



FRONT OF HOUSE

(FOH)

TRAINING MANUAL

Servers, Bartenders, Hosts & Bussers

This manual is not a contract

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INTRODUCTION

Congratulations on being selected to perform one of the most important, challenging and rewarding jobs at Drifter's! As a Server, you will set the stage and have a direct impact on each guest's experience. You will determine whether each guest feels welcome, appreciated and well cared for.

We will provide you with the training you need to be successful. We take great pride in our quality food and friendly, responsive service. Our high standards can only be maintained through great people like you who share our values and desire to do the very best job possible for our guests every day.

As a server, it is essential that you maintain an energetic, friendly and caring attitude at all times. It is your responsibility to see that each guest is made to feel special and enjoys our fun atmosphere and great food and beverages.

The guidelines listed on the following pages have been established to help you in your effort to provide these qualities to our guests. Along with the hands-on training you will receive, this manual will provide answers to questions you may have regarding your tasks, responsibilities and operating procedures for Drifter's.

Once again, welcome to the Drifter's Team!

FOH EMPLOYEE FUNCTIONS & RESPONSIBILITIES

Successful sales and service result from confidence, which can only be developed through knowledge. We will provide you with ample material to develop the necessary knowledge and confidence in relation to service techniques, the menu and the bar. You, as a server for Drifter's, must learn it.

General Job Guidelines And Responsibilities

1. When taking an order, always look the customer directly in the eyes, and stand erect. Never lean or write on the table. Never crouch down on your knees.
2. Never handle a glass by the rim with your hand over the drinking surface.
3. Never handle utensils with your hand over the eating surface.
4. When handling food, never let your hand touch the eating surface or the food.
5. Help your guests as much as possible.
6. Know your schedule.
7. Know what time to be here for each shift.
8. Know what the daily specials are and what they cost.
9. Know the history of the restaurant and of Smith Mountain Lake (SML).
10. Know the managers.
11. Avoid any long conversations at any particular table. This will only upset your other customers.
12. Clear your mind of everything except work when you walk in the door. When you're at the table make sure you're mind is at the table too. Guests can tell when their server is not totally mentally present with them and can have a negative impact on the guests' experience and your tip!
13. If you get behind, ask for assistance. You'll never get in trouble for asking.
14. Keep yourself geared up so that you are ready for any rush.
15. Don't ever stand around or lean on anything. You can always be cleaning. Running clean-up, wiping shelves or the sales station, taking bus tubs to the back, etc. A server never goes into, or leaves, the kitchen empty handed. Full hands in, full hands out!
16. Always be sure that all your food is secure when you leave the window. Never attempt to carry too much. Two safe trips are better than one catastrophe.



17. Always walk quickly, but never run. This will prevent serious accidents and extra work for everyone.
18. If an order is delayed in the kitchen, first inform the manager, and then tell your customers. The manager will go to the table and explain the situation as well. Get your stories straight. Never hide from your customers.
19. Learn to use your time wisely. When in your station, check all the tables before going back to the kitchen. Don't go to one table then go to the kitchen. Consolidate your trips. Fill up all glasses in your whole station, clear all plates, and then go on to something else. This is the secret to running volume and making more money.
20. Always try to take out complete orders. If the entire order is ready except for a side order, like a vegetable, take out the entrees and have someone follow you in a few seconds with the side order. Don't let food get cold because of a side order. Everything goes out hot.
21. You won't believe how patient people will be if they just see you. Don't hide from your customers. If you use this method in taking orders, you will find that your food will be out more consistently on time, and you will give much better service over all. You will have more time to converse with your customers. People look for more than just good service and food when they come here. They want a total dining experience. They look for that little extra personal touch which only you as their server can give them. No server ever made any money gossiping at a server station.
22. Anytime you wait on a customer, put yourself in their place and ask yourself if you would be happy with the job you did at that table.
23. If one person asks for something at a table, make sure you ask everyone at the table if they too would like that item. This will save you a lot of extra trips. If one person requests more tea, ask everyone at the table if they need more tea, or anything else!
24. Punctuality is very important. If you get to work late, you start out behind. BE ON TIME.
25. We know that servers work for tips. All people do not realize this. If you get slighted on a tip, it may be because people think the tip is included in the bill or because they just don't like to tip. The customer is NOT required to tip. If you get stiffed, it is unfortunate, but you must take the good with the bad. Any customer feedback about an employee regarding a bad tip will not be tolerated and is grounds for immediate dismissal.
26. NEVER SIT DOWN WITH A CUSTOMER or friend while on duty, even if they ask you to.

27. When waiting on parties of one, or an ace as they are called in the restaurant business, special attention should be paid to them. They are generally in and out quicker than other parties, and they are usually the best percentage tippers.
28. The most neglected customer in the restaurant is the late customer. People who come in the last few minutes of the evening are usually the best tippers. They don't care how busy it was or how tired you are. They are here to enjoy themselves. Restaurants are noted for hurrying along late coming customers. We are not rushing them, but we must get their order because the kitchen is closing. They may sit there and enjoy their meal as long as they wish. Treat them as though they are the first customers of the evening.
29. A tip should never be removed from a table while the customer is still there. Unless, however, the customer hands it to you or motions for you to come and get it.
30. If you are having a problem with another employee, go directly to the manager. Do not harass the employee.
31. If you must go to the bathroom during the shift, ask someone if they will please watch your section while you are gone, and inform a manager so that they are not looking for you.
32. No server is to change his or her section or pick up extra tables without the consent of the manager on duty.
33. No gum chewing or smoking in front of our guests EVER. Eating snacks/lunch breaks is only permitted at the bar table during slow periods.
34. A sales station can only be opened or closed by a manager. NO EXCEPTIONS.
35. Serve food from customer's left.
36. Serve beverage from customer's right.
37. Clear everything from customer's right.
38. Serve women and children first, then men.
39. Whenever you serve a course, ask if there is anything else you can do for the table.
40. Empty baskets and dispose of all trash after each course.
41. Top off with offer of additional beverages whenever anyone is getting low.
42. Bring condiments to the table before they are needed.
43. Never walk away from a table without acknowledging its requests.
44. Never allow ashtrays to fill up. Cap them and change them often.
45. Never assume that the change is your tip! NEVER ASK "Do you need change!!!"

THE GUEST



Never underestimate the importance of a guest!!!

