THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

www.TheBarExperts.com

MANAGEMENT & OPERATIONS GUIDE

TABLE OF CONTENTS

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

INTRODUCTION TO MANAGEMENT

THE
BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

We would like to congratulate you on your recent placement as a manager at COMPANY NAME. The manager plays a very important role as a member of the XX team. It is the manager who leads the team to success by inspiring and focusing all those involved. We take great pride in the quality of our service and have a focus on the soft skills that make our people so great. Our high standards can only be maintained through great people like you, who share our values and desire to provide our guest with the best experience each time they visit our establishment.

We are confident that through using this manual and practicing these procedures through hands-on training, you will be on your way to becoming a spectacular "ZZ" manager.

Once again, welcome to the COMPANY NAME management team!

Qualities of a Spectacular Manager

A spectacular manager will build a team environment with his or her employees and be able to motivate their team with positive results. Take a look at the following critical qualities of a spectacular manager:

- **Authentic:** A spectacular manager isn't afraid to roll their sleeves up and pitch in like everyone else. Walk the walk, and talk the talk. Be consistent, hard working, fair and honest with your staff and they'll respect you. Respect is not given, it is earned when you lead by example.
- **Leadership:** you provide leadership and a vision to your team, while allowing the team members to do their jobs and develop new skills. Lead first, manage second. (Leadership defined as: the art of inspiring, influencing and directing others. You lead people and manage things.)
- **Guest Service Oriented:** you must put your guests first. Your staff must know how to build guest relationships, provide exceptional service, stand out from the crowd, and resolve guest issues quickly. If you lead they will follow.
- **Organized and Focused:** you must stay focused on the task at hand, while providing guest service, managing your team, and managing the operations of the business, all at the same time.
- **Effective Communicator:** you must be able to communicate with your team and guests effectively. You must be able to deliver directions and a specific vision to everyone in the XX. You must be able to listen to your employees and really hear what they are trying to say. Never discount someone's experience.
- **Spectacular Recruiter:** you must be a dynamic and creative recruiter. One of your most important tasks is filling your XX with the most spectacular, soft skilled people in your town. Always be looking to improve your Customer Experience.

- **Soft Skills**: you must possess and reveal all those soft skills that make you special to your team (fun, charming, witty, smiling, hard working, team player, energetic, positive) and reinforce these soft skills when you see them in your staff.

Have Fun: We're in the business of selling "fun". If you're able to have a good time, smile, laugh, keep morale up and be the voice of positivity your staff will most likely follow suit.

Remember, Leaders have followers, Managers have subordinates.

GENERAL MANAGER

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Title: **GENERAL MANAGER**

Reports to: **Director of Operations**

Summary of Position:

Oversee and coordinate the planning, organizing, hiring, training and leadership necessary to achieve stated objectives in sales, costs, employee selection and retention, guest service, marketing, food quality, morale, cleanliness, safety and sanitation.

Duties & Responsibilities:

- Comprehend, monitor and ensure all COMPANY NAME policies, procedures, standards, specifications, guidelines and training programs are followed.
- Ensure that all guests feel welcome and are given responsive, friendly and courteous service at all times.
- Generate and Recruit top-notch employee leads. The Bar Experts Experience factor requires constant and comprehensive attention.
- Ensure that all food and products are consistently prepared and served according to the restaurant's recipes, portioning, cooking and serving standards.
- Achieve company objectives in staffing, sales, service, quality, appearance of facility and sanitation and cleanliness through training of employees and creating a positive, productive working environment.
- Control cash and other receipts by adhering to cash handling and reconciliation procedures in accordance with restaurant policies and procedures.
- Make employment, staffing, scheduling and termination decisions.
- Fill in where needed to ensure guest service standards and efficient operations.
- Continually strive to develop your staff in all areas of managerial and professional development. Consistently improving the The Bar Experts Experience factor.
- Prepare all required paperwork, including forms, reports and schedules in an organized and timely manner. Keep files updated to COMPANY NAME and local regulatory compliance.
- Ensure that all equipment is kept clean and kept in excellent working condition through personal inspection and by following the restaurant's preventative maintenance programs.
- Ensure that all products are received in correct unit count and condition and deliveries are performed in accordance with the restaurant's receiving policies and procedures.
- Oversee and ensure that restaurant policies on employee performance appraisals are followed and completed on a timely basis.

- Schedule labor as required by anticipated business activity while ensuring that all positions are staffed when and as needed and labor cost objectives are met.
- Be knowledgeable of restaurant policies regarding personnel and administer prompt, fair and consistent corrective action for any and all violations of company policies, rules and procedures.
- Fully understand and comply with all federal, state, county and municipal regulations that pertain to health, safety and labor requirements of the restaurant, employees and guests.
- Develop, plan and carry out restaurant marketing, advertising and promotional activities and campaigns that achieve sales goals and comply with COMPANY NAME requirements.
- Participate and ensure all COMPANY NAME marketing, compliance, hiring, training, operations, and legal programs are instituted and followed to maintain compliance.

Qualifications:

- Be 21 years of age.
- Be able to communicate and understand the predominant language(s) of the restaurant's trading area. Spanish speaking a plus.
- Extensive Casual Dining restaurant experience in a similar capacity. Minimum 5 years of restaurant management.
- Must be able to communicate clearly with managers, vendors, kitchen and dining room personnel, and guests.
- Be able to lift, reach, bend, stoop and safely lift and easily maneuver items frequently weighing up to 50 pounds.
- Must have extensive cost of goods and P&L experience.
- Must be a dynamic, positive, and charismatic leader.
- Be able to work in a standing position for long periods of time (up to 10 hours).
- Be able to walk and be "on your feet" for long periods of time (up to 10 hours).
- Extensive knowledge of food safety concepts and practices. ServSafe certification preferred.
- Must adhere to the established appearance guidelines.
- Proficiency in Microsoft Office (Excel, PowerPoint, Word) programs.

Must have the stamina to work 50 to 60 hours per week.

