



Manager Playbook

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MAINTAINED THROUGH 2023

EFFECTIVE OPERATING PERIOD: 2015-2024

Historical Example

Portfolio framing

This is a historical example provided for illustrative purposes only. In practice, safety and legal compliance take precedence over any procedural guidance in this document. Employees should not use physical restraint or take enforcement actions; instead, they should follow current company policy, document the incident, and escalate to management, security, and/or law enforcement consistent with current law. This document is not legal advice.

Control System Map - Governance Overview

Control System Map: Purpose

- This control system map defines how operational risk is identified, governed, documented, and audited across core domains. It establishes clear ownership, escalation paths, and auditability, ensuring consistency, accountability, and compliance in a high-volume operating environment. This framework reflects the design principles underlying the playbook: a single source of truth, explicit approval authority, documented decision-making, and traceable escalation.

Design Principles Reinforced

- **Single Source of Truth:** All decisions are recorded in defined systems (POS, logs, incident reports) rather than informal or verbal handling.
- **Clear Ownership & Authority:** Every risk domain has an explicit decision-maker and defined limits of authority.
- **Auditability & Traceability:** Every exception, adjustment, or incident leaves a documented trail tied to time, system, and responsible manager.
- **Structured Escalation:** Escalation is deliberate, tiered, and consistent, reducing ambiguity and personal discretion under pressure.

Each domain is organized to show what triggers the control, who owns and approves decisions, where the authoritative record lives, and how activity is reviewed and escalated.

ELEMENT	DEFINITION
CASH HANDLING & FINANCIAL INTEGRITY	
Control Definition	
Trigger	Cash variance, walk-out, suspected theft, counterfeit payment, drawer over/short
Control Owner	General Manager
Approval Authority	Manager on Duty within standard variance; GM for material or repeated variances
Evidence & Oversight	
System of Record	POS system; daily close report; incident log
Required Artifacts	Incident report; POS records; cash count logs; manager notes
Audit Cadence	Daily variance review; weekly pattern review; monthly audit
Escalation Path	MOD → GM → finance/ownership → law enforcement when legally required
COMPS, DISCOUNTS & REVENUE ADJUSTMENTS	
Control Definition	
Trigger	Guest complaint, service failure, discretionary comp, exception outside standard limits
Control Owner	General Manager
Approval Authority	MOD within standard limits; GM for exceptions; ownership for material or patterned abuse
Evidence & Oversight	
System of Record	POS adjustment log; comp log
Required Artifacts	Reason code; manager justification; POS adjustment record
Audit Cadence	Daily comp summary; weekly trend review; monthly anomaly review
Escalation Path	MOD → GM → ownership/finance

LABOR, SCHEDULING & TIME EDITS	
Control Definition	
Trigger	Missed punch, manual time edit, schedule deviation, overtime exception, meal/rest break exception
Control Owner	Operations Manager / General Manager
Approval Authority	Manager on Duty for routine corrections within defined policy; GM for recurring edits, overtime exceptions, or any policy deviation
Evidence & Oversight	
System of Record	Timekeeping system audit log; scheduling system; payroll system
Required Artifacts	Time edit record with reason code; manager approval note; employee acknowledgment when applicable; exception log for recurring patterns
Audit Cadence	Weekly exception review; pay-period reconciliation; monthly trend review (edits by manager/role); quarterly audit
Escalation Path	MOD → GM → payroll/accounting → HR/legal (if pattern indicates wage-and-hour risk or policy abuse)
HARASSMENT, SAFETY & INJURY REPORTING	
Control Definition	
Trigger	Employee or guest report of harassment, unsafe condition, or injury
Control Owner	HR / People Ops (with GM accountability)
Approval Authority	MOD initiates; GM reviews; HR determines corrective and regulatory steps
Evidence & Oversight	
System of Record	Incident reporting system; HR case file
Required Artifacts	Incident report; witness statements; injury report; follow-up documentation
Audit Cadence	Immediate review; monthly summary; quarterly trend analysis
Escalation Path	MOD → GM → HR/legal → regulatory agencies when required
ALCOHOL SERVICE & REGULATORY COMPLIANCE	
Control Definition	
Trigger	Questionable ID, intoxicated guest, service refusal, regulatory inquiry
Control Owner	General Manager
Approval Authority	Manager on Duty has final authority on service decisions
Evidence & Oversight	
System of Record	Manager log; incident report system; training records
Required Artifacts	ID verification notes; manager log entry; incident report if escalated
Audit Cadence	Per-incident documentation; monthly compliance review; annual training audit
Escalation Path	MOD → GM → legal counsel → regulatory authorities if required

Playbook Purpose

Historical example of operational systems design. Not a statement of current policies or practices.

Operating context

Skylight Gardens operated as a high-volume full-service restaurant and nightlife business with extended service hours, frequent demand volatility, and a large hourly workforce. The operational environment featured typical hospitality constraints: high turnover, fluctuating volume driven by events and weather, cash and inventory exposure, and a guest experience model dependent on consistent execution across many employees and shifts. In that context, the primary management risk was not lack of effort; it was variance—different managers making different decisions under pressure, producing inconsistent service and inconsistent enforcement of policy.

Problem statement

The playbook addressed four recurring operational failures:

1. **Decision variance and tribal knowledge:** Policies and standards existed informally or in inconsistent manager practice, producing uneven guest experience and uneven employee expectations.
2. **Margin leakage:** Inconsistent comping, weak controls, poor documentation, and poor escalation discipline created avoidable cost and exposure.
3. **Compliance exposure:** California wage-and-hour obligations, harassment handling, and injury response require consistent process. Informal handling creates risk.
4. **Training inefficiency:** Without a single source of truth, onboarding and shift-to-shift reinforcement were dependent on individual manager capability.

Solution approach

The playbook was designed as an operational control system with three structural properties:

1. **Single source of truth:** Managers are directed not to improvise in unfamiliar situations and to consult the manual first. When unclear, escalation is the default. This reduces “manager personality” variance and prevents ad hoc policy creation.
2. **Clear ownership and escalation:** Sensitive matters (harassment reports, workplace injuries, serious complaints, termination decisions) are routed through defined leadership channels. The goal is to prevent well-intentioned local decisions from becoming legal events.
3. **Operational cadence and auditability:** Where the business is exposed—time edits, discounts, tip anomalies, incident response—the playbook enforces documentation and manager verification. This provides both operational control and defensibility.

Key design elements and why they matter

Guest experience as a system, not a slogan

The playbook frames guest service as a managed output: anticipate needs, personalize, and use strategic comps delivered by management to convert service recovery into loyalty. This is the operating model for retention and reputation at scale.

Hiring strategy aligned to hospitality economics

In a tip-driven market where base wages compress skill differentiation, the highest leverage is selecting for temperament, energy, and reliability under stress. The interview section uses behavioral questions to identify performance predictors and explicitly prohibits discriminatory lines of inquiry to reduce exposure.

Labor planning built for volatility

Scheduling guidance is oriented toward protecting guest experience during peaks, with controlled overstaffing and the ability to cut labor when volume drops. The historical on-call model is included as a volatility buffer; with modern standards, I would redesign this component to better align with contemporary California wage-and-hour interpretations and predictable scheduling norms.

Compliance embedded into operations

Meal/rest breaks, final pay processing, injury response, and harassment reporting are operationalized rather than treated as abstract requirements. The goal is to remove ambiguity at the manager level and prevent “good intentions” from becoming policy failures.

Documentation as a management competency

The playbook treats write-ups and incident reports as tools for clarity, fairness, and defensibility. It emphasizes factual writing, consistent procedures, and private correction to preserve dignity while establishing accountability.

Outcomes and signals (what this demonstrates)

This playbook is evidence of the operating discipline required to scale human-driven service:

- Systems thinking: translating values into repeatable procedures.
- Variance reduction: creating consistent decisions across shifts and managers.
- Risk management: embedding compliance, documentation, and escalation into daily work.
- Execution leadership: recognizing that high performance requires both standards and practical tools.

What I would change today (maturity and evolution)

With the benefit of hindsight and modern standards, I would restructure the playbook into a core policy layer and appendices for variable items (systems, numbers, vendor lists, percentages). I would more explicitly distinguish legal requirements from company policy and cultural norms. I would modernize scheduling/on-call practices, convert paper workflows into digital audit trails, and update language and training assumptions to reflect contemporary expectations while preserving the underlying rigor.

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INTRODUCTION

BACKGROUND

The Manager Playbook is designed to set forth Skylight Gardens operational procedures. We expect all managers to use this Playbook as a manual. It should be read repeatedly and should be referred to with any questions. If an issue comes up that you have not personally handled at Skylight Gardens a hundred times, never guess how to respond. Rather, always review the Manager Playbook first for any answers. If the Manager Playbook is unclear, or if the issue is not addressed, please contact your Executive Operations Leader or Legal for guidance.

CORE PHILOSOPHIES

Treat Every Guest like Royalty

It is every staff member's responsibility to ensure that each and every Skylight Gardens guest has an amazing experience! Guests should always be blown away by the service they receive at Skylight Gardens. This means that each Manager needs to make every guest interaction as genuinely friendly and nice as possible.

Examples of over the top service include:

- Anticipate your guests' needs before they have to ask. For example, make sure a table is pre-staged before food is delivered and that soda and water glasses are refilled before they become empty.
- Personalize each guest experience and take an active interest. For example, remember guests' preferences and personal favorites, especially your regular and repeat guests.
- Strategically buy your guests appetizers, rounds of shots or drinks and desserts on the owner. Remember, it is important that items you have bought for guests are always personally delivered by management, thank the guests for coming in and always explain that the item is on the Owner/House.
- Always go out of your way to help or assist guests, above and beyond what would otherwise be expected. For example, when a guest asks for directions to the restroom, you should physically show the guest to the restroom, rather than just point in that direction.

Make Every Guest a Regular

Skylight Gardens concept is built around the practice of making every guest a regular. Guests, who feel like regulars, will visit more frequently, spend more money, leave better tips and be more forgiving on the rare occasion that things aren't perfect. They will bring their friends and tell their family of the wonderful experiences they have at Skylight Gardens.

We see our managers as the "Mayor" of Skylight Gardens and each staff member as an ambassador. Your job is to make sure that every guest is greeted in a warm and friendly manner and is made to feel like they are taken care of at all times. When Skylight Gardens staff is not at work, No employee is ever expected or required to perform work off the clock.

Be a Team Player

It is easy to say, "That's not my job/responsibility", or "that's not my table/section", but Skylight Gardens expects its staff members to do whatever it takes to make your restaurant perfect and the guest experience unmatched! Take pride and ownership in your position at Skylight Gardens. Remember that providing great guest experiences is a team effort. So, if you pass a table that needs to be bussed or pre-bussed, do so, even if it isn't in your section. Likewise, if you see a guest who looks like they need attention from a staff member, ask the guest if you can help, even if the guest is not yours. If a guest is seated at a table and you are a host or retail, ask the guest if they need help. Every guest is your guest! Every Skylight Gardens staff member impacts the guest experience.

EMPLOYEE MANAGEMENT

HIRING

Most staff members will be hired during the weekly open interviews. During the interview process, there are certain strategies managers should be mindful of certain questions you can and should ask, and those that you must avoid.

Hiring Strategy

The restaurant industry is the one industry where regardless of how much experience a front of house employee has or how good the employee is at their job, they will be paid the same as all other employees – minimum wage plus tips. Accordingly, there is no reason not to hire the absolute best servers, bartenders, and/or hosts available.

- **As a manager, you are responsible for recruiting employees from other restaurants.** If you go to dinner and have a fabulous server, encourage him/her to come apply for a job at Skylight Gardens. If you go to a bar and your bartender has a great outgoing personality and seems like a perfect fit for Skylight Gardens, hype up our company, give him/her your card and invite the bartender to come to the open interview.
- **When you are interviewing, you should always ask yourself if the person is top notch.** Don't hire staff members who just seem to be "OK." Remember, we don't get a break on price for weaker employees.

Interview Policy and Questions

When interviewing, make sure to ask questions designed to establish whether the person is a good fit for Skylight Gardens. Remember, we are looking for high energy, friendly and warm employees who have experience working in a high volume restaurant in the position which we are trying to fill.

Questions to Ask:

- Why don't you start by telling me a little about yourself?
- How long have you worked in the restaurant or food business?
- Why are you looking to change jobs?
- Do you enjoy working with the public? What aspects do you enjoy? Anything about it that is frustrating or challenging?
- Have you had any jobs before that have been particularly stressful? What made them stressful? How did you cope?
- Tell me about your last performance review. What was mentioned about how you could improve?
- What situations kept you from fulfilling your job duties or from coming to work on time at your last job?
- Describe a recent problem you had with one of your manager's decisions. (Listen and then ask – How did you handle it?)
- What about your character makes you a good candidate for this job?
- What upsets you at work? What tries your patience at work?
- Tell me about your most frustrating experience as a (position – server, host, bartender, etc.)? Listen and then ask – how did you handle it?
- Priorities often change suddenly throughout the day. If you were asked to quickly do another task, how does that affect your mood? What if it's the third time during that shift?
- How have you responded in the past when you found another employee stealing?
- How have you responded in the past when your replacement calls in sick and a substitute will take over an hour to come in?
- Restaurant operations are like relay races, where often you need to take the baton, run with it and then pass it on smoothly to the next person who comes to replace you. How do you make seamless transitions on shift changes?
- Think about the last time your manager critiqued your work. How did you respond?
- Give me an example of when you did something without being asked.
- Why do you want to work for Skylight Gardens?

- Have you ever been to any of the Skylight Gardens locations? What did you think? What did you observe while you were there? Did you get a chance to interact with any of our managers or staff? What would you improve or change?
- Where do you want to be with your career in five years?
- What do you like to do in your spare time?
- What questions do you have for me?

Questions You Cannot Ask:

State and Federal law prohibits hiring decisions based upon a person's age, gender, national origin, citizenship (*although before a staff member starts working, we must confirm that they can legally work in this country*), marital status, race, color, religion or family status – whether they want to have or currently have children. Accordingly, you are not permitted to ask any questions pertaining in any way to the above categories or characteristics. Thus, the following questions are **NOT** permissible:

- Where were you born?
- Where were your parents born?
- Do you have/want any children?
- Do you have any disabilities?
- When did you get out of the Navy, Army, and/or Marines?
- Have you ever been arrested?
- Do you go to church?
- This role requires availability on weekends and some holidays. Can you meet the scheduling requirements?

Other Questions to Avoid:

- Avoid questions about a person's height or weight unless there is a required height or weight for the job. Such questions often disproportionately affect women and can be seen as discriminatory to women.
- Avoid questions about a person's family history all together. Questions about a person's parents can be viewed as searching for information about a person's race, national origin or citizenship. Asking about a child or spouse can be seen as searching for information about a person's marital or family status.

Completion of Paperwork

Before a new hire starts you must make sure that all of the proper paperwork has been completed. The Office Manager must approve all new hires BEFORE they start. No employee can start without an Office Manager confirming that their paperwork is complete. This includes the following:

- **Employee New Hire Packet** – all forms must be completed and signed before the employee can begin his or her first shift. Check with the Office Manager to ensure that you have the most up to date version of the packet.
- **I-9 Form** – top section must be complete with signature and date.
- **Copies of identification to verify I-9 Form** – Forms of identification must comply with the I-9 Form. We cannot ask for any specific forms of ID. They may choose the combination to turn in as long as it complies with the I-9. Refer to the back of the I-9 for a list of proper identification.
- **Background Checks** – Ensure the employee completes the Disclosure Form. Give the completed and signed form to Human Resources (or Legal) to complete a background check. Background checks are done for the following positions. (Please note: employees cannot start until the results of the background check come back clear. If you have any questions, please contact Human Resources.)
 - Managers
 - Office Staff
- **Contact information** – make sure the Office Manager enters the new hire into the Point of Sale, puts the employee on the phone and email lists, and creates an employee file (with the I-9 in the proper binder).

SCHEDULING

Anticipate Restaurant Sales

Analyze the following to anticipate restaurant volume:

- Sales the year before
- Weather expected
- Special events at the restaurant or in the surrounding area (i.e. a concert at a nearby venue or sporting event in town).
- Sales during the past couple of weeks
- Proximity to holidays. Remember that some holidays we have more guests than a regular night, and other holidays we have fewer.
- You should always overstaff on holidays or when there are special events in the area (or at the restaurant) because you cannot know whether you will need more.

Strategy

- Schedule a good mix of male/female employees, but consider the anticipated guest mix and schedule appropriately.
- When scheduling employees back to back, ensure that there is a 10-12 hour gap between the time the employee's first shift ends and second shift begins. This will allow the employee to come in ready to work, feeling refreshed and re-energized.
- In general, managers should schedule the strongest employees at the busiest times. The strongest employees are those that excel the most in the following categories
 1. **Company Policies and Procedures**
 2. **Sales**
 3. **Guest Service:**
 - a. For example, on Friday or Saturday nights, you should schedule employees who are the most efficient and accurate and who best embody the Skylight Gardens mentality – over the top genuine friendliness, adherence to Skylight Gardens policies, etc.
- You should not schedule a brand new bartender to work, for example, on a Saturday night.
- You should always over-schedule rather than under-schedule. We would rather have 7 bartenders and need only 5 than schedule 5 bartenders when you needed 7. An extra two hours of labor for a couple of additional employees to ensure excellent guest service is a very small price to pay.

Posting

All schedules must be posted by midnight each Wednesday evening (going into Thursday early morning) for the following week in the designated employee area and/or on HotSchedules. To give employees advance notice of their schedule, it is imperative that schedules are posted timely and in the proper locations.

Schedule Requests

- All schedule requests must be done in writing on the proper schedule request form.
- All schedule requests must be submitted to the General Manager IN WRITING.
- All requests must be made at least two (2) weeks in advance of the employee's requested time off.
- The employee must always assume their request is NOT GRANTED unless it is confirmed IN WRITING by the General Manager. Remember, it is a schedule *request* not a schedule *demand*!
- The General Manager has complete and sole discretion in granting time off requests. When deciding whether to grant a schedule request, the General Manager should take into consideration, among other things:
 - How long the employee has worked for Skylight Gardens.
 - Whether or not the employee has frequently made other schedule requests.

- Whether or not Skylight Gardens operations can continue unobstructed if the request is granted.
- The employee's needs/justification for the request. We usually grant employee's requests to attend weddings, funerals and graduations, especially where sufficient notice has been provided. We do not grant requests for birthdays or a friend in town unless the employee has provided sufficient notice and has found a suitable replacement. Suitable replacements are employees of equal or better skills than the employee requesting the time off.

Checking Schedules

- Employees are responsible for checking their schedules and being aware of when they are scheduled to work. Employees are not permitted to call and ask someone to check their schedule for them. Missing a scheduled shift because the employee is not aware that the employee was scheduled is NOT a valid excuse.

Missing Shifts

- Employees must notify a manager if they cannot make a scheduled shift.
- Unless impossible, an employee must notify the Manager on Duty at least three (3) hours before the shift is scheduled to begin. The manager has discretion to approve the request to miss a shift. If the employee's request is not approved, the employee will be deemed to have been a "No Call, No Show." This can subject the employee to disciplinary actions, up to and including termination.
- If an employee calls in sick, let him/her know that you will find someone to cover their shift. Employees do not need to find someone to cover their shifts if they are sick. We do NOT require, nor do we request from any employee, any proof of illness, such as a doctor's note. Make sure you immediately get the shift covered and notify the General Manager.
- If an employee calls in sick and it appears to be suspicious (i.e. where the employee had requested the day off and the request was denied), discuss disciplinary actions with the General Manager and/or upper management. If we have documentary evidence that the employee has lied about an illness or has put in a false schedule request off, promptly discuss disciplinary actions with the General Manager and/or upper management.

Covering Shifts

- If an employee would like to trade shifts, or not work a shift, after the schedule is posted, the employee is responsible for finding another person to cover the shift.
- The covering employee must be of the same quality level and have the same skill set as the trading employee.
- Any proposed shift trading must be approved by the General and/or Assistant General Manager. The GM and/or AGM have complete discretion whether to approve a proposed shift trade.
- An employee already scheduled for a specific on-call shift is not an acceptable replacement to cover that same shift.

On-Call Shifts

- Managers may only schedule employees who have volunteered to be available for on-call shifts.
- Before the designated call in time, you should always assess your staffing needs by examining what staff you currently have working and how busy the restaurant is. Determine how many, if any, of the on-call staff you will need before the on-call staff members begin calling in.
- You should call in an on-call staff member if someone fails to appear for their scheduled shift.
- You should call in an on-call staff member to replace any employee who had to leave early for emergency purposes.
- You should call in an on-call staff member if the restaurant is busier than expected.
- If you want to call in an on-call employee, you must call at least 60 minutes before you need them to report to work.
- Make sure that all employees know that they are not permitted to have an on-call employee cover their shift. On-call employees need to be reserved and to be called in if needed.

Clocking Employees In

- Employees should be clocked in at the start of their scheduled shifts. Managers are not permitted to keep employees waiting past their scheduled start time to clock in. If an employee is at the restaurant prepared to work at their scheduled start time, a manager must clock the employee in.
- Managers should not, however, clock employees in early. Unless the restaurant is unexpectedly busy and the manager needs them to start early, an employee should not be clocked in until their scheduled start time.

Time Adjustments

- Never adjust any employee's time without them signing a **Time Clock Adjustment Form**.
- If an employee forgets to clock in/out or forgets to clock out for a meal period, and the manager has direct, firsthand knowledge of the employee's actual hours, work with him/her to complete a Time Clock Adjustment Form.
- The **Time Clock Adjustment Form** should be left for the Office Manager to input into Aloha. Once inputted, the form must be placed in the employee's personnel file. Managers should work with Office Managers to ensure this is complete.
- We never adjust an employee's time to something false. Regardless of whether the employee asks you to make a time adjustment or not, unless you are completely positive that the adjustment is accurate, do not do it.
 - If an employee fails to take a meal period (California), unless you can 100% confirm that the employee did take a meal period, do not adjust the employee's time.
 - If an employee reported for work at 5:15 p.m., never adjust the employee's time to show that they reported to work at 5:00 p.m., even if that is when the shift was to start.

Operational guidance regarding cutting employees

From time to time, managers will have more employees working than needed. To save on labor costs, managers should strategically cut employees. Managers should start to think about which employees they may want to cut at least one (1) hour before the cut is being made. Assess the number of guests the restaurant has continuously throughout the night. Also be aware of whether there is a special event that might cause the restaurant to get busy later.

- For servers and server assistants, do not sit any new tables in their section less than an hour before you are going to cut the server.
- If an employee is sent home early, ensure reporting-time pay is applied as required.
- If an employee asks to leave early (because of an illness or some other reason), ask the employee to complete an Early Leave of Shift Form. The form must be signed by the employee and the manager, and it must be placed in the employee's personnel file.

Calling Off Employees

There will be certain times or situations when managers must call off employees for scheduled shifts. When doing so, managers should provide employees with as much notice as possible; preferably at least 24 hours advance notice. There will be certain times when you will not know 24 hours in advance that you need to call off an employee and less notice will need to be given, but you should never give less than three (3) hours notice and you should always provide the most notice possible. Examples of certain situations when a manager would need to call off shifts include, but are not limited:

- **Job Performance:** If the management team notices an employee is underperforming or lacking and guests' dining experiences are impacted.
- **Weather Changes:** If there are unexpected weather changes, such as heavy rains, resulting in a reduction of guest traffic.
- **Special Events:** if there was a previously scheduled event that has been canceled.

DISCIPLINARY ACTIONS

Skylight Gardens is an at-will employer. This means that both employees and Skylight Gardens have the right to terminate employment at any time, with or without advance notice, and with or without cause. Employees also may be demoted or disciplined and the terms of their employment may be altered at any time, with or without cause, at the sole discretion of Skylight Gardens management. No one other than the President has the authority to alter this arrangement, to enter into an agreement for employment for a specific period of time, or to make any arrangement contrary to this policy and any such agreement must be in writing and signed by both the President and the applicable employee. An employee not following any company policy, procedure or protocol is subject to immediate disciplinary action.