1. A guest is not dependent upon us -- we are dependent upon him (or her).
2. A guest is NEVER an interruption of our work - he is the purpose of it.
3. A guest does us a favor when he comes here -- we are not doing him a favor by serving him.
4. A guest is part of our business -- not an outsider.
5. A guest is not a cold statistic -- he is a flesh and blood human being with feelings and emotions, like our own.
6. A guest is a person who brings us his wants -- it is our job to fill those wants.
7. A guest is deserving of the most courteous and attentive treatment we can give him.
8. Our guests are the lifeblood of Drifter's.

SERVICE

Definition of "service" according to Webster: To work for. To minister to. To set on a table for a meal. To manage or work. To deliver or transmit.

The Problem: Webster never worked in a restaurant or took care of "our" guests.

Drifter's definition of service:

"The manner in which the customer is treated."

If you think we are in the restaurant business, you are wrong! We are in the business of retail sales. We manufacture a variety of products and merchandise in our kitchen and bar. Then, we offer it for sale to customers in a display service area known as countertop, tables, and dining rooms. Unlike most retail operations, such as department stores, our product has a limited shelf life, due to potential spoilage.

There is a greater sense of urgency for selling, moving, and serving our products. Our Restaurant is not merely a place to eat or drink, but rather a building designed to accommodate, facilitate, and promote the retail sales of food and beverage to customers through service. We provide service as a way of making sales to our guests.

The difference between a restaurant and other retail sales organizations:

1. In a restaurant, we manufacture AND sell our product under the same roof.
2. In a restaurant, we know our guests are here to buy, not browse (no one comes in to try on a burger).
3. In a restaurant, our guests may return as many as three times a day (lunch, happy hour, and dinner). Although this is unlikely, some guests may be regulars, day after day. No one buys the same shoes, pants, or socks three days in a row.
4. Department stores provide service. Restaurants provide hospitality: a warm feeling from feeding both the body and the soul.
5. More entertainers open restaurants and bars than department stores. Why? Because this is showbiz!

Our function as a ***Restaurant*** is to acquire and maintain business, to turn casual customers into loyal, repeat guests.

Five basics of service excellence:

1. Look at me.
2. Smile at me.
3. Talk to me.
4. Listen to me.
5. Thank me.

Remember, every restaurant owes its existence to its customers.

When a customer forms an opinion of a food establishment, service and food presentation stand-alone. No matter how beautiful the surroundings or how delicious the food; poor service will certainly ruin the entire dining experience.

When developing good service, promote these qualities: promptness, courtesy, good manners, enthusiasm, and teamwork. In short, project a professional attitude. Unless you attain this goal, you will not be able to provide the high quality of service we expect here at Drifter's.

Each time you service a table; our reputation rests in your hands.

You have the power to influence the opinion of those people. If they are happy with you and your service, they will return. They will also recommend the restaurant to their friends. However, if they are not happy...

In order to be properly efficient, service people must be constantly aware of their customers' needs. Anticipate what they will want. Learn to read expressions and body language. If a customer is frantically rubber necking, waving his arms, or nodding, chances are he needs something. The more he must ask for service, the less enjoyable his evening will be. The tip he leaves you will reflect his feelings.

You will be trained,

...by our most experienced qualified people. The more attentive, enthusiastic, and patient you are, the sooner you will develop the work habits which make you an excellent server, capable of taking great care of our guests and be rewarded financially too.

Servicing the public,

...in any business, requires a vast amount of humility and patience. Always maintain a friendly, but professional attitude. If you need help, ASK FOR IT. Even if you become an excellent server, there will be times when you will get behind. Have enough consideration for your customers, and the house, to get assistance WHEN NECESSARY.

Remember - **TEAMWORK** - no business can survive without it. We have provided you with a service manual. In it we have outlined some helpful suggestions to make your job here more profitable and enjoyable. These are the tools of your trade. Use them wisely and they will help you prosper.

Arrive on time

...for your shift properly dressed, with scrubbed hands and nails, pressed shirt, and clean shoes. If your appearance is sloppy, your performance will be sloppy. Your appearance, dress, posture, and expressions broadcast to everyone how you feel about YOU. Take pride in yourself, and others will be proud of you.

Introduce yourself.

Customers want to know who is serving them... but it is the added personal touch they enjoy. Also, if they have enjoyed their visit, they can request your station/section again. They might even tell their friends to ask for you. Call parties are the best tippers. In this manner, you can develop a following.

When people go out to eat, they want to relax.

They want you to help them decide what to eat, when to order, what to drink, etc. You are there to fulfill their needs. Don't be pushy; *do* be confident. Often a customer is nervous. It is your job to make guests feel comfortable, so comfortable they want to come back.

Don't be afraid of customers.

90% of the people dining out won't notice a small mistake. Be relaxed, but alert, and efficient. Always be in control of a situation. Be strong, yet polite.

Always be yourself.

Develop your own tableside manner. Avoid using repetitious phrases or seeming "plastic." Your customers will know you are faking it, and they will resent your attitude.

Customer service turn offs:

1. Dirty plates in hand when greeting customers, "Hi, ready for dessert?"
2. Not knowing what they are drinking.
3. "Discussion Groups" of three or four idle servers. All discussions should be held during an approved break period.
4. Not acknowledging waiting guests.
5. Answering the phone with "Hold please."

6. Greeting guests with a number, i.e., "Two?" instead of a smile and "Welcome! Will anyone else be joining you for lunch today?"
7. CELL PHONES!!!!!!!!!!!!!!

QUALITY CONTROL

Quality control is a primary responsibility of every employee serving food and drinks to the customer. You are the last person to come in contact with the food before the customer does. If something does not look right or is not presentable, DO NOT SERVE IT! The saying "People eat with their eyes" is very true. Make sure all of your products look great!



Things to look for before leaving the window:

1. **HOT food.** Few things are more basic but more important. Check to see if your food is hot. Just because something is in the window, does not mean that it is hot. If it is not hot, DO NOT TAKE IT OUT. Tell the manager. NEVER yell or argue with the kitchen. Go directly to the manager. This will alleviate a lot of problems.
2. **Clean plates.** Always check any plates, utensils and anything else before you present them to the customer. Check food basket for grease spots, spilled food, etc.
3. **Correct portions.** Always check to see that the product is in the right portions. Make sure you are taking YOUR order. This can be very embarrassing at the table. Always ask yourself if you would eat that item if it were brought to you.
4. **Call for back-ups.** If something in the kitchen looks low and you are about to run out, TELL SOMEONE. If you take one of the last salsas or sour cream, call for back-ups. If the salad is warm or wilted, do everyone a favor, and say something before the customer is served.
5. **When bringing out drinks,** be certain the glass is clean, filled to the proper level, and that the garnish is correct, fresh and attractive.
6. **Cold food** is as equally important as hot food. Make sure cold foods are going out cold, not warm or cool, but cold.
7. **Bring necessary condiments** with order: i.e., ketchup, mustard, Parmesan cheese, etc.

