

Server Training Manual

a complete guide to serving guests

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Training Schedule

The schedule identifies the topic, date, and time the trainee will work. The trainer will initial each topic as it is completed.

Completed (Trainer's Initials)	Activity	Date Scheduled	Start Time – End Time
Day 1: Orientation & Company Introduction			
	Introduction		—
	New Hire Paperwork		—
	Who Are We?		—
	General Policies and Procedures		—
	Introduction to Safety and Sanitation		—
	Restaurant Safety		—
	Guest Service Philosophy		—
	Menu Training		—
	Store Tour		—
Day 2: Position Training – Server Setup & Greeting			
	Day 1 Review Test		—
	Server Job Description		—
	Server Station Responsibilities		—
	Server Terminology		—
	Table Numbering		—
	Setting the Table		—
	Greeting the Guest		—
	Role-Play Exercise: Greet the Guest		—
	Day 2: Menu Training		—
Day 3: Position Training: Taking the Order			
	Day 2 Review Test		—
	Menu Merchandising		—
	Taking the Order		—
	Entering Orders into the System		—

Completed (Trainer's Initials)	Activity	Date Scheduled	Start Time – End Time
	Delivering the Order		—
	Presenting the Check		—
	Role-Play Exercise: Taking the Order		—
	Day 3: Menu Training		—
	Practice — Server Shadowing		—
Day 4: Position Training – Other Server Duties			
	Day 3 Review Test		—
	Sidework Duties		—
	End of Shift/Checkout Procedures		—
	Serving Alcohol		—
	Day 4: Menu Training		—
	Practice: Serving Guests		—
Day 5: Position Training – Other Server Information			
	Day 4 Review Test		—
	Working as a Team		—
	Tip Reporting		—
	Server Organizational Tips		—
	Day 5: Menu Training		—
	Practice: Serving Guests		—
Day 6: Position Training – Server Evaluation			
	Day 5 Review Test		—
	Practice: Serving Guests		—
	Server Evaluation		—

Day Two: Position Training – Server Setup & Greeting

Welcome to *Day Two* of your server training. Starting today, you will begin the position portion of your training. This is where you will learn the specific procedures for a server. You will work alongside your trainer to learn our server standards.

Today's Objectives

By the end of *Day Two*, you will have completed the following:

- *Day One* review test
- Job description review
- Server station responsibilities
- Server terminology
- Table numbering
- Setting the table
- Greeting the guest
- Role-play exercise: greeting the guest
- *Day Two* menu training

Day Two: Daily Review Test

It's time for the daily review test. This test will cover the previous day's topics. You can find a copy of the test on the next page. You must take the test without looking at your notes and then give it to your trainer to correct once it is completed. You must receive a score of 90% or better to begin training on the new day's subject. If you receive a score below 90%, you will repeat the previous day's information and take the test again.

Server Station Responsibilities

As discussed in the “Server Job Description” section above, you are responsible for creating a positive first impression and making every guest feel welcome and special!

You can accomplish this by meeting and exceeding your station’s service standards.

Below you will find the server station responsibilities. During the next few days of training, you will learn how to perform each of these procedures to our standards.

- Setting the Table
- Greeting the Guest
- Menu Merchandising
- Taking the Order
- Inputting the Order
- Delivering the Order
- Performing a Check-back
- Pre-Bussing
- Offering/Serving Dessert
- Presenting the Check
- Receiving Payment
- Giving a Fond Farewell
- Checking Out
- Performing Sidework Duties
- Working as a Team
- Tip Reporting

Server Terminology

Term	Description
<i>FOH</i>	Front-of-House – refers to the front part of the restaurant (lobby, dining area, and bar area)
<i>BOH</i>	Back-of-House – refers to the back part of the restaurant (kitchen, prep area, and dish washing area)
<i>POS</i>	Point-of-Sale – refers to the cash register system
<i>Runner</i>	A person that brings food from the expo window to the guest tables
<i>Follower</i>	A person that follows a food runner with any extra dishes that the runner could not carry
<i>Bev-naps</i>	Beverage napkins upon which guest drinks are placed at the bar
<i>Suggestive Selling</i>	A technique used to suggest menu items to guests
<i>Open Menu Count</i>	The number of people seated in the restaurant that have not yet ordered food
<i>86</i>	A menu item that is no longer available from the kitchen for that day
<i>Double Sat</i>	The seating of two tables at the same time for the same server
<i>Cut the Floor</i>	A term used when the restaurant is slow and managers begin taking servers off the floor to decrease labor
<i>Promo</i>	Abbreviation for a promotion that is currently running in the restaurant
<i>Expo</i>	A person who expedites the food and makes sure the right food goes to the right tables
<i>In the Weeds</i>	A term used to describe an employee that is overwhelmed at his or her station, has too many things happening at once, and cannot keep up with the orders

Table Numbering

One of the important aspects of being successful as a server at [**Restaurant Name**] is to understand the layout of the restaurant and table sequencing.