Reward and Reprimand in Private

A manager should never reprimand an employee in front of other employees or guests. If an employee is violating a policy, discreetly pull the employee off-stage to speak with an employee. (I.e. into a private place out of sight and earshot from any guests or other employees, such as the Manager Office) Likewise, employees should never be rewarded or praised on stage.

Keep in mind that "the stage" includes any place where a guest could see or hear you, including bathrooms, host stands, patios, dining rooms and server stations.

Oral Warning

- The first level of disciplinary action is an oral warning.
- When you have the employee in private, clearly and thoroughly explain to the employee what policy they have violated, why the policy is important and what the employee should be doing to properly adhere to the policy.
- Make sure that the employee completely understands the policy and what the employee did wrong.
- Also clearly and thoroughly explain to the employee what consequences might result if the employee violates the policy again.
- Always document the oral warning in a write-up format. The write-up should include the date and time of the warning and why the warning was given. It should also document what consequences you told the employee would result from any future violations. Always place the write-up in the employee personnel file.

Written Warning

- For more serious or multiple violations or if an employee has violated a policy on more than one occasion, managers should write up the employee using the write-up form, Employee Warning Notice, located in the office.
- Similar to an oral warning, in private and away from other employees or guests, discuss with the employee their write-up.
- Thoroughly explain to the employee which policy the employee has violated, what the employee has done incorrectly and what the employee should do in the future to comply with the policy correctly. Make sure the employee fully understands the violation and the seriousness of the problem.
- Completely fill out the write-up form and present it to the employee. Give the employee an opportunity to write any additional information about the violation that the employee wishes. Then ask the employee to initial either Agree or Disagree and sign the form. Managers should also sign the form.
- Make sure the form is placed in the employee's personnel file.
- If the employee is an office manager/assistant or manager, please notify and provide a copy of the write-up to the Human Resources and Legal Department.

Side-Work

- Side work includes tasks such as rolling silverware, cleaning windows, cleaning lamps, etc.
- Side work is given to employees to impress upon them the seriousness of their violation of a company policy.
- Side work is given in combination with a written or oral warning. It is the manager's responsibility to ensure the employee completes their side work without neglecting their job duties.
- It is also your responsibility to ensure that the employee understands why the employee has been given the side work.
- Please note that employees are paid for the time spent doing side work.

Suspension

- Suspensions are utilized when employees have severely violated a company policy, have violated the same policy multiple times or have multiple write-ups. Suspensions last for 7 days and must be discussed with the General Manager, Executive Operations Team and the Human Resources Manager.
- Suspensions should not be arbitrarily given, rather they should be thoroughly discussed and reviewed with upper management and with the employee being suspended. Skylight Gardens suspends employees to investigate whether or not the incident warrants termination and/or other disciplinary actions. Importantly, not all suspensions result in employment terminations. The suspension allows management to review previous write-ups, discuss work performance and analyze any and all alternatives. It provides us the opportunity to clearly think about an employee's work status, leaving personal emotions and/or interests out. The 7 day suspension permits management, Executive Operations Team and Human Resources to gather pertinent information, interview necessary employees and ensure the suspended employee receives the fairest decision.
- With all suspensions, the General Manager should inform the employee that the employee is being suspended for 7 days, thoroughly explain to the employee why the employee is being suspended and what the suspension means. Let the employee know that during the suspension, the employee is not allowed to come onto Skylight Gardens property unless approved. Furthermore, the employee should not be scheduled to work and management should ensure all shifts are covered. If the investigation concludes before the 7 day time frame, the employee will be allowed to come back to work and/or pick up shifts, provided the end result is not termination.
- Remember, the root of employee frustrations is NOT knowing the why's, how's and what's of the suspension. If the manager clearly explains to the employee the details of the suspension, the employee will have a better understanding of what to expect and when.

Guideline to a Proper Write-up

Clear, concise and consistent write-ups provide employees who are having performance issues or violating company policies and procedures with an opportunity to understand the WHWs - what the employee did wrong, how it impacts the team, and why it is important to do things correctly.

Well documented employee write-ups should take 15 minutes or less, but will save you hours of pain and future disciplinary discussions. When writing up an employee, pretend you're writing the document for someone who doesn't know anything about the restaurant or our company. It is important that all sections of the Warning Notice are completed.

The following items on the Employee Warning Notice must be completed BEFORE presenting to the employee.

- **Employee Information** – Name, date of warning, employee payroll number, shift – either AM or PM, department.
- **Type of Violation** – Always check the type of violation that has occurred. Note – more than one violation may be checked
- **Previous Warnings**
 - Review the staff member's personnel file to see whether or not there are previous warnings.
 - If there are previous warnings, document those warnings on the current form. Make sure that you document the previous dates, by whom the warning was given and what the warning was about.
- Employer Statements
 - Complete the incident date and approximate time the incident occurred.
 - Ensure that the employer statement is clear and concise and keep focused on the point of violation.
 - Write the facts without any assumptions or judgments.
 - Example of a good write-up: Employee was 25 minutes late for his shift. This is a violation of Commandment # 1 – Be on Time and In Proper Uniform.
 - Example of a bad write-up: Employee was 25 minutes late again for his shift. They said their alarm clock was broken and they couldn't wake up in time for his shift. The employee is always late for his shift and this is a lame excuse. They need to be on time because I'm tired of having this talk with him.

After completing the above steps, present the write-up to the employee and discuss the violation(s) with him/her. State the reason why this behavior/action is unacceptable. (Here is the place for you as a manager to make a valued judgment) and what the employee needs to do to improve.

Employee Statement

- Allow the employee to read over the Employer Statement.
- The employee can agree or disagree with the Employer Statement.
- Make sure that the employee initials next to the choice they pick.
- The employee can write down the reasons why they agree or disagree with the write-up.
- The employee should sign and date the form.

Refusal to Sign

- The employee can refuse to sign. If an employee refuses to sign the write up, make sure you (manager administering the write-up) write "Refused to sign," include your signature, and date.

Disciplinary Actions

- With the employee present, discuss the disciplinary actions you will take with the employee. Assigning side work duty is at the Manager's discretion.

Suspensions

- Managers are able to write the employee up and suspend him/her, and if needed, contact Human Resources at a later time to discuss appropriate disciplinary courses of action.
- Employees are NEVER to be suspended for more than 7 days.

Dismissal/Terminations

- Please ensure that the Executive Operations Team and Human Resources are looped in and communicated with.

When you have completed all of the above steps, have the employee sign the write-up, and print name and date, acknowledging the employee is accepting the disciplinary actions being given. Managers should sign, print and date the form once all steps are properly followed in order.

Place the write-up form in the employee's personnel file. Always communicate with your management team about the write-up, ensuring that everyone is on the same page.

Please note: Any document regarding must always be sent to the Legal Department, Human Resources Manager and the President.

Employees Not Meeting Job Expectations

When employees are not meeting Skylight Gardens job expectations or performing up to standards, request a separate meeting where managers can sit one-on-one with the employee. During the meeting, managers should discuss the job descriptions and explain the job expectations thoroughly and in detail utilizing the WHW method. Don't just say, "Do better" or "Sell more."

- For example: Sit down with an employee or with a few employees within a department; explain to them what you expect of them and what areas you would like to see improved upon, such as:
 - Level of guest service you expect from the employee(s)
 - How to give the best service possible to every guest
 - How to up-sell and suggestively sell
 - Clearly explain to the employee(s) that if they do not meet your expectations in all three areas of sales, guest service, and policies and procedures, you will have no other choice but to try someone else for the shifts.
- Always follow through and hold the employee accountable.
 - If there are no consequences for not meeting your expectations, employees will not meet them and will not improve.
- Always spin it into a positive – explain to them that they are being given a great opportunity with a chance to show what they can do.

EVALUATIONS

Skylight Gardens strives to provide all hourly, non-exempt employees with written evaluations or reviews, if possible, every six months.

Evaluations by Manager

Written evaluations for employees should be completed by the manager prior to meeting with the employee. Once completed, management should meet with the employee in private to review the evaluation. Managers should thoroughly review each category of the evaluation and explain to the employee why they received the evaluation scores they did. Make sure to give employees the opportunity to ask questions.

Self-Evaluation by Employee

In addition to written employee evaluations done by their managers, employees are also asked to do a self-evaluation. Prior to meeting with an employee, managers should provide the employee a self-evaluation form, request the employee complete the form and bring the self-evaluation form to their review meeting. You should discuss the employee's self evaluation with him/her as well.

Management Evaluations by Employee

Employees are also asked to complete an evaluation of their managers. The employee evaluation forms can be completed anonymously. Nothing an employee reports in the evaluation can be used to the employee's benefit or detriment.

All written evaluations (by managers and self-evaluations) must be placed in the employee's personnel file. The employee should also be given a copy of the evaluations, if the employee requests it.

Informal Evaluations

Less formal evaluations should be given to employees at the end of each shift. When an employee is clocking out and dropping their cash off with the manager, the manager should take a few moments to praise the employee for what they did correctly during the shift and discuss with the employee any short-comings.

EMPLOYEE MEAL AND REST PERIODS

Rest Periods

All non-exempt, hourly employees are entitled to and must take a 10 minute paid rest break during each period of four (4) hours (or major fraction thereof) worked.

- **Rule Table**
 - 0 – 3.5 hours: 0 rest breaks
 - 3.5 – 6 hours: 1 rest break
 - 6 – 10 hours: 2 rest breaks
 - 10 – 14 hours: 3 rest breaks
- The rest break may not be extended, combined with or added on to a meal period or used to compensate for late arrivals or early departures.
- Employee's rest break should be scheduled as near as possible to the middle of the 4 hour work period.
- You should notify each of your employees of their break time. You must make sure that all employees are given the opportunity to, and encouraged to, take a 10 minute break as close to the middle of their shifts as possible. If any employee comes to you requesting a break, you should do what you can to ensure that the employee can take a break as soon as possible after the employee requests to take one.

Meal Periods

A first 30-minute off-duty meal period is required when an employee works more than 5 hours, and it must begin before the end of the 5th hour. Waiver of the first meal is generally permissible when the shift is **no more than 6 hours** (subject to proper waiver mechanics).

- It is the manager's responsibility to notify employees that they must take a meal break and to keep track, ensuring that all employees take their meal period break before the end of the fifth hour (or sixth hour if a meal waiver form has been signed).
- Employees must get manager approval before taking a meal period. Managers are responsible for making sure that they promptly approve requests for meal periods as long as the request does not impair guest service.
- During an employee's meal period, they must be relieved of all duties and be free to leave the premises.
- Meal periods should be a minimum of 30 minutes and a maximum of 60 minutes.

Examples:

- If an employee **has NOT** signed a meal waiver form.
 - If an employee works a shift more than 4 hours and 59 minutes long, you must provide him/her a 30 minute unpaid meal break during their shift. The meal period must be taken and completed before the 4 hours and 59 minutes is up.
- If an employee **has signed** a meal waiver form.
 - If an employee is working a shift over 5 hours, the employee must take an unpaid meal period before the end of the 5th hour.
 - Non-exempt employees who work more than 10 hours in a workday are entitled to and must take a second unpaid meal period of 30 to 60 minutes before the end of the 10th hour.
- If an employee works a shift 10 or more hours long, you must provide him/her a second/additional meal period of at least 30 minutes. In this scenario, the employee would need to take a meal period within the first 5 hours and 59 minute period and a second meal period within the second portion of his/her shift.
- Any and all questions or concerns regarding meal and rest break requirements should be referred to the Human Resources Manager.

EMPLOYEE COMPLAINTS

All work-related issues, concerns or complaints are taken seriously by Skylight Gardens. Employees are encouraged to address all work-related issues immediately with the employee's leadership team, addressing concerns first with their Floor Manager or Senior Manager.

Issues Related to Direct Supervisor/Manager

If the issue is not resolved or is related to the employee's direct supervisor, then the issue should be addressed with the employee's Assistant General Manager (AGM) and/or General Manager (GM).

Issues Related to AGM or GM

If the issue is not resolved or is related to the employee's Assistant General Manager or General Manager, then the issue should be addressed with the Executive Operations Team (Director of Operations and/or Vice President of Operations).

Issues Related to Executive Operations Team

If the issue is not resolved or is related to the company's Executive Operations Team, Director of Operations and/or Vice President of Operations, then the issues should be addressed with the company's Human Resources Manager.

Issues Related to Human Resources

If the issue cannot be resolved by the Human Resources Manager and the Employee has exhausted all avenues for resolution, then the issues can be directly addressed with the Vice President of Legal and/or President.

Receiving Complaints

When a manager receives a complaint from an employee, first immediately assure the employee that we take all concerns very seriously.

- Ask the employee to establish the exact nature of the problem.
- If you have not received and handled many similar complaints at Skylight Gardens before, you MUST talk to the General Manager, the Executive Operations Team, Vice President of Legal, and/or Human Resources to ascertain how best to respond to the employee. NEVER assume or guess at how Skylight Gardens would want you to respond.
- After you have received advice on how to handle the situation, pull the employee off-stage, away from other employees and guests, and speak to the employee.
- Always assure the employee that they will not be reprimanded or punished in any way for coming forward with their concerns.
- Thank the employee for coming forward with the concern and encourage the employee to come back to you should the problem not be immediately rectified, or should the employee feel, in any way, that they are being retaliated against.

REPORTING WORKPLACE HARASSMENT

Skylight Gardens takes any and all concerns of harassment very seriously. Skylight Gardens has a Zero Tolerance Policy of workplace harassment. Any concerns of harassment you may have should be directly addressed with the General Manager. The General Manager is responsible for immediately notifying Human Resources and the Legal Department of any harassment complaints.

If the issue is not resolved or is related to the General Manager, the issue should be immediately addressed with the Human Resources Manager.

If the issue is not resolved or is related to the Human Resources Manager, the issue of harassment should be directly addressed with the President.

Receiving a Report of Workplace Harassment

If you receive a report of workplace harassment, assure the employee that Skylight Gardens has a Zero Tolerance Policy when it comes to any type of harassment or discrimination. Inform the employee that you will immediately look into the issue and someone will get back to him/her. Then, immediately (and we mean immediately) contact the General

Manager, unless the complaint is about the General Manager. If the complaint is about the General Manager, immediately contact Human Resources.

- The General Manager must immediately contact Human Resources and/or the Legal Department. An investigation will then be conducted into the allegations. Appropriate actions will be taken.
- The employee should be assured that the problem has been handled. The employee should be told that if they have any future concerns, they should immediately contact the General Manager and/or Human Resources.
- The employee should also be assured that Skylight Gardens does not tolerate any form of retaliation. If the employee feels they are being retaliated against in any way, the employee should immediately report the issue to the General Manager, Human Resources, or Legal Department.

WORK-RELATED INJURIES

Medical Attention

- First ask the employee if they would like medical attention.
- If the injury is severe (for example, the employee is unconscious, not breathing, or cannot be moved), immediately call 911 to get an ambulance.
If medical attention is required but the injury is not as severe and you have access to an on-call doctor, call either the General Manager or Assistant Manager to obtain the correct contact information for a doctor, urgent care, or the nearest hospital.
- If you do not have access to an on-call doctor, send the employee to the approved clinic or, if the clinic is closed, to the nearest emergency room.
- All managers are responsible for knowing and enforcing that first aid claims are submitted to the health clinic near your restaurant with which Skylight Gardens has contracted.
- If the employee requires any medical attention, provide them with a copy of the workers compensation claim form. Make sure to keep a copy when the employee brings it back/completes it.

Incident Report

- Whether or not the employee requests medical attention, document the injury in an incident report.
- The report should describe as much about the incident and the employee's injuries as you know. Keep in mind that you are not a doctor and we are not expecting a medical diagnosis – merely a brief description of the injury.
- The incident report should also document that you asked the employee if they wanted medical treatment and the employee's response.
- If the employee is not too injured to write, also have the employee draft an incident report detailing what happened and, if the employee declines medical attention, noting so.
- If other employees witness the incident, they should also complete incident reports about what they observed.

Workers' Compensation Insurance

- All restaurants have workers' compensation insurance which provides coverage for employees injured at work.
- If an injured employee asks, assure the employee that Skylight Gardens will cover their medical expenses.
- If the injuries exceed Skylight Gardens first aid threshold the employee will be provided with a workers' compensation form (first report of injury form) to complete regarding their injury.
- If the employee's injuries are below our first aid threshold, Skylight Gardens will simply pay the costs of the medical treatment, if any, and reimburse the employee should the employee need to purchase any medication, bandages, etc. However, Skylight Gardens can only reimburse employees for expenses for which they have valid receipts. If an employee presents you with receipts for out of pocket expenses related to a workplace injury, contact Legal/Human Resources immediately.

EMPLOYEE PREGNANCY

If an employee tells you that she is pregnant, immediately notify the Human Resources and/or Legal Department. As employers, we have an obligation to do what we reasonably can do to accommodate a person who is pregnant (or

otherwise disabled). Accordingly, you must accommodate a pregnant employee's request to take breaks or sit down more frequently, for example.

EMPLOYEE FOOD & RETAIL DISCOUNTS

Skylight Gardens offers generous discounts for its employees. Managers are responsible for making these discounts exciting to employees. Managers should explain to employees the benefits and should treat all employees like royalty – like any other guest – when they come to visit the restaurant. Managers should reiterate to employees not to take advantage of the generous employee discounts or they will risk losing it for themselves and others. Employees visiting the restaurant during their days off benefits Skylight Gardens in a variety of ways by boosting employee morale and building business.

Food Discount Policy: Non-Shift Discount

When employees come to the restaurant on their day off (or after their shift has ended, or the employee has gone off premises and come back at least an hour later), Skylight Gardens will give them 30% off their entire tab. The 30% discount will also apply for anyone in their party.

- The 30% discount applies only to regularly priced food and beverages. It is not valid for any discounted food and beverages, such as: Happy Hour items, or any other discounted items.
- To receive the discount, an employee's guests must specifically come with the employee and must be eating with the employee to receive the discount. While the guests do not need to drive to the restaurant with the employee, it should be apparent that the employee planned to meet up with the guests at the restaurant.

This prevents employees from taking advantage of the discount, giving it to anyone who happens to be at the restaurant. The point is to encourage employees to come to the restaurant and bring their friends.

- At the manager's discretion, they are allowed to buy employees and their entire table a round of drinks on-the owner. All drinks must be accurately rung up and properly served.

Food Discount Policy: During-Shift Discount

During and immediately before or after their shift, employees receive a 50% discount off their food tab.

- Employees will receive a 50% discount on one (1) drink with their meal, if desired, immediately AFTER their shift ends (they cannot have alcohol before or during their shift). To have an alcoholic drink, the employee must be clocked out and off duty. The employee must present proper identification and order a drink at a time when we are legally permitted to sell alcohol in the state.
 - The employee drink discount includes only a single serving drink.
 - The employee drink discount does not apply to bottles of wine, champagne or liquor, or beer towers.
 - However, employees can receive the 50% discount on a carafe, premium, double or any other single serving drink.
 - Please refer to the Employee Alcoholic Beverage Consumption policy.
- If an employee has a friend come into the restaurant while the employee is working, the employee is free to purchase that friend any item the employee wishes BUT the employee must pay for the item(s). The employee discount does NOT apply to any item an employee purchases for a friend who comes by the restaurant.
- If an employee is meeting up with a friend after work, the friend who is eating with the employee can get 30% off their meal. (Please note: the friend should NOT just happen to come into the restaurant when the employee is working.)
 - The employee's post shift meal is still 50% off but the employee's guest(s) only receives 30% off.
- Employees who are eating at Skylight Gardens immediately before, during or after their shift are permitted to wear their Skylight Gardens uniforms. However, employees are not permitted to have on or next to them any other work-related materials. This includes, but is not limited to: aprons, check presenters, towels or other Skylight Gardens employee items. These items cannot be on the employee or sitting on the table, bar or chair next to or near the employee.

No “Friends and Family” Discount

Employees’ friends or family coming to visit them while they are working or who come in without the employee are not given any discount unless otherwise stated by management.

Employee Discounts with Skylight Gardens Gift Cards

Employee discounts do NOT apply when employees are using a Skylight Gardens gift card. When employees present a gift card to pay for food, beverages or a retail item, they should be charged regular (full) price for that item. Gift Cards cannot be used for gratuity. Employees must leave a cash tip, if leaving a tip.

Employee Transaction – Rung by Manager

Each employee transaction requires manager approval. The manager should directly oversee the order being rung up and served to ensure compliance with the policy.

- The bartender and/or the server who is taking the order from their fellow off-the-clock employee must seek a Manager any time an employee requests a discount on any items.
- Managers should be observant of any employee in the restaurant eating and/or drinking to ensure strict adherence to our policies.

Manager Meals

Skylight Gardens will purchase managers a meal every day they work. Please note that company provided meals do not include steak or fish.

Employee Alcoholic Beverage Consumption

- Employees are NOT permitted to consume alcoholic beverages at any time during or before their shift on the same business day at any establishment, including but not limited to, any and all Skylight Gardens locations.
 - Please remember that every person is affected by alcohol differently. If any employee shows signs of intoxication, the employee is not allowed to work. All employees must show ZERO SIGNS of INTOXICATION at all times while on the clock.
 - Intoxication does not mean that the person is drunk. Rather, it could mean that they smell of alcohol, have bloodshot or very tired eyes, are staggering and/or are exhibiting erratic or irritable behavior and/or slurred speech.
 - Do not allow the employee to work if there are ANY signs of intoxication.

TIP DECLARATIONS

Under the law, employees must declare 100% of the tips they leave the restaurant with. Throughout the restaurant/bar industry, there are always a number of rumors regarding tip declarations (e.g. employees only need to declare some of their tips or they only need to declare 10% of their sales, etc.) – these are ALL false. Employees must be taught by management that they need to declare 100% of the tips they walk with. Employees must ring in their own tips. Managers should NEVER ring in tips for an employee nor tell an employee the amount they should ring in.

Gross Negligence

If you notice that an employee appears to be grossly underreporting their tips, you should immediately report it to the General Manager or higher. An example of gross negligence would be a bartender whose credit card tips alone (not including what cash tips they have gotten) for a shift total \$100 and they declared a total of \$10 in tips. Even if the bartender received no cash tips the entire night, so the only tips they received could conceivably be \$100, there is no way that they tipped out 90% of his her tips and walked with only \$10.

- The GM can remind the employee that the law requires the employee to report 100% of the tips the employee leaves with. Point out to the employee the amount the employee earned in credit card tips and then ask the employee to make sure that they accurately reported the tips.
- You can explain to the employee that the IRS does audits of declared tips and employees can be fined for not reporting all of the tips they walked with.

- We do not address employees about tips unless they are grossly negligent. If an employee's tip declaration is merely suspicious, we do not talk with the employee. For example, if they did \$1,200 in sales with \$250 in credit card tips, but only declared \$140, we do not talk with the employee. The employee could have tipped out a lot and not had any cash tips.

Tip Pooling

- Servers tip out a minimum of:
 - 10% to Host
 - 10% to Server Assistants
 - 5% to Service Bar
- Bartenders tip out a minimum of:
 - 5% to Host
 - 5% to Server Assistants
 - 15% to Barbacks

Manager Approval of Large Tips

- For any credit card tip over \$250 that exceeds 50% of the bill, the employee receiving the tip must notify a manager immediately. If a tip is over 50%, the manager must verify and approve said tip.
- Employees must obtain manager approval for any tip over \$50.00 regardless of the percentage of the bill. This policy is designed to: (1) prevent employees from falsifying tips, (2) to prevent guests from later claiming that a tip was given in error, (3) to prevent/catch fraudulent credit card use, as guests using stolen cards often leave large tips.
 - Make sure your employees know that they must immediately notify management of any such tip – employees CANNOT wait until the end of their shift and then ask for approval for tips above 50%.
- Upon notification by an employee of a large tip, managers should immediately try to catch the guest before they leave the restaurant to verify the tip.
- If the handwriting appears illegible and you are not even sure exactly what tip has been left:
 - Politely pull the guest aside. Introduce yourself by name and title.
 - Thank the guest for coming in and apologize for interrupting their evening.
 - Tell the guest that the credit card receipt is a little illegible and you want to make sure 100% that the guest is charged the correct amount.
 - Reprint the check and ask the guest to sign it again – in front of you.
- If the check is clearly legible and it is simply a very large tip:
 - Approach the table and introduce yourself by name and title
 - Pull the guest who signed the credit card aside and politely thank the guest for coming in.
 - Tell the guest that you heard that the guest took great care of our server/bartender and you personally wanted to thank the guest for that.
 - Gauge the guest's response.
 - If the guest seems surprised, follow up by asking if the guest wants to verify the receipt is correct.
 - If the guest seems overly cocky or otherwise acts in a way that makes you suspect the validity of the credit card charge, ask the guest's name. Verify that the name given is what is on the credit card charge. See if the guest hesitates at all when answering. If the guest hesitates or gives the wrong name, politely ask to see the card and ID just to verify 100% that we got the right card charged.
 - Do NOT let the guest leave without verifying the charge.

