor, this means close cooperation with other staff
- If you are not busy at any time, the rest of the staff will expect you to give a hand in another area, for example:
 - help run drinks
 - pour coffee/water for guests if the server is busy
 - deliver food (SWARM)
 - clearing plates in the restaurant (SWARM)
 - garnishing plates at the broiler bar
- AND ANYTHING ELSE YOUR MANAGER ASKS YOU TO DO
- Look for an opportunity to help other staff members

Handling of guest complaints

Unfortunately, no matter how hard we try, we occasionally fail to satisfy the expectations of our guests and they complain. Often, they do so "at the scene" and other times they choose to withhold the information and "stew" over it until they finally write a letter or make a telephone call. How we handle the letter, call or in-house complaint can be the difference between positive "Word of Mouth" advertising and a lost guest.

If a complaint arises:

- find out why
- LISTEN CAREFULLY AND ATTENTIVELY
- repeat the complaint back to the guest to ensure it's correct
- **apologize appropriately**
- acknowledge the guest's feelings (anger, frustration, disappointment, etc.)

GET A MANAGER IMMEDIATELY

NEVER

- × let a guest leave feeling we do not care
- × argue with guest
- × criticize
- × ignore
- × challenge
- × make excuses

Always try to ensure that all guests leave the restaurant satisfied and happy

Identifying and Responding to Special Occasions

- Check with the host to identify a special occasion
- If a cake has been brought in, the host will advise you where it is

Coordination of Large Parties & Party Menus

- There may be special pre-arranged menus available in your restaurant
- Be aware of their contents compared to your regular menu
- Before the guests arrive, assist in getting the areas ready by pulling the tables together and making other arrangements if required
- Your trainer will explain how we handle large parties at the Keg

Reacting to your Guests

- All guests expect a certain type of service, some even expect you to entertain them, where some expect excellent service, silently
- It is important to try to determine what your guests expect
- If the guest tries to make conversation and jokes around, chances are they are there for entertainment
- If the guests are involved in a serious conversation or a couple is holding hands, chances are they only want you to serve them and to enjoy each others' company without interruption
- Understanding how to read your guest comes with experience

Regular Guests

- Recognizing frequent guests and using their name makes them feel special
- Everyone likes to hear their own name in conversations
- Take every opportunity to learn your guests' names by either hearing it mentioned, by introducing themselves, or looking at their credit card when paying the bill. Next time they come in you can approach them by their name

APPROACHING AND CREATING THE EXPERIENCE

Objective:

To learn and demonstrate the ability to create a great Keg experience through an efficient, positive approach to service.

Introduction and Initial Drink Order

- **G.E.T.** - Once a table is seated in your section you must verbally acknowledge them within **90 seconds**. You do this to greet the table and let them know that you will be right there to look after them (if you cannot get there right away). You then have to be at the table for your initial drink order within **two minutes** of the guest being seated.
- Your introduction could be your opportunity to let your guest know about our ***hero products*** and ***dinner features***. At each and every table you should let our guests know about:
 - Our prime rib
 - Our dinner feature
 - Your name

THE ***DINNER SERVER ROLE-PLAY*** WILL PROVIDE YOU WITH MORE DETAILS ABOUT APPROACHING THE TABLE.

Offering vs. Suggestive Selling

We want to make sure guests are aware of all of the menu options that are available to them, but are not looking for hard line suggestive selling techniques to be used. We would like you to “Offer” the choices to our guests and let them decide what they would like to have. This is more of a “soft sell” approach.

Please ensure that all tables are offered and have an opportunity to order the following:

- Appetizers
- Classic dinners
- Features
- Side orders
- Wine with dinner
- Dessert & after dinner drinks

Know the Menu

- Be aware of the restaurant’s features and most popular dishes and drinks. This makes it easier to recommend if a guest is hesitant and makes you look more professional.
- You enhance the overall guest experience by being knowledgeable of all our products.

SERVICE FLOW

Objective:

To learn and demonstrate good organization and work flow in order to provide a great Keg dining experience.

Taking the Order

- Always use the proper seat numbers when taking orders
- Use abbreviations. Your trainer will teach you the appropriate abbreviations for your restaurant
- Always write your orders down

Correct handling of Plates and Glassware

- Proper handling of plates and glassware is important both for sanitization and appearance in presentation
- Always handle all glassware by the stem, mugs by the handle and short glasses by the bottom
- Take special care not to touch any of the food on the plate
- If the food on the plate doesn't look placed properly, ask the expeditor to rearrange it, don't move it yourself
- When clearing glassware from a table, NEVER touch the inside of the glass, pick them up by the stem or bottom or handle

Wine Service

- To recommend and serve wine you must be knowledgeable about the wine list, the products, their names and how to pronounce them
- Become familiar with the most popular choices and this will make recommendations easier
- Wine can be ordered by the bottle, and in several selections by the glass (wines offered by the glass are available in two sizes, 6oz & 9oz glass)
- Your trainer will help you learn the correct way of opening the various types of bottles wines. Demonstration and practice are required
- Here are some guidelines on correctly serving bottled wine:
 - ✓ Once you are at the table with the wine, show the wine and say its name to the person who ordered it to ensure it is the correct wine
 - ✓ Once open, place the cork in front of the Guest who ordered the wine. This is traditional and many people expect it
 - ✓ Pour a "taste" (1 – 1.5 ounces) for the person who ordered the wine to taste and approve
 - ✓ Once approved, fill the glasses of the other members of the party, serving ladies first
 - ✓ WHEN POURING WINE DO NOT TOUCH THE BOTTLE TO THE GLASS OR PICK UP THE GLASS TO POUR
 - ✓ Finish by topping the person who ordered the wine regardless of gender
 - ✓ Place the bottle on the table with the label facing the guests if red wine, or in a chiller if white or sparkling wine