8. **Check back** . . . within two bites to make sure everything is perfect. Don't say, "Is everything o.k.?" Guests here this trite saying so often it's meaningless. Say something like, "Is everything prepared to your satisfaction? Is there anything else I can get for you?" Be specific and sincere in wanting to know the answer.
9. **If the customer is not satisfied** . . . or there is obviously something wrong at the table, i.e., wrong drink, foreign object in food, not cooked properly, etc., use the following steps:
 8. Apologize.
 9. Remove the items immediately.
 10. Get a manager. Management will take the necessary steps in making sure that the problem is corrected and that the customer is 100% satisfied.
10. **Remember**, the appearance of the exterior of the building, the greeting of the staff, the cleanliness of the restrooms, the appearance of the staff, the quenching taste of our beverages, the flavor and freshness of our food, are all equal quality points. WE must control for the experience of our guests. Attention to detail is a MUST!

TABLE INTRODUCTION

CRITICALLY IMPORTANT!! - Immediately acknowledge all new parties at your tables. Regardless of how busy you are; you are ***never*** too busy to let your customers know you see them. They come here to be taken care of, so don't start out their dining experience by ignoring them. All new customers should be greeted within one minute.

If your hands are full, the customer knows automatically that you can't take their order, at that minute. You can pause, smile, and say "Welcome to Drifter's, I'll be with you in just a minute." This will satisfy the customer so that they feel important and will be able to relax until you return.

When approaching a table your objective is to make you guests feel welcome and confident in knowing you're there to take care of them. You may develop your style and manner of accomplishing this but here are some suggestions to help you get started:

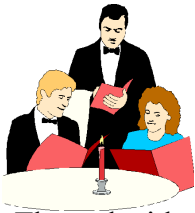
1. **Don't start out by giving your name.** Unless your guests already know you, they don't really care what your name is at this point. Focus on THEM. Make them feel welcome; that they've made a good decision to be at our restaurant and give them a sense they're in friendly, competent hands. Be observant, not scripted. It's o.k. to pay someone at the table a sincere compliment or try to open up some friendly rapport. Later in the meal it's good to give them your name by saying something like, "By the way, my name is Andrew, just let me know if you think of anything else you'd like."
2. **After delivering food to the table,** give the customer a few minutes to try the dish, and then return to the *table*. *"Is the burger cooked to your liking? Can I get you another...Scotch and water, ice tea?"* When checking on food items, always accentuate the positive, and eliminate the negative. Do ask, *"Did you like they way your tuna was prepared?"* Don't ask, *"Was everything ok tonight?"* Ask an intelligent, specific question and show you're concerned about the answer you get. If something isn't right, do what you can make it right.
3. **Each time you take an order,** be aware of what might elevate the guests' experience. Be relaxed and friendly, polite and professional. Have an idea what extras (appetizers, sides, etc.) you are going to suggest based upon what you genuinely think will enhance your guest's dining experience. Allow the customers to finish ordering before you jump in with suggestions. If they

hesitate, then it's your turn. *"May I suggest the Tuna Tacos? It's one of our most popular dishes."* If they still hesitate, you might say something like, *"Would you like to have a little longer to decide? Take your time and let me know if I can answer any questions."*

4. **Know everything on the menu** in terms of what is in it, and what would go well with it. This will be covered in detail in your initial training and will be enforced often in our pre-shift meetings.
5. **Suggest premium liquor** in all cocktails. It makes the drink taste better, servers are tipped more, and when the guest drinks better, the server drinks better.
6. **Get your guests' first drinks** to them within three minutes from taking the order; no longer.
7. **Suggest specific appetizers** before you leave the table to get their first drinks. It saves you time and steps.
8. **Learn and use guests' names** when appropriate. Always use "Mr." or "Ms." unless you're told or you're absolutely sure it's proper to use a guest's first name.
9. **Make specific suggestions** at every step of the meal if you think it's appropriate: drinks, appetizers, sides, wine, desserts, after-dinner drinks. Always keep in mind your first objective is to show your guests a marvelous time, not PUMP UP THE CHECK. Use your best judgment here. Sure we want to sell, but more importantly, we want our guests to leave delighted so they RETURN!
10. **Let your personality shine!** Put your own personal touch into each interaction you have with your tables. Part of why you were hired was because we saw something shine within your personality – and we want you to SHOW IT!

Ordering Procedures

When approaching the table, be sure to have your pen ready, book open, and pad ready.



Ask the customer if they have any questions concerning either the specials or entrees. After answering all the questions, if there are any, ask if you can take their order.

Through either eye contact or verbal address, you may start to take their order. Be sure to gather all information from each guest before proceeding to the next. If possible, you should take the order from women and children first, and then the men.

Position numbers must identify customers; thus, the orders should be written and ordered in relation to position #1. Position #1 is the seat closest to the first person to your left. Moving in a clockwise direction, continue taking the orders. If no one is sitting in position #1, move in a clockwise direction until you find a customer. This customer will become the position #1 customer. The reason is that we need to know who gets what. We use a runner system so there's a good chance someone other than you will be delivering the food to the table. The runner must know where to place the food without asking.

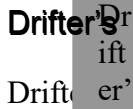
Taking the order is the time for making recommendations. Suggest appetizers that will compliment the guests' meal. This is when wine, craft beer and cocktails can, and should, be offered.

Always get the cooking temperature for meats. Our cooking temperatures are as follows:

1. **Rare** - Red cool center
2. **Medium Rare** – Red warm center
3. **Medium** - Pink warm center
4. **Medium Well to Well** - Fully cooked with no redness

Use a small folder, clipboard, or other hard surface to hold your pad while you write up the order. It looks better and makes it easier for you. Begin taking the order at the same spot at each table. Start with the person closest to you on your left, and work around clockwise.

Example:



Drifter's
Drift er'

Again, it is very important that every server records orders in the same way. If a food runner takes the food to the table for you, then he knows where each dish belongs.