Credit Card Tips

- Whenever a guest fills out a credit card slip incorrectly, the employee should immediately notify a manager. (i.e., adds up the tip and sales amount incorrectly) Employees themselves should NOT address the issue with the

guests. Instead, a manager should politely approach the guest and point out the mathematical error. The manager should reprint the ticket and politely ask the guest to correct the error.

- If a guest has already left before a manager becomes aware of an error on a credit card slip, the credit card should always be processed in the guest's favor.
 - Example #1: If the guest's check is \$100 and the guest writes \$20 on the tip line, but writes \$110 in the total line, only \$110 may be charged to the guest's credit card and an employee can only take \$10 as tip.
 - Example #2: If the guest's check is \$100 and the guest writes \$10 in the tip line but writes \$120 on the total line, the employee would only get a \$10 tip.
- No Skylight Gardens employee, whether staff or management, should ever write or change anything on a credit card slip except:
 - Manager initials, at the top of the slip only, to approve a tip over 30% (if over \$10)
 - An employee's brief thank you message to a guest, at the top of the slip only

Auto-Gratuities

Auto-gratuities are reserved only for parties of 8 or more guests, but we do not automatically add auto-gratuity to all parties of 8 or more. Employees must get a manager's approval in order to add auto-gratuity to any bill. Before approving, the manager must visit the party's table and make sure the guests' experience was great.

- If approved by a manager, the server/bartender must identify the auto-gratuity on their ticket by circling the entire word and amount so that the party does not accidentally leave double gratuity.
- The manager should always talk to the table and ensure that the guests received royal treatment.

EMPLOYEE UNIFORMS

Skylight Gardens employees are walking advertisements for Skylight Gardens retail items. To encourage guests to purchase Skylight Gardens merchandise, Skylight Gardens requires its employees to wear shirts and hats that Skylight Gardens sells in its retail department. It is highly likely that our guests will see and like the Skylight Gardens hats and shirts and be inspired to purchase such items for themselves. This will not only increase sales but will also promote the Skylight Gardens brand and be great advertising for Skylight Gardens when guests wear Skylight Gardens branded merchandise outside of the restaurant.

Employees should maintain impeccable personal hygiene at all times. This means that employees should shower/bathe before coming to work, have clean teeth and a nice smelling breath. Keep in mind that you are working in close proximity to Skylight Gardens guests and that we do not want to ruin our guests' food service experience with unpleasant smells, including strong cologne, perfumes and/or deodorant. Employees must be well-groomed with trimmed and clean fingernails, tidy hair and clothes, etc. Guests may see an employee with a sloppy appearance and worry that the employee would be sloppy with the guest's food or drinks. We do not want to do anything that may discourage our guests from ordering food and drinks from us.

Skylight Gardens Approved Outerwear Apparel

Employees may not wear any jackets, sweaters, sweatshirts, or other apparel covering up their Skylight Gardens shirt. If employees are cold, they may wear a Skylight Gardens branded sweatshirt or jacket, or may wear thermals or under-shirts beneath their Skylight Gardens shirt.

- Employees are NOT permitted to wear non-Skylight Gardens clothing over their Skylight Gardens shirt.

Skylight Gardens Approved Boots

- All employees must wear some type of boots with their uniform. Skylight Gardens considers a boot as a shoe that at least covers the entire ankle. Employees may wear ski boots, army boots, construction-type boots, Uggs boots, hiking boots, cowboy boots or any other type of boot.
- Employees are NOT permitted to wear any clothing, headgear, jewelry or other accessories which advertise any product, event or service, other than Skylight Gardens, without expressed approval from their General Manager.

- For example, without expressed authorization from the General Manager, an employee cannot wear a necklace with a medallion advertising a new brand of vodka. Any employee in violation of this rule will be asked to remove the offending item(s) and will be subject to disciplinary action.

Handling Uniform Policy Violations

If an employee is in violation of the Skylight Gardens Uniform Policy:

- First, pull the employee aside, out of sight and earshot of all guests and other employees, and explain to the employee how they have violated the uniform policy.
- Next, make sure to write-up the employee for the uniform violation – all violations must be documented in a write-up!
- If the employee has other clothes they can change into, request that the employee change. If the employee's violation pertains to a shirt or headgear which is sold at the retail counter, the employee can also purchase a shirt or headgear, if needed to put them in compliance.
- If the employee is unable to correct the violation with items they have or can purchase at Skylight Gardens, the manager has discretion whether to send the employee home to change or permit the employee to finish their shift. Managers should consider whether the uniform is inappropriate for guests when deciding whether to send the employee home.
- Employee uniforms that are not family-friendly must be handled delicately. Make sure to pull the employee out of earshot of other employees. Explain to the employee that Skylight Gardens has many families in the restaurant before 10:30 p.m. and therefore, it needs to ensure that its employees wear family-friendly clothes before that time. Explain to the employee that they are not in trouble and are not being singled out – it happens frequently. Encourage the employee to come to you or to another manager with any questions they may have in the future about appropriate uniforms.

Employee Magnetic Cards and Aprons

- Any employee that has lost and/or misplaced their magnetic card and/or apron will be charged if gross negligence applies. This means that the employee has a consistent pattern of losing their cards/aprons or misplacing the items. If the employee has not been grossly negligent, they are not charged for the lost item.

EMPLOYEE PERSONAL ITEMS

Employees are not permitted to bring any bag, purse or backpack into the restaurant unless it is smaller than 10" x 6" x 4" or is clear plastic that can easily be seen through. Larger purses, bags and/or backpacks should be left at home or in the employee's car – not brought on to Skylight Gardens property. This applies to ALL employees from dishwashers to General Managers.

Lockers:

For personal items that employees bring to the restaurant, Skylight Gardens provides lockers for the temporary use of its employees during their work shift. Lockers are not for long term storage – employees must remove all belongings and their locks at the end of every shift. Lockers should be left clean without debris or other trash at the end of the shift.

- Employees who choose to store personal belongings in a locker do so at their own risk. Skylight Gardens is not responsible for damage, loss or theft of such belongings.
- If you secure a locker with a lock, you must remove the lock immediately upon concluding your shift. If you fail to do so, the lock may be cut off and any belongings in the locker may be discarded.
- In addition, the locker and its contents remain subject to inspection at all times without advance notice, and you may be required to remove your lock at any time to facilitate such inspections. If you refuse to do so, the lock may be cut off.

EMPLOYEE SAFETY

Skylight Gardens highly recommends that employees do not walk alone to their cars after their shifts. Employees should walk in groups or request that someone with whom the employee feels safe, escort them to their vehicles. As Skylight Gardens management, you should make every effort to make employees available to escort other employees to their

vehicles promptly upon request. You should also discourage employees from walking to their vehicles, or public transportation, alone.

TERMINATION

Voluntary Termination

- If an employee comes to you and notifies you that the employee is choosing to end their employment at Skylight Gardens, you should first request that the employee present you with a written resignation letter.
- You should also request that the employee complete a Voluntary Termination Form, located in the office. Make sure you promptly and completely fill out a Termination Form and give it to the Office Manager to enter into the system.

Involuntary Termination

- If you are terminating an employee, make sure you thoroughly discuss the termination first with the General Manager, Director of Operations, Vice President of Operations and Human Resources.
- Fill out all of the necessary paperwork before you meet with the employee.
- Pull the employee away from other employees and guests. Explain to the employee why you are terminating him/her. If the employee has violated a policy, make sure the employee understands that the violation is the reason for the employee's termination.
- Ask the employee to complete the Receipt of Final Paycheck, if applicable.
- Request that the employee immediately leave Skylight Gardens property. We do not want the employee on property distracting other employees or talking with guests/employees about the termination.
- Inform the employee that they are not permitted to return to the property for 24 hours, but that after the 24 hour period is over, they are welcome back as a guest any time.

Processing Final Paychecks

- **Involuntary Termination:** an employee who is terminated must be given their final paycheck at the time of termination.
- **Resignation Without Notice:** if an employee resigns without notice, we have 72 hours to give the employee the final paycheck.
- **Voluntary Resignation With Notice:** if an employee provides us with at least 72 hours notice, we need to give the employee their final paycheck on the employee's last day.

REFERENCES AND RECOMMENDATIONS

You are not permitted to provide a reference or recommendation for any employee without expressed written approval from the Executive Operations Team.

If someone calls asking about a former employee, you are permitted to provide dates of employment, position and whether the former employee is eligible for re-hire. NO OTHER INFORMATION MAY BE GIVEN.

GUEST BARTENDERS/SERVERS, ETC.

It is a popular occurrence at other restaurants and bars to have bartenders from other establishments come to their restaurant/bar for the night, have a party and "guest bartender" for the evening. No matter what, we NEVER have guest bartenders (or guest servers, for that matter) at Skylight Gardens.

Reasons

- These "guest bartenders/servers" are not Skylight Gardens employees; and therefore, they do not care about Skylight Gardens, or about "keeping their job." This will increase the likelihood of them stealing, damaging property, giving out free drinks, over-pouring, over-serving, not carding, etc.
- An actual Skylight Gardens employee who only works one or two shifts a week, but works every week and is employed at Skylight Gardens is a different story entirely. Even if they only work once or twice a week, if they are

employed by us and work regularly, they can still be held accountable for their performance and for following our policies and procedures.

EFFECTIVE COMMUNICATION

Skylight Gardens encourages all employees to ask questions if they are not 100% sure how to respond to a situation. We would rather have employees interrupt their manager and ask how to do something instead of handling the situation on their own incorrectly.

NEVER REPRIMAND AN EMPLOYEE FOR ASKING A QUESTION

Why How When (WHW)

- If an employee comes to you with a question, even if the question seems basic or something the employee should know well, calmly and patiently explain the answer to the employee.
- Do not get angry with or punish, in any way, any employee who asks a question. Explain to the employee:

WHY we have the policy

HOW to implement/comply with the policy

WHEN we implement the policy

- Moreover, if there is any situation that you are faced with that you have not handled numerous times and/or you are not 100% sure the correct Skylight Gardens way to respond, ask one of your supervisors.
- Remember that even if you have handled a situation at another job, Skylight Gardens may have a different way to handle the situation. Thus, if you do not know exactly how Skylight Gardens would want a situation handled, make sure to get clarification.

PRE-SHIFT AND POST-SHIFT BRIEFINGS

Pre-Shift Briefings

- You should hold a pre-shift briefing for every shift starting approximately 5 minutes before the shift is to begin.
- The briefing should be held in a quiet place apart from other employees and guests.
- In the briefing, you should inform the on-coming staff of any new policies or procedures, any items the kitchen has sold out of, and any other messages you would like to give them.
- You should also remind the staff about our strict carding and over-serving policies.
- Finally, make sure to ask the staff if they have any questions or concerns before they begin their shift.

Post-Shift Briefings

- Hold post-shift briefings if something occurred during the shift that you want to discuss with the employees.

For example: if a bartender over-pours a drink or a server fails to card a guest, you should use that opportunity to discuss Skylight Gardens policies with ALL employees without using names or reprimanding the employee in front of other staff.

- Post-shift briefings can also give you an opportunity to cover anything you were unable to cover in the pre-shift briefing.
- At the post-shift briefing, you should also make sure that any employees who witnessed or participated in any incident during their shift complete an Incident Report.

MEMOS/FLYERS

Managers must make sure that employees are receiving information such as memos, menu changes, policy changes, meeting dates, etc. However, managers must get approval from the Human Resources and Legal Department before any memo is distributed to employees.

Approval Process

No memos, flyers or postings directed at employees can be distributed or posted without approval by the President, Vice President of Legal and Human Resources.

STAFF MEETINGS

Staff meetings will be held approximately once each quarter. Staff meetings usually last about one to two hours.

Mandatory Attendance

Attendance at staff meetings is mandatory, and staff is paid for their time. If an employee is unable to attend a staff meeting, they must notify the General Manager or higher (i.e. the Vice President of Operations, Director of Operations and/or the President) as soon as possible but at least two weeks in advance. Employees will only be excused for a mandatory staff meeting if the employee receives written confirmation from the GM or higher.

RESTAURANT MAINTENANCE AND REPAIR

PREVENTIVE MAINTENANCE

All systems should be regularly checked to make sure that they are in proper working order. Any system found not to be working properly should immediately be reported to the General Manager.

HVAC System

Make sure the HVAC system is being regularly maintained. Filters should be changed monthly and all belts and fans should be checked regularly.

Kitchen Equipment

All kitchen hoods should be regularly cleaned and the filters changed. All kitchen equipment should be maintained in good working order. Any problems with kitchen equipment should be immediately reported to the Regional Chef.

Computer Systems

Any problems with the Skylight Gardens email system or other office computer problems should be immediately reported to the Office Manager or Corporate.

Checking Tables and Chairs

Make sure there are no breaks or cracks. Immediately discontinue using any chairs or tables that have breaks or cracks and arrange to have them repaired. Make sure that all tables are level. Do NOT allow broken tables or chairs to remain in guest areas. If an item is irreparable, discard it.

Monitoring the Point of Sale

- Regularly make sure the POS system is updated for all current pricing, including happy hour and other discount prices.
- Periodically check to make sure the prices are correct when rung in by bartenders, servers and managers.
- Immediately report any problems to the Executive Operations Team.

Monitoring Restrooms

- Make sure there is no graffiti anywhere in the restrooms
- Make sure toilets and urinals flush properly
- Make sure there are no water leaks
- Remove any paper from the ground
- Make sure that there are no cracks in the mirror

Eliminate Safety Hazards

At least once a month, managers should carefully walk through the entire restaurant including the patio, main dining area, bars, retail sections, kitchen, offices, parking lot (if any), and storage facilities. Managers should critically examine whether there are any fire or safety hazards. Things to look for include, but are not limited to:

- Too many plugs in an electrical outlet
- Exposed wires
- Loose papers next to fire pits or kitchen equipment
- Burned out light bulbs
- Any items that block any emergency or other exits
- Tripping hazards
- Leaks or standing water
- Bad odor – which can signify a larger problem
- All safety hazards should immediately be addressed with the General Manager, Director of Operations, and/or Vice-President of Operations. Always follow-up to make sure that all concerns are addressed and remedied.

PETS

Service Animals

Service animals ARE permitted to be anywhere inside or outside the restaurant at any time. We do NOT discriminate against any guest with regards to their seating options, service, etc. based upon the fact that the guest has a service animal with him/her.

- Remember that service animals are not only dogs (they can be other types of animals as well) – any animal identified as a service animal should be treated as one.
- We are not permitted to ask for any proof that an animal is a service animal. If it is identified as one, we must allow the guest to bring it into the restaurant.

Non-Service Animals

Non-service animals are not permitted inside the restaurant.

- In California - they are permitted outside on the patios only.
- At no time are pets permitted to be on the tables or chairs in the patio or anywhere else.
- It is Skylight Gardens policy to ensure that we should promptly remove any fur or animal droppings from the patio, maintaining cleanliness at all times.

VENDOR CONTACT LIST

A master vendor contact list posted in the office, in a place where it is easily visible with at least five (5) different vendors per service category who can provide services when needed.

- The list should include vendors that are for both emergency and non-emergency maintenance issues.
- The list should be ordered from #1 being the least expensive and most reliable to #5 being the most expensive/least reliable.
 - For emergencies, the restaurant should have a minimum of 5 vendors for each area listed below. Emergencies include any issues that may need immediate attention and in off-hours like evenings, early mornings, weekends and holidays.
 - For example, if a plumbing vendor is not available on holidays, weekends, evenings and early mornings, they should NOT be considered because a plumbing emergency requires immediate attention.
- The list should be organized by type of vendor (clearly labeled with headings) and contain the company's name, phone number and the name of a contact person.
- The vendors should cover the following areas:
 - Electrician
 - Plumber

- HVAC (heating and air conditioning)
- Refrigeration
- Audio/Visual
- Locksmith
- Exterminator (only need the one we use)
- TV service provider (only the one phone number with account number)
- Point of Sale service provider (only the one number with our account number)
- Credit card processor (only the one number with our account number)
- Alarm Company (only the one number with our account number)
- Electricity and Water (only the one number with our account number)
- Garbage (only the one number with our account number)
- Gas (only the one number with our account number)
- The vendor's name and telephone number should be accurate and legible on the typed list posted in the office.
- In order to put a vendor on the contact list, verify with the vendor about their rates, available hours, etc. Ensure that the rates are reasonable and their availability must be great.

CHANGING VENDORS

We encourage our corporate and management team to constantly search for vendors, services, programs, etc., and/or anything that will help Skylight Gardens operate more efficiently at less cost to the business. In looking for ways to improve Skylight Gardens, however, you should be aware of the following points:

- If you would like to switch to a product/vendor that costs more than what we currently pay, you may not do so without explicit consent from the President.
- This means that if you are thinking about switching to a new cut of steak, to a different type of well liquor, to a new cleaning company, to a new karaoke DJ, to a new IT company, etc. (to a new anything), and the new product and/or company will cost more than what we currently pay, you must ask permission first.
- When asking for permission, please make sure that you know not only the new proposed cost, but the old/current cost as well, and WHY you would like to switch in order for the President to make an educated decision.
- If you just call and say, "I'd like to switch to a new IT company. They charge \$150/hour." The President will have no idea whether or not to authorize the switch because they would not know what we currently pay. This rule applies to ANY switch that results in a higher cost to the business.
- For example: If a restaurant wants to switch to a new karaoke DJ which costs \$175 instead of \$150 (what we paid the old karaoke DJ), this switch cannot be made without permission from the Executive Operations Team.
- If you would like to switch to a product/vendor that costs the same or less than what we currently pay, you may do so without Larry's approval, but you MUST discuss the switch/change with your GM, VP and Director of Operations before making the switch.
- For example, you might find out that we can save money by purchasing one-ply toilet paper instead of two-ply paper.
- Even if it seems like a trivial item, you still must have permission from the Executive Operations Team, because there may be a business reason that we do not want to switch.
- Keep in mind that you are NOT authorized to sign any new contract without express approval from the Legal Department. Please send any contract to the Legal Department for approval before signing it.

SCHEDULE MONTHLY SAFETY SERVICES

- Have sprinkler system tested monthly
- Test alarm system monthly
- Test panic buttons monthly

- Make sure the close out system is being followed, all doors are being locked and property safety precautions taken regularly.

FLOOR OPERATIONS

ENSURING RESTAURANT CLEANLINESS

Management of Maintenance Crew

- If you are the opening manager, thoroughly inspect the restaurant at opening and make sure that the cleaning crew cleaned everything they were supposed to. Make a note of any problems and make sure that the manager who is there when the crew arrives and the General Manager are aware of the problems.
- If you are there when the cleaning crew arrives, make sure to communicate to the cleaning crew any problems you have been made aware of with their services.
- For any problems that you have to address more than once, notify the General Manager and Legal Department so that formal complaints may be filed with the company.

Monitor Restrooms

The cleanliness of the restroom is often the basis for a guest's assessment of the restaurant. A dirty restroom can signal to a guest that the entire restaurant is dirty. Therefore, we must be vigilant about keeping the restrooms clean.

- Throughout your shift, you and/or your staff should be monitoring the restaurant's restrooms. Make sure that all public restrooms, men and women's, are thoroughly examined.
- Restock paper towels, toilet paper and seat covers.
- Remove any dishware or glassware left in the restrooms.
- Immediately clean any standing water from the floor, sinks or counters.
- Clean up any paper or other debris on the floor or elsewhere in the restrooms.

Monitor Chairs and Tables

- You and your employees must check under all chairs and tables daily to ensure that there is no gum or other debris stuck to the furniture.
- You should also make sure that none of the furniture is broken or near broken or otherwise could create a guest hazard.

Keep Floors Clear from Debris

- If there are bits of paper, napkins, etc. on the floor, make sure they are immediately cleaned up. Not only do such things make our restaurants look messy, they also could be slip hazards for our employees and/or guests.

Bussing and Pre-bussing

All employees are responsible for continuously bussing and pre-bussing the restaurant.

- **Pre-bussing:**
 - Always clear dishes from the guest's left side.
 - Never remove a plate without first asking.
 - Never scrape dishes in view of guests.
 - Never box food in front of guests. Always remove the dish and take it to the kitchen unless the guest specifically requests that you box the item at the table.
 - Never put other guests' dirty dishes on the table or approach a table with dirty dishes in your hand.
 - Never leave your table or section empty-handed. If your section is clear, pre-bus an adjacent section on your way back to the server station, host stand, or kitchen.
 - Remove wrappers, straws, unused beverage napkins, etc. from the table upon each visit.

- Remove incidental ware from table between courses; however, never removed until all guests of the party are finished. Incidental ware is considered used silverware, empty glasses, condiments, etc. that are not needed after their use.
- **Bussing:**
 - Once guests have left the area, completely remove all items from the table and clean it.
 - Use a wet towel to completely clean the entire surface, including drink rail, table, bar, chairs, etc. Wet towels should be kept at the Wait Station in sanitized water buckets.
 - After the surface is thoroughly cleaned, use a separate dry towel to completely dry and polish the surface. Do not use a dry corner of a wet towel to dry a table. Use a separate wet towel and dry towel. Remember to completely dry the surface because if you leave the surface damp at all, it will leave a sticky film on the surface. Make sure that no surface in the restaurant is dirty, sticky or wet.
 - You must clean and completely dry all tables, drink rails, bars, salt and pepper shakers, table tents, menus, chairs and condiments.
 - Make sure your employees frequently monitor salt and pepper shakers, and refill any that are not completely full.

CONTROL FOOD/LABOR COSTS

Food Ordering

- The Chef and/or Regional Chef are primarily responsible for food ordering. However, if you notice that we are frequently running out of items in the middle of the day or we are wasting items because of over ordering, please bring it to the attention of the General Manager and/or the Regional Chef.

Labor Costs

Please see the scheduling section in the chapter on employees.

BAR ORDERING

Liquor Inventory

- Fully complete the **liquor inventory sheet**. Make sure to count all bottles in storage and at all bars. Estimate how full kegs and opened bottles are.
- Inventories should be done every Sunday night or Monday morning. All orders should be placed with your Liquor representative no later than Tuesday afternoon by 2:00 p.m.

Ordering Strategy

- At most vendors, liquor orders are placed Monday and Thursday for next day delivery.
- Negotiate with our vendors to get the best pricing including case discounts, and other price breaks.
- If you are ordering a high volume item, like tequila or rum, and in order to meet par, it is just shy of a case, order the case to get a case discount. For high volume items, we will usually end up using the extra couple of bottles within a week.
- If you are not ordering a high volume item, it almost never makes sense to order more than you need, even if it means forsaking a discount. This is because the more alcohol we have on hand, the more likely it is to be stolen or broken.
- Remember that any liquor given to you by our vendors is the property of Skylight Gardens. The liquor is not for your personal use. Promotional bottles are sometimes used for promotions at the restaurants or other drink specials at the restaurant. Any promotional bottles or items given to you by a liquor vendor are NOT for your personal use. All such items must be immediately turned over to the corporate office for proper distribution.
- When determining what to order keep in mind any upcoming special events or holidays that might increase or decrease demand. Also if, for example, there is a Monday holiday, remember when ordering on Thursday that, not only will you likely have increased weekend demand, but you will also not be placing another order until Tuesday and will not receive more liquor until Wednesday.

- Managers should be in constant contact with the barbacks so they know when we are running low on any liquor. If we become low on an item, immediately contact the Executive Operations Team to discuss how to remedy the situation. **We should never run out of any item!**
- Vendors will often try to get you to experiment with a new product or switch brands of liquor. You are never permitted to order a new product or switch a brand of liquor without approval from Corporate.