KITCHEN MANAGER

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Title: **KITCHEN MANAGER**

Reports to: **General Manager**

Summary of Position:

Directly responsible for all kitchen functions including; food purchasing, preparation, production, safety, sanitation and cleanliness. Responsible for hiring, scheduling and training new and existing employees in methods of cooking, preparation, plate presentation, portion and cost control, safety, sanitation and cleanliness.

Duties & Responsibilities:

- Ensure that all food and products are consistently prepared and served according to the restaurant's recipes, portioning, cooking and serving standards.
- Make employment and termination decisions including recruiting, interviewing, hiring, evaluating and disciplining kitchen personnel as appropriate.
- Generate and Recruit top-notch employee leads. The BAR Experts Experience factor requires constant and comprehensive attention.
- Provide orientation of company and department rules, policies and procedures and oversee training of new kitchen employees.
- Fill in where needed to ensure guest service standards and efficient operations.
- Prepare all required paperwork, including forms, reports and schedules in an organized and timely manner. Inventory is to be done every week.
- Ensure that all equipment is kept clean and in excellent working condition through personal inspection and by following the restaurant's preventative maintenance programs.
- Fill in where needed to ensure guest service standards and efficient operations.
- Work with restaurant managers to plan and price menu items. Submit the proper paperwork to COMPANY for permission to test new menu items.
- Ensure that all products are ordered according to predetermined product specifications and received in correct unit count and condition and deliveries are performed in accordance with the restaurant's receiving policies and procedures.
- Control food cost and usage by following proper requisition of products from storage areas, product storage procedures, standard recipes and waste control procedures.
- Oversee and ensure that restaurant policies on employee performance appraisals are followed and completed on a timely basis.
- Schedule labor as required by anticipated business activity while ensuring that all positions are staffed when and as needed and labor cost objectives are met.

- Be knowledgeable of restaurant policies regarding personnel and administer prompt, fair and consistent corrective action for any and all violations of company policies, rules and procedures.
- Oversee the training of kitchen personnel in safe operation of all kitchen equipment and utensils.
- Responsible for maintaining appropriate cleaning schedules for kitchen floors, mats, walls, hoods, other equipment and food storage areas.
- Check and maintain proper food holding and refrigeration temperature control points. Proper use of all COMPANY provided tools and programs to ensure compliance.
- Provide safety training in first aid, CPR, lifting and carrying objects and handling hazardous materials.

Qualifications:

- A minimum of 5 years of experience in varied kitchen positions including food preparation, line cook, fry cook and expediter.
- At least 1 year Kitchen manager experience in a similar capacity. High volume experience a must.
- Must be able to communicate clearly with managers, vendors, kitchen and dining room personnel and guests.
- Be able to lift, reach, bend, stoop and safely lift and easily maneuver items frequently weighing up to 50 pounds.
- Must have a basic knowledge of dining room and service procedures and functions.
- Be able to work in a standing position for long periods of time (up to 10 hours).
- Be able to walk and be “on your feet” for long periods of time (up to 10 hours).
- Be able to work in a standing position for long periods of time (up to 10 hours).
- Be able to walk and be “on your feet” for long periods of time (up to 10 hours).
- Extensive knowledge of food safety concepts and practices. ServSafe certification preferred.
- Must have extensive cost of goods and P&L experience.
- Must be a dynamic, positive, and charismatic leader.
- Must adhere to the established appearance guidelines.
- Microsoft Office (Excel) ability preferred.

Must have the stamina to work 50 to 60 hours per week.

WHAT WE EXPECT FROM YOU

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Brand Stewardship

The COMPANY NAME Brand is composed of a multitude of images, thoughts and beliefs. Brands can loosely be described as images in the mind. The COMPANY NAME Brand is so special because we have, at its heart, a human element…our ZZ Staff! We are a "Human" Brand. Our staff is the most important group of people in the XX. Their influence on the hearts and minds of the public cannot be overstated.

In many ways, we are in the Entertainment business as much as we are the restaurant business. As a manager, you'll be responsible for putting on the best show in town with the most spectacular people around. With this spectacular ability to personally help build the brand, comes responsibility. We ask that your appearance, conduct and behavior, and that of your staff, always benefits the brand. You are our Brand Stewards and as you go…we go. Our managers have the responsibility of ensuring all of our team members contribute to our brand vision.

Food Safety and Sanitation

Know and follow proper food handling/food safety policies and procedures. Handle cleaning chemicals and equipment safely. Our XX managers must be food safety and sanitation experts.

Communication

Communicating clearly is critical. We have an "open door" policy for all of our team members. You are to maintain courteous and polite interaction with all of your guests as well as fellow team members. You should know our regulars by their first name and get to know each and every staff member in your XX. Personal problems are NEVER to be dealt with on the floor.

Teamwork

Our restaurant operation is based on the entire team performing one goal: providing the maximum guest experience. The best employees are those who can crossover and take care of any request the guests or a fellow team member makes. "That's not my job," does not apply. Everything is your job and our job. Be willing to help the guests and fellow team members in any manner you deem appropriate.

- Have a sincere desire to serve our guests
- Be truly committed to being the best at your profession
- Be able to give and accept feedback and direction
- Always treat guests and coworkers the way you like to be treated

What Are We All Paid For:

All of us working in and for the COMPANY NAME are paid to create and keep more **very** satisfied and loyal promoter guests. Creating and keeping "very" satisfied guests is important as a "very" satisfied guest will visit an establishment 6 times more often than even a guest who was "satisfied". This should frame every decision and action we are involved in. Your job, and our job, is to create and keep more very satisfied and loyal promoter guests (and to never waver in that quest). Be sure every single member of your staff knows this is what we are all paid for.

4-Week Corporate Training Program (S.T.E.P.)

Our four week corporate training program, S.T.E.P. (Spectacular Training & Education Program) has been designed to give you all the tools, knowledge and resources you'll need to operate a COMPANY NAME properly. A copy of the S.T.E.P. Training Calendar is included in the XX Master Files CD included with this manual. Our S.T.E.P. training generally begins on the first Monday of each month. There are subtle variations to the calendar so be sure to check with COMPANY NAME for the most up-to-date information. You will be expected to read, understand, and demonstrate all the skills and knowledge in the operation manuals during this training. To be certified by COMPANY NAME, you must take and pass all front of house and back of house position tests, manager tests and demonstrate hands-on proficiency with all of our policies, procedures, positions and tasks. All COMPANY NAME require your XX to have, at a minimum, at least one General Manager and one Kitchen Manager on site who's completed the four week training and is certified by COMPANY NAME. As space permits, COMPANY NAME will accept additional managers for the S.T.E.P. training at no cost. Contact the corporate office to reserve your spot.