In case of computers malfunctioning, follow these steps:

1. Write appetizers at top of ticket.
2. Write entrees under appetizers on the left, and how to cook them on the right of check.
3. For special orders like rare, be certain to make a notation on the ticket, to call special attention to the cooks.
4. Use the correct abbreviations. Menu abbreviations will be provided with your menu description sheets.
5. Write all side orders underneath entrees.
6. Write desserts underneath side orders.
7. At very bottom of ticket, put all teas, coffee, milk, and sodas.
8. Bar beverages will be listed on the back of the guest check only.
9. After all items have been totaled, circle the total. This way, there will be no mistake of where the total is. Also, write thank you, your name, and have a nice evening, enjoyed having you (etc.).

Cooking Times & Handling Timing Problems

With our firing system, once an order is rung to the kitchen, preparation of that item begins. It is imperative that appetizers are rung first. Once an order has been placed, you can expect to receive items within five to eight minutes. This time may lengthen during a busy rush. Your tables' experience is dependent upon your awareness and service to the customers from the time they are seated; to the time they receive their order. If, by chance, you have a long time ticket, do not hide from your table. Notify a manager immediately, and we will expedite the situation.

When a table has to wait longer than they should for their food, don't just apologize, get a manager to offer them something for the inconvenience. It costs us thousands of marketing dollars to attract new customers; we can't afford to lose any. A complimentary beverage or dessert is a small price to pay to let a guest know we care about their experience and we want them to come back and give us another chance to get it right.

In cases where the kitchen has been woefully out of sync, a dessert or beverage may not be sufficient. Tell the manager-on-duty about the situation. They have the authority to do whatever is needed to try to make amends for a bad-dining experience.

Service Standards & Priorities of a Server

- Greet Guests Immediately
- Hot Food Hot, Cold Food Cold
- Full Hands In, Full Hands Out

Superior Service

After the initial "How does everything taste?" Let your presence be known non-verbally. If the guest declines dessert and coffee, present the check immediately. At this time let the guest know that if they need anything else, you will be glad to do it.

- Meet guest needs without verbal interruptions. For example, if the plate/basket is empty, pick it up without comment. The same goes for water and teas that are half empty. This is called "silent service."
- Manicure small items while performing other major functions at the table.
- Remember to be positive while on the floor. Never let the guests see confusion or frustration.

- Don't be drawn into negative conversations.
- During points of service where you speak to a guest, ask: if you can remove items from the table to make their conversation more comfortable.
- **Pre-buss your tables!!!!**
- Greeting your table in 30 seconds or less.
- Offer a beverage - suggesting specific choices for appetizers; and return within 60 seconds with first round, non-alcoholic drinks.

TELEPHONE

Always answer the phone saying, **"Thanks for calling "DRIFTER'S", this is (give your name) ."** Speak slowly and clearly in a polite, businesslike manner. Keep in mind that the phone conversation is often the first impression of the restaurant. Remain as polite and helpful as possible. For management calls, ask the caller, "May I give him/her your name please?" **Be sure the call is forwarded to, and answered by the appropriate person before you hang up. Follow through!** When putting someone on hold, say "Hold please, Sir or Ma'am". If you know the person's name, say "Can you hold please, _____."

To Go Orders / Phone Etiquette

At Drifter's, some of our best business is conducted over the telephone. Properly taking and bagging a to-go order is just as important as serving a table.

- Every to-go order should be taken with the consideration that the guest may not have a menu in front of them.
- This is your opportunity to up-sell.
- If you answer the phone YOU take the order.
- All to-go orders must be checked and double-checked. A guest remembers even the slightest mistake.
- We want to send all of our guests a lingering message that even the smallest detail is important when striving for perfection.
- ***The telephone should never ring more than twice.***
- It is the responsibility of every staff member to make sure that each guest's call is answered quickly and in a friendly yet professional manner.
- Thank them for calling and be sure that no guest is left on hold for more than a minute.
- If you cannot answer their question or the person that they have asked for is not available, take a detailed message.
- At the end of the call, thank them for calling DRIFTER'S and invite them to call again.

PERSONAL APPEARANCE

Your overall image is our image. You make a distinct impression on each of our guests.



The image you create can enhance or detract from our overall concept and the way our Restaurant is perceived in the minds of the guest. You are entrusted with handling our guests' needs and must, therefore, reflect cleanliness and wholesomeness at all times. Always remember:

1. You are responsible for keeping your uniform neat and clean at all times. There is no excuse for reporting to work out of uniform.
2. Do not wear scented lotion on your hands, as it clings to glassware.
3. A smile is part of your uniform.
4. At no time will employees chew gum or eat while in the public areas of our store.
5. Do not report to work with a dirty uniform, or un-kept hair.

Dining Room Dress Code

When you walk through the front door of **Drifter's**, "YOU ARE ON." You will be informed of the uniform requirements when you start with us. Your designated uniform also includes a CONTAGIOUS, ENTHUSIASTIC ATTITUDE. You are required to enter the building for your shift in FULL UNIFORM. You are also required, when you leave the building, to be in FULL UNIFORM.

1. **Shoes** – Shoes, preferably white, only with non-slip soles that permit walking safely on wet or greasy floors. Shoes must be clean.
2. **Pants & Belts** – Khaki shorts only. Solid color belts must be worn with pants that have belt loops.
3. **Shirts** – You must be in a Drifter's shirt.
4. **Appearance** - Clean and well groomed hair. Hair pulled back off the shoulder. Well-groomed hands, fingernails and fingernail polish. No facial hair! Although not likely, only Waller can make an exception and it will be for a neat, well groomed beard.
5. **Accessories** - No excessive cologne, perfume, make-up or jewelry. No earrings longer than 1 inch. Good attitude & a smile are a must!

6. **Aprons** – A server's apron should contain the following at the start of each shift: an order pad, 2+ pens, cash bank (recommended \$20 total – two \$5 bills, eight \$1.00 bills and \$2 in miscellaneous change.)
7. **Other Useful Items** – include a lighter, wine key and or bottle opener.

SUGGESTIVE SELLING

Selling is a part of everyone's life. You had to sell the Drifter's management team on your ability to be a capable and competent employee. Our customer is "sold" on Drifter's before they come in. If they enjoy themselves, chances are, they will return and "sell" us to someone else!