PROMOTING DRINK SALES

All front of the house employees, including managers, should know:

- All beverages offered including non-alcoholic beverages, beers by bottle and tap, wines, cocktails and specialty drinks (including what is in them).
- All well, call and premium alcohol.
- All drink prices.

Drink Up-sell and Suggestive Selling Techniques

- Always provide a recommendation.
 - It's NEVER, "What would you like to drink?"
 - It's ALWAYS, "Can I get you started with one of our specialty drinks or maybe some refreshing lemonade?"
- Always give two recommendations, one alcoholic and one non-alcoholic so as not to offend any guests. If the table is underage or has children, offer two non-alcoholic choices instead of an alcoholic option. For example, offer juice, a soda or hot chocolate.
- Be enthusiastic with your recommendation. For example, you can say, "We make the best margarita around!"
- Always ask to up-size the guest's order. Remember to offer doubles which are only one and a half times the price of a single.
- Try to sell premium alcohol first, and then call alcohol if the guest does not want premium alcohol.

For example, if a guest orders a vodka and Rockstar, first ask if they would like a double and explain that the second shot is half price. Then ask "Would you like Ketel One or Grey Goose?" If the guest asks "What else do you have," you can suggest Belvedere. If they ask again for other vodkas, suggest call vodkas like Absolut. Although we do not do double alcohol for specialty drinks, you should offer to make the specialty drink with premium alcohol.

- Remember we up-sell, we never up-serve! An example of up-serving would be if a guest orders a vodka and Rockstar and you bring them a double Ketel One and Rockstar without asking what type of vodka they would like. The guest is then charged for a double premium drink that they did not order and may not even know they received.

PROMOTING FOOD SALES

All employees must sell food at all times when the kitchen is open. Whether a guest is coming in for drinks or for a full meal, it is imperative that we aggressively attempt to increase food sales. It is critical that all employees, including managers, have a detailed knowledge of all food items served at Skylight Gardens. A knowledgeable employee can sell more, provide better guest service and will usually receive greater gratuities.

Employee Mandatory Knowledge of Food

- All appetizers, entrees, side dishes, desserts, drinks (alcoholic and non-alcoholic) and our kid's menu.
- Key ingredients and preparation methods. You should be aware of items containing eggs, nuts, and dairy or meat products as guests may want to avoid such items, or have allergies. If you are not 100% sure, always ask the kitchen before giving a response to a guest. We do not want to jeopardize our guest relationships by giving wrong information and serving, for example, a vegetarian entrée with meat in it.
- All food prices, including prices for additional items such as steak, shrimp or chicken to an item or entrée. Or additional prices for side salads and substitutions, such as fruit as the side.
- All side dish options that come with each entrée selection. Staff should never ask "What side would you like?" Instead staff should ask "Would you like a ... with that?"

Food Up-sell and Suggestive Selling Techniques

- Always provide a recommendation.
 - It's NEVER, "What can I get you?"
 - It's ALWAYS, "Can I get you started with one of a delicious order of guacamole or calamari?"
- Always give two recommendations from two different price points, allowing the guest to make a choice.
- Be enthusiastic with your recommendation. Describe the items to your guest so that they sound delicious. The goal is that if the guest was planning not to order an appetizer or was planning to order a cheaper item, the item you described sounds so delicious that the guest has to have it.
- With each guest order, quickly process if that item has any add-on options, and provide these options to the guest, so they may make a decision if they would like to add.
- Remember to introduce and sell desserts when the final entrée order is taken. "We have some great desserts on the menu. Two that are my favorites are _____ and _____. They take about 20 minutes to prepare, so I recommend that you order with your meal."

Offering Peppermills

Always offer freshly ground pepper to guests with any salad, soup, or item where pepper would be appropriate..

Flashcards for Menu Knowledge

- In order to better suggestively sell and up-sell our menu items, Skylight Gardens requires all staff members to learn and know the entire menu. When team members know everything that Skylight Gardens has to offer, they are able to sell more.
- This will give each and every staff member an opportunity to turn every guest into a regular. To accomplish this, all staff members will be held accountable and responsible for knowing all menu items, especially but not limited to, food, beverages and prices. To assist with menu knowledge, every staff member needs to prepare and study flashcards for all current menu items.
- The flashcards should look like this:

Prepare flashcards for ALL current menu items:

FRONT of FLASHCARD:	BACK of FLASHCARD:
Name of the item	Price of item Menu description of item When it is served- (Brunch, Lunch, Dinner, and/or All Day)

PROMOTIONS AND DISCOUNTS

Managers are not permitted to offer any promotions or discounts other than the regular employee or guest discounts without specific approval from the Executive Operations Team.

- From time to time, the corporate office may inform you of specials or promotions. You are responsible for learning these promotions, teaching them to your employees and working with them to properly execute and sell the promotion to guests.

SKYLIGHT GARDENS ORDER POINTS

Make sure that all employees are following these order points.

Drink Order Points

- **Table** – First, take a drink order from a guest.
- **Computer** – Next, immediately enter the order into the computer.
- **Bar/Beverage Station** – Next, go to the service bar or beverage station. Don't get distracted.
- **Pour drinks** (Beverage Station).
- **Confirm the order** is correct and pick up your drinks (Service Bar).

- **Table** – Lastly, return to the table with the drink order. All steps should be completed in 3 minutes or less. The faster the better! Keep in mind to thirsty guests, the time awaiting their beverage order feels like an eternity.

Food Order Points

- **Table** – First, take a food order from the guests at the table.
- **Computer** – Next, immediately enter the order in the computer.
- **Kitchen** – Next, go directly to the kitchen.
- **Confirm check printed correctly.** Remember that all special instructions/requests must be on the ticket. The kitchen does not take oral instructions/modifications.
- **Prepare fresh warm focaccia**, olive oil and butter.
- **Table** – Lastly, return to the table with fresh warm focaccia, olive oil and butter. Upon returning, prepare the table completely so the guests can begin to eat as soon as food arrives.

Handling Being Sat Multiple Tables Concurrently

- Introduce yourself to both tables. Tell the second table you will be right with them.
- Return to the first table and follow above order points.
- Immediately after order is placed, return to the second table to follow order points.

Handling Items Temporarily Out Of (86'd items)

- We never “**Run Out**” of anything, we explain to the guest we have “**Sold Out**”.
- “Sold out” of an item provides a better mental picture to a guest than “running out”.
- “Sold out” plants the mental seed that the item must be wildly popular and delicious, and guests should try to come earlier to Skylight Gardens next time in order to enjoy it.

RESPONSIBLE ALCOHOL SERVICE

Always Card

- State law mandates any person in possession of or consuming alcohol must be 21 years of age or older.
- It is imperative to card each guest who appears to be 35 years of age or younger who orders, or is in possession of, an alcoholic beverage.
- If you have not served the guest before, **never** assume they have already been carded even if holding a beverage. When in doubt, always ask for identification.

Acceptable Valid Identification

- Valid identification **ONLY** includes:
 - State issued driver’s license or Identification card,
 - Military identification
 - Passport.
- Identification **DOES NOT** include:
 - Student identifications or international identifications other than a valid passport.
- When in doubt, employees should **ALWAYS** request Manager for immediate assistance.
- Managers should not approve any identification that is remotely questionable.
- **It is never worth risking our liquor license for a sale!**
- Expired IDs are the same as not having an ID. If a person looks under 35 and their ID is expired (even if it shows they are over 21) do NOT allow them to purchase alcohol. If the person has an expired ID and they look over 35, as long as the ID shows that they are over 21, allow them to purchase alcohol.
- Make sure to check the ID for the following:
 - Birth date
 - Expiration date
 - Picture absolutely matches person providing identification
 - Height, weight and description are accurate

- Check the identification has not been tampered with or modified. Look at the front and back. Does the identification contain a hologram?
- If you still have questions about the validity of an ID, ask the guest questions to test their age such as, "When did you graduate from high school?"

Never Over-Serve

- State law mandates that an establishment not over-serve alcoholic beverages to any person.
- **ONLY 1** drink per identification. Multiple drinks require multiple identifications with each guest present and visible. Always be mindful and continually observe tables with minors to ensure alcoholic beverages are not being consumed by minors purchased by other guests at the table.
- No matter the size of the individual, you should not serve them more than:
 - 2 drinks in one hour
 - 3 drinks in two hours
 - 4 drinks in three hours.
- When serving specialty drinks, you should not serve more than:
 - 1 drink in one hour
 - 2 drinks in two hours
- If a guest would like to order more than 2 specialty drinks, the bartender must notify the Manager for approval.
- These guidelines are the **MAXIMUM** a guest should be served; however, every guest is affected by alcohol differently. If a guest demonstrates signs of over intoxication having been served lesser amounts, do not serve that guest any further.
- If a guest demonstrates signs of intoxication, such as slurred speech, blood shot or very tired eyes, staggering, erratic or irritable behavior, or mood swings, the guest is not to be served and the Manager must be notified so appropriate action may be taken.
- Do not wait until a guest becomes too intoxicated to cut him/her off.
- Stop serving the guest as soon as you see ANY signs of over intoxication.
- If an employee suspects or is not sure if a guest is over intoxicated, a Manager must be notified immediately.
- If you cut off a guest, **IMMEDIATELY** notify surrounding employees (bartenders, servers, hosts, etc.) to ensure that the guest does not get further served or consume alcohol.
- If you are notified by an employee that a guest may be intoxicated you should observe the guest yourself for signs of intoxication.
- If the guest appears intoxicated you should approach the guest and pull the guest into a quiet place.
- Explain to the guest politely that we are very sorry but we cannot serve the guest any more alcohol that night.
- If the guest tries to argue with you, calmly explain to the guest that unfortunately there are strict laws we have to adhere to and we have to err on the side of caution.
- Tell the guest that they are welcome to stay and hang out and have something non-alcoholic to drink or eat some food.
- Ask the guest if they have a way to get home. Offer to arrange for a cab or other transportation for the guest. Assure the guest that it is permissible to leave their car overnight with our valet (if applicable).
- Make sure that you personally inform all servers and bartenders not to serve any more alcohol to any guest who has been cut off.

Corkage Fee

Guests may bring a closed bottle of wine or champagne into the restaurant to drink with their meal.

- The bottle must be closed when it is brought into the restaurant. Skylight Gardens staff must open the bottle for the guest.
- We charge a \$45/bottle corkage fee (subject to change, see posted rate) for any wine/champagne brought in by a guest.

Other Miscellaneous Alcohol

Guests are NOT permitted to bring any other alcohol into the restaurant with them. If a guest attempts to sneak in a bottle of liquor or beer, politely explain that they cannot bring the bottle in and ask them to take the bottle off premises. The only exception to this rule is if a guest is giving a bottle as a gift (i.e. a birthday gift) to another guest. In this scenario, as long as the bottle is sealed, the guest can check the bottle to prevent it from being opened, or politely ask the guest to place it in their car.

ENSURING EXCELLENT GUEST SERVICE

Check on Every Guest

- A manager must check on every guest. Ideally a manager will check on a table or bar guest when they sit down.
- The manager should introduce himself and identify himself as a manager. Let the guests know that they are available should the guests need anything.
- Also, the manager can recommend a few of their favorite items to the guests. Make sure to describe the item in detail so it sounds delicious.
- For guests who are at the restaurant to drink at the bar or sit in non-table areas, the manager should check on the guests as soon as the employee recognizes the guests as new guests.
- A manager should also check on the table after the guests have gotten their food and/or towards the end of the meal. You should make sure that the guests are satisfied with their Skylight Gardens experience.
- If anything was not 100% satisfactory, try to make the guest happy by apologizing, buying the table a dessert or round of drinks on-the house, and/or offering to remove the item from the guest's check.
- Remember that all guest interactions should be done with over the top genuine friendliness.

Buy Every Table Something on House/Owner

- **Policy:** Skylight Gardens policy is to make sure that we buy every guest something on the house/owner.
 - This can include a shot, a drink, an appetizer or a dessert. Skylight Gardens uses this policy as its marketing tool – we do not advertise, instead we build business with amazing guest service including buying guests something on the house/owner.
- **Strategy:** One of our most powerful tools in building regulars and favorable guest impressions is our ability to buy our guests shots, drinks, appetizers and desserts on the owner. It is this simple, yet powerful gesture that sets Skylight Gardens apart from all its competition, and it allows our staff to build a relationship with their guests that will keep them coming back and enjoying our amazing restaurants for years to come.
- It is critical that every employee knows how to correctly and effectively execute this policy.
- **Never give anything away for free** – We ALWAYS “BUY” our guests shots, drinks, appetizers or desserts on the owner.
- While this may seem a small detail, it makes a tremendous difference to the guest experience.
- If the guest feels they are being given something “for free”, they don’t value it or they minimize the value or importance of the item.
- If the guest feels they are being bought something, something especially for them, they have a completely different value perception of the item being given, and are much more appreciative.
- Always explain to guests why you are buying them an item.
 - Typical reasons are: the guest has been “such a great guest,” or because the guest had to wait for a table or for their food.
- A manager must pre-approve anytime an employee wants to buy any shots, drinks, appetizers or desserts for guests.
- Make sure your employees all ask you **before** they offer to buy their tables an item.
- An employee should never offer to buy something for a guest without first receiving manager approval.
- Managers should elicit from the employee what they want to get the guest and why.
- If the proposed item fits within the Skylight Gardens guidelines, the manager will sign the comp approving the purchase.

- Employees should **ALWAYS** suggestively try to sell the guest drinks, appetizers and desserts first.
- The purpose of buying the guest an item is not to sabotage sales, but to enhance sales.
 - For example: Before buying a dessert for a guest, first suggestively attempt to sell the guest a dessert. If the guest buys a dessert, ring in and deliver the sold dessert and buy another dessert as an added treat “on the owner” (if they haven’t already received something “on the owner”). When delivering the desserts to the table, you may say something like “Here is your _____ that you ordered. I also added a Tiramisu; it’s one of our most popular desserts and I wanted you to try it, so this is ‘on the owner’ or ‘on me’. Enjoy!”
 - If the guest does not buy dessert, then gauge whether buying a dessert would be appropriate.
- **MOST IMPORTANT!** Make the item purchased special through your actions and words. Whether or not you “wow” the guest is entirely dependent on how you present the item. Make it special and make it a **big deal**.
- Either the server or a manager must deliver the item purchased for the guest. Never allow the food runner to deliver the “on the owner” item.
- Pay **CLOSE ATTENTION** to timing.
- Never bring an appetizer after entrees. Never bring dessert while the guest still has entrees on the table.
- If you are bringing a dessert, make sure the guests are done with their meals and that everything has been cleared from the table. Pre-stage the table with napkins, dessert plates and forks/spoons before bringing the guest the dessert.

Monitoring Guest Atmosphere (SSST)

SSST’s (or the Triple-S-T’s) stands for the four senses you should constantly be aware of from a guest’s perspective – Sight, Sound, Smell and Touch.

- **Sight/Lighting**
 - Make sure the restaurant is lit enough so that guests can see their meal but is dim enough to provide atmosphere.
 - Replace any light bulbs that burn out promptly with a bulb of the same wattage.
 - Make sure that all of the candles/lamps on the tables inside and out (if we are seating guests outside), are lit before it gets dark.
 - All glassware and silverware should be free of water spots, lint, dirt, etc.
 - Make sure all wall sconces are straight up and down and not crooked. Tighten any that are not perfectly straight.
- **Sound**
 - Sounds loud enough for people to hear but not totally deafening.
 - Music should be at background level until 10 PM so that guests can enjoy their meals and carry on a conversation. Music may be turned up after 10 PM for a more festive atmosphere but guests should still be able to hear each other speak.
 - No change in music format can be made without the Executive Operations Team and President’s approval.
 - Prior to 10:00 PM all music must be family appropriate.
- **Smell**
 - Make sure there are no bad odors.
- **Touch**
 - Make sure all surfaces are clean.
 - Make sure all surfaces are not sticky.

CHECK PRESENTATION

After ensuring that a table is done with their meal, servers should drop the check at the guests’ table. Servers should never pressure a guest to finalize their check and leave their table.

Splitting a Check

- Guests may pay with as many credit cards or various forms of payment as they wish.
- For example: A table of 4 can put down 4 credit cards and ask the server to split the check among the 4 credit cards, either equally or some other way the guests' designate.
- This policy ensures that there is accountability for items ordered by a whole table.

Gift Cards

- We do not give cash back for guests who pay with gift cards.
- Instead guests are given their cards back with the balance remaining on the card. Guests are not permitted to put a tip on a gift card.
- Guests must pay cash for all tips. Allowing guests to put a tip on a gift card essentially would be like allowing the guest to get cash back from the card (since Skylight Gardens has to pay the employee's tip in cash).
- We also do not permit guests to pay tips with gift cards because of the potential for fraud or other scams.

Zero Balance Checks

- Please note that guests whose entire tab has been "comped" should NEVER be presented with a zero balance check.
- A check presenter should not be placed on the guests' table at all.
- The server/manager should simply notify the guest that their tab has been taken care of and thank them for coming in.
- Presenting a zero balance check looks only like a ploy to solicit tips. This is not acceptable.

OPENING THE RESTAURANT

Restaurant Walk Through

Start with a thorough walk through of the entire restaurant inside and out.

- Make sure the cleaning crew cleaned the restaurant thoroughly overnight.
- Make sure there has not been any robbery, theft or vandalism.
- Check for damage and broken items.

Check Opening Employee List

- Clock-in opening staff, if necessary.
- Make sure that your opening employees have reported for work, are in proper uniform with good hygiene, and are performing their opening side work.

Opening Floor Plans

- Verify that your floor plan and line-up are accurate and that no shifts need to be covered (e.g. employees have called out sick).

Special Events and Special Instructions

- Check the special event log and Manager Log for any special instructions.

Setting the Restaurant Up for Success

- Make sure the valet is at the restaurant setting up.
- Turn on and adjust all lights, sound systems and televisions. Make sure that everything is at the proper volume, the channels are correct and the brightness is correct.
- Make sure all the TVs are at the correct angle and facing in the right direction. Ensure that the TVs are clean.
- Check the bar.
 - Make sure that all counter tops and bar tops are clean.
 - Check that there is no debris in the sinks, the bottles are wiped down and the glass racks and bar towers are fully stocked.
 - Ensure that no bus tubs, wooden platters or baskets are left out.

- Check for any gum or unpleasant smells and address immediately.
 - Make sure the coolers are clean.
 - Check that all soda guns are working properly.
 - Check that the lights all function.
 - Check ALL liquor bottles for fruit flies and immediately discard any found.
- Examine the entire restaurant for cleanliness. Report any cleanliness problems or any broken items to your General Manager and/or the Executive Operations Team immediately.
- Make sure all table tents, menus, and salt and pepper shakers are clean and not sticky.
- Make sure the heat lamps are in appropriate positions
- Examine all tables to ensure they are level. Examine all chairs to make sure they are not broken or missing slats. Immediately report any issues to maintenance to fix.
- Examine all surfaces (top and bottom) to make sure there is no gum, and they are clean and non-sticky.
- Walk through the kitchen and make sure the opening crew is present and setting up. Make sure the kitchen is clean.
- Make sure that the restaurant is not out of any kitchen or bar items. Order if needed.
- Place the “Please Wait to be Seated” sign and newspaper stand with newspapers at the entrance.
- Set up an outside patio area.
 - Ensure all table tents are clean, heat lamps are working, clean salt and pepper shakers are full, tables are all clean, leveled and in the proper position, and all tables are organized and ready for guests
 - Make sure unused umbrellas and heat lamps are lined up out of guests’ paths and not blocking emergency exits or aisle ways.
 - Place umbrellas on the patio as weather dictates. Light the heat lamps, if necessary.
- Visually check to make sure all Point of Sale (POS) computers are up and running. Immediately notify the corporate if any computers are out.
- Make a floor plan and assign bar stations. Check the Special Event Log.
- Assign banks to bars and retail.
- Reroute service bar tickets to appropriate printers.
- Before the restaurant opens do a last walk through of all guest areas to ensure proper sound, sight, smell and touch (SSST’s) are in place.

CLOSING THE RESTAURANT

Closing Alcohol Service Procedures

- Make sure that no alcohol is sold, delivered or served after 1:45 AM in California.
- Make sure that all alcoholic beverages are out of guests’ hands, off of all tables, drink rails, bars, etc. by 1:59 AM in California.

Proper Closing Procedures

Make sure all guests leave the restaurant by closing.

Exceptions – if a guest is finishing a meal, in which they have already paid for, they can have a few minutes grace period after closing to leave, but they CANNOT have any alcohol or any drinks at all other than a bottle of water.

- Make sure you have staff at all exits, ensuring that no employee leaves with any beverages or property belonging to Skylight Gardens.
- If any employee has not taken their meal period, make sure they take a meal period BEFORE they begin closing side work and cash out.
- Make sure all employees complete their closing side work and then cash out.
- Do all final comps and adjustments for credit card tips.
- Praise/critique employees for their performance that night. Complete any necessary write-ups.
- Make sure all cash outs are completed, and all cash bags have been collected and deposited in the safe.
- Turn off all outside heaters.

- Make sure all tables are put back to their original position.
- Collect leftover keys from the valet (if applicable).
- Make sure employees who are not working are clocked out.
- Check the exterior of the restaurant.
- Check the bar for cleanliness. Counters, registers, and reach-ins are wiped down, beer troughs are dry, and bottles are covered.
- Check all service stations for cleanliness. They should be fully stocked with condiments, to- go boxes and terminal printer paper.
- Check the restrooms for any glassware and vandalism.
- Check to make sure all drink rails have been wiped down (around the restaurant, etc.).
- Begin running all reports about 30 minutes or so after closing.
- Complete a closing walk through to make sure that the building is properly maintained, nothing is broken or damaged, no light bulbs are burnt out, the windows are not dirty, etc. Report any problems to the cleaning crew.

Close-out Reports

- Run close out reports, including all of the following:
 - Sales Report
 - Employee Labor Report
 - Tip Allocation Report
- Label the Report:
 - Servers: All day servers should be labeled with the letter "D" to the left of their name with legible letters. No label is needed for night servers. If a server worked at the beer tub, as a shot girl, or cocktailed that server should be labeled with a BT, S or C respectively.
 - Bartenders: Label to the left of the employee's name the letters "DB" for daytime bartenders and "B" for night bartenders, plus the number of the bar at which the employee was working.
 - For example: A night bartender at bar 3 would be labeled "B3".
 - For example: A day bartender at bar 1 would be labeled "DB1".
 - If a bartender worked at a beer tub, the bartender should be labeled "BT" and then the number of the beer tub, if there are more than one.
- Review the Hours for Overtime:
 - Circle any overtime hours. Make a note of the overtime hours in the manager book and create a plan to discuss with the management team on how to reduce overtime. Sometimes overtime is necessary but often it is not. When it is not, make sure you fix the issue so the next day or the next week, we don't have the same issue.
- Review the Daily Labor Report:
 - Ensure that all non-exempt (non-management) employees have all taken requisite breaks and meal periods.
 - For every shift 6 hours or longer if they have signed a meal period waiver or 5 hours or longer if they have not signed a waiver, an employee must take a meal period.
 - Employees should take a meal period of 30-60 minutes only.
 - Keep in mind that the decimal points are 1/10 of an hour NOT a ten minute increment. Therefore 0.3 is not 30 minutes, it is only 18 minutes.
 - Employees who have signed a meal period waiver form should have an asterisk by their names.
 - Make sure that you write up any employees who failed to take a proper meal period and speak with any manager who fails to enforce this policy. It is the closing manager's responsibility to make sure that any employee who has not taken proper breaks is written up.
- Confirm that all employees clocked in and out appropriately:
 - Make sure no employees fail to clock in or clock out at all. If an employee failed to clock in or out, prepare a Time Adjustment form to review with the employee, noting the exact times the employee should have clocked in and out (based upon actual arrival and departure – NOT scheduled times).