Timing your Entrees and Appetizers

- Ideally you want everything to flow smoothly, depending on how the table wants to be served:
 - ✓ ask your Guests about their plans for the evening — do not assume they want a long, leisurely dinner
 - ✓ if customers want a break between their salad and dinner, they will tell you
- Order salads, appetizers and entrées as soon as the Guest has ordered.
- Some circumstances may change the way you order and time your meals such as: rare Prime Rib dinner with baked potato and blue rare steaks all take a very short time. Talk to your trainer about timing your meals.

Delivering the Drink or Food Order/Swarm Service

- Deliver hot food items immediately
- Never carry more than three plates. Anything more and presentation on the plates may be effected
- Any table of more than three Guests requires you to have assistance from another server(s) in bringing the dinner entrées out to the table. When food items arrive at the table we expect that everything arrive at the same time, to create the least disturbance to the Guests' experience. This means that all side dishes, seafood combos and requested sauces or extras must be delivered when the entrées arrive
- When delivering food to the guests, you must present each guest with the food that they ordered without having to ask what they ordered
- When placing drinks or food down, announce what it is
- Place the meal entrée item directly in front of the guest
- Do not serve anything you are not proud of and does not meet Keg standards
- YOU HAVE THE RIGHT TO REFUSE TO SERVE FOOD OR DRINKS IF THEY DO NOT MEET KEG STANDARD
- Make a return visit to the table within 3 minutes of serving the meals, in order to check your guest's satisfaction. This is very important and necessary

Maintenance of all Tables

- TABLE MAINTENANCE IS THE REMOVAL OF ALL UNNECESSARY ITEMS AND THE TOPPING UP OF BEVERAGES AND WINE
- Table maintenance begins as soon as your guests are seated and continues throughout the evening until all tables are gone
- Clear away empty glassware
- Remove plates, side plates, and cutlery except their spoon, butter warmers, finger bowl and the bread, as soon as the guest has finished eating their entrée
- Wipe any crumbs onto a plate you have cleared or into a napkin, not the floor
- Table maintenance is ongoing and is natural to do when taking a re-order
- Certain products require extra items such as finger bowls and butter warmers. Your trainer will review which products require them

AFTER DINNER SERVICE AND CONCLUDING THE EXPERIENCE

Objective:

To learn and demonstrate serving which creates an excellent conclusion at a Keg dinner.

Clearing Plates & De-crumbing

- Once all Guests are finished eating, proceed to clear dinner plates. Upon clearing all dinner plates, cutlery, side plates, breadbaskets, sauces...etc., de-crumb the table. If you are unable to clear all unnecessary items from the table in one visit, then ask another server for assistance (SWARM) before approaching the table to clear.
- If it is necessary, de-crumb the table by using a side plate and a clean white napkin and brushing any residual crumbs onto the plate for removal from the table before dessert menus are presented.

Desserts and After Dinner Drinks

- After everything has been cleared from the table that is not needed, bring the Guest a dessert menu
- **NOTE:** EACH GUEST MUST BE GIVEN A DESSERT MENU
- Even if the guest is full, you can still sell dessert by being descriptive and suggestive
- You can also tempt them by suggesting they share a dessert if they hesitate
- The guest may have had a big meal and not want dessert. This is a good opportunity to suggest and sell after dinner drinks such as special coffees, liqueurs, coffee or tea

Presentation of the Bill

- The bill is presented within 5 minutes of the delivery of the last item
- DO NOT wait for them to ask for their bill

Present the Bill

When the guest is ready to pay:

- ✓ check that the bill is correct
- ✓ print the bill
- ✓ present the bill and dinner mints on billfold and place on the table
- As you present it, let the guests know you will be their cashier e.g. "It's been nice serving you tonight. Thank you, I'll take care of that for you when you are ready."
- Inform the guest, that should they want anything else, you would be happy to deliver it

Collection of Payment

- Keep an eye on the bill, you are responsible for the collection of cash and giving change
- As soon as cash is presented, pick it up and let the Guest know you will be back with their change
- Change return time goal is **1 minute**
- Credit card, debit and gift card payment can be done at the table with a handheld terminal

CLOSE DOWN PROCEDURES

Objective:

To perform closing procedures and prepare server station for next-day service.

Ensure all guest service is completed

- Ensure last call has been given to all remaining tables
- Ensure Guests no longer need ANYTHING
- Service ends when the Guest leaves

Server station close down

- Cover and place products in fridge
- Clean fridge and coffee machine
- Sanitize counters and coffee machine
- Wipe down all P.O.S. systems
- Clean and organize all shelves
- For a more detailed list of procedures, follow the closing list in your restaurant

Before you leave

- Ensure restaurant tables are all cleaned and bussed
- All chairs are pushed in and crumb-less
- Cash out is completed correctly and handed to a Manager
- Sign-out or punch out

Your trainer will complete the Server Sign-Off during your final 2 days of training. In order to be signed off, you must perform in all required areas to Keg Standard.