People don't like to be "SOLD." Effective suggestive selling is subtle. You are doing the guest a favor, looking after his best interests by offering your knowledge and expertise and making honest recommendations.



Many of our guests are not familiar with our daily specials. As their intermediary, you are in the position to smooth the way for a confused guest. Above all, be sincere and honest. Always do what you truly believe is in the "guest's" best interest. Recommend items you know are superior and you are certain they will enjoy!

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NEVER OVER SELL! Always allow the guest to finish ordering before you start suggesting. Be aware of what the guest is ordering and make sure he/she understands what he/she is getting.

If a guest orders too much, and you are certain he/she can't handle that much food, advise him/her. He/she will appreciate your concern and honesty.



Suggest appetizers while people are studying the menu. "How about some Tuna Bites; or sharing a Grilled Chicken Quesadilla with your dinner this evening?"

Suggest side orders with entrees. "Would you care for a side salad with your Seafood Platter?"

Always be persuasive and display complete confidence. Make suggestions so positively, that the guest wouldn't dream of questioning your recommendation.

Don't ask the guest a "yes or no" question. This requires him/her to make a decision. Remember, people come here to relax, not think. If you display confidence and complete

product knowledge, the guest will trust your judgment and allow you to take care of him/her.

To sell effectively, you must sometimes bring a need or desire to try something to the surface. Make sure you use the right type of language.

For example:

- *"Would you like some wine tonight?"*

If the guest responds, "No," your suggestion is over before it got started.

- *"Would you care for a bottle of wine with your dinner tonight? A bottle of Pinot Grigio would do well to complement your Tuna."*

With this approach, you have exhibited your knowledge and confidence of food and wine by suggesting a specific bottle of wine. The guest has now developed confidence in you. This will greatly enhance your opportunity to make this sale and make other recommendations.

Not every guest is going to buy a bottle of wine, appetizer, or dessert. But you must remember, we know two facts about every customer.

Every Customer:

1. Is planning to spend money.
2. Wants to have a good time and enjoy their meal.

If you keep these two facts in mind, you will be amazed at how easy it is to sell, providing, of course, you possess the necessary knowledge and confidence.

Through suggestive selling you can:

1. Increase check totals. The higher the check, the better your chances of a good gratuity.
2. Expose the customer to a new and different product he/she may not have tried, if you had not recommended it. Thus, the evening is more enjoyable and he/she may return with friends and will now have more reasons to tell others about Drifter's.

Read your guests and suggest appropriate cocktails:

1. You can suggest beverages made with your guest's favorite liquor or upsell our premium house wine to guests preferring house wine by the glass.

2. If guests seem to be in a hurry, suggest that they eat at the bar, instead of waiting for a table. Busy lunch shifts are a great time to greet guests and invite them to have lunch at your bar.
3. Do not confuse suggestive selling with overloading your guests with beverages or food. Your goal is a satisfied guest who enjoyed their experience and wants to return.

Suggestive selling and making personal recommendations is another aspect of good service. Eventually, it will come easily as you build your self-confidence.

SPECIALS & FEATURES OF THE DAY

Each day at pre-shift meetings, that day's Specials will be discussed at Drifter's.

We offer daily specials for three reasons:



1. To add variety to our menu
2. To allow our customers the best of seasonal items.
3. To allow us to test items for future menu development.

These specials may include a drink special, an appetizer, a salad, a sandwich, a platter, or a dessert item.

In addition to placing "specials" on the boards, you as the server will present the "specials" verbally. This enables you to describe them thoroughly, and answer any questions the customer may have.

Desserts

The dessert menu, including desserts and dessert drinks, are presented at the table and verbally described.

It is a good time to remind guests to save room for dessert, when you return to their table to check on the entrees. At this time, you may want to suggest a few dessert items, to plant the thought. Later, when clearing the table, ask your guests if they are ready to try dessert. You can then begin to describe a few of your favorite dessert items.

CLOSING OUT A TABLE/CUSTOMER

Presenting the Check

Before presenting the check, look it over to make sure you have charged for everything correctly.



- Appetizers
- Salads
- Entrees
- Sides
- Desserts
- Coffee
- Wine
- Cocktails
- SODA

After you have determined that the check is correct, give the check in a booklet to the host of the table (if known), or place it in the center of the table and say *"Thank you."* Make sure to let the customer know, at this time, that you are the cashier and will take care of the check whenever they are ready. There is nothing more aggravating for a customer than wandering around looking for a cashier. People also hate to tip when they are standing up by the front door, waiting for the waiter or waitress

After presenting the check, take a few steps and glance back at the table. If they already have their cash or credit card ready, it may mean they are in a hurry to leave. If this is the case, try to close the transaction immediately or as soon as possible. Guests will notice and appreciate this.

SERVERS - We use a server banking system; you are your own cashier. You are responsible for all your money, including cash, credit card vouchers, comps, discounts, and voids until the end of your shift. You must start your shift with your own \$20 dollars that is used to make your opening change bank.

BARTENDERS - When you drop the check at the bar, make sure the customer knows **YOU** are the cashier and will take care of the check whenever they are ready. There is nothing more aggravating for a customer than wandering around looking for a cashier.

If the customer is paying cash, do not make change right at the table!! Take the check and cash to the back of the house, and make change. Return the check and change on a book, along with the receipt. If the customer is paying with a credit card, follow the house procedure. Once the guest has signed the voucher, pick up both the check and voucher, and again, thank the customer. **DO NOT examine the tip as you leave the customer!!**

REMEMBER, the process of closing out the check is the time when the guest is deciding on the tip amount. A bad impression here can undo all previous good impressions, and have a direct effect on your gratuity.

The Farewell

When your guests are departing, we have four distinct objectives:

1. To make sure their experience in our restaurant was pleasurable.
2. Thank them, by name, for their patronage.
3. To invite them back for another visit soon.
4. To make sure their last impression is a positive one.

Methods of Payment

Approved methods of payment are Cash, VISA, Master Card, Discover and American Express. WE DO NOT ACCEPT CHECKS!

In the event that the guest has no other option for payment, we will accept a check, but you must also take down his/her driver's license number, current address, and phone number.

Handling Cash

Here are the procedures to follow when receiving a payment in cash -

1. As noted above, never make change at the table - go to the nearest server station.
2. When making change, always count it twice.
3. Give the guest some ones and five dollar bills to tip you with.
4. Return the change to the guest's table in a book.
5. Always keep your cash and receipts in your apron.
6. Paper bills make no noise when it hits the floor so be very careful with your bills.
7. Never leave your money or wallet unattended.