Relationship Builders

You should focus on recruiting, hiring, training and supporting "Relationship Builders" rather than "Order Takers". Our guests visit us first and foremost for the experience with our front-line team members. Relationship builders take the time and focus on developing a connection with our guests. They get to know the people in our XXs and are whole-heartedly invested in their experience. Order takers are just the opposite. They may competently get a customer their drinks, their food and their check, but fall short on the experience factor. We're confident you'll see your top-line sales and profit are directly related to how committed your staff is to building relationships, rather than just being order takers.

Guest Relations

A spectacular Guest Experience is our ultimate priority and you are a crucial part in this quest! Your relationship with the guests, management and service staff cannot be overvalued. Every COMPANY NAME owes its existence to its guests and we make a commitment to those guests that when they visit they will treat with unparalleled hospitality. Our guests visit us to feel important, appreciated, valued and where our staff goes out of their way to make a connection with them.

This is what drives our economic engine and what the consumers have overwhelmingly accepted in our brand. This isn't to say that food quality, pricing, décor, housekeeping, etc. are not important. They are critical supporting elements in your operation and should be top notch. You should strive to make your COMPANY NAME the smoothest running, most entertaining, and cleanest XX in the system. Get to know your guests, build regulars, and take note of those behaviors that lead to greater guest satisfaction. Being charismatic, energetic, engaging and attentive all start with one element: the SMILE. We should seek out and find ways to make the guests experience extraordinary. We want to stand out from the crowd and deliver a guest experience that far exceeds every other restaurant in your town.

Take note of the Guest Philosophy we live by:

- We call our patrons "Guests"- they are not "Customers".
- A Guest is not dependent upon us – we are dependent upon him/her.
- A Guest is NEVER an interruption of our work – he/she is the purpose of it.
- A Guest does us a favor when he/she visits – we are not doing him/her a favor by serving them.
- A Guest is a part of our business – not an outsider.
- A Guest is not a cold statistic – he/she is a flesh and blood human being with feelings and emotions like our own.
- A Guest is a person who brings us their wants – it is our job to fill those wants.
- A Guest wants to feel important (elevated status) – not ignored or demeaned.
- A Guest is deserving of the most courteous and attentive treatment we can give.
- A Guest is the lifeblood of the COMPANY NAME.
- A Guest visits us for the experience; the food and drinks are secondary.

I AM YOUR GUEST

THE BAR EXPERTS

BAR & RESTAURANT CONSULTANTS

"You often accuse me of carrying a chip on my shoulder, but I suspect this is because you do not entirely understand me. Isn't it normal to expect satisfaction for one's money spent? Ignore my wants and I will no longer appear in your COMPANY NAME. Satisfy those wants and I will become increasingly loyal. Add a little extra personal attention and a friendly touch and I will become a walking advertisement for you."

"When I criticize your food and service to anyone who will listen, which I may do whenever I am displeased, take heed. I am not dreaming up displeasure. It lies in something I perceive you have failed to do to make my eating experience as enjoyable as I have anticipated. Eliminate that perception or you will lose me and my friends forever. I insist on the right to dine leisurely or in haste according to my mood."

"I refuse to be rushed as I abhor waiting. This is an important privilege that my money buys. If I am not spending big money this particular time, just remember, if you treat me right I will return with a larger appetite, more money and probably with my friends."

"I am much more sophisticated these days than I was just a few years ago. I've grown accustomed to better things and my needs are more complex. I'm perfectly willing to spend, but I insist on the experience to match prices. I am above all, a human being. I am especially sensitive when I am spending money. I can't stand to be snubbed, ignored or looked down upon."

"Whatever my personal habits may be, you can be sure that I'm a real nut on cleanliness in COMPANY NAME's. Where food is concerned I demand the strictest sanitation measures. I want my meals handled and served by the neatest of people and in sparkling clean dishes. If I see dirty fingernails, cracked dishes or soiled table clothes you won't see me again."

"You must prove to me again and again that I have made a wise choice in selecting your COMPANY NAME above others. You must convince me repeatedly that being a COMPANY NAME guest is a desirable thing in the first place. I can, after all, eat at home. So, you must provide something extra in food and service. Something so superior it will beckon me from my own table to yours. Do we understand each other?"

"I can go anywhere I this town and get a meal and beverage just the way I ordered it and in a timely manner. I can receive polite and courteous service anywhere, as well.. My decision to visit the COMPANY NAME was driven by my emotions. I want to feel special, appreciated and important. I want someone who wants to get to know the real me. I don't want to feel like a "customer", like just another number. If I want a quick meal, I'll go somewhere else. If I want to feel special, I come to the COMPANY NAME."

MANAGING PURCHASING

THE BAR EXPERTS

BAR & RESTAURANT CONSULTANTS

One of the largest roles of the manager's job is managing the operation of the XX. This includes the day-to-day operations, from ordering and receiving the product, to production, and final delivery of the product to the guest. As the manager, your role is to ensure the operations of the business are running smoothly, efficiently, and profitably.

Purchasing

Purchasing and receiving refers to products, both food and non-food, that are purchased for and delivered to your location. Tracking orders placed and orders received will help keep product costs down and in control.

Importance of Purchasing

The importance of purchasing has to do with one goal: To receive the right quality and quantity of product, at the right time, and at the right price.

Knowing the correct items to purchase for your menu offerings is crucial to your guest's satisfaction and to your food costs. While inferior products may result in lower guest satisfaction, ordering a higher quality product when not necessary will raise your total food cost. Many products come in multiple varieties and quality, and depending on what your finished product is, you need to know exactly what to order. Each XX is required to participate in our system wide Supplier purchasing program. You may not purchase anything from an unapproved supplier or vary from our required purchase items.