- Confirm that if you know someone worked at Bar 2 that night but you do not have a Bar 2 listed, you confirm who worked so you can create a time adjustment.
 - Review the hours and sales volume so you can ascertain which employees you can cut early or determine which employees you can schedule to come in later the next week.
- Review Tip Declarations:
 - Confirm that all tipped employees are not grossly negligent. Note those that are grossly negligent and report such issues to the General Manager, or higher, promptly.
- Review Employee Sales:
 - Managers should look carefully at the sales for all employees so they know which employees are strong and which are weak.
 - This will help you in deciding which employees to schedule for which shifts and in which sections/bars.
 - It will also help you to decide which employees you need to coach and counsel and consider terminating.
 - Keep in mind that just because one server did better than other servers in sales does not mean that that server is “good.”
 - Closing managers should really analyze sales to ascertain who is really a good employee and should discuss their findings with their management team
- Void Report
- Audit Report
- EDC Report
- Payout Sheet
 - All receipts matching payouts
 - Change box and petty cash verification
 - House account receipts
 - Special event information
 - Employee warning notices
- Incident Reports
 - Daily drop sign off sheet
 - List of any items that are needed or broken
- Email closeout to Executive Operations Team.
- Email Incident Reports to the Executive Operations Team. If any Incident Report involves an employee, include Human Resources.
- Give instructions to the overnight cleaning crew – clean fire pits, wipe down tables and chairs and stack chairs on tables.
- Before leaving make sure the cleaning crew is present and working.
- Leave closing reports for the office manager and opening manager.
- Give the cleaning crew supervisor the clip board and alarm panic button.
- Turn off Audio/Video system and TVs.

Final Walk-Through

- Take a final walk-through to ensure that:

The entire restaurant is clean.

The entire restaurant is empty, except for the cleaning crew and overnight host.

EVERYTHING MUST BE LOCKED! This includes:

- The Liquor Room
- All Beer Coolers At The Bar
- The Walk-In Food Cooler
- The Walk-In Beer Cooler
- All Doors
- The Safe

KITCHEN OPERATIONS

ONSITE KITCHEN MANAGEMENT

Executive Chef

- Responsible for the entirety of all kitchen operations.
- Management of Sous Chefs and general kitchen staff.
- Kitchen cleanliness, organization and execution.
- Ensures that the kitchen is fully compliant with all applicable health codes and similar regulations.

Head/Sous Chefs

- Responsible for supporting the Head Chef.
- Responsible for directing kitchen staff when the Head Chef is not present.
- Execution focused.

KITCHEN STATIONS

Grill

- The line itself, for the most part, revolves around the grill.
- The pace and tempo of the line operation depends on how fast and efficiently the grill is moving. The majority of all tickets rung in will have at least one grill item on them. The grill works closely between the other stations.
- The grill needs a good sense of time and strong confidence in order for all the items on the ticket to be ready at the same time.

Pasta/Sautee

- This station is responsible for the production of sauté items.
- General responsibilities include proper portioning of chicken, shrimp and sauces as well as the consistency in performing opening and closing shift work.

Sautee/Fry Station

- This station is consistently the busiest on the line due to the popularity of appetizer items and Stuzzichini on the menu for lunch, dinner, and late night.
- The fry end, in addition to its own tickets consisting of solely fry items, is also preparing food for every other station on the line. This is why communication is so important on the line and working together is the key to success.
- Everyone depends on each other to make sure things are being prepared properly and in a timely manner.

Salad/Dessert

- This station is responsible for producing all salads and most of the prep for that station and preparation of all desserts.
- This is a fairly large station and it is going to be a signature area on the menu for us. Quality and presentation are of the utmost importance.

Expo

- The inside coordinator position.
- The other cooks on the line will be listening mainly for the voice of the expo. The expo communicates throughout the production process. The expo continually informs the line as to total ticket coordination, ensuring all ticket items reach the window at the same time.
- It is the responsibility of the expo to time the cooking and preparation of other items by other cooks so that all ticket items are ready together. Every ticket has to be read carefully in order to properly coordinate all items.
- The expo is responsible for ensuring that every item on the ticket is finished at the same time.

BASIC KITCHEN SAFETY

You are responsible for following and enforcing these kitchen safety policies. Any violations should be immediately written up and any offenders should be immediately explained the correct policies and why the policy is important.

Kitchen Safety Policies

- Keep floors dry and clean (clean spills immediately).
- Walk, don't run.
- Never stand on equipment.
- Keep walkways free of obstructions.
- When using knives, cut away from the body.
- Close all doors and drawers immediately.
- Return utensils to the proper place immediately after using.
- Remove any broken glass particles with a broom, never pick up by hand.
- Never carry excessive quantities of plateware or glassware.
- Always unplug electric equipment before cleaning.
- Always use the correct tool(s) for the job.
- Horseplay is not permitted in the restaurant.
- Familiarize yourself with the location of the first aid kit and fire extinguisher.
- **Immediately** alert management on any accidents.

TOP 10 SAFE FOOD HANDLING TIPS

1. Strict personal hygiene. This means that all employees should come to work clean with a clean uniform. Any employee who emanates an unpleasant odor should be discretely spoken to. We do not want our guests to be discouraged from staying because a member of the Skylight Gardens team has an unpleasant smell.
2. Hair should always be pulled back if there is a risk it could get into food or in the way of making eye contact with guests.
3. Keep fingernails neatly trimmed and clean. Without fail, scrub hands and fingernails after the use of the restroom, after smoking, touching dirty equipment or clothes, blowing your nose and after touching any other unsanitary surface.
4. Be sure all cuts or abrasions are free of infection. Bandage and cover with a waterproof, leak-proof protector, such as a tight fitting glove (in some instances, further medical attention may be necessary).
5. If an employee notifies you that they are ill and there is a risk of contamination to guests or other employees, you should do your best to have someone cover the employee's shift so you can send the employee home.
6. Always keep your hands away from your mouth, nose, hair and any skin infections.
7. Work clothing must be as clean as possible at all times. Soiled work clothing may contribute to contamination. An employee exposed to the guest is a positive image maker for the restaurant only when they are dressed in a clean uniform.
8. Only eat food in designated areas. Eating food while preparing it could result in contamination of other food, equipment, utensils, or other items needing protection.
9. Try to handle soiled tableware in a way that minimizes contamination of hands.
10. Wash your hands between handling raw food and cooked food.

TICKET TIME POLICIES

If wait times are longer than set forth below, your employees should apologize to the table and assure the table that they are looking into the delay. Managers should be notified of any significant delay in ticket times and managers should personally approach the table and apologize.

Ticket Times:

- Beverage delivery – 2-3 minutes
- Appetizer delivery – 6-8 minutes
- Lunch Entrée delivery – 10-12 minutes
- Dinner Entrée delivery – 16-18 minutes*
- Dessert delivery – 6-8 minutes**

* Any entrees taking longer than 20 minutes should be brought to the table by a Manager. You should apologize to the table for the delay. If something has not yet been bought for the table, offer to buy the table a round of drinks or shots or a dessert on-the house.

** Some dessert items require longer lead times. Make sure that the person taking the order explains to the guest that these dessert items will take a bit longer to prepare.

- Any lengthy ticket times should be addressed immediately with kitchen management and staff. If the kitchen is backed up, a manager must talk with guests and apologize for the delay. Make sure that guests are kept in the loop about delays and not left wondering if their orders were lost.

RE-ORDERS

- If the kitchen gets an order wrong or if the guest is unhappy with the item they ordered, the guest should immediately be taken care of and a replacement should immediately be ordered.
- If a guest reports dissatisfaction with an item to you, you should apologize and **take responsibility – Do not blame anyone else.**
- Offer to remove the incorrect item or the entire plate. Find out whether the guest would like the item remade or would prefer to order something else entirely.
- Re-ring item
- Return the incorrect item to the Kitchen Expo. Inform the Expo exactly what the guest did not like about the item and give explicit instructions on how to re-cook or what replacement item should be made.
- Your employees should notify you every time there is a re-cook. You should personally go to the table and apologize for the problem. Do not make excuses or discount the guest's feelings. Assure the guest that the problem will be remedied. Also, offer to take the item off the bill or to buy the table a round of drinks or a dessert on the house.
- A manager should deliver every re-cooked item. Make sure to apologize again and make sure the guest is satisfied with the replacement item before you leave the table. Check back again with the table 2-4 minutes later to again make sure that the guest is happy with their new item.

FOOD PRESENTATION

All employees must be familiar with proper dish presentation – not just kitchen staff.

- The appearance of a dish is an important component of the dining experience. We eat with our eyes first. Dishes that are not pleasing to the eye are not going to be received well by guests.
- To ensure consistency, each menu item must be made exactly per recipe specifications. It is all employees' responsibility to ensure that each order is made per Skylight Gardens specifications.
- All employees are responsible for ensuring that no plate is presented to a guest that does not look exactly as it should. Any problem should be immediately noted to the kitchen manager and corrected before the plate goes out.

FOOD ORDERING

Although the back of house management is responsible for ordering the food and kitchen supplies from our purveyors, front of house managers must remain in constant contact with kitchen management so that we never run out of an item.

- Front and back of house management should discuss frequently expected guest counts, special events, holidays, etc. so that we can order accordingly.

- If back of house management notifies you that we are running low on something, immediately contact the Executive Operations Team to discuss how to remedy the situation. We should **never** run out of anything.
- No changes to existing products may be made without approval from Skylight Gardens corporate. For example, a different brand of mayonnaise should not be ordered, regardless of the alleged deal a vendor tells you they can get, unless it is specifically approved by the Executive Operations Team and/or Skylight Gardens executive management in the corporate office.

BAR OPERATIONS

LIQUOR ORDERING

Liquor Inventory

- Fully complete the liquor inventory sheet. Make sure to count all bottles in storage and at all bars. Estimate how full kegs and opened bottles are.
- Should be done every Sunday night or Monday morning and emailed to the COO no later than mid-day on Monday.

Ordering Strategy

- Liquor orders are placed Monday and Thursday for next day delivery.
- Negotiate with our vendors to get best pricing including case discounts and other price breaks.
- If you are ordering a high volume item (like Jose Cuervo tequila), and your order to meet par is just shy of a case, order the case to get a case discount. For high volume items, we will usually end up using the extra couple of bottles within a week.
- If you are not ordering a high volume item, it almost never makes sense to order more than you need even if it means forsaking a discount. This is because the more alcohol we have on hand, the more likely it will be stolen.
- Remember that any liquor given to you by our vendors is the property of Skylight Gardens. The liquor is not for your personal use.

Promotional bottles are often used for promotions or other drink specials at the restaurant. Likewise any other promotional items including T-shirts or hats or tickets to sporting events must be given to the Skylight Gardens corporate office to distribute. Such items are not for the bar manager's personal use.

- When determining what to order keep in mind any special events or holidays that might increase or decrease demand.

For example: If there is a Monday holiday, remember when ordering on the previous Thursday that, not only will you likely have increased weekend demand, but you will also not be placing another order until Tuesday and will not receive more liquor until Wednesday (6 days later).

- Liquor vendors frequently will try to entice you to buy new or different brands of alcohol. No changes to the existing alcohol menu may be made without specific approval from Skylight Gardens corporate.

For example: You cannot change or add a brand of premium vodka without approval. Likewise you are not permitted to change the types of beer we have on draft.

All changes, regardless of how good a deal the vendor contends they have, must be approved through the corporate department (i.e. Executive Operations Team and/or President of the Company).

BAR MANAGEMENT

Perfect Bar Set-up

- You should make sure that every bartender creates the perfect bar setup including:
 - All wells are set up properly.
 - All fruit trays are in their proper place and fully stocked.
 - All ice is full and has ice scoops.

- There are enough menus and silverware behind the bar.
- All condiments are clean and full.
- Make sure that the bartenders and barbacks keep cups, plates and napkins restocked at all times.
- Ensure that bartenders consistently check the bar to make sure all server drink tickets are being processed as expeditiously as possible.

Closing the Bar

- Make sure all closing work is finished at the end of the night:
 - Sugar caddies are filled.
 - To-go boxes and bags restocked.

Proper Ice Procedures

- Always use the ice scoop when filling glasses. Never use your fingers or hands.
- Make sure that bartenders are packing glasses with ice.
- It is important that you pack drinks with ice so that the drink looks full even when you do the appropriate pour count.
- If you serve a drink where the glass is half empty, a guest will feel like they have been cheated and will be less likely to order another drink from you and will be less likely to give a good tip.
- Packing ice to the top and even mounded over the top also ensures that the drink stays cold longer so that the guest is not drinking a warm drink by the time the guest reaches the bottom of the glass.

Proper Bar Glassware Procedures

- Bartenders should never use warm glassware.
- Martini glasses should always be chilled with ice.
- Other glasses should be rinsed in cold water and thoroughly dried if they are warm.

Miscellaneous Bar Guidelines

- Do not permit employees to use the bar as a storage area for any personal belongings. All personal items including without limitation purses, jackets, etc. must be stored in a locker or off Skylight Gardens property.
- Ensure sanitary bar practices.
- Always use tongs or a spear to take fruit for garnishes. Never use your bare hands.
- Always make sure that the fruit containers at the bar are covered except for the few seconds that you are taking fruit from them.
- Provide guests with the checks as soon as they ask for it.
- When you take the check, tell the guests “I will be right back with your change.” Do NOT say “do you need change?” as that can sound rude. Then run the credit card and/or obtain change for the guests as quickly as possible.

Barback Responsibility

- It is the barback's responsibility to ensure that the liquor room and the cooler are neat and organized.
- The cooler and liquor room should not be littered with stray papers, bottles, etc.
- The liquor is neatly arranged so that it is easy for anyone who enters to find exactly what they need.
- Barbacks are also responsible for ensuring that the storage room and cooler doors are locked.
- Skylight Gardens takes theft very seriously. You should make sure to confirm that the barbacks are locking all liquor storage rooms and cooler doors when they leave them so that no guest or employee can enter and take any items therein.

Bar Guest Interactions

- Managers are responsible for checking on guests at the bar just like they would with guests at tables. When checking on guests at the bar, be sure to talk with the guest from the guest side of the bar rather than the bartender side. This allows you to not have to yell at a guest and to have a much more intimate conversation with the guest.

- You can of course go behind the bar to check on bartenders, but make sure that you are checking on guests from the restaurant side.

POUR COUNTS

Proper Pour Counts

- Single - 3 ½ count
- Double - 5 ½ count
- Triple - 7 ½ count
- It is very important that we accurately pour our guests' drinks. You never want to over-pour because:
 - Drink prices are based upon accurate pour counts so Skylight Gardens loses money when you pour more alcohol in each drink than you're supposed to.
 - Your guests will become intoxicated sooner which means they will order fewer drinks and in turn cause you to make less in tips.
 - It is harder to monitor over-serving if you do not accurately measure the amount of alcohol you are giving our guests.
 - Managers should pour tests with each employee to ensure that the employee knows the proper pour counts.
 - Managers should also periodically watch bartenders pouring drinks and ensure that they are pouring the drinks properly.

Specialty Drinks

- Bartenders should do a total of a double pour count (a double pour count is 5 ½) for **all** alcohol in the drink. This does **not** mean that they do a 5 ½ count PER liquor. The total pour count of each liquor **combined** should be 5 ½. In other words, if you poured each liquor separately and added up each individual pour count per liquor, you would get a total pour count of 5 ½.
- Once the glass has been packed with ice, after the alcohol alone has been added, the glass should be 3 fingers high with liquid.
- The bartender should then add juice and mix to bring the liquid level up to the middle of the thinnest part (neck) of the glass. The glass should be garnished and a straw should be inserted.

Wine

- The liquid should come just above the top of the bowl of the glass, approximately ½ inch above the point where the glass begins to taper in.

Champagne/Beer/Martinis

- Glasses of champagne, martinis and beer should be filled to ½ inch from the rim of the glass.

Shots

- Singles – half way up the glass
- Doubles – ¼ inch from the rim of the glass
- Mixed shots (with mixers) – ¼ inch from the rim of the glass

PROMOTING DRINK SALES

All front of the house employees, including managers, should know:

- All beverages offered including non-alcoholic beverages, beers by bottle and tap, wines, and specialty drinks (including specialty drink recipes)
- All well, call and premium alcohols
- All drink prices

Drink Up-sell and Suggestive Selling Techniques

- Always provide a recommendation.
- It's **NEVER**, "what would you like to drink?"

- It's **ALWAYS**, "can I get you started with one of our specialty drinks or maybe a refreshing lemonade?"
- Always give two recommendations, one alcoholic and one non-alcoholic so as not to offend any guests and allow them to make a choice. If the table is underage or has children, offer two non-alcoholic choices instead of an alcoholic option. For example, offer juice, a soda or hot chocolate.
- Be enthusiastic with your recommendation. For example, you can say, "we make the best Cosmo around!"
- Always ask to up-size the guest's order. Remember to offer doubles which are only one and a half times the price of a single.
- Try to sell premium alcohol first, and then call alcohol if the guest does not want premium alcohol.
- The beer sizes are regular and large - **not** small and large. Employees should not volunteer how many ounces are in each size beer glass unless they are specifically asked by a guest. Instead, employees should show the glasses to guests if they are curious about the glass size.
- Remember we up-sell, we never up-serve! Up-serving is when a guest orders, for example, vodka and soda and you bring them a double Ketel One and Rockstar without asking what type of vodka they would like. The guest is then charged for a double premium drink that they did not order and may not even know they received. The guest is likely to be upset that his drink was so expensive and not only will it be unlikely for the guest to order another drink but also your tips could suffer.

PROMOTING FOOD SALES

It is critical that employees, including all managers, have a detailed knowledge of all food items served at Skylight Gardens. A knowledgeable employee can sell more, provide better guest service and will usually receive greater gratuities.

Employee Knowledge of Food

All employees should know:

- All appetizers, entrees, side dishes, desserts and our kid's menu.
- Key ingredients and preparation methods. You should be aware of items containing eggs, nuts, and dairy or meat products as guests may want to avoid such items, or have allergies. If you are not 100% sure, always ask the kitchen before giving a response to a guest. We do not want to jeopardize our guest relationships by giving wrong information and serving, for example, a vegetarian entrée with meat in it.
- All food prices, including prices for additional items such as steak, shrimp or chicken added to an item or entrée and additional charges for substitutions.

Bartenders Selling Food to All Guests

- Set a menu book in front of your guests open to the appropriate page (i.e. brunch/lunch/dinner) and suggest one of your favorites. You should describe the food you suggest so that the guest gets hungry listening to you.
- For guests waiting for a table, you can ask "Can I get you some of our [insert EC food items] while you wait?" You can also suggest that a particular item is your favorite. You should point out new items and describe them so they sound delicious.
- If a group only orders an appetizer, before the appetizer comes out, suggest some entrees to them.

BAR MAINTENANCE

It is your responsibility to check the following daily:

- Make sure all coolers, draft systems and soda guns are in proper working order.
- Check that all speed rails are properly fashioned.
- Make sure there are no flies (or other insects) in the liquor bottles
- Make sure all health codes are being strictly adhered to.

HOST OPERATIONS

HOST STAND OPERATIONS

- The host stand is likely a guest's first impression of the restaurant. Ensuring that there is always a Host at the stand and that the Host promptly and properly greets the guest is the manager's responsibility.
- During all business hours, hosts should make sure that there are to-go menus, and business cards well stocked on the host stand. Until 9:30 p.m., hosts should also make sure there are children's menus and crayons on the host stand.
- Hosts must consistently monitor the host stand, thoroughly cleaning it if it appears at all dirty. Use a separate wet and dry cloth to clean the host stand. Use a wet towel (kept at the wait station in sanitized water) to completely clean the entire host stand. After the surface is thoroughly cleaned, use a separate dry towel to completely dry and polish the surface. Put dirty towels in the hamper – not on the floor.
- No cups, drinks, food or other items are permitted on the host stand at any time. Remember that the host stand is often the first impression a guest has of the restaurant. Skylight Gardens does not want that impression to be one of sloppiness or dirtiness. If hosts have a less busy period, you should make sure that they are rolling silverware. To properly roll silverware, neatly and tightly roll a knife and a fork into a napkin.

Bathroom Maintenance

- Hosts need to ensure that the bathrooms are cleaned every 20 minutes during the day and 15 minutes at night.
- One Host should check and clean the bathroom, restock any paper towels, toilet paper or seat covers that are low or empty, pick up any paper on the floor and make sure there is no water on the floor or counter tops.
- Ensure hosts are monitoring the host stand for cleanliness and re-stocking.

Answering the Telephone

One of the host's most important jobs is properly answering the telephone.

- Make sure hosts are answering the phone on the first ring with:
 - "Thank you for calling Skylight Gardens [location]. My name is _____ . How can I help you?"
- It is critical that the phone is answered on the first ring so that guests do not get discouraged and hang up thinking we are not open.
- Then, the host should hype every caller about the restaurant. At Skylight Gardens we do the opposite of what most restaurants do – other restaurants try to rush the caller off the phone by giving one word answers. Instead give more information than is asked for and create excitement about the restaurant.
- If a guest asks about reservations, hosts should say, "No problem at all. What time would you like the reservation for and how many people are in your party." Or hosts can say, "You can also reserve tables online at OpenTable.com."
- If a guest asks about another restaurant, re-direct the call by responding "I am not sure about that restaurant, but we are great right now, you should come on by!"
- If a caller asks a question that the host does not know the answer to 100%, the employee should immediately ask the caller to hold and get a manager. A host should never guess or assume they know an answer.
- If the host cannot guarantee that their response is accurate, tell the caller "let me check on that for you really quickly" and then immediately obtain the correct answer from a manager.

Directing Guests

The host is often the employee who guests ask where certain things inside the restaurant are located.

- If a guest asks where the restrooms or retail stand, etc. is, the host should either say:
 - "I would be more than happy to show you where it is" and then escort the guest to the bathroom, if we are not super busy
 - Or give explicit directions while the host uses a polite gesture towards (an extended arm and open palm), to the restrooms. Make sure the hosts are pointing out expressly where the appropriate (i.e. men's or women's) restroom is.

Familiarize with Skylight Gardens Events

Make sure all hosts are familiar with Skylight Gardens events. All hosts and retail staff must know the exact dates and times of Skylight Gardens special events.

- Tell guests about Skylight Gardens special events at every opportunity.
- Employees should excitedly describe these events to hype up the guests.

HOST STAND STAFFING FOR BUSY TIMES

Head Host (Stationary)

- Stay at the host stand.

Greeter (Stationary)

- Must not leave position without replacement.
- Stays on black welcome mat.
- Within earshot of the Head Host.

Second Host

- Stands to the right of the Head Host.
- May seat tables, then directly back to the host stand.
- Will stand in for Head Host if need be.
- Help delegate duties if need be.
- Roll silverware.
- Perform Special tasks for Head Host.

Seaters/Bussers

- All other hosts will be named seaters/bussers.
- Their first responsibility is to keep a close watch on the host stand.
- There should be a Head Seater assigned who will have a microphone and be responsible for organizing the seating of guests.
- Table Checks
- Each seater/busser responsible for accurate/efficient checks
- Every x amount of minutes decided by head host
- Written down, not from memory
- Responsible for telling servers they've been sat
- Building regulars and making sales on every table sat
- Bus/pre-bus
- Sweep
- Checking Bathrooms
- Special Duties (decided by Head Seater or Head Host)
- Assist servers/bartenders if not needed by host stand

Greeting Guests

- Every guest should be greeted as soon as they walk in with:
 - "Welcome to Skylight Gardens, my name is _____. Would you like to dine under the skylight tonight?"
 - If a guest says that they just want to go to the bar, politely gesture (gesture toward the bar with an extended arm and an open hand – not with a pointed finger), directing the guest to the least busy bar or if you have time, walk the guest over to the bar yourself and introduce the guest to the bartender. If you are too busy to walk the guest over to the bar, tell the guest "If you go right there _____ (name of the bartender) will take great care of you!" All staff should know the names of all of the other staff members with whom they are working with.