8. If you are concerned about carrying too much cash during a shift, make a drop with a manager in exchange for an IOU.
9. Always remember, treat credit card vouchers and voids like they are cash - THEY ARE. Handle with care!

Credit Cards / Decline Procedure

If at any time a guest's credit card is declined, the server must handle the matter delicately and discretely. The image/ego of the guest must be maintained. DO NOT approach the table and in front of the guest and his guests, announce that there is a problem with his credit card. A more reasonable approach would be to announce "Sir/Madam there is a phone call for you". When the guest is away from the table, discretely/tactfully tell the guest of the problem. ****We do not accept checks****



CHECK-OUT PROCEDURES

1. Your computerized register system will print out your guest check at the end of each table's meal. This alleviates the issuance of any manual guest checks.
2. Once a guest check is printed out and a customer has paid, you will close out that check to cash, Master Card, VISA, Discover or American Express, or other forms of payment. You must keep all printed out closed guest checks for checkout.
3. Before beginning your checkout each shift, check the following:
 - ☐ Make sure all your customers are through, have been tabbed, and do not need anything else. I.e. dessert, tea, etc.
 - ☐ Be certain the manager has closed your section for the shift.
 - ☐ Make sure you have collected from all of your tables and have all your tickets with you.
 - ☐ Make sure your tables are wiped down and clean.
 - ☐ Be certain that all of your side work and closing duties are done.
 - ☐ Make sure that you have your full uniform on at all times, while in the front of the house.
 - ☐ Have a manger do any deletions of voids, over rings, and promo tickets. All over rings must be signed by a manager at the time they occur, and not at the end of the shift. You never sit down to eat, drink, or smoke until all of the above are completed. Starting your checkout before all your customers are finished is grounds for termination.
 - ☐ When bringing in your receipts to the office to do your final close-out, make sure that all of your receipts are in order from lowest Order # to the highest.

Over Rings & Voids

Any time you make a register mistake of an item you did not want to ring up. Get a manager immediately to correct this on the register, and notify the kitchen or bar **NOT TO PREPARE THAT ITEM**. Over rings and voids are register mistakes of items never served or prepared. Anytime a void is done, a ticket must be printed, the reason entered

on the ticket and the ticket initialed by a manager. All void tickets must go with the credit card slips and cash turned in at the end of each shift. Any voids without tickets will not be considered voids. YOU will be responsible for payment.

House Promo

Occurs anytime an item has been prepared and served to a customer that was not satisfied with the item. Perhaps it was under or over cooked, or the glass was chipped, etc. This would include a customer waiting too long for their meal. Only a manager can do this function on the register. Get the manager before closing any house promo tickets.

Manager Promo

Occurs anytime a manager wishes to buy a table a round of drinks, perhaps a dessert, or any free purchase approved by a manager promoting good will to our patrons. Inform the manager when you are serving a regular guest you would like to buy a drink for, a special guest to send an appetizer out to, a large party, or to send complimentary desserts. Please introduce the manager to these customers by name. We want to help you develop a large regular following. From time to time, the restaurant will have contests promoting such clientele builders. Get the manager on duty before closing out any manager promo tickets.

Employee Discount/Customer Discount

Occurs anytime the full amount of an item will not be collected. For example, employee meals or coupons offering \$2.00 off any menu item, or buy one, get one free coupons, or frequent lunch program discounts. Only a manager can discount guest checks on the register. Get the manager on duty before closing out any discount checks.

Comps

A comp occurs anytime an item has been prepared and served to a customer that was not satisfied with the item. Perhaps it was under or over cooked, etc. This would include a customer waiting too long for their meal. **Only a manager can do this function on the register. Get the manager before closing any comp tickets.**

Now You Are Ready To Check Out!!

1. Prepare the Server Checkout. Make sure you have no open checks.
2. Be certain charge totals of Master Card, Discover, VISA, and American Express, along with promos, discounts or other charges balance with what you have on your guest checks. Use the calculator to double check. If they do not balance, this means that you are missing a guest check, or charge receipt
3. The following items should be ready for the manager, before you enter the office:
 - Voids, comps, and over rings accounted for on register.
 - Have all money counted and faced.
 - Have all charge vouchers matched with the ticket they paid for.
 - All receipts in order by order number.
4. There should only be ONE person in the office doing checkout at a time. This helps eliminate unnecessary confusion and mistakes. Please use the calculator provided for you.

If for some reason you cannot balance to the register totals, ask the manager for assistance.

Tip Reporting

As an employee of a Drifter's, all the tips you receive - whether in cash or included in a credit card transaction - is taxable income to you. You are required, by federal law, to report and record your actual tips for each shift.

- At the end of each shift, tipped employees must disclose on the Server Check-Out, the amount of credit card tips and total tips less any tips shared with any other employees. Your tips will be recorded and reflected in total on your paycheck stub. Endorsement of your paycheck indicates that you acknowledge that your tip information on the stub is accurate and correct.
- It is the employee's responsibility to comply with IRS requirements of reporting all your tip income. While you are responsible for reporting all of your tip income, the Restaurant may be required to allocate additional tip income to any tipped employee that does not declare at least 8% of their gross sales as tip income.
- We strongly encourage you to accurately report your tip income. This will reduce the chances of you being audited by the IRS and allows you to qualify for greater social security, unemployment and worker's compensation benefits.

ALCOHOL AWARENESS

Alcohol Awareness is a growing concern within the Hospitality Industry nationwide. By



recognizing the "early" signs of intoxication, monitoring your customer's consumption, and treating them as you would a guest in your own home; you fulfill your responsibility and protect the guest.

With adherence to the company's policies...

1. We will not knowingly admit obviously intoxicated or underage customers to the bar.
2. We will not knowingly serve alcohol to an obviously intoxicated or underage customer.
3. We will offer alternative to underage customers.
4. Intoxicated customers cannot remain on the premises once service is refused.
5. We will create an atmosphere to promote responsible drinking, documenting everything.
6. We will make a reasonable attempt to prevent obviously intoxicated customers from driving.

... We can accurately and confidently answer that very important question.