The restaurant will house a floor map at the host/hostess station that will inform you of your section for your shift.

Activity 1: Table Numbering

Your trainer will now show you this map and explain the specific table numbering and sequencing for this restaurant.

Draw a copy of your restaurant's table map with numbers for your reference.

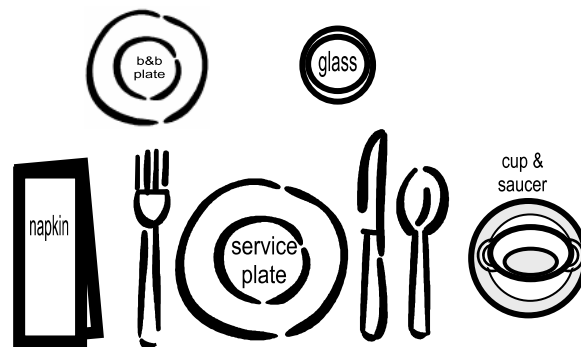
Table Map – Restaurant Location: _____

Setting the Table

What to do	How to do it
------------	--------------

Setting

- Place tablecloths on all dining room tables. Make sure they have no holes, stains, or wrinkles.
- Place centerpieces, salt and pepper shakers, table tents, and other condiments on the tables. Make sure all of these items are full and clean.
- Place the correct number of silverware sets and glasses on the tables. Do not use any glassware or silverware that is dirty or chipped.



Greeting the Guest

What to do	How to do it
------------	--------------

**When
Performing a
First Greet**

- Smile, make eye contact, and say, "Hello! Welcome to [Restaurant Name]. Have you ever been here before?" (If not, perform a menu presentation.)
- Make a personal recommendation (specific starter, entrée, or combo).
- Offer add-ons, sides, or up-sells.
- Take beverage orders and repeat back.
- One-Stop Shop—offer to take the food orders.

What to do	How to do it
<p><i>When Delivering Beverages</i></p>	<ul style="list-style-type: none"> • Serve beverages within 3 minutes. • Handle cups or glasses by the handles or sides and never by the rims. • Serve ladies and children first. • Name each drink as you serve it. • Place beverages to the right of the guest (2:00 position). • Always serve coffee with cream (unless guest indicates black coffee). • Serve all soft drinks with a straw placed on the table. • Water is served on request in a soda glass with a straw unless bottled water is ordered. • Beverages are to be served appropriately hot or cold.
<p><i>When Serving Bottled Beverages</i></p>	<ul style="list-style-type: none"> • Open the bottle before arriving at the table. • Place a cocktail napkin on the table. • Place the chilled glass or mug on the cocktail napkin with the handle in the 5:00 position. • Place the chilled bottle, with the label facing the guest, on the side of the glass. • Pour bottled water and wine. • Ask the guest if he or she would like you to pour bottled beer.

Server Role Play

Activity 2: Greeting the Guest

In this activity, you will practice how to greet and take orders from guests.

Directions:

1. Your trainer will play the role of the server; you will play the role of the guest.
2. As the customer, you will begin seated at the table. The server will:
 - Greet the table
 - Make recommendations
 - Take the drink order
3. Then, switch roles. You will be the server and your trainer will be the guest. Your trainer will provide you with feedback. Use the space provided to record your trainer's comments.
4. Work on the server's role until your trainer is satisfied with your skills.

Notes:

Day Two: Menu Training

Remember, your goal during menu training is to learn the following:

- Proper presentation of the menu item
- Proper appearance of the menu item
- Basic cooking procedures for the menu item
- Main ingredients of the menu item
- Proper pronunciation of the menu item and ingredients
- Proper description of the menu item to guests

Activity 3: Day Two Menu

Menu Item	Description, Main Ingredients & Cooking Procedure

Day Two Review Test

Score: ____/10

Read the following questions carefully and select the best answers. Each question is worth one point, unless otherwise indicated. Once completed, please give the quiz to the person providing your training. (*Passing score is 9/10*)