What to Purchase?

Each XX will have the specifications outlined for each menu item offered in the Master Order Guide and through your Supplier. Specifications include:

- Name of products used to make menu item.
- Grade/quality of each product.
- Other specifications of product (if necessary). For instance, thickness of meat.
- Packaging requirements.

How Much to Purchase?

To determine how much to order, you need to know the usage levels of your products. This is best done by conducting daily, weekly, and monthly inventories, doing sales foreteams, and knowing your sales/product mix.

The basic process for determining the quantity of product to purchase is:
Quantity Needed - Quantity on Hand = Quantity to Purchase

However, we go one step further. We highly recommend ordering enough product so that you have 2 to 3 days worth of inventory on the shelves at any one time. This method should reduce your expenditures, loss/waste, and make inventory, cleaning, receiving, etc. much easier. Stocking your XX with a sufficient supply of goods, and NOT overstocking, makes the products more valuable, less likely to be wasted or stolen and keeps more money in the bank.

The process for determining the quantity of product you should have on hand is:

AVG Daily Food Sales x 2.5 days/ 33% (Food Cost) =
Recommended Food Inventory On Hand

For Example:	**Avg. Daily Food Sales**	**= $4000**
	X 2.5 days	**= $10,000**
	X 33% (Food Cost)	**= $3300**

So, when this XX completed their inventory they should have approximately $3300 worth of food products in house. In most cases, any more would be excessive and any less may be insufficient.

When to Purchase?

This question is directly related to "how much to purchase," how often to order from the supplier, and the required freshness of the product. For quality sensitive items, you may order several times a week, while dry storage items you may order less frequently.

Depending on the shelf life of products and your storage capabilities, ordering less frequently could save you money on delivery costs.

You must also implement consistent order times to establish pars. For instance, if you order before lunch rush, you may not have taken into consideration the additional product usage if your pars were previously established at a different time of day.

From Whom to Purchase?

In many cases, the vendors for certain products will be required by the COMPANY. Failure to abide by those terms places your XX in default. The national contracts and required vendors are set up to guarantee pricing, product quality and efficiency. Buying outside of the required system defeats the entire purpose of a franchise system: buying power related to buying volume.

Additionally, you should contact the Supply Chain contact at COMPANY with issues and concerns related to any other COMPANY NAME required or recommended vendors.

To determine who to purchase from, consider the following:

- Required products and Vendors
- Provides the best value.
- Provides a quality product.
- Timely deliveries.
- Community/XX Promotion Involvement.
- Bulk orders to qualify for rebates. i.e. if you order your Finest Call Mixers for the bar from your Broadliner, the case price is reduced, plus it may help you reach your rebate threshold for the delivery.

Who places the order?

In a XX that is organized with section management positions, a number of different people may be placing the orders. For instance, the kitchen manager would be responsible for setting the par levels and ordering all food products used in the making of the menu items. The bar manager would be responsible for the par levels and ordering of all beverage and bar items. It is important that each manager knows his or her role in the ordering process.

Order Guide

So, how do you create an effective system for ordering goods and supplies? Many successful chains use an Order Guide. The COMPANY NAME Master Order Guide as well as the Supplier website contain a listing of all the products a XX uses. It is divided into separate sections such as meat, produce, cleaning supplies, paper, etc. The product listing in each section contains some or all of the following information:

Item Description. Descriptions should be kept brief but identifiable. The pack and size of the product is sometimes shown in the description as well. This helps the order preparer to identify the correct product when counting or receiving. Most operators use the description that is on the vendor's invoice.

Example: Beef-Bottom Round 4/14#avg

- **Pack and Size.** Some guides list the pack and size of a product in a separate column or line. The pack means the number of units in the case, box, or carton. The size describes the type of container or weight of the product. In the example above, it shows that bottom round is delivered in a container that has 4 pieces, each having an average weight of 14 pounds.

- **Purchase Unit.** The purchase unit represents the unit of measure on which the price is based. Some products are sold by the case and delivered by the case. However, items like meat, seafood, and some produce are sold by the pound, but delivered in cases or bulk.
- **Count Unit**. It is not always feasible to use the delivery or purchase unit when counting product for inventory and reorders. A good example would be stewed tomatoes that come packed with 6 #10 cans in each case. However, the cases are broken and the cans are stored on shelves. Counting the cans makes more sense than calculating the number of cases you have.
- **Price.** The price column or field in an order guide is used to show the current purchase.
- **Price** *(per purchase unit)* **of the item**. The price should be updated each time it changes. Keeping an updated price not only helps you to know the cost of a product; it also alerts you to verify that the price change is legitimate.
- **Vendor.** It is a good idea to show the preferred vendor for each product. Some order guides have enough space to show an alternate vendor as well.
- **Vendor Item Code**. Optionally, some order guides include the vendor's item code. This helps to ensure the correct product is ordered. Many products have similar names or descriptions and can sometimes be confusing. Alternatively, item codes can be included in the description line.
- **Par.** Par is usually referred to as the "build to" quantity to have on hand that will get you through until the next time you order. Establishing accurate par levels is critical to the ordering process. Par levels are set according to the counting unit for the product.

Unlike retail store inventory replenishment, which includes reorder points, minimum and maximum quantities, XXs use par level as both a build to number and a reorder point. The reasoning is that establishing exact build to levels for individual products is not always possible.

For instance, if you're like most operators, you probably order from your main distributor on Mondays and Thursdays for Tuesday and Friday delivery.

Let's assume that you carry stewed tomatoes in a #10 can size. However, you consistently use 3, never more than 4 cans, between Friday and Tuesday. Setting your par level to 4 cans ensures you'll have enough to meet demand.

However, in order to maintain favorable pricing, you al- ways order stewed tomatoes by the case, which has a quantity of 6 cans.

Therefore, if you have 2 cans on hand when you place your order, you won't be building to 4 cans, rather you'll order an entire case.

On the other hand, some products lend themselves to more exactness. Pre-portioned fresh fish fillets are often sold individually. Your supplier may allow you to order any quantity without regard to minimum packs, enabling you to order exactly the number of fillets to bring you up to the established par.