- If a guest responds with where they would like to be sat, and if there is no wait for a table, look for an open section and have in mind the name of the server for that section.
- As you lead the guest to a table say “You guys are going to enjoy some great steaks tonight!” When you seat them at the table, tell them the name of their server and then say “She/he will be right with you. Enjoy your meal!”
- If there is a wait of more than ten minutes for a table, tell the guest approximately how long the wait will be.
 - Then say “But I have some great news. I will have _____ (drink host) take you up to the bar and get you a round of shots on the owner while you wait.” Give the guests a pager.
- Then the “drink host” should immediately walk the guests to the least busy bar. The drink host should introduce the guests to the bartender and inform the bartender that the guests are waiting for a table and a round of shots is “on the owner”.
- If there is a wait of more than twenty-five minutes for a table, tell the guest approximately how long the wait will be.
 - Then say “But I have some great news. I will have _____ (drink host) take you up to the bar and get you a round of drinks on-the owner.”
 - Then the “drink host” should immediately walk the guests to the least busy bar. The drink host should introduce the guests to the bartender and inform the bartender that the guests are waiting for a table and the first round is “on the owner”.
- When you are walking guests to their table or to the bar, always walk at a reasonable pace so that you do not lose your guests.
- Always keep a close eye on your guests and slow down if they seem to be falling even a step behind.
- While you are walking the guests to their table/the bar use the opportunity to tell guests about specials events, promotions, and new food items or wine selections.
- Hosts are not permitted to accept money from any guest in exchange for giving the guest a better or faster table.

TRAINING

TRAINING POLICIES AND PROCEDURES

Make sure all employee paperwork is completed in full before the employee even begins training. An office manager must sign off that all paperwork is completed BEFORE an employee can begin to train.

Employees should begin their training with an orientation to the restaurant and Skylight Gardens conducted by the GM.

Learning Company Documents

- When employees are training, assign them a certain amount of hours during their training shift to read all company related documents, such as Golden Rules, Employee Handbook, etc.
- Training employees should NOT be assigned more than one hour of reading. More than one hour of reading will not keep their attention, and the information will not be retained.

Training Shifts

- Employees should then be assigned a training schedule.
- Employees must be trained by proper trainers.
- Employees are NOT permitted to work before they are fully trained.
- While working with a trainer, employees must shadow the trainer everywhere, except the restrooms.
- Trainees are not permitted to interact with guests alone.
- Employees should perform at least 2 and up to 7 training shifts before they are ready to work on their own. The managers should use discretion to ascertain the appropriate number of shifts.
- Employees must take and pass a written test before they can be scheduled a shift to work without a trainer

- The GM must observe the trainee performing their job functions before the trainee is able to work. This means that if the trainee will be a server, for instance, the trainee must actually wait on the GM before being scheduled for an independent shift.

Basic 3-Step Method

Employees should be trained by this basic 3-step method:

1. **Explain** – thoroughly explain what you expect the employee to do. Use the what, how and why method to ensure that the trainee thoroughly understands both the process and the reason for it. If possible, demonstrate for the trainee what you expect of him/her.
2. **Enforcement** – watch the trainee perform the requisite task. Correct any mistakes the trainee makes. Continue to monitor the trainee to ensure that they understand and follow all Skylight Gardens policies and procedures.
3. **Reward and Discipline** – reward employees for properly following all policies and procedures. Discipline employees via coaching and counseling, and write-ups, if necessary, where they are not following policies and procedures. Make sure this is always done completely off the floor.

POLICIES AND PROCEDURES APPLICABLE TO MANAGERS

ASK QUESTIONS

- If you have not handled an exact situation at least 100 times for Skylight Gardens, always ask how to handle the situation. Regardless of whether you have handled the issue for other companies, because Skylight Gardens often has different ways of handling situations, you MUST contact the Executive Operations Team or the President of the company. DO NOT GUESS!
- Do not wait until you have started to handle a situation before involving the Executive Operations Team. Examples of true emergencies are the building being on fire, the restaurant being robbed, etc. In a true emergency such as the building being on fire or in an armed robbery, you should immediately call 911.

NO FRATERNIZATION POLICY

- It is Skylight Gardens policy not to give preferential treatment to any employee. If an employee does a good job, we praise them and if they do a poor job we discipline and/or write them up.
- Skylight Gardens also has a very strictly enforced policy against sexual harassment in any form. The complete sexual harassment policy is set forth in the Employee Packet and you, as a manager, are responsible for knowing and abiding by the policy in its entirety.
- If you believe that there is a romantic interest between you and another manager or an employee, before you do anything to act upon that attraction or interest, please immediately report it to upper management and Human Resources.
- Upon receiving notice of a potential romantic interest between an employee and a manager or of one between two managers, Human Resources will interview both parties to ascertain whether the interest is indeed mutual. This investigation is done to ensure that neither of the parties involved feels uncomfortable about the situation in any way.
- Skylight Gardens goal is to ensure that every employee always feels completely comfortable coming in to work every day.
- Skylight Gardens policy does not permit an employee to work at a restaurant where they are dating one of their primary managers; nor will Skylight Gardens permit two managers who are dating to continue to work together.
- If the attraction is mutual and the employee and the manager (or the two managers) elect to date, they cannot continue to work together at the same restaurant. Where possible, Skylight Gardens will offer the manager the option of transferring to another Skylight Gardens in the vicinity.

- However, Skylight Gardens cannot permit an employee or another manager to work at a restaurant where a person they are romantically pursuing a relationship with, is a primary manager.

MANAGER SCHEDULES

Hours

- Skylight Gardens goal is for its floor/senior managers to work five 10 ½ hour shifts, totaling 52.5 hours per week.
- Skylight Gardens aims for its AGMs/GMs to work five 10 ½ hour shifts plus 2 hours of meetings (GM call/manager meetings) and a 1 hour meeting between the GM and AGM per week, totaling 55.5 hours per week.
- All managers should have two consecutive days in a row off.
- Managers are NOT to work two shifts that end and begin within 12 hours of each other, except in emergency situations where a manager is needed to begin a shift 10 hours after the end of their previous shift.
- Under no circumstances will a manager ever begin a shift less than 10 hours from the end of their previous shift and preferably never less than 12 hours.
 - For example: If you clock out at midnight on Saturday night, you should not be scheduled to work any earlier than 12:00 p.m. (Noon) on Sunday.
 - In an emergency situation, you might be asked to return at 10:00 a.m. (10 hours later), but never will you be asked to return at 9:00 a.m., 8:00 a.m. or 7:00 a.m.
- All employees, including managers, will have a bare minimum of 10 hours (and that is only in an emergency) and generally/regularly a minimum of 12 hours between shifts.
- If a manager or employee requests or volunteers to come in early, stay on late, or switch shifts, etc., the employee will not have less than 12 hours (and less than 10 only hours in an emergency) between shifts.

Clocking In and Out for Manager Shifts

- All Skylight Gardens managers are required to clock in and out with every shift they work.
- You must do the following **EVERY** shift you work:
 - **CLOCK IN** when you arrive for your shift.
 - **CLOCK OUT** when you finish your shift and leave the premises.

MANAGER UNIFORMS

- Managers should wear long pants (jeans or other slacks), a collared, button down dress shirt which has no more than the top 2 buttons unbuttoned, and nice shoes (no sneakers).
- Managers can wear a jacket as long as it is a blazer or other classy jacket (no windbreakers, parkas, or sweatshirts).
- Female managers can wear a dress or a skirt.

MANAGER DIGITAL LOGBOOK (GOOGLE APPS)

- The Digital Logbook is located within Google Docs (forms/survey) and should be utilized as one of the methods of communicating between managers.
- Every manager should check the Digital Logbook immediately upon arriving at work.
- At the end of their shift, or periodically throughout their shift when time permits, managers should update the Digital Logbook to include the following:
- Office manager notes
 - Suspensions and terminations
 - New hires
 - AM Manager notes
 - PM Manager notes
 - Notes about guest incidents
 - Notes about employee incidents

- Maintenance or computer problems

MANAGER COMMUNICATIONS

- Managers are required to check their emails at least once every day. Managers are responsible for information that is emailed to them. We often email important memos and other information that we expect managers to know; therefore, managers should not neglect their Skylight Gardens email account! If a manager does not have a personal computer, they are welcome to use the computers at the restaurant when it is not otherwise being used.
- If a manager emails information to someone, always follow up with a phone call to ensure that the email was received.
- Managers are also responsible for checking their voicemail and text messages. Employees often communicate with managers via the manager's cell phones.

Response Timeframe for Email Communications

The Executive Operations Team, Human Resources, Finance and/or other Management team members will often email important memos and other information that Skylight Gardens expects managers and corporate employees to know. All managers and corporate employees are held accountable for emails sent out. Every manager and corporate employee must understand the following points for response time for corporate memos and/or emails:

- All managers and corporate employees are responsible for compliance with email/memo requests as quickly as reasonably expected, not to exceed **24 hours**.
 - **Example #1:** All managers are sent a reminder email that they must clock in and out for every shift. Manager A is reading this email on his day off – Tuesday. Because they have read his daily emails, they know that on his next scheduled shift – Wednesday – they have to clock in when coming on for his management shift.
 - **Example #2:** All managers are sent a reminder email that they must wear white buttoned down shirts on their scheduled management shift. Manager Jane Doe comes into work at 9 am, reads this email at 4:00 pm when her shift is over. They know that for her next shift they will have to wear a white, buttoned down shirt.
- All managers and corporate employees will have **72 hours** to send back written responses that they have read, understand, and reiterate the email/memo in their own words.
- Please do not send an email stating you have “confirmed” or “have received” the email.
- Always respond that you have read, understood, and will abide by the contents of the email, and include an explanation of specifically what you understand from the email.
 - **Example #1:** Subject of the email: Managers must clock in and out for every shift. Response would be: I understand that as a manager, I will clock in and clock out for every shift that I work. I understand and have read this policy and am acknowledging that I will always clock in and out.
 - **Example #2:** Subject of the email: Managers must wear white buttoned down shirts on their scheduled management shift. Response would be: I understand that as a manager I am to only wear white, buttoned down shirts while working as an Skylight Gardens Manager. I understand this policy and am acknowledging that I will never wear anything else other than white.

MANAGER ALCOHOLIC BEVERAGE CONSUMPTION POLICY

- Like all employees, Skylight Gardens managers, administrative and corporate staff, including Floor Managers, Senior Managers, Assistant General Managers, General Managers, Office Administration and Corporate staff, are not permitted to drink alcoholic beverages while they are on the clock.
- It is important for employees to view their managers with respect. To that end, even when visiting the restaurant when off the clock, Skylight Gardens does not permit its managers to have more than **one** alcoholic beverage at the restaurant per visit.
- Furthermore, Skylight Gardens does not permit its managers to have more than one alcoholic beverage at any Skylight Gardens restaurant even if it is not a restaurant at which the manager works.

- In addition, even if they are off the clock and have been drinking at another establishment, Skylight Gardens does not permit its managers to come to any Skylight Gardens restaurant if they have more than one alcoholic drink within their system.

Please note that a single shot drink, a regular draft or bottle of beer, or one glass of wine constitutes one alcoholic beverage. Managers are not permitted to have a double (or more) shot drink, any specialty drink, or a large draft beer at any time at any Skylight Gardens restaurant.

TIME OFF POLICY: WORK HARD PLAY HARD

Eligibility

Employees who are eligible for paid time off include full-time employees who hold the following positions:

- General Manager
- Assistant General Manager
- Senior Managers
- Floor Manager
- Office Manager/Admin
- Kitchen Manager
- Special Events Manager
- Special Events Coordinator

Paid Time Off

- Management and corporate employees are entitled to one week of paid time off (PTO) per year.
- PTO begins to accrue after you have been with the company for one year continuously.
- No PTO will accrue during an unpaid leave of absence or while on a disability leave.
- Upon termination of employment, employees will be paid for accrued and unused vacation at their base rate of pay (not including any potential bonus) at the time of termination.
- An employee may not accrue more than four weeks (20 days) of PTO. Once an employee has accrued twenty days of PTO, the employee will not accrue any additional time until accrued PTO is used.

Approval

- You must obtain approval from your supervisor in advance to use your PTO. Please request time off as far in advance as possible. Supervisors will take into consideration the expected operational requirements during the requested PTO when deciding whether to grant your request.
- Time off requests will be approved in the order they are received. Accordingly, if you are requesting time off during a time period when a lot of other employees are also requesting time off (e.g. Christmas time), you should do so well in advance.
- Your request for PTO is considered denied until you receive confirmation in writing that it is approved.

MISCELLANEOUS POLICIES AND PROCEDURES

WALK OUTS

Proactively Preventing Walk Outs

All bartenders and servers must carefully monitor their guests at all times.

- **Bartender Protocol:**
 - Bartenders should either require payment from the guest for each order or request a credit card to hold open the tab of all guests.

- When asking for a credit card to open a tab, the bartender should notify the guest that they can close their tab with another form of payment if the guest so desires. The bartender should also ask for the guest's I.D. so the bartender can confirm that the guest is the owner of the credit card.
- If the guest wishes to hold open a tab with a credit card, the bartender should pre-authorize the guest's credit card initially for \$1.00.
- When the guest is ready to close out their tab using the credit card on hold, the bartender should print out the signature slip for the guest to sign. Once the guest signs the slip, the bartender should press the "close pre-authorization" button. If the guest has added gratuity to the credit card amount, the bartender will have to go to the Function Screen, select "Tips", select the card type, find the check and enter the tip there.
- If the guest wishes to close out the tab with another form of payment, the bartender should enter the new payment form into the computer (i.e. cash or another credit card). Upon entering the new form of payment, the POS will notify the bartender that there is an unused pre-authorization that will be deleted if the bartender continues processing the new form of payment. The bartender should press "ok" and the pre-authorization will automatically be removed. The bartender can then finish processing the new form of payment.

- **Server Protocol:**

- Servers should secure a credit card for:
 - All parties seated after 9:30 PM
 - All cocktail tabs (i.e. tables that only order drinks or drinks and an appetizer or two)
 - During high volume situations where it is not possible to closely monitor all tables at all times, servers should also request to see the guest's identification to ensure that the credit card belongs to the guest presenting it.
- In an overly friendly manner, servers should inform guests that Skylight Gardens requests a credit card to open a dining tab for all tables for the guests' convenience so that the guests can feel free to explore the restaurant.
- The server should notify all guests that the tab can be paid with an alternate form of payment when they are ready to close the bill.
- If the guest does not have a credit card, the server can take a cash deposit exceeding the cost of the food and beverages the guest's order by at least three times, or can allow the guest to pay as the guest orders.
- If the server encounters any problems, the server should immediately get a manager.
- Upon receipt of a credit card, the server should pre-authorize the credit card for \$1.00 to ensure that the credit card is valid.
- When the server is ready to close out the tab for the guest, if the guest would like to close out to the card on file, the server should print out the signature slip for the guest to sign. Once the guest signs the slip, the server should press the "close pre-authorization" button. If the guest has added gratuity to the credit card amount, the server will have to go to the Function Screen, select "Tips", select the card type, find the check and enter the tip there.
- If the guest wishes to close out the tab to another form of payment, the server should enter the new payment form into the computer (i.e. cash or another credit card). Upon entering the new form of payment, the POS will notify the server that there is an unused pre-authorization that will be deleted if the server continues processing the new form of payment. The server should press "ok" and the pre-authorization will automatically be removed. The server can then finish processing the new form of payment.
- If a server is suspicious about a table, the employee should immediately alert a manager. The manager can then help the server monitor the table and/or approach the table, introduce herself/himself as a manager and chat with the table so that the table is on notice that there is a manager in the restaurant and the manager is aware of their table.

Handling Walk Outs

- If a server informs you that a table has walked out, immediately obtain a description of the guests.
- Run to the valet and make sure that the valet does not return the car to any guests who have not paid their tab.
- After the matter has been resolved, make sure you thoroughly discuss with the server whose table walked out why the walk out happened and how to prevent future walk outs. Discipline the server as appropriate.

CASH HANDLING

Identifying Fake Bills

- All employees should carefully inspect all bills they are given. Inspection includes looking at the bill for any obvious differences from a real bill, holding the bills up to the light to make sure that all watermarks are present, and feeling the paper to ensure that it feels genuine.
- All bill inspections must be done out of sight of guests.
- If an employee doubts the authenticity of any bill, they should immediately consult with a manager.
- The manager and the employee should make sure that someone is watching the table at all times to ensure that the guests do not leave before the bills' authenticity can be verified.
- Only a manager should approach a table to discuss the authenticity of a bill.
- The manager should politely pull aside the person who paid the bill (if it was just one person) and explain in a non-accusatory, polite manner that one or more of the bills do not appear to be genuine.
- Politely ask the guest for another form of payment.
- Explain to the guest that it is our policy that we simply cannot accept any bill we even remotely suspect is not genuine. You can blame it on your superiors and explain that you will be terminated if you accept the bill.
- Remember that all guests at the table are each responsible for the entire bill so if one does not pay, someone at the table is still responsible.
- If the guests refuse to pay, explain to the guests that if they do not pay, you will have no choice but to contact law enforcement. If law enforcement comes, you will have to show them the fake bills and explain that the guests will not pay their bill.

Accurate Cash Counting

- It is very important that all cash is counted away from any guests. No employee should count their money, including any tips, in any area where guests can see them. This is important for security – to prevent theft. It is also important so guests don't lower their tips because guests assume that the servers/bartenders are already receiving a large amount of money.
- All credit card slips must be signed, organized, and accounted for.
- All bills must be face-up and in your bag in a neat and organized manner. The quantity of each denomination of bills must be listed accurately in the "Qty" column on your drop sheet. TRIPLE COUNT YOUR MONEY before you put it in the bag to ensure accuracy.
- All coins other than quarters and rolled coins should be in a tip envelope; written on the envelope should be the exact amount of change enclosed.
- All House Account slips must be signed and placed in the bag.
- If your restaurant has delivery through a separate courier, all slips from that courier must be attached to the order and placed in the bag.
- If a guest leaves their credit card with an outstanding balance, place the credit card in your bag and attach to it a copy of the guest's bill, and two unsigned slips for the guest to sign when they pick up the card.
- All traveler's checks must have the guest's ID information written on it and be signed by a manager.
- All money should be accurately documented and bundled and dropped immediately into the safe.

PAID OUTS

- Pay outs are any cash or checks given to a vendor or employee directly from the site.
- All pay outs over \$100 MUST be approved by the VP of Operations or President of the company.

- The payout limit is \$100 per day and no more than \$100 per transaction.

PHYSICAL ALTERCATIONS

Preventing Physical Altercations

Our goal is always to prevent any physical altercation before it starts.

- Managers should be sure that all employees are on alert for any potentially volatile situation.
- Managers should also be on alert for any verbal altercation or aggressive body language that could signal a potential risk of a physical altercation.
- Employees should immediately notify a manager if any guest is verbally aggressive with either employees or other guests.
- Any guest that is verbally aggressive in any way should be asked to leave the restaurant.
- All requests to leave the restaurant should come from a manager.
- When asking a guest to leave the restaurant, politely inform the guest that it is time to call it a day/night. Invite the guest to come back on another occasion but tell the guest that we need to ask him/her to leave tonight.
- Because overly intoxicated guests are much more likely to be physically aggressive, any guest that is overly intoxicated should be asked to leave.

Resolving Physical Altercations

- Managers should immediately be notified of any physical altercation.
- Managers should immediately attempt to break up the altercation. Make sure to keep the parties involved separated.
- A perimeter should be created around the altercation to avoid injuries to other guests/employees and to prevent other guests from joining in the fight.
- If we do not have security working to handle the situation, larger wait staff members should assist.
- Local law enforcement should be notified if the altercation is too large or violent for us to break up. Unless it is an emergency (i.e. someone has a weapon) do not call 911 – instead flag down law enforcement or call a law enforcement officer we know.
- If anyone is injured, immediately ascertain whether the injured party desires medical attention. If medical attention is requested, immediately dial 911 for an ambulance.
- Try to get names and contact information for all involved parties and witnesses. This information should be put in incident reports (see below).
- If anyone wants to press charges, immediately notify law enforcement.
- If no one wants to press charges, you can permit those involved to leave but make sure that the parties are separately escorted all the way to their vehicles at separate times.

For example, one party should remain in the restaurant while the other is escorted out to their vehicles. Once the first group has left, the second group should be escorted out to their vehicles. This procedure prevents fights from re-igniting.

- After the altercation has been completely resolved and all parties have been sent home, all employees, including all managers, who witness or participate in the altercation, must thoroughly document everything the employee witnessed in an incident report.

The reports must be completed the night the incident occurred before the employee or manager leaves the restaurant.

The reports must be scanned and emailed to the Legal Department on the night of the incident.

If the incident directly involves an employee, copy Human Resources.

Guest Harassment of an Employee

If a guest has harassed an employee:

- First establish that the employee is not injured. Assure the employee that we will immediately take action to correct the problem and make sure it never happens again. Assure the employee that you are committed to ensuring a safe and fun environment for him/her to work in.
- Talk with the employee and witnesses to find out what happened.

- Make sure (by checking with the bar/servers) that the harasser has closed out any open tabs. Approach the harasser with another manager. Ask the harasser to step outside the restaurant with you so that you can hear each other speak.
- Explain to the harasser the complaint being made. Tell him/her that they will have to call it a night. If the situation is not egregious, tell the guest that they are welcome to come back another night.
- Ensure that the guest is walked completely off the property. Notify other staff and management that the guest is not permitted to return to the property for the night.
- Talk with the harassed employee again and assure him/her that the harasser has been walked off the property and will not be permitted to return.
- Ensure that all witnesses and victims fill out incident reports before they leave for the night (employees only – guests never complete incident reports). Reports MUST be completed by every employee involved that night.

HANDLING LAW ENFORCEMENT

We always want to cooperate with law enforcement.

- If law enforcement requests to come on to the property, whether it is during or after hours, always allow them to enter.
- Immediately get the GM or other senior management.
- Immediately ask the law enforcement official if you can assist them with anything.
- Immediately notify the President of the company or the VP of Operations if you receive a request for any information (i.e. video tape, incident reports, etc) from any law enforcement.
- If law enforcement hands you any documents or calls to speak with management, immediately notify the President of the company.
- If someone enters the restaurant claiming to be an official, detective, etc. requesting information and/or asking employees questions, do not assume that it is legitimate. Always be polite and accommodating to that person.
- Immediately contact the President, the Legal Department and the Executive Operations Team to verify the validity of the individual's title.
- For example: If someone calls and states that they are a detective and need information on something, the manager should not give out anything. The manager should politely say, "No problem. Can I get your name and number? I will have the correct person contact you right away. If the person responds, "Well, why can't you just tell me?" The manager should say, "I'm so sorry. Unfortunately I don't have the correct answer for you, but I will definitely have the person who can help you call right away."
- For example: If someone comes in and says they are from a government agency, such as OSHA, and needs to ask some questions and needs to do a walk-through, the manager should politely ask them for a business card, and ask if they can have a seat and wait for a moment. Excuse yourself and contact the President and Legal Department with the person's name for verification.

RELEASING EMPLOYEE NAMES AND/OR INFORMATION

As a company, Skylight Gardens will not give out employee's last names when requested by guests.

- If a guest asks for an employee's name, including Manager, Server, or any employee, etc., give only the first name.
 - For example: If you tell a guest the employee's name is Employee A, for example, and the guest asks, "What's Employee A's last name?", the response should be, "We're on a first name basis around here. We all go by first names only."
- Under no circumstances should an employee's last name be given out. This applies to all staff including managers, servers, bartenders, hosts, retail, etc.

RELEASING VIDEOS

- Skylight Gardens cooperates with law enforcement, such as Police Departments and/or Federal Agents.

- Before releasing any information and/or videos, always contact the President of the company and the Legal Department for verification and approval.

MONITORING CAPACITY

All restaurants should have at least two clickers to count the number of guests entering/exiting the restaurant.

- Any busy day or night where there is a chance we could get anywhere close to capacity, the clickers must be used to monitor the number of people we have in the site.
- This will allow us to turn away guests if we are nearing or at capacity and will allow us to quickly respond to inquiries from law enforcement as to our capacity.

EMPLOYEE SAFETY

Please remind your entire restaurant staff (male and female) of the dangers of walking alone during the evening/night to their vehicles, whether parked on the street, in a lot or in a parking structure – danger always exists. It should be clearly communicated to all staff the importance of not walking alone.

- Staff should never walk alone and should always request an escort to their vehicle after dark (this includes both male and female staff members). It is critical your staff understands this policy and it is equally important that you and your management reinforce this policy with all staff.
- Whenever you see a staff member leaving the property alone at night, please immediately address our policy with the staff members and ensure the staff member is escorted to their vehicle.

EMPLOYEE LOCKERS

Employees are not permitted to bring personal items in the restaurant bigger than a purse unless it is in a clear plastic bag. Employees who do bring items into the restaurant are not permitted to store those items behind bars or at the host stand. Employees are encouraged to use lockers.