- Responsible service of alcohol requires a team effort.
- Know and watch for the signs of intoxication. If there is any question, avoid further service and report to a manager who will make the final decision and determine whether the guest should remain or leave.
- If you know what it takes to get someone drunk, you can prevent it by monitoring their consumption and offering alternatives.
- Do not allow drunks to come in, and do not allow intoxicated guests to drive.
- Hospitality is our business. Beverage service is only one element.
- Cooperation between employees and management allows us to exercise a degree of influence on the behavior of our customers that will result in an atmosphere of responsible drinking.
- This is just a portion of our company Alcohol Awareness program. A complete RSVP class will be taught by our Virginia ABC Special Agent.

Drifter's Alcohol Awareness Standards

Serving alcohol is a privilege that is granted by local authorities. This privilege carries with it a duty for us to operate in a responsible manner and involves public safety and considerable liability to the company as well as our employees. It is our **policy** to deal with situations that arise from serving alcohol. If there is any doubt as to the age of a guest. Ask them for proof of age. Be polite, but remember; you, as well as the restaurant, can be held liable if a minor is served. Remember, these policies are designed for our guests' safety. They must be applied impartially. Alcohol awareness is a serious subject; and you, the Server or Bartender, are the most important element of the Program.

Take Action

If you feel that a guest is intoxicated, you should cease serving the guest drinks immediately and inform your Manager. If the guest persists in ordering alcoholic beverages, acknowledge the drink request, but ask the Manager to explain to your guest that the drink must be declined.

Alcohol Policies

Our policies are designed to discourage over-consumption of alcohol.

They are:

1. -Perception of our bar as quality, not quantity.
2. -Not allowing drinks to "stack up" in front of a guest.
3. -Suggesting food to accompany drinks at the bar.

Watch For These Signs

Be aware of the condition of your guests at all times. Any guest who has consumed more than two drinks could soon be approaching intoxication.

An intoxicated person will usually display recognizable behavioral characteristics. Alert Manager at the first sign of any of these:

- Slurred speech, thick-tongued
- Eyes become glassy, unable to focus
- Unusual change in the color of facial skin, going pale or flushed
- Loss of physical motor skills; staggers or stumbles when walking, spills drinks or food
- Abusive language; questioning the Server's performance; profanity, bragging
- Obvious changes in behavior; more or less talkative; loud voice
- Exaggerated emotional outbursts; crying or loud laughing
- Unable to respond coherently when addressed or questioned
- Unreasonable and exaggerated responses
- Blank, staring facial expression
- Obvious impairment of judgment
- Annoying other guests

Be Prepared

You will be dealing with a person who is to some degree "out of control". The psychological message we give the guest is that we are in control of this situation. The guest will probably be offended and become argumentative. Do not attempt to "reason" with the guest. If you know the guest is belligerent or physically threatening, approach the guest with another employee (preferably a Manager). If the guest continues to be a problem, inform the Manager. Never attempt to physically detain a guest on the premises.

- We will not serve alcoholic beverages to an intoxicated person.
- We will not knowingly serve a person alcoholic beverages that is under the legal drinking age. It is our policy to card anyone who appears to be under 30 years old.
- **If a guest is "cut off", they must leave the premises immediately!**

NOTE: A person with a physical or mental disability may seem to have the same outward appearance as a guest who has had too much to drink. Your sensitivity is extremely important in all situations. We will not knowingly allow anyone on our staff that is under the legal drinking age to serve or dispense alcoholic beverages

Checking Identification

By law, you are responsible for carding anyone that you suspect is not of legal drinking age. Do not put yourself in jeopardy by serving a minor.

- Check ID's of anyone who appears to be under the age of 25. Also, card guests appearing to be under 25, who return an empty glass and order another drink.
- Try to serve only guests you can see. Minors may send someone older for their drinks.

Doubles

Our pricing on doubles is as follows: for a double drink, charge twice the normal price. There are two reasons for this policy:

- We do not want to encourage our guests to become intoxicated.
 - In mixed and blended drinks, adding an extra shot of liquor alters the flavor.
- We believe that the standard recipes are the best way to serve these drinks.

If a guest requests a double mixed drink, explain the price and advise him that we do not recommend serving the drink that way. If they persist, accommodate them, and then notify a Manager.

SANITATION

The responsibility of management and staff to protect the public from food borne illness is fundamental. A food borne illness is simply a disease that is carried, or transmitted, to human beings by food. Throughout your training, you will receive information concerning proper temperatures of food storage and serving, as well as, cleanliness standards, proper use of chemical cleaning, and disinfectant products. It is our objective to operate the restaurant at the highest level of cleanliness and sanitation for the benefit of our customers and employees.



SAFETY PROCEDURES

In addition to a clean and sanitary environment, Drifter's provides a safe environment.



One of our goals here at Drifter's is to operate an accident-free restaurant. A safe restaurant takes teamwork and effort on everyone's part. Everyone who works with cleaning chemicals will receive training on the use of those products, and will be tested following the guidelines of OSHA Hazard Communication Standard, Title 29 Code of Federal regulations 1910.1200.

Safety meetings will also be used to review information presented from the initial training, and a safety representative will be selected for the Employee Associate Board of Directors. Management's role is to provide the daily monitoring of safe work practice developed from these meetings.

Whenever you see a potential hazard, or something you notice as unsafe, notify a manager immediately.

Here is a list of guidelines to follow for safety and sanitation:

Major cause of food borne illness -

- Food left in the danger zone of 40° to 140° for four or more hours. Keep all foods out of the danger zone of 40° to 140°.
- Label and date EVERYTHING
- Keep hot foods hot and cold foods cold.
- Handle foods quickly during delivery, and put refrigerated and frozen foods away as soon as possible.
- Sloppy personal hygiene habits will not be tolerated.

- Do not serve food that is not completely cooked.
- Thaw foods in refrigerator, microwave, or under cold running water for not more than 2 hours, followed immediately by cooking.
- Avoid preparing food in advance, unless absolutely necessary.
- Inspect Foods thoroughly for freshness and wholesomeness upon receipt, cooking, and serving.
- Only use sanitized equipment and table surfaces.
- Sanitize, sanitize, then... SANITIZE!!!

Always wash your hands after you -

- Smoke, eat, use the restroom; touch money, raw foods, or your face, hair or skin; cough, sneeze, or blow your nose
- Comb your hair, handle anything dirty
- Before and after taking a break
- There are anti-bacterial gel dispensers located throughout the facility, use them.