You may need to establish separate weekday pars and weekend pars, depending on the shelf life of the item and business volume.

Order History

Really effective order guides include as much order history as the form will allow. By seeing historical product usage, you can adjust your pars as needed. A minimum of 4 weeks history is necessary to get an accurate picture of product usage.

Purchasing Terminology

Prime Supplier	The supplier chosen by the operation to provide products of a specified quality for a specified length of time. The COMPANY system Prime Supplier is the **Broadliner** and you are contractually obligated to purchase most food items from your local partner.
Par System (inventory)	The normal quantity of purchase units of a product which should be available in inventory. For example, if par of seven cases of tomatoes should be in inventory and, if there are three available, four cases will be purchased to build inventory back to par.
Purchase Order	A document used to solicit and order from a supplier. Now, mostly completed online.
"Key" Items	A few products purchased by the XX that cost the largest percentage of money spent on all products.
Sales Mix or Product Mix	The number of each specific menu item sold, based on the total items sold. You can pull a "Product Mix" report from the POS system.
Safety Level (inventory)	The minimum quantity of a product that should always been available in storage.
Minimum Delivery Requirements	Some suppliers may not deliver, or charge additional delivery fees if purchases are lower than a minimum specified amount.

MANAGING RECEIVING

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Order Guide Categories

Your XX inventory is divided into sections that reflect the various cost of goods sold and expense categories listed on your Prime Cost Worksheet and P&L. Your online order guide will mimic your inventory categories, thus simplifying the design process.

Purchasing Methods

There are a variety of ways that you can place orders. Here are some of the most common.

- **Online Ordering** - Order placed over the Internet by accessing the website and selecting the items and amounts to order. This is the preferred method.
- **Guest Service Representative** - Order placed over the phone with a live guest service representative or voice mail message.
- **On-Site Sales Representative or Driver** - The vendor has a representative from their company visit the XX to take the order personally.
- **Standing Orders** - The vendor delivers a set amount of product on a schedule predetermined by the manager.

Receiving

Receiving is the process of taking food delivered into the operation. It involves unloading the product from a supplier's vehicle, inspecting and accepting or rejecting products, and labeling and storing products in a safe and timely manner. Following proper receiving guidelines is vital to ensure the correct quality of products have been delivered, and that the amount ordered, received, and paid for is accurately reflected on the invoice. Food Cost percentages suffer when orders are not properly received and/or receiving procedures are inadequate.

Receiving Terminology

Delivery Invoice	A form given to the XX during a delivery detailing the order received
Credit Memo	A document used to adjust information about the quantity received and prices of products received during delivery.

Importance of Receiving

After implementing your purchasing strategies, it is important to have an effective receiving process when items are delivered or you may compromise the quality of the products it took so much time to purchase correctly.

Receiving Process

There are several steps in the receiving process.

1. **Invoice & Purchase Order Comparison** - It is your job to verify what was ordered on the purchase order matches the invoice received at delivery.
    - Product Quantity (Weight) - Ensure the quantity on the invoice matches the purchase order.
    - Product Unit Price - Ensure the unit price matches what you have on the purchase order.
2. **Product Quality** - Confirm the product quality matches your product's specifications. For refrigerated or frozen items, check the internal temperature of the products when received.
    - Check the appearance - Are the products, packaging, and containers intact and in good condition? Always reject dented cans, watermarked packaging and frozen packages showing "freezer burn"- evidence of thawing and refreezing.
    - Check the weight on key items - Place an item on a scale and verify that the weight registered is the weight noted on the invoice. Do this with several items at least once a week.
    - Check the temperature of key items - Are frozen products at or below 0 degrees? Are chilled items at or below 41 degrees? Is the delivery truck at the proper temperature?
3. **Sign Delivery Invoice** - If everything meets your expectations, you will be expected to sign the invoice, accepting the order. If you are not satisfied with the product, follow the company's procedure for rejecting product and issue a credit memo.
4. **Product Storage** - Quickly move product to storage, especially refrigerated or frozen products.
    - Proper Rotation/FIFO - When storing product, make sure to rotate the oldest product to the front and place the newest product behind it. This way, you ensure that the oldest product is used first. Be sure to label and date all incoming items to ensure FIFO is possible.
    - Chemical Storage - Make sure chemicals are not stored over or around food.
    - Safe Storage - Make sure all CO_2 and helium tanks are chained.

MANAGING STORAGE

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Manager's Role in Receiving

Whether, as the manager, you are the actual person receiving the delivery or you delegate it to others, there are some responsibilities that you cannot delegate.

It is your job to:

- Develop and implement receiving policies and guidelines.
- Build relationships with the suppliers and inform the suppliers of your expectations and receiving process.
- Provide the necessary equipment for receiving and storing the products.
- Ensure employees responsible for receiving products are properly trained.
- Ensure vendors or delivery personnel are not allowed to be unsupervised during the delivery of an order.

Storage

This section is designed to help managers understand the proper procedures for transferring food from its original container and packaging to another, or for storing food that has been prepared or cooked. Storage areas include refrigerated storage (walk-ins and reach-ins), freezer storage, dry storage, and storage shelves in the prep area, cook's line, and front-of-the-house area.

The following food storage standards are to be followed at all times. If different, more stringent local or county ordinance from any government authority exists, that rule supersedes the guidelines outlined here.

Importance of Storage

Having well-organized and clean storage areas will assist in running an efficient operation. Employees should be able to easily locate the products that need to be used first, so they can quickly get back to preparing the product, and not wasting valuable time in the storage area. Storing products quickly (with Labels) is crucial to the quality of products, especially in the refrigerated and frozen storage areas. Cleaning/Organizing storage areas is a good task to delegate to others when you have established standards in place.

The Storage Process

There are three basic types of storage:

1. **Dry Storage** - This is for canned goods, grain products, and some beverage products. This area should maintain a temperature from 50 - 70°F with good air flow.

2. **Refrigerated Storage** - This is for items such as dairy, meat, produce, etc. This area must maintain a temperature less than 41°F with good air flow.
3. **Frozen Storage** - This is for all frozen items such as French fries, meats, seafood, etc. This area must maintain a temperature less than 0°F with good air flow.