- The company provides lockers for the temporary use of its employees during their work shift. Employees store items in the lockers at their own risk. The company cannot be responsible for damage to, loss or theft of such belongings.
- Employees are encouraged to use a lock to secure items in the lockers. Employees must remove the lock immediately upon concluding their work shift. If employees fail to do so, the lock may be cut off and any belongings in the locker may be discarded.
- In addition, the locker and its contents remain subject to inspection at all times without advance notice, and employees may be required to remove their locks at any time to facilitate such an inspection. Any refusal to do so will result in the lock being cut off.

INCIDENT REPORTS

When Reports Should be Written

- Every time an employee is injured at the restaurant
- Every time there is an altercation at the restaurant or just off property
- Every time an individual is escorted off property if any force must be used
- Any time a guest is injured on the property (i.e. slip and falls, cutting self with broken glass, etc.)
- Any walk out or abnormal guest check close outs
- Anytime a guest damages Skylight Gardens property

Who Should Write Reports

- Any employee who participates in or witnesses any aspect of the incident. Even if the employee only becomes involved after, for example, a fight has been broken up, if the employee has contact with any guest involved, the employee must write an incident report.

Timing

- Incident reports must be written the night the incident occurs. Do not let any involved employees leave for the night until their incident report has been written and a manager has approved.

HANDLING GUEST COMPLAINTS

- First, approach the guest in a genuinely friendly manner and ask the guest to tell you about the problem.
- Listen carefully to what the guest says. Also read non-verbal cues.
- Try to calm the guest down. Do not take the guest's complaint personally – as long as you do not personalize the complaint you will be more likely to be able to remain calm yourself. If the guest becomes loud, lower your voice. The guest may follow your lead. If you find yourself getting upset, step away and ask your General Manager or another Senior Manager to step in for you.
- Immediately apologize for any mistake or misunderstanding. Often you can calm someone down merely by apologizing.
- If the guest is upset about a policy or procedure – it is likely that the guest doesn't understand the need for the policy.
- Try to resolve the complaint to the best of your ability. Often it's just as easy as listening and apologizing. Other times you may need to buy the guest a dessert or round of drinks to make peace. However, do not promise the guest something you are not 100% sure you can deliver.
 - For example, do not promise the guest that someone outside of Skylight Gardens control (e.g. their bank or credit card company) will take some action. Only promise to work with that third party (assuming it is appropriate to do so) to resolve the issue.
- Follow up with the guest later, if the guest hasn't immediately left, to ensure that the issue is resolved the guest is satisfied (to the extent possible).
- If a guest calls and complains about having lost something at the restaurant, first check the lost and found to see if the item was turned in.
 - If we do not have the item, politely let the guest know that it was not turned in and we do not have it.
 - If you think that we DO have the item, still DO NOT tell them that we have the item. You should politely explain to the guest that you are unable to verify whether we are in possession of the item, but let them know that they are welcome to come into the restaurant to check the lost and found.
 - NEVER verify over the phone that an item is in our possession – You could be mistaken about the item and the person will be furious that they drove all the way down to Skylight Gardens to get the item only to be told that you were wrong.
- If a guest comes up to you in the restaurant and indicates they have lost something, obtain the guest's contact information.
- Apologize to the guest and explain that you are unable to look for the item immediately.
- Let the guest know that you will look for the item when the restaurant is closed and get back to them.
- Get an exact description (see above) of the item.
- Make sure to look for the item and respond to the guest even if it is just to tell the guest you did not find anything.

GUEST REFUSALS/INABILITY TO PAY

Find a Manager!

- Employees should be trained to immediately get a manager if a guest refuses to pay or has insufficient funds to pay.
- Management should approach the guest with at least one other manager and explain to the guest that they must make arrangements to pay the bill before we can let him/her leave. Suggest that the guest can call a friend or relative. Explain to the guest that if they do not pay, we will have no choice but to contact law enforcement who will arrest the guest for defrauding an innkeeper.

- If the guest still refuses to pay, inform the guest that you will have no choice but to contact the authorities. Step away from the guest's earshot, leaving managers to prevent the guest from leaving. Call upper management for directions. In most cases, upper management will inform you to call the local law enforcement if the threat of doing so has not already prompted the guest to come up with the funds.
- If the guest agrees to pay with a credit card, make sure to make a copy of the credit card and the guests' I.D. and include it in the closeout. Also make sure that the accounting department is emailed a copy of the incident reports and the copies of the IDs and credit cards.
- No individual can be permitted to leave without paying their tab. No exceptions.
- Before clocking out, all involved employees must complete incident reports.

PROBLEMS WITH GUESTS

Guests Bringing Outside Alcohol or Illegal Drugs onto Property

Staff should be trained to immediately notify a manager if a guest brings drugs or alcohol into the restaurant. Upon receiving such notification, immediately seek the assistance of a manager.

- Approach the guest with another manager and ask to speak to the guest away from other people, somewhere where you can hear each other speak.
- Inform the guest that we cannot legally have outside alcohol or drugs on the property. Inform the guest that they will have to leave for the day/night.
- Before escorting the guest off premises, ensure that the guest has closed out any open tabs.
- Notify other managers and door staff that the guest is not permitted back into the establishment that night.
- All involved employees must draft incident reports before the end of their shifts.
- If a guest is at the restaurant for a celebration and another guest gives them a sealed bottle of alcohol as a gift (it must be sealed), ask the guest to coat check the present so that we can ensure it is not opened.
- If the bottle is opened, immediately and politely ask the guest to take it to their car. Explain to the guest that we cannot legally have outside alcohol in the restaurant.

Guests bringing Firearms/Weapons onto Property

- Any employee, who witnesses or hears that a guest has a weapon or firearm on Skylight Gardens property, must immediately contact management.
 - Weapons of any type are NOT permitted to be on property at any time.
 - Immediately call the Executive Operations Team for direction.

Guests Who Vandalize the Property

- If a guest vandalizes the property, immediately contact the Executive Management Team.
- Explain to the guest that we will not press charges if the guest pays for the damages.
 - Assess the damages – evaluate the extent of the damages and all costs including labor and down time that we will incur in remedying the problem.
 - Call the President of the company for specific amounts - if you are not 100% certain what to charge.
- If the guest agrees to pay, make a copy of the guest's credit card, front and back, and ID, front and back.
 - Also have the guest write out that they are authorizing Skylight Gardens to charge their credit card [\$____] to cover the damages they caused.
 - Have the guest sign this statement and the credit card charge slip.
 - Ensure that all signatures closely match the signature on the guest's I.D. and credit card.
 - Ensure that a copy of all of this paperwork is emailed with the Incident Reports of all involved employees to the Legal Department and the company Controller that night.
- If the guest refuses to pay, waive down law enforcement.
- Explain to law enforcement that we will not press charges if the guest agrees to pay for the damages.
- If the guest still refuses to pay, request to press charges.

- Regardless of whether the guest pays or not, the guest is not permitted back on property that night. Explain to the guest that we need to call it a night.
- If the guest's actions were malicious and/or the guest shows no remorse for their actions, tell the guest that they are banned from Skylight Gardens for life.
- If the guest is apologetic and does not appear to have caused damages spitefully, explain to the guest that we welcome him/her back at a future time but just not tonight.

Guests Who Are Too Intoxicated to Drive Home

If a guest is too intoxicated and/or tired to drive, we strongly believe the guest should not get behind the wheel. **The following procedures must be followed:**

- **Valet** – for restaurants with valet and where the guest has valet parked their vehicle, follow this procedure:
 - Have the valet continue to hold the guest's keys.
 - The manager approaches the guest and explains calmly and politely that we really recommend that the guest not drive home. Further explain to the guest that we care about him/her and do not want him/her to get a DUI, hurt him/herself or someone else.
 - Explain to the guest that they can leave their car free of charge and that we will call a taxi for the guest.
 - *Please note that we do not pay for taxi rides but we always call cabs for guests if desired.*
 - If the guest still insists on driving, again, very politely explain that we really do not believe that the guest should drive, and again, explain the concern that the guest could injure himself or someone else.
 - If the guest still insists on driving, explain to the guest that you do not feel comfortable making the call whether to give the guest back the keys yourself; however, you are happy to call over law enforcement, and if law enforcement is comfortable with the guest driving, then you are more than happy to give him the keys back.
 - If the guest insists that you call law enforcement, ask another employee (NOT a manager) to wave over law enforcement.
 - While another employee is contacting law enforcement, you should continue to talk with the guest and keep the guest engaged so they do not leave the property or create a scene.
 - When law enforcement arrives, the MANAGER (you – not an employee) should explain to law enforcement that we believe the guest is too intoxicated to drive, and we are worried the guest might injure him/herself or someone else. Explain to law enforcement that we are happy to hold the vehicle overnight. Do not try in any way to tell law enforcement what call to make. Follow what law enforcement decides – if law enforcement allows the person to drive, give the guest his keys back. If not, continue to hold the keys and make sure the guest has a safe ride home.
 - Make sure incident reports are drafted by all involved employees explaining the incident.
- **No Valet** - If the guest has not valet parked their car, and instead, they are in possession of their keys, ensure the protocol below is followed:
 - The manager approaches the guest and explains calmly and politely that we really recommend that the guest not drive home.
 - Further explain to the guest that we care about him/her and do not want him/her to get a DUI, or hurt him/herself or someone else.
 - Explain to the guest that we will call a taxi for the guest.
 - *Please note that we do not pay for taxi rides but we always call cabs for guests if desired.*
 - If the guest still insists on driving, again very politely explain that we really do not believe that the guest should drive and explain again the concern that the guest could injure himself or someone else.
 - If the guest still insists on driving, ask another employee (NOT a manager) to wave over law enforcement.
 - While another employee is contacting law enforcement, you should continue to talk with the guest and keep the guest engaged so they do not leave the property or create a scene.
 - When law enforcement arrives, the MANAGER (you – not an employee) should explain to law enforcement that we believe the guest is too intoxicated to drive and we are worried the guest might injure himself or

someone else. Do not try in any way to tell law enforcement what call to make. Follow what law enforcement decides – if law enforcement allows the person to drive, let the person leave without contest. If not, follow the instructions of law enforcement.

- Make sure incident reports are drafted by all involved employees explaining the incident.

LIQUOR LAW ENFORCEMENT

Liquor License

- As a manager, you are responsible for ensuring that our liquor license is up to date. If you notice that the license is close to expiring, please make sure you notify the General Manager immediately and if you are the General Manager, please immediately notify the Legal Department.
- Skylight Gardens strictly enforces all laws, rules and ordinances relating to the sale and service of alcoholic beverages. As a manager you must enforce, and ensure your employees are enforcing, all applicable laws.
- As discussed in other sections, we **always card** everyone who looks to be 35 years old or younger. We card every guest every single time the guest attempts to order a drink. We closely examine every identification to ensure that it matches the person presenting it.
- We only permit one drink per I.D.

Liquor Inspection

- If someone comes to the restaurant from the applicable liquor license control board, please immediately notify the VP of Operations and/or Legal Department.
 - Be friendly and polite.
 - **Do not** volunteer any information.
 - **Do not** admit anything. If you are asked about an alleged violation of a liquor law, answer as succinctly as possible.
 - **Do not** admit any violation, only say that you will look into the issue.
 - As soon as the inspector has left, immediately contact the Executive Operations Team.
- Obtain detailed incident report statements from any employee involved in any alleged liquor violation.

SPECIAL EVENTS

Keep Informed About Events

- Every Tuesday the special events department will email all managers, office managers and kitchen managers an overview of any special events planned for the following week. The email will also include an Event Order, Server Order, Kitchen Order and Table Menu for each scheduled event.
- The Office Manager should print the event information and post it in the office.
- Every manager is responsible for reviewing the orders carefully and planning staffing accordingly. Managers should immediately contact the Special Events Department with any questions.
- The day before an event, the Special Events Department will contact the General Manager to discuss the upcoming event.
- On the day of the event, the manager on duty should:
 - Ensure the tables are set up properly for the event
 - Talk with servers and explain the server order and other details about the event
 - Welcome the special event and make sure that the event has everything it needs
 - Periodically check to ensure food and drinks are coming to the tables timely.
 - Half way through the event, do a head count and inform the special events department of any additional guests so that you can charge the event appropriately.

Event Minimums

- To be considered a special event, the party must have a minimum of 20 guests. Please have the guest contact the Special Events Department if they're inquiring about a group of 20 or more.

- Any events and/or parties with 19 or fewer guests will be handled within the specific restaurant. Please ensure the hosts and management teams understand the correct procedure for reservations.

Scheduling Staff for Special Events

- For parties of nine or more, more than one server is required to take and serve the initial food and beverage orders. The larger the group is, the more servers that should be assigned to the group.
- Please use the below guide to determine how many servers (MINIMUM) should be assigned to groups of different sizes for the taking and delivering of the initial drink and food orders.
- Groups of:
 - 8 or less = 1 server (min)
 - 9 - 15 guests = 2 servers (min)
 - 16 - 22 guests = 3 servers (min)
 - 23 - 29 guests = 4 servers (min)
 - 30 - 36 guests = 5 servers (min)
 - Etc.
- For every seven guests, you need to add at least one additional server to give great service when taking the initial food and beverage order and delivering the initial beverages and food. After the entrees have been delivered, if you feel you are able to do so without sacrificing guest service, you can begin peeling back servers as necessary throughout the course of the meal.

MEDIA/COMPANY INQUIRIES

From time to time, various media outlets (newspapers, television, etc.) may approach the restaurant either via telephone or in person to request information. **No Employees, from managers to dishwashers, are permitted to talk to the media.**

- All media inquiries should immediately be directed to the General Manager.
- The manager should tell the person that we can take their name and contact information and have someone get back to them. If pressed by the media for further information, management should simply say that we have no comment.
- Any contact information for the media should be immediately sent to the President's Executive Assistant and the Legal Department.
- From time to time, people may come to or call the restaurant asking for our President or for information about the Skylight Gardens brand. A manager, not any lower level employee, should respond to all such inquiries.

The manager should tell the person that you can direct him/her to our corporate office. You should then give that person the phone number and email address for the President's assistant.

However, do NOT mention any names or that you are passing them to the President's assistant.

Instead simply tell the person that you are providing them with the corporate phone number/email address.

INSURANCE CLAIMS

No employee or manager is authorized to make any sort of insurance claim, whether it is for property damage, workers comp, liability, etc.

- If there is belief that a claim should be filed, managers should contact the Legal Department.
- No employee or manager should be handling any sort of insurance claims, issues, questions, etc. If you have any questions regarding something relating to insurance or an insurance claim, contact the Executive Operations Team or the Legal Department
- Do not contact our insurance agent, broker or carrier directly yourself.

ISSUING GIFT CARDS

- Managers are not allowed to issue any type of gift card to a guest, vendor and/or employee for free or as a charitable donation without consent and approval from the Executive Operations Team and/or the President of the company.

Managers may only issue gift cards to a guest, vendor and/or employee if the gift card is being purchased.

OWNER PHONE CALLS

To ensure that managers are interacting with **every** guest and always giving **amazing** service, ownership will limit phone calls during the rush/peak hours of the restaurant operations

- Owners will try to minimize the amount of phone calls to restaurant management during peak business hours. However, there are times when we must make a call to the restaurant or manager during the rush hours. During those times, we will attempt to keep the calls to 30 seconds or less. Always make sure you have enough management coverage on the floor/on-stage.
- Ensure a Manager is **ALWAYS** on the Floor: There should always be at least one manager on the floor/on-stage, interacting with every guest, properly greeting and saying good-bye and blowing guests' minds with **AMAZING** service.

If you need to have office time, please do so during the slower times, i.e. 4:00 p.m. – 5:30 p.m. If you need to leave off the floor/off-stage for any reason at all, always communicate with your management team, ensuring that there's always a manager covering the floor/on-stage.

- **Never leave the restaurant floor without having management coverage!**
- **ALWAYS** be completely engaged with guests and employees.

GOLDEN RULES - BARBACKS

1. **Be On-Time and In Proper Uniform** – You should ALWAYS be on time (NOT late), in proper uniform, and ready to work. Proper uniform is:
 - Approved Skylight Gardens shirt. You may not wear any jacket or other apparel that covers your Skylight Gardens shirt.
 - Approved Skylight Gardens hat or bandana (bandanas must be tied in the back, at least 2 inches wide at the top, and with the Skylight Gardens logo visible).
 - Solid black or blue denim jeans, shorts or skirts (rips or tears are permissible, but must be family friendly).
 - Any type of boot.
2. **Treat EVERY Guest like Royalty, Make EVERY Guest a Regular** – It is your responsibility to ensure that each and every guest entering Skylight Gardens has an amazing time. Guests should be blown away by the service they receive. Always go out of your way to help guests. Always smile and be friendly.
3. **Be a Team Player** – It is easy to say I did my job or that's not my responsibility. Instead, Skylight Gardens expects its employees to do whatever it takes to make your restaurant perfect and the guest experience unmatched! Take pride and ownership in your position at Skylight Gardens. Remember that providing great guest experiences is a team effort. Every Skylight Gardens staff member impacts the guest experience.
4. **Properly Greet and Say Good-bye to Each Guest** – Every guest should be greeted with a genuine, warm and high energy smile, using the scripting “Welcome to Skylight Gardens, my name is _____, and I’m delivering your order (today/tonight)?” Upon the guest’s departure, acknowledge the guest and thank them by saying, “Thank you for visiting Skylight Gardens, have a wonderful (day/night)!”
5. **Properly Stock and Organize Bars** – It is your responsibility to ensure all bars are properly and fully stocked, well maintained and organized. This includes alcohol, glassware, fruit, condiments (salt and peppers, ketchup, mustard, etc.), and paper supplies.
6. **Maintain Proper Liquor Storage and Inventory** – It is your responsibility to maintain a neat and organized liquor room. All orders should be properly verified for accuracy, and immediately stored. It is your responsibility to ensure appropriate inventory levels, and inform the Bar Manager if re-orders are immediately necessary.
7. **Constantly Checking with Bartenders Concerning Needs** – It is your responsibility to continually check in with the Bartenders to ensure complete satisfaction.
8. **Support Managers with Other Requested Duties** – From time to time, you may be called upon by management to perform a variety of duties that contribute to effectively and efficiently operating the restaurant. These duties may include basic clean-up, facility organization, food running, etc. It is the Bar Back’s responsibility to complete these tasks immediately as requested.
9. **Only Promote Skylight Gardens at Skylight Gardens** – You may be asked by guests to identify other fun/good places to go in the area. You should always respond that Skylight Gardens is the best and encourage the guest to come back by promoting special events we have on other nights. You can also recommend the guest try the other Skylight Gardens in the area but NEVER suggest a location other than an Skylight Gardens.
10. **No Sale, Service or Consumption of Alcohol After-Hours** – In California no alcohol may be served, sold or consumed after 1:59 AM. After 1:59 AM in California, no alcoholic beverages may be on bar tops, tables, patios, in guests’ hands or otherwise accessible to guests. It is all front of the house employees’ jobs to ensure that this policy is strictly enforced.

GOLDEN RULES - BARTENDERS

1. **Be On-Time and In Proper Uniform** – You should ALWAYS be on time (NOT late), in proper uniform, and ready to work. Proper uniform is:
 - Approved Skylight Gardens shirt. You may not wear any jacket or other apparel that covers your Skylight Gardens shirt.
 - Approved Skylight Gardens hat or bandana (bandanas must be tied in the back, at least 2 inches wide at the top, and with the Skylight Gardens logo visible).
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 - Any type of boot.
2. **Treat EVERY Guest like Royalty. Make EVERY Guest a Regular**– It is your responsibility to ensure that each and every guest entering Skylight Gardens has an amazing time. Guests should be blown away by the service they receive. Always go out of your way to help guests. Always smile and be friendly.
3. **Be a Team Player** – It is easy to say I did my job or that's not my responsibility. Instead, Skylight Gardens expects its employees to do whatever it takes to make your restaurant perfect and the guest experience unmatched! Take pride and ownership in your position at Skylight Gardens. Remember that providing great guest experiences is a team effort. Every Skylight Gardens staff member impacts the guest experience.
4. **Properly Greet and Suggestively Sell to EVERY Guest** – Every guest should be greeted with a genuine, warm and high energy smile, using the scripting “*Welcome to Skylight Gardens, my name is _____, and I will be taking care of you (today/tonight). Have you visited us before?*” Wait for the guest's response, then explain Skylight Gardens and suggestively sell and up-sell drinks, appetizers and entrees, explaining your personal favorites for each. Up-sell but do not up-serve!
5. **Always Card and Never Over-Serve** – (1) Always card and verify current and valid identification, (2) ID must be unadulterated and perfectly match the individual presenting, (3) Verify the individual is 21 or older, (4) Only one drink per ID is allowed. Card anyone appearing to be under 35 – when in doubt – check! It is the responsibility of the bartender to ensure NO ONE under the age of 21 is passed a drink. If you believe an under-age guest is consuming alcohol, seek a manager's assistance immediately. If you believe a guest is over-intoxicated, do not serve the guest and seek a manager's assistance immediately.
6. **Never Over Pour/Never Up-Serve** – Pour counts should be: Single – 3 ½ count, Double – 5 ½ count, Triple – 7 ½ count (where legal to sell). Guests should ALWAYS be asked if they would like a larger size, call or premium alcohol. NEVER assume the guest wants a larger size, call or premium alcohol unless the guest acknowledges such a request.
7. **Pre-bus, Bus and Clean Your Section** – It is the Bartender's responsibility to make sure their assigned section or counter is perfect and to continually pre-bus and bus the area (including wiping down tables, countertops and chairs with a wet and dry rag).
8. **Buying Shots and Drinks to Build Regulars** – It is your responsibility to ensure that EACH and EVERY guest you serve is offered something on the Owner (if alcohol), Manager or yourself. The presentation of such items should be made special and personally delivered by the Manager or you using the correct phrasing to provide the greatest guest impact. You are responsible for executing this practice PERFECTLY EACH and EVERY TIME!
9. **Only Promote Skylight Gardens at Skylight Gardens** – You may be asked by guests to identify other fun/good places to go in the area. You should always respond that Skylight Gardens is the best and encourage the guest to come back by promoting special events we have on other nights.
10. **No Sale, Service or Consumption of Alcohol After-Hours** – In CA, no alcohol may be served, sold or consumed after 1:59 AM. After 1:59 AM in CA, no alcoholic beverages may be on bar tops, tables, patios, in guests' hands or otherwise accessible to guests. It is all FOH employees' jobs to ensure that this policy is strictly enforced.