1. Match the correct term with descriptions:
(5 points)

A. FOH	_____	Point-of-Sale An employee that is overwhelmed at his or her station
B. BOH	_____	The seating of two tables at the same time for the same server
C. POS	_____	A person who expedites the food
D. Runner	_____	A term used when the managers begin taking servers off the floor
E. Follower	_____	Abbreviation for a promotion
F. Bev-naps	_____	The number of people that have not yet ordered food
G. Suggestive Selling	_____	A menu item that is no longer available
H. Open Menu Count	_____	A person that follows a food runner
I. 86	_____	Beverage napkins upon which guest drinks are placed
J. Double Sat	_____	Back-of-House A person that brings food from the expo to the tables
K. Cut the Floor	_____	A technique used to suggest menu items
L. Promo	_____	Front-of-House
M. Expo	_____	
N. In the Weeds	_____	

2. When setting the table make sure:

- Condiments are placed on the table whether they are full or not.
- Make sure tablecloths are clean, have not holes, or wrinkles
- The fork goes to the right of the plate
- Put two plate settings per table

3. When performing a first greet:

- Smile and make eye contact
- You don't, the host makes the first greet
- Make personal recommendations
- Both a & c

4. When delivering beverages:

- Serve beverages within 7 minutes
- Serve men before women
- Place beverages to the left of the guest
- Name each drink as you serve it

5. When serving bottled beverages:

- Open the bottle before arriving at table
- Place cocktail napkin on arm
- Let guest pour their own water
- Place mug with handle at 12:00 position

6. A goal during menu training is to learn:

- Basic cooking procedures for the item
- Proper presentation of the menu item
- The main ingredients of the menu item
- All of the above

Day Two Review Test – ANSWER KEY

Score: ____/10

Read the following questions carefully and select the best answers. Each question is worth one point, unless otherwise indicated. Once completed, please give the quiz to the person providing your training. (*Passing score is 9/10*)

1. Match the correct term with descriptions:
(5 points)

A. FOH	<u>C</u>	Point-of-Sale An employee that is overwhelmed at his or her station
B. BOH	<u>N</u>	The seating of two tables at the same time for the same server
C. POS	<u>J</u>	A person who expedites the food
D. Runner	<u>M</u>	A term used when the managers begin taking servers off the floor
E. Follower	<u>K</u>	Abbreviation for a promotion
F. Bev-naps	<u>L</u>	The number of people that have not yet ordered food
G. Suggestive Selling	<u>H</u>	A menu item that is no longer available
H. Open Menu Count	<u>I</u>	A person that follows a food runner
I. 86	<u>E</u>	Beverage napkins upon which guest drinks are placed
J. Double Sat	<u>F</u>	Back-of-House
K. Cut the Floor	<u>B</u>	A person that brings food from the expo to the tables
L. Promo	<u>D</u>	A technique used to suggest menu items
M. Expo	<u>G</u>	Front-of-House
N. In the Weeds	<u>A</u>	

2. When setting the table make sure:

- Condiments are placed on the table whether they are full or not.
- Make sure tablecloths are clean, have not holes, or wrinkles
- The fork goes to the right of the plate
- Put two plate settings per table

3. When performing a first greet:

- Smile and make eye contact
- You don't, the host makes the first greet
- Make personal recommendations
- Both a & c

4. When delivering beverages:

- Serve beverages within 7 minutes
- Serve men before women
- Place beverages to the left of the guest
- Name each drink as you serve it

5. When serving bottled beverages:

- Open the bottle before arriving at table
- Place cocktail napkin on arm
- Let guest pour their own water
- Place mug with handle at 12:00 position

6. A goal during menu training is to learn:

- Basic cooking procedures for the item
- Proper presentation of the menu item
- The main ingredients of the menu item
- All of the above

Server Final Evaluation Form

Name: _____ Date: _____

Reports to: _____ Trained by: _____

Restaurant Location: _____

This form will be used to evaluate the successful training of a server. The evaluator will observe the employee's performance under regular working conditions.

- For each standard listed, observe the employee during their shift, and mark [✓] whether the employee *Exceeds*, *Meets*, or *Does Not Meet* the standard.
- Use the *Notes* section at the bottom of the form to list your comments to discuss with the employee after the evaluation.
- Use the *Goals for Next Performance Appraisal Cycle* section at the bottom of the form to list things for the employee to work on during the next evaluation period.
- Total the points of the evaluation and review results with employee.
- Sign and date the form. Also, have the server sign the form as an acknowledgement that you reviewed the information with him or her.