Storage Tips

- Labeling shelves in the storage areas will assist in the efficiency of storing the products.
- Practice first in, first out (FIFO) by labeling products with dates of receipt. Marking products with date of receipt will assist with proper rotation of product.
- Location of the storage area is also to be considered. Having the storage areas close to the door, where they will be received, can assist in the storage process. But, be aware that if you have an employee theft issue, this is also an easier way to remove products from the location.
- Check temperatures of each storage area periodically. The quality and safety of your products are critically affected when the correct storage temperatures are not maintained.
- Keep units closed as much as possible to maintain appropriate temperatures.
- Storage areas must be kept clean and dry and shelves must be at least 6" off the ground and away from the wall. No product is to be placed on the floor.
- If you keep the product in the case, date the case. If you remove the product from the case, each can, bottle, or package must be dated.
- Never mix new products with old products.
- Store raw foods below ready-to-eat foods to prevent cross-contamination.
- Once the package has been opened, it must be tightly covered and relabeled.
- Be sure that internal and external thermometers in cold storage areas are calibrated/working.
- Do not overload the refrigerator or freezer and never block the airflow surrounding the compressors. This can cause the temperature to rise.
- Do not line metro or open shelving as air flow is important.
- Never fill containers all the way to the top. Always leave room.

Without proper purchasing, receiving and storage procedures, the XX runs the risk of poor product quality, dissatisfied guests, and increased food costs.

MANAGING FOOD PRODUCTION

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

It is your job as the XX manager to ensure your guests receive consistently high-quality food each time that they visit your establishment. With poor or inconsistent quality products, you run the risk of dissatisfying guests, which in turn will hurt your bottom line. In this section you will learn what you must do to ensure your employees produce and serve the high quality items to your guests with each order.

Quality Standards

The first step to providing a quality product is to know what is considered a high quality product. To do this, you must follow the COMPANY NAME standard production and service procedures for each menu item. This begins with purchasing the right food item, storing it properly, and finally preparing it.

For each menu item you need to know and follow the COMPANY NAME standards for:

- Ingredient specifications
- Proper storage procedures of ingredients
- Food preparation procedures (ZZ Master Plate Builds, Master Prep Sheets)
- Food holding requirements (if necessary)
- Service procedures

Employee Training

Product quality is directly related to the employees involved in producing and delivering the products to the guests. A proper training program and consistent delivery of training is the key to providing quality menu items to your guests every time.

Effective hands-on training, following the COMPANY NAME training program with a qualified trainer will ensure quality, reduce waste, and can increase guest satisfaction.

Standard training programs have been developed for each position within the XX and should be delivered by a qualified individual to present consistency to the training.

Equipment and Tools

A properly equipped kitchen with the tools and equipment to produce the menu items to standard is imperative. Be sure to abide by the required equipment, tools and smallwares specifications and remember that with kitchen equipment, tools and smallwares, cheaper is very rarely better. Also, it is important to train employees on how to properly and safely use the equipment provided.

Production Planning

A manager who knows how to properly plan production will have an easier time in providing quality products. When proper amounts of food are prepared at the proper time, you can achieve quality goals much easier. Without having to hold on to excess food, where time may compromise the quality of the food, you are able to maintain your standards.

To plan properly:

- Maintain sales histories of menu items in the Daily Prep Sheet.
- Estimate future guest counts and future item sales. Be sure to be aware of any special promotions, events or holidays.
- Update, print, and use the Daily Prep Sheet every day.

The Daily Prep Sheet will match food prep to estimated item sales. For items that can be prepared prior to being ordered, the use of the Daily Prep Sheet is a useful tool. Each communicates to the prep person what needs to be prepared, and helps the manager in foreteaming food prep amounts by listing what was sold and carried over.

MANAGING BEVERAGE PRODUCTION

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

A XX that offers alcoholic beverages to their guests takes on added responsibilities when providing these beverages to the public. From maintaining a license to serve alcohol, to purchasing product, and serving alcohol, there are many aspects you will be responsible for managing.

Beverage Purchasing

As the manager, you have a responsibility to create a beverage-purchasing plan to ensure uninterrupted supply of beverages. When developing this plan, you should be asking yourself:

- What bar products and supplies do you serve?
- What products are needed and how much? (Keeping the inventory amounts as low as possible without sacrificing the guest experience or selling out of any items.)
- What is the desired quality level of the products served?
- Who are the suppliers that provide the best value?
- How frequently do I need to place the order?
- Who will place the order?
- What level of inventory do I need on hand?
- What are the ways to maximize cost savings across all departments.

Beverage Storage

The basic principles to beverage storage are:

- Restrict access to the storage area to limit possible theft.
- Keep all beverage areas locked.
- Maintain the appropriate storing temperature.
- Minimize the amount of storage kept at the bar.

Have a designated person responsible for issuing additional product to the bar area.

Basic Storage Guidelines Issuing and Inventory

Beer	Store keg beer between 36°F and 38°F. Store canned and bottled beer at 38° or lower and rotate stock as it is delivered. Expiration dates on beer products should be monitored. Remember, a warm draft beer cooler will produce more foam.
Wine	Store bottled wine on its side. Store red wines at temperatures between 50°F and 70°F (and white wines/champagne if they are to be stored for a month or longer). Store white wine/champagne in refrigerators if they are to be used within a month of purchase between 36°F and 40°F.
Spirits	Store spirits in clean dry and well ventilated storage areas. Mark sealed cases with date of receipt for easy rotation. Avoid excessive heat in dry storage area.

It is necessary to put in place proper issuing and inventory procedures for your beverages. Controlling this part of the process can decrease the possibilities of loss and theft.

Beverage Service

Portion control of beverage menu items is critical to controlling your beverage costs. Standardized drink recipes with portions and glassware specifications are listed in the Bartender Drink Recipe's List. Remember: most of our liquor drinks come with a 1 1/4 ounce pour (a 5 second count), so when you see a bottle go up in the air, count to 5 – any more or less should have you investigating.