GOLDEN RULES - SECURITY

1. **Be On-Time and In Proper Uniform** – You should ALWAYS be on time (NOT late), in proper uniform, and ready to work. Proper uniform is:
 - Approved Skylight Gardens shirt
 - You may not wear any jacket or other apparel that covers your Skylight Gardens shirt.
 - Solid black or blue denim jeans or shorts (Please make sure your jeans/shorts are presentable and professional. No undergarments showing; no oversized, baggy and/or sagging pants; and never sloppy).
 - Any type of boot or tennis shoe (in black or white only). Shoes should be presentable, clean and not dirty or torn.
 - Optional - approved Skylight Gardens hat or bandana (bandanas must be tied in the back, at least 2 inches wide at the top, and with the Skylight Gardens logo visible).
 - Upon completing work, you are not allowed to remain in uniform in the restaurant.
2. **Treat EVERY Guest like Royalty, Make EVERY Guest a Regular** – It is your responsibility to ensure that each and every guest entering Skylight Gardens has an amazing time. Guests should be blown away by the service they receive. Always go out of your way to help guests. Always smile and be friendly.
3. **NEVER Approach a Guest Without a Manager** – When handling any serious guest situation, or addressing a guest with any concerns, ALWAYS have a Manager present. Having two or more staff members present tends to defuse sensitive guest situations, providing a peaceful resolution.
4. **Properly Greet and Say Good-bye to EVERY Guest** – Every guest should be greeted with a genuine, warm and high energy smile, using the scripting “Welcome to Skylight Gardens, my name is _____, may I see your identification? While you are CAREFULLY inspecting their ID, you should also ask the guest “So (use name on ID), how are you doing (today/tonight)?” Always introduce yourself by name and, when asking questions, always wait for the guest’s response. Upon the guest’s departure, acknowledge the guest and thank them by saying, “Thank you for visiting Skylight Gardens, have a wonderful (day/night)!”
5. **Hands Off** – Skylight Gardens has a strict HANDS OFF policy. You are NEVER allowed to touch a guest unless the guest poses an immediate physical danger to you or other guests/staff. Guests exhibiting aggressive verbal behavior should be calmed down through friendly dialogue between the employee and guest. Aggressive guests should be asked to leave and escorted from the property. You should never touch the guest when escorting him/her from the property. If the guest poses an immediate physical danger, only the most minimal amount of force necessary should be used to prevent injury to yourself and others.
6. **Always Properly Check Identification and Watch for Over-Serving** – It is your responsibility to card each and every guest (ensuring they have proper and valid identification), and continually monitor guests for exhibiting signs of over-intoxication. An employee should IMMEDIATELY notify a Manager when a guest appears to be over-intoxicated.
7. **Pre-bus, Bus and Clean** – It is your responsibility to continually pre-bus and bus tables (including wiping down tables and chairs with a wet and dry rag), and keep server sections neat, clean and orderly.
8. **Ensure Proper Guest Flow throughout the Facility** – It is your responsibility to ensure proper guest flow throughout the facility. Employees should continually monitor their sections, and politely ask guests not block paths and stairways.
9. **Only Promote Skylight Gardens at Skylight Gardens** – You may be asked by guests to identify other fun/good places to go in the area. You should always respond that Skylight Gardens is the best and encourage the guest to come back by promoting special events we have on other nights.
10. **No Sale, Service or Consumption of Alcohol After-Hours** – In CA, no alcohol may be served, sold or consumed after 1:59 AM. After 1:59 AM in CA, no alcoholic beverages may be on bar tops, tables, patios, in guests’ hands or otherwise accessible to guests. It is all FOH employees’ jobs to ensure that this policy is strictly enforced.

GOLDEN RULES - HOSTS

1. **Be On-Time and In Proper Uniform** – You should ALWAYS be on time (NOT late), in proper uniform, and ready to work. Proper uniform is:
 - Approved Skylight Gardens shirt. You may not wear any jacket or other apparel that covers your Skylight Gardens shirt.
 - Approved Skylight Gardens hat or bandana (bandanas must be tied in the back, at least 2 inches wide at the top, and with the Skylight Gardens logo visible).
 - Solid black or blue denim jeans, shorts or skirts (rips or tears are permissible, but must be family friendly).
 - Any type of boot.
2. **Treat EVERY Guest like Royalty, Make EVERY Guest a Regular**– It is your responsibility to ensure that each and every guest entering Skylight Gardens has an amazing time. Guests should be blown away by the service they receive. Always go out of your way to help guests. Always smile and be friendly.
3. **Be a Team Player** – It is easy to say I did my job or that's not my responsibility. Instead, Skylight Gardens expects its employees to do whatever it takes to make your restaurant perfect and the guest experience unmatched! Take pride and ownership in your position at Skylight Gardens. Remember that providing great guest experiences is a team effort. Every Skylight Gardens staff member impacts the guest experience.
4. **Properly Greet and Say Good-bye to EVERY Guest** – Every guest should be greeted with a genuine, warm and high energy smile, using the scripting “Welcome to Skylight Gardens, my name is _____, may I get you a table inside or out?” Always introduce yourself by name and ask to seat the guest at a table. As guests leave, look at them and thank them by saying, “Thank you for visiting Skylight Gardens, have a wonderful (day/night)!”
5. **Buying Shots and Drinks to Build Regulars** – It is your responsibility to ensure guests who are on a wait for a table, are bought a round of shots (10-20 min wait) or round of drinks (more than 20 min wait) on the owner, every time. The host should say “Your wait for a table will be about _____ minutes, but I've got some great news for you, I'm going to take you up to the bar and the bartender is going to buy you a round of _____ on the owner.”
6. **Pre-bus, Bus and Clean** – It is the Host's responsibility to continually pre-bus and bus tables (including wiping down tables and chairs with a wet and dry rag), and keep server sections neat, clean and orderly.
7. **Proper Phone Greeting, Treat EVERY Call as a Sales Call** – When answering the phone, you want to answer upon the first ring, saying in a high-energy and friendly voice “Thank you for calling Skylight Gardens, my name is _____, how are you doing (today/tonight)?” You want to wait for the guest's response, then assist the guest with their question or request. You ALWAYS want to sell the restaurant, explaining what a wonderful time everyone is having, and that the guest should definitely come on down to visit.
8. **Host Stand Well Run, Organized and Stocked** – It is the Host's responsibility to continually monitor the floor for open tables, and tables needing to be bussed. The Host stand should ALWAYS be completed stocked with table set-ups, mints, toothpicks, to-go menus and kid's menus. All regular menus should be thoroughly wiped clean with a wet and dry rag. Every menu should be thoroughly checked for cleanliness and condition before being given to a guest.
9. **Only Promote Skylight Gardens at Skylight Gardens** – You may be asked by guests to identify other fun/good places to go in the area. You should always respond that Skylight Gardens is the best and encourage the guest to come back by promoting special events we have on other nights.
10. **No Sale, Service or Consumption of Alcohol After-Hours** – In CA, no alcohol may be served, sold or consumed after 1:59 AM. After 1:59 AM in CA, no alcoholic beverages may be on bar tops, tables, patios, in guests' hands or otherwise accessible to guests. It is all FOH employees' jobs to ensure that this policy is strictly enforced.

GOLDEN RULES - SERVERS

1. **Be On-Time and In Proper Uniform** – You should ALWAYS be on time (NOT late), in proper uniform, and ready to work. Proper uniform is:
 - Approved Skylight Gardens shirt. You may not wear any jacket or other apparel that covers your Skylight Gardens shirt.
 - Approved Skylight Gardens hat or bandana (bandanas must be tied in the back, at least 2 inches wide at the top, and with the Skylight Gardens logo visible).
 - Solid black or blue denim jeans, shorts or skirts (rips or tears are permissible, but must be family friendly).
 - Any type of boot.
2. **Treat EVERY Guest like Royalty, Make EVERY Guest a Regular**– It is your responsibility to ensure that each and every guest entering Skylight Gardens has an amazing time. Guests should be blown away by the service they receive. Always go out of your way to help guests. Always smile and be friendly.
3. **Be a Team Player** – It is easy to say I did my job or that's not my responsibility. Instead, Skylight Gardens expects its employees to do whatever it takes to make your restaurant perfect and the guest experience unmatched! Take pride and ownership in your position at Skylight Gardens. Remember that providing great guest experiences is a team effort. Every Skylight Gardens staff member impacts the guest experience.
4. **Properly Greet and Suggestively Sell to EVERY Guest**–Every guest should be greeted with a genuine, warm and high energy smile, using the scripting “*Welcome to Skylight Gardens, my name is _____, and I will be taking care of you (today/tonight). Have you visited us before?*” Wait for the guest's response, then explain Skylight Gardens and suggestively sell and up-sell drinks, appetizers and entrees, explaining your personal favorites for each. Up-sell but do not up-serve!
5. **Proper Drink and Food Order Points** – Always write every order down and follow order points without distractions!
 - a. Drink = Table, Computer, Service Bar, Table
 - b. Food = Table, Computer, Kitchen (check ticket/get biscuits and cornbread), Table
6. **Always Card and Never Over-Serve** – (1) Always card and verify current and valid identification, (2) ID must be unadulterated and match the individual presenting it, (3) Verify the individual is 21 or older, (4) Only one drink per ID is allowed. Card anyone appearing to be under 35 – when in doubt – check! It is your duty to ensure no one under 21 is passed a drink. If you believe an under-age guest is consuming alcohol, seek a manager's assistance immediately. If you believe a guest is over-intoxicated, do not serve the guest and seek a manager's assistance immediately.
7. **Pre-bus, Bus and Clean Your Section**– It is your responsibility to make sure your assigned section is perfect and to continually pre-bus and bus tables (wiping down tables and chairs with a wet and dry rag), and keep your section clean.
8. **Buying Shots/Drinks, Appetizers and Desserts to Build Regulars** – It is your responsibility to ensure that each and every guest you serve is offered something on the Owner (if alcohol), Manager or yourself. The presentation of such items should be made special and personally delivered by the Manager or you using the correct phrasing to provide the greatest guest impact. You are responsible for executing this practice PERFECTLY EACH and EVERY TIME!
9. **Only Promote Skylight Gardens at Skylight Gardens** – You may be asked by guests to identify other fun/good places to go in the area. You should always respond that Skylight Gardens is the best and encourage the guest to come back by promoting special events we have on other nights.
10. **No Sale, Service or Consumption of Alcohol After-Hours** – In CA, no alcohol may be served, sold or consumed after 1:59 AM. After 1:59 AM in CA, no alcoholic beverages may be on bar tops, tables, patios, in guests' hands or otherwise accessible to guests. It is all FOH employees' jobs to ensure that this policy is strictly enforced.

GOLDEN RULES - RUNNERS & BUSSERS

1. **Be On-Time and In Proper Uniform** – You should ALWAYS be on time (NOT late), in proper uniform, and ready to work. Proper uniform is:
 - Approved Skylight Gardens shirt. You may not wear any jacket or other apparel that covers your Skylight Gardens shirt.
 - Approved Skylight Gardens hat or bandana (bandanas must be tied in the back, at least 2 inches wide at the top, and with the Skylight Gardens logo visible).
 - Solid black or blue denim jeans, shorts or skirts (rips or tears are permissible, but must be family friendly).
 - Any type of boot.
2. **Treat EVERY Guest like Royalty, Make EVERY Guest a Regular**– It is your responsibility to ensure that each and every guest entering Skylight Gardens has an amazing time. Guests should be blown away by the service they receive. Always go out of your way to help guests. Always smile and be friendly.
3. **Be a Team Player** – It is easy to say I did my job or that's not my responsibility. Instead, Skylight Gardens expects its employees to do whatever it takes to make your restaurant perfect and the guest experience unmatched! Take pride and ownership in your position at Skylight Gardens. Remember that providing great guest experiences is a team effort. Every Skylight Gardens staff member impacts the guest experience.
4. **Properly Greet and Say Good-bye to Each Guest** – Every guest should be greeted with a genuine, warm and high energy smile, using the scripting “Welcome to Skylight Gardens, my name is _____, and I’m delivering your order (today/tonight)?” Upon the guest’s departure, acknowledge the guest and thank them by saying, “Thank you for visiting Skylight Gardens, have a wonderful (day/night)!”
5. **Efficiently Run Guest Food Orders** – It is the Server Assistant’s responsibility to deliver guest orders quickly and efficiently. Before delivering an order, the Assistant should confirm with the Expo that the order is complete and ready to run, as well as confirming the exact table number to which the delivery is to be made.
6. **Pre-bus, Bus and Clean** – It is the Server Assistant’s responsibility to continually pre-bus and bus tables (including wiping down tables and chairs with a wet and dry rag). Upon delivery of guest orders, the Server Assistant should pre-bus and bus tables as necessary before returning to the kitchen.
7. **Have Detailed Section and Table Knowledge** – The Server Assistant is responsible for knowing the locations of all server sections, tables and server assignments. VERY IMPORTANT: It is critical that you understand the day’s Server assignments so that if there is a problem with a table’s order, you can notify the appropriate Server immediately.
8. **Support Managers with Other Requested Duties** – From time to time, the Server Assistant may be called upon by management to perform a variety of duties that contribute to effectively and efficiently operating the facility. These duties may include basic clean-up, facility organization, bar backing, etc. It is the Assistant’s responsibility to complete these tasks immediately as requested by management.
9. **Only Promote Skylight Gardens at Skylight Gardens** – You may be asked by guests to identify other fun/good places to go in the area. You should always respond that Skylight Gardens is the best and encourage the guest to come back by promoting special events we have on other nights.
10. **No Sale, Service or Consumption of Alcohol After-Hours** – In California, no alcohol may be served, sold or consumed after 1:59 AM. After 1:59 AM in CA, no alcoholic beverages may be on bar tops, tables, patios, in guests’ hands or otherwise accessible to guests. It is all FOH employees’ jobs to ensure that this policy is strictly enforced.

GUEST SERVICE

9 POINTS OF SERVICE

Sales Call

Prompt and High Energy

- ALL calls quickly answered (within the first 3 rings) with an energetic voice, positive attitude and high energy
- Informative – Provides complete/accurate information about Skylight Gardens
 - Hours of operation
 - Address and basic directions
 - Events, activities and promotions
- Interactive
 - Asks guest's name
 - Asks guest when they are thinking about visiting
 - Provides their name or manager's name as point of contact
 - Sells the restaurant as always busy, but room for one more

Valet

- High Energy
 - Smiling and friendly; energetic voice, attitude, high energy and proper appearance
 - Moves quickly to guest to greet arriving vehicles
- Proper Guest Greeting
 - "Welcome to Skylight Gardens, my name is _____. I will be taking care of your vehicle today/tonight."
- Clean and Organized Sidewalks, Flower Beds and Valet Stand
 - No cigarette butts or trash
 - Accurate signage in correct place

Door Man

- High Energy
 - Smiling and friendly; energetic voice, positive attitude, and high energy
 - In proper uniform
- Proper Guest Greeting
 - "Welcome to Skylight Gardens, my name is ____, how are you doing today/tonight? May I see your identification? Thank you (Guest's name), have a wonderful time."
- Proper Carding Procedures
 - Verify ID matches person presenting
 - Utilizes card swipe to verify ID age
 - Utilizes photo ID system to verify presenter

Host Stand

- High Energy
 - Smiling and friendly; energetic voice, attitude, and energy
 - In proper uniform
- Proper Guest Greeting
 - "Welcome to Skylight Gardens, my name is _____, may I get you a table inside or outside?"
 - Host stand should be stationed on the front patio when appropriate
 - Host should move forward to greet the guest when possible and not be hidden behind the host stand
 - The host stand should be properly organized and maintained.
- Bussing, Cleanliness and Organization

- Hosts should be continually bussing and pre-bussing tables, counters and drink rails
- Hosts should be continually sweeping the patio area, dumping and cleaning ashtrays, etc. Hosts should also be periodically checking restrooms for cleanliness and supplies.
- The host stand should be clean, organized and free of clutter. The Head Host should always be on a headset for easy communication.
- Suggestive Selling
 - Hosts should be suggestively selling to guests when bringing them to a table/bar.
 - Hosts should suggest retail, and coat check.
- Hosts should introduce by name the guests to their server/bartender

Bartender

- High Energy
 - Smiling and friendly; energetic voice, attitude, and energy
 - In proper uniform
- Proper Guest Greeting and Selling Tactics
 - “Welcome to Skylight Gardens, my name is _____, and I will be taking care of you today/tonight? Have you been to Skylight Gardens before?”
 - Bartenders should always explain what Skylight Gardens is famous for and provide personal recommendations of favorite drinks being specific and descriptive (specialty drinks, glass of wine, cold draft beer) and attempt to up-sell liquor and drink size (ALWAYS properly carding guests).
 - After drink order, bartender should provide appetizer and food recommendations - always attempting to push food at the bar
- Accurately Ring in all Drink Orders

Servers

- High Energy
 - Smiling and friendly; energetic voice, positive attitude, and energy
 - In proper uniform
- Proper Guest Greeting and Selling Tactics
 - “Welcome to Skylight Gardens, my name is _____, and I will be taking care of you today/tonight? Have you been to Skylight Gardens before?”
 - The server should always explain what Skylight Gardens is famous for and provide personal recommendations of favorite steaks, being specific and descriptive. (**Must be knowledgeable concerning all aspects of the menu**).
 - Next, the server should suggestively provide drink recommendations (specialty drinks, glass of wine, cold draft beer) – and attempt to up-sell liquor and drink size (ALWAYS properly carding guests).
 - After drink order, server should suggestively provide appetizer recommendations before leaving the table to fill drink order
 - Upon returning with drink order, and taking entrée order, server should suggestively sell dessert
 - Should ALWAYS follow order points and write ALL orders down
- Pre-stage, Pre-bus and Being Attentive
 - Immediately after taking an order, the server should ALWAYS pre-stage the table with appropriate condiments
 - The server should continually pre-bus the table, looking for items that can be immediately removed (full hand out, full hands in mentality). The server should never directly carry dirty dishes from one guest's table to another guest's table
 - Servers should always be present in their section, and upon completion of the guest's dining experience be prompt in dropping the check and collecting payment

Kitchen Execution

- Amazing Food Quality
- Hot
- Cooked to correct temperatures
- Appealing presentation
- Prepared to ticket specification ALWAYS
- Prepared in a Timely Manner
 - Ensure proper ticket times
 - Ensure proper order of food items (e.g. appetizers are delivered before entrees)
- Delivered to the table ALL at the same time

Managers

- High Energy
 - Smiling and friendly; energetic voice, attitude, energy and appearance
 - Consistently communicative – continuously coaching, directing and training staff
- Meaningful Guest Interaction
 - Making meaningful contact and an impression with EVERY guest entering Skylight Gardens – ALWAYS identifying themselves by name and as a Manager first in any conversation.
 - Directing the purchase of shots, drinks, appetizers or desserts for every guest or group of guests on the owner
 - Ensuring that EVERY guest is blown away by Skylight Gardens hospitality, atmosphere and food.
- Staff Oversight and Reinforcement, Training and Communication
 - Taking opportunities to observe staff performance (without intervention, direction or distraction)
 - Continuously reinforcing staff 10 Commandments and the 9 Points of Guest Service firmly, fairly and consistently
 - Continuously communicating with staff members regarding performance and training opportunities – attempting to find positive as well as improvement comments. Don't make any major policy changes, process changes or schedule changes with staff without first thoroughly communicating.

SSST (Sight, Sound, Smell, Touch)

- Continuously ensuring sound levels and lighting are correct
 - Music levels are clear and appropriate for time of day/evening
 - Indoor lighting levels are appropriate for time of day/evening
 - Patio canopies or umbrellas are appropriate for time of day/evening
- Continuously ensuring the proper smell of the restaurant
 - Outdoor - clean and fresh
 - Indoor – no odor
 - Restroom – clean and fresh smell
- Clean surfaces
 - All tables, chairs and barstools should be clean to the touch
 - All countertops should be clean to the touch (bar, drink rails, host stand, server stations, bathrooms)
 - All menus and table tents should be clean to the touch
 - All table settings should be clean to the touch (salt/pepper, candle, any condiments)

MANAGEMENT AREAS OF RESPONSIBILITY (A.O.R.s)

SALES

- Always up-sell and suggestively sell.

- Try to sell food during all hours the kitchen is open
- Always have a thorough knowledge and understanding of every item we sell (food, beverage, retail items, coat check)
- Always aggressively sell to customers both sitting and standing.
- Payroll
- It is the responsibility of management to staff the correct mix of employees to minimize the number of hours, while still maintaining the highest quality service, sales, and production.
- It is also the responsibility of management to make sure all staff clock in and out pursuant to the fixed schedule.
- Managers must make sure that all staff take proper rest and meal periods as required by applicable law.
- Remember to stack your team, not every employee is as good as another employee. Your best employees should have the best/most shifts.

FOOD INVENTORY

- Management must ensure quality and pricing of all food products -- products must be purchased at the best price, while still maintaining the highest quality.
- Management must compare product use with gross food sales on a weekly basis to ensure food is not being stolen or wasted. Management should implement theft and waste prevention procedures as well.

BEVERAGE INVENTORY

- Management must ensure quality and pricing of all beverage products -- products must be purchased at the best price, while still maintaining the highest quality.
- Management must compare product use with gross beverage sales on a weekly basis to ensure that alcohol is not being stolen or wasted. Management should implement theft and waste prevention procedures.
- Each bar (including service bar) will have “set pars” for each product. Storage rooms will also have a “set par” for each product.
- Bar managers will monitor bartenders (including service bars) to prevent theft or loss of any liquor, wine, and champagne. For example, if a bartender has a “par” at his bar of one bottle of Dom Perignon, they must show the bar manager a print out receipt for the purchase of a bottle of Dom before receiving a new bottle. In the case of service bartenders, they must show the server’s print out ticket in order to receive the new bottle. As a further example, if a bartender asks for another bottle of Absolut, the bartender must exchange their empty bottle for a new bottle. If the restaurant has bottle service, to obtain a bottle of alcohol for a table, the server, cocktail waitress or bartender must present a receipt showing that the entire bottle has been sold. Bar backs will always return all empty bottles to the liquor storage room and then replace it with the same full bottle product. This is done in order to maintain accurate end-of-the-night calculations. Pour spouts will always be removed from the empty bottle and placed on the new bottle. (DO NOT throw away pour spouts.)
- Easy save on liquor costs – enforce pour counts - (Single: 3 ½ Double: 5 ½ Triple 7 ½).
- NO OVERPOURING.

GUEST SERVICE

- The complete dining experience will be characterized by excellent guest service, beginning with the initial phone call for directions or general information.
- When the guest arrives at the parking facility or valet (where applicable), the guest should be greeted and warmly welcomed.
- The experience then continues after the guest has parked their car and is greeted by the doorman/host.
- Once inside, the guest should be immediately seated, and if not, the guest should be informed of the wait time and then brought to the bar.
- Once the guests are seated, the host informs them who their server will be. Shortly thereafter, the table will be greeted by that server.
- Immediately upon the initial arrival at the table, the server will constantly up-sell and suggestively sell.

- The server will then bring all necessary condiments and continue to make sure the guest is receiving royal treatment at all times.
- The server continues to suggestively sell appetizers and desserts.
- While the kitchen is still open, it is important for all servers/bartenders to attempt to sell food to all guests.
- Once the guest is ready to leave, the server will promptly present the check and ensure the proper payment procedure is used (cash, credit card, traveler's check – check ID, customer's signature, and have a manager initial the check).
- Managers must check on /greet every guest, whether at a table, the bar, or standing.
- Hosts must check on /greet every guest, whether at a table, the bar, or standing.
- All tables, bars, bathrooms, and dining areas must be kept immaculately clean and smelling fresh.
- Audio/visual content and volume, as well as lighting, must be at the proper levels.
- Bathrooms must be clean, kept in perfect order and stocked with:
 - Paper towels
 - Hand soap
 - Toilet seat covers
 - Toilet paper
- All trash cans and ash trays must be emptied and cleaned out throughout each day and night.
- All beverages prepared by bartenders must be done so according to the proper recipe, not over-poured, and properly garnished.
- All staff are held responsible for carding each patron who appears to be 35 or younger and must not over-serve any patron.
- **All staff must treat each and every guest like royalty at all times. This includes huge energy, greeting each guest with a smile, and introducing themselves to the guest.**

TRAINING

- All positions must be properly trained and not merely told what to do.
- The proper training procedure consists of precisely explaining procedures for all situations at the restaurant.
- It is important for training procedures to be thoroughly explained many times to the trainee. The trainee should then be able to clearly and precisely repeat back the procedures to the trainer.
- Employees should frequently be asked to repeat ALL procedures to a supervising employee.
- It is important to remember consistency in training and performance will equal success. For example: If a host greets a guest with, “Welcome to Skylight Gardens, can I get you a table?” this is not the correct greeting. Although very similar to the correct one, it will not be accepted. The correct greeting would be, “Welcome to Skylight Gardens, I’m _____, may I get you a table in our signature atrium or rotunda?” Most importantly, this is to be said with great energy, friendliness, and a huge smile.

BUILDING MAINTENANCE

- Building maintenance means the entire premise of the restaurant, including the interior and exterior of the building, as well as everything inside the building.
- All areas, equipment, and parts of the restaurant will always be in proper working order, stable, clean condition, not vandalized or broken in any way, free of any cosmetic defects, and free of gum or other sticky residue. These items include, but are not limited to:
 - Tables
 - Chairs
 - Bar counters
 - Retail/Host counter
 - All bathroom fixtures (counters, toilets, urinals, mirrors, etc.)
 - All lighting fixtures (chandeliers, light bulbs, all indoor and outdoor lanterns, etc.)
 - Exterior and interior walls of the building
 - Exterior and interior floors

- All air conditioning registers and vents
- Bar coolers and equipment
- All kitchen equipment
- POS system
- All office equipment
- Outdoor heater
- All service stations
- Umbrellas
- Audio/visual systems