Performance Standards	Exceeds	Meets	Does Not Meet
1. Follows all company polices as outlined in the employee handbook and the "General Policies and Procedures" section of the Server Training Manual.			
2. Maintains a positive attendance record by reporting to work for assigned shifts 10 minutes prior to scheduled time, switching and finding replacements for no more than 5% of scheduled shifts, following company time off and illness procedures, and having a 0% no call/no show record.			
3. Follows all sanitation and safety standards set forth by the company; maintains a score of 90% or better on all sanitation and safety audits.			
4. Meets all uniform, appearance, and grooming standards as specified in the employee handbook and Server Training Manual.			
5. Maintains our guest service philosophy by following guest service standards; maintains a customer complaint ratio of less than 1 per 100 customers served.			

Server Trainer's Guide

Server – Day Two

Pre-Day Two

Manual Review

At least one day prior to the scheduled training, have the trainee read the corresponding section within the *Server Training Manual*.

Introduction

Personnel Preparation

- **Show** the trainee how to properly clock in for the shift.
- **Verify** that the trainee is wearing the correct uniform and accessories for the shift.

Day Two Objectives

Welcome the trainee to *Day Two* of training and begin by reviewing the training schedule located in the training manual.

- **Explain** that by the end of today's training, the trainee will have completed:
 - Day One* review test
 - Job description review
 - Server station responsibilities
 - Server terminology
 - Table numbering
 - Setting the table
 - Greeting the guest
 - Role-play exercise: greeting the guest
 - Day Two* menu training

Daily Review Test

- **Ask** the trainee to complete the daily review test.
 - ❑ The trainee must complete this test on his or her own, without input from others.
 - ❑ Once the trainee completes the test, the trainer or manager will correct and score the test.
 - ❑ A 90% score indicates that the trainee has successfully completed the corresponding day's training and is eligible to be trained on the next section of training.
 - ❑ A score below 90% indicates that the trainee must review that day's training again and retake the test.
 - ❑ After two failures within a section, the general manager will conduct an evaluation of the trainee's performance to determine the issues and correct course of action.

Job Description Review

- **Review** the job description summary, performance standards, and requirements with the trainee.

Station Responsibilities Review

- **Review** the trainee's station responsibilities

Server Terminology

- **Explain** server terminology:
 - FOH
 - POS
 - BOH
 - Runner
 - Follower
 - Bev-naps
 - Suggestive Selling
 - Open Menu Count
 - 86
 - Double Sat
 - Cut the Floor
 - Promo
 - Expo
 - In the Weeds

Table Numbering

Activity 1: Table Numbering

- **Explain & Show** the trainee how the restaurant dining room is sectioned out and review the table numbering system.
- **Show** the trainee the floor map and explain the specific table numbering and sequencing for this restaurant.
- **Ask** the trainee to draw a copy of the restaurant's table map with numbers in the training manual.

Setting the Table

Using the *Server Training Manual* as reference:

- **Explain and demonstrate** the steps to setting the table.

Greeting the Guest

- **Explain & Demonstrate** the following procedures by reviewing the written material within the *Server Training Manual* and then providing demonstrations and examples of how each procedure should be done.
 - When Performing a First Greet
 - When Delivering Beverages
 - When Serving Bottled Beverages
- **Explain** that the trainee only has one chance to make a first impression. Explain that little things such as using the guest's name when greeting him or her or remembering what the guest ordered the last time makes the guest feel special—and gives the guest an additional reason to come back again.

Server Role Play

Activity 2: Greeting the Guest

In this activity, you will lead the trainee in an exercise on how to greet and take the order of the guests.

Directions:

- At first, you will play the role of the server and the trainee will play the role of the guest.
- Take the trainee (guest) through the entire greeting process from entering the restaurant to being seated.
- Have the guest place the beverage order, all the time making sure to follow the proper service sequence.
- Then, switch roles. The trainee will be the server and you will be the guest. Follow the same procedure as above.
- Provide the trainee with feedback on his or her skills.
- Work on the role play until you are satisfied with the trainee's skills.

Day Two: Menu Training

Activity 3: Day Two Menu

- **Review** the goals of menu training:
 - Proper presentation of the menu item
 - Proper appearance of the menu item
 - Basic cooking procedures for the menu item
 - Main ingredients of the menu item
 - Proper pronunciation of the menu item and its ingredients
 - Proper description of the menu item to guests (merchandising)
- **Explain** how each menu item is prepared, what its main ingredients are, and provide tips on merchandising the menu item.

Menu Item	Description



TIP! During your first training, insert a master list of menu items and descriptions under each day's menu. Use this same list for each training thereafter.