Conduct weekly pour tests to make sure your bartenders can hit their ounce marks regularly. You need to educate employees on proper portion control and monitor employees on the job to ensure that they are following your set specifications. See the EXACTO-POUR TEST in the Master Files for more information on pouring proper counts and weekly testing of staff.

Is shot consistency important? When liquor drinks are over-poured 1/4 ounce, bartenders cost an operation 6 drinks per bottle! If your establishment empties an average of only 8 bottles per night, that equates to over 17,500 drinks that didn't make their way to the bottom-line that year! That's a loss of over $100,000 per year gross and $80,000 per year PROFIT!

Alcohol Awareness

Alcohol awareness is a growing concern within the Hospitality Industry nationwide. By recognizing the "early" signs of intoxication, monitoring your guest's consumption, and treating them as you would a guest in your own home, you fulfill your responsibility and protect the guest.

Alcohol is a mood-altering drug. It may appear to be a stimulant, but it is actually a depressant, limiting bodily functions. Only the passage of time rids the body of the effects of alcohol.

Responsible managers are aware of the progressive affects of alcohol and alert to the signs of over- indulgence. Although any one particular behavior may not indicate intoxication, a combination of several behaviors is a definite warning signal.

Intoxication vs. Impairment

Impairment and intoxication is not the same thing. Impairment starts at the first drink. Intoxication is the point where a person's intake of alcohol affects their ability to perform appropriately.

Checking Ids

Serving alcohol to a minor can have very serious consequences. In fact, we require checking the ID of any patron who appears to be under 35. In some cases, you could even be held accountable for serving someone with a fake ID, so be careful. Be sure to read, know and follow all local regulations regarding the responsible service of alcohol.

Look for state seals or holograms.

- Look for any alterations, such as a cut around year of birth, or typesets that don't match.
- Make sure it's not someone else's ID.
- Carefully examine the picture/description to make sure it matches the person using it.
- Look for groups that "pool" cash to an older person in the party.

In most states, an acceptable ID is:

- A valid state driver's license or a valid state identification for non-drivers.
- A valid passport.
- A valid United States Uniformed Service Identification (your employer should provide you with an example).
- All IDs should have a picture, signature, birth date, and description. Expired IDs are not valid.

Service Guidelines

- Before serving a guest, determine his or her condition.
- If you think a guest is already intoxicated, offer snacks and get them a menu quickly.
- Keep track of drinks served. The service order is a ready reference of how many drinks each person consumed.
- Watch for changes in the guest's behavior. Don't hesitate to decline further service, if you think the guest is becoming intoxicated.
- Don't serve. If you have any doubts about a guest's condition, refuse service.

Intoxication Indicators

- Ordering more than one drink at a time.
- Buying drinks for others.
- Concentration problems, losing train of thought (especially when ordering).
- Drinking very fast.
- Careless with money on the bar, or can't pick up change.
- Complaining about drink strength, preparation, or prices.
- Overly friendly with guests or employees.
- Loud behavior: talking or laughing and annoying other patrons or making too many comments about others in the establishment.
- Remaining very quiet, detached from others, continually drinking.
- Mood swings: happy to sad, or vice versa.
- Use of foul language.
- Lighting the wrong end of a cigarette.

Dealing with Intoxicated Patrons

If you notice someone appears to be intoxicated:

- Do not offer alcohol.
- Refill water, non-alcoholic beverages, and bread.
- Offer dessert.
- Have your servers alert you immediately. You should arrange for a safe ride home for the guest or refuse service.

Refusal of Service

Despite our best efforts and our responsible service of alcohol, there are times when we are legally bound to refuse alcohol service to our guests. You will be responsible for refusing service to our guests when necessary. A manager will have the final say on when to refuse service. When asked to approach the guest to refuse service, always be kind, discreet and respectful. Our main concern at that point is to ensure the safety of the guest as well as the general public.

Here is how we refuse service:

- When refusing service to a guest (or "cutting them off") first notify a Manager and your fellow security staff. Then keep it discreet and NEVER make it personal. Never say, "I think you've had too much to drink so I'm cutting you off." Instead say, "We're sorry, but the XX will not be able to serve you another bar drink. Can I get you a soda or coffee?" **Never give your reasons for this decision, even when asked.** You will give the guest an opportunity to argue your logic and evidence. Just repeat yourself, "I'm sorry, the XX will not be able to serve you another alcoholic beverage."
- Cutting off means for the rest of the day. No exceptions.
- Only make one attempt to discreetly "cut off" a guest. By law in most states, a "cut-off" guest must leave the premises within 30 minutes.
- By law we must try to secure safe passage to any intoxicated guest. Offer to call a cab or one of their friends to drive them.
- If the guest is not cooperative, angry, potentially dangerous and/or is unwilling to follow our policies, you should say in a calm manner, "You have been refused service and we are asking you to leave."
- If they are still uncooperative, tell them, "You've been refused service. You are on private property and we've asked you to leave. You are now trespassing on private property; if you do not leave we will be forced to call the police." Ask another staff member to call the police and politely stand by the guest until they've departed. Unless absolutely necessary, never physically touch a guest.
- Ask guests to pay their bill before leaving. Never physically restrain a guest. Never raise your voice or demand payment. Just repeat yourself several times, "All we can do is ask you to pay your bill". If the guest departs without paying, write down their physical description, vehicle description and license plate number. Inform the manger who will call the police.
- By law in most states, you are required to call the police (you can call the non-emergency number) if you witness an intoxicated person getting in their car and driving off. Be sure to have a description of the vehicle, person and direction they were heading.
- Politely refuse entry to any intoxicated or unstable guests. By law, we cannot legally admit any intoxicated guests into our XX.

Fill out the Alcohol Incident Report any time someone is refused service, refused entry, someone try's to use an expired or fake ID, when alternate transportation is offered/accepted, or any other alcohol related incidents no matter how small. This is crucial and can protect both you and the XX in the event of legal issues. Written documentation far outweighs your verbal statements in court. Keep the Alcohol Incident Reports for at least 6 years on file.

Special Note: Always escort troublesome guests all the way out of the XX and stand in the parking lot until they physically have left the property. You want to confirm the guests have departed and are not preparing to re-enter the XX.