Dispose of waste properly -

- Take garbage out frequently.
- Keep garbage areas clean and sealed.
- Clean and sanitize garbage cans regularly.
- Store soiled linen in a laundry bag or non-absorbing container.

Keep insects and animals out by -

- Keeping doors closed.
- Taking garbage out frequently and keeping garbage areas clean.
- Report any holes where an animal can enter.
- Do not provide a free meal for any animals.

Handle ice and tableware properly -

- Use clean scoops or tongs to pick up ice, do not use hands or glass.
- Store scoops or tongs in a clean container, **not in the ice**.
- Do not store any food or beverage in the ice.
- Avoid touching food contact surface with dishes, utensils, etc.

Store foods and equipment properly -

- Cover, label, and date foods in storage.
- Store new foods behind old ones.
- Store food off the floor and away from the wall.
- Do not store food or equipment under exposed server lines.
- Keep storage areas clean.
- Store all equipment so that dust cannot settle on it.
- Store chemicals and pesticides separately from food.

Preventing falls -

- Always place non-skid mats on the floor at the beginning of your shift
- Wipe up spills immediately.
- Use "wet floor" signs.
- Wear shoes with non-skid soles and heels.
- Keep aisles and stairs clear.
- Walk, and do not run.
- Follow established traffic patterns.
- Do not carry anything that blocks your vision.
- Keep drawers closed.
- Use ladders properly; never use chairs, tables or boxes. Do not stand on top of ladder, and do not over reach.
- Turn lights on to see.
- Never run!!! The floor may be wet.
- Never leave anything on the floor including ice from the ice machine.

Preventing electric shock -

- Never touch electrical equipment with wet hands, or while standing in water.
- Unplug equipment before cleaning or disassembling, to avoid shock.
- Do not yank plugs out by cord. This can cause damage to the cords, which may then cause shocks.
- Report damaged and worn plugs and cords to your supervisor.

Preventing Cuts -

- Know how to operate equipment.
- Pay attention when using sharp equipment. Never touch edges of sharp blades.
- Use guards when provided on equipment.
- Use tampers to push food into equipment.
- Turn equipment off before adjusting.
- No loose sleeves, ties, or dangling jewelry should be by equipment
- Use knives carefully.
- Sweep up broken glass; do not use your hands.
- Use special container to dispose of broken glass, dishes, and other sharp objects.
- Remove can lids entirely from cans, then dispose of them.

Preventing burns -

- Pay attention when working around hot equipment.
- Wear closed-toe and closed-heel shoes that do not absorb liquids.

Preventing fires -

- Smoke only where allowed.
- Keep garbage in covered container, away from heat.
- Store chemicals away from heat because many chemicals are flammable.

Front Of The House Behavior

There is to be no yelling or arguing in the front of the house. If you have a problem with a customer, DO NOT ARGUE, keep calm, and get a manager. The same applies to employee relations. No yelling or arguing or yelling, get a manager.

After Shift Behavior

Employees may not sit with customers at a table or at the bar while in uniform. If you are visiting the restaurant off duty, you are still a representative of **Drifter's**. For this and other reasons, we will appreciate you maintaining a very high standard of behavior.

Performance Standards

1. We do not have "go cups" under any circumstances. No one may take any cups of alcohol off **Drifter's** premise (i.e. roped-off area).
2. We do not keep purses or any personal belongings for the customers. This includes employees when they are in on their off nights.
3. Advise a Manager immediately of any customer who appears to be intoxicated.
4. IF YOU ASK TO LEAVE...YOU CLOSE. The only exception to this is in the event of emergency or sickness.
5. If you fail to show up for a shift, you will meet with the General Manager prior to your next scheduled shift.
6. Notify a Manager of anything out of the ordinary, or any possible problem.
7. A smile and friendly attitude are part of everyone's uniform and will increase your income.
8. All employees are required to have a telephone number where they can be reached.
9. If you notice anything in the Restaurant that is broken or damaged, notify a Manager immediately.
10. Do not leave the bar on break without first checking with a Manager.
11. Do not eat, drink, or smoke while on the floor.
12. You must be in the restaurant working in completed uniform at your scheduled time.
13. A Manager must approve all schedule changes.
14. You must clock in and out as scheduled. BE ON TIME
15. Do not call up to the Restaurant to find out your schedule. You are responsible for knowing your schedule.
16. You may not receive personal phone calls a **Drifter's** t, except in a real emergency. Please inform your friends and family.
17. Schedule requests are due one week prior to the posting of the schedule. Leave them in the designated area. Please give at least 3 weeks notice for time-off requests that are longer than one week.
18. You may not come into the back of the house after you have been drinking. You may not take drinks into the break room.
19. If you want to return to **Drifter's** after work and have a cocktail, maintain a very high standard of behavior, leave at last call, and be the very first to leave when the lights go up.
20. If you have a suggestion on how to make **Drifter's** run more efficiently, please give them to a Manager.

21. Remember to enjoy yourselves and have fun while you are here. Let the Managers handle all problems, big or small.
22. You will greet your guests with –
 - A smile
 - Your name
 - A welcome
 - Promotional information and specials
23. When your guests leave, you will thank them for coming and invite them back.
24. You will clean stations during your shift - EVERYTHING from floor to ceiling.
25. Your service well is your station -- KEEP IT CLEAN!
26. Teamwork is **ESSENTIAL**.
27. Do not grab glasses from people's hands at last call. Find a Manager, and let them assist.

You Should NOT

1. Make unnecessary noise. This is annoying to guests dining nearby.
2. Let guests wait for service if they are alone at the bar or table (they will become impatient quickly). Remember the order in which guests arrive, but try to serve the "loner" first.
3. Gossip. Do not tell off-color stories or argue politics or religion. Never complain about fellow employees, supervisors, guests, or bosses. A good bartender never wins an argument.
4. Interrupt; be a good listener. However, never give the impression of listening in on conversation between guests.

CONCLUSION

There is a lot of information contained in this manual! Believe it or not, however, there is even more information that is not.

We have given you the basics, as we view them, and how we would like them to be conducted. There is no section in this manual concerning "Teamwork." The reason for this is that we feel this topic falls under the "Common Sense" category. We expect our staff at Drifter's to possess this common sense from the word "GO."

We want you to use the service tips in the manual, along with your common sense, and above all, YOUR individuality, to help create an atmosphere that will encourage good times for our guests, and yourself. When this happens, you will be ensuring the success of not only Drifter's, but also yourself.

GOOD LUCK!!!