Alcohol Basics

- Your staff's role is to: Observe, Monitor and Report.
- Your role is to: Confirm, Confront and Resolve.
- Document all incidents in the Alcohol Incident Report form. Always fill out the appropriate paperwork and keep it filed for a minimum of 6 years.
- Always card anyone who looks under 30. When in doubt, card! It is YOUR responsibility. Card for Cigarettes/Cigars as well.
- A valid, location approved form of ID must be present for alcohol service.
- Signs of over-consumption are: slurred or impaired speech, trouble counting money, impaired gait, getting loud, getting withdrawn, raucous or inappropriate behavior, etc. Notify a manager if you notice any of these signs.
- Use all your resources to determine a guest's well being. If another guest informs you that a guest seems to have had too much to drink, investigate further. Sometimes your other guests can be a huge source of information.
- No doubles are served at last call.
- Team members are prohibited from drinking alcohol with or purchased by guests while on duty.
- Your XX has a Designated Driver program. Any guest who identifies himself/herself to a manager, as a "Designated Driver" is to receive a complimentary non-alcoholic beverage including: Fountain Drinks, Iced Tea, Coffee and Hot Tea.
- The law prohibits the sale of alcohol to minors or someone who appears intoxicated or under the influence of drugs. YOU are responsible.
- Never try to take a drink out of a guest's hand. If you have refused them service, you cannot be held liable if they will not return a drink. Notify a manager.

- Team members, whether on duty or off, are never allowed to sit at the Bar Top. Also, no staff member is allowed to order directly from a bartender. You must order through a server. No employees are allowed to “open a tab” with the bartenders.

- Call a cab or, whenever possible, arrange for transportation for impaired guests.

MANAGING INVENTORY

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

The main purpose of an inventory count is to determine the value of the cost of goods sold and of the XX's stock on hand. Having organized handling methods and accurate counts will assist in maintaining an optimum level of stock and identify the deficiencies related to overstocking, low turnover, and expired product.

An inventory is the accurate count of the goods and products that are managed in the XX.

Good inventory management is essential to preserve our quality products. Inventory management and control begins with product reception (raw materials, ingredients, and/or final products), appropriate storage, adequate turnover, and product preparation.

Benefits of a Good Inventory

- Knowledge of actual stock of every product, utensil, and packaging
- Appropriate product turnover management
- Minimal disposal of product
- Waste/Theft/Loss prevention
- Inventory based on sales volume
- Food and paper cost is reduced
- Control over XX costs and expenses

Risks of a Bad Inventory

- Real stocks that do not match with computer report
- Loss, deterioration, or expiration of products
- Increase in operations cost of XX
- Increase in XX expenses
- Low XX profitability

Inventory Classification

Inventories are classified into daily and weekly. The following are considerations when taking inventories.

Daily Inventory

The daily inventory is a physical count taken on a daily basis after closing hours of the XX. These counts will include “key” items that have the most impact on food cost. You should use the Running Inventory Sheets in the Prime Cost Workbook for this task.

Weekly Inventory

A weekly inventory is a physical count taken at the end of the workweek. On average, a restaurant that conducts a weekly inventory and Prime Cost will run 2-5% lower costs as opposed to a monthly count. This is a result of quickly learning if there are issues with products, loss/theft, etc., and being able to react much more quickly. It’s usually done at the end of business on Sunday night or early Monday morning. It includes all cost tracking products such as: food, beverage, paper, bar consumables, cleaning supplies, XX supplies, etc.

Inventory Considerations

It is necessary that the following points be taken into account to facilitate inventory counts:

- Locate, order, and classify products according to specifications, nature, properties, and variety.
- The shelves in the storage areas must be labeled in order to have a standard reference for product location.
- Use a calibrated scale that is in good condition to conduct inventory of the products that are managed by weight.
- There should be good lighting in the storage areas.
- Personnel with storage area access should be properly trained to use one container of the same product at a time to avoid keeping multiple containers of the same product open at the same time.
- The same person should do the inventory each time. That person will be familiar with the process and provide a more consistent count more quickly.
- Conduct the inventory in the same order each time. This will limit the chance of skipping or over-looking something.

Inventory Process

You conduct an inventory so that you know what to order. To calculate the number of items to order, you will need to know the following:

- What the build to par level of each item is. This number will come from your historical and sales foreteaming numbers.

- You will need to know your current inventory on-hand. You will conduct a physical inventory count of the items selected for inventory to come up with this number.
- Number needed to order. This number consists of the par level minus the inventory on-hand.

Par - On-hand Inventory = Amount to Order

Special Note: Managers who guess, or just “eyeball” their inventory prior to ordering are more likely to sell out of items, run higher food/beverage costs and have more loss/theft/waste.

Reduce Time and Maintain Accuracy of Inventories

Most independent XXs calculate their food cost only once a month. Yet, virtually all the major chain XXs calculate their food cost each week. According to industry averages, chain XXs (before corporate expenses) are two to three times as profitable as independent XXs. While weekly food costing isn’t the entire reason, it’s part of it. (Remember the 2-5% decrease in costs if done weekly)

In order to calculate your cost weekly, you’ll need to take accurate inventories weekly as well.

However, taking weekly inventories doesn’t mean you have to spend half the night to do it. Here are a few tips to help you take inventory quickly. Properly applied, these principals will help you to be more accurate and should reduce the time spent counting your inventory to under two hours.

Get Organized

It is virtually impossible to take an accurate inventory when the stock room or walk-in is in disarray. Be sure all store rooms, shelves, and refrigeration units are organized and clean. Product should be easy to see and count. Labels should be used for hard to identify product. Don’t put items in incorrectly marked boxes or containers.

Count It on Sunday Night or Monday Morning

Most XXs are open 7 days a week. A natural tracking period is from Monday to Sunday. Also, inventory levels will be at there lowest on Sunday evening.

Separate Your Inventory into Groups

Group your inventory into cost categories such as meat, seafood, produce, dairy, or grocery. This will make it easy for cost calculations and help to organize your inventory. Grouping your inventory also makes it easier to zero in on cost control problems. Your Prime Cost Workbook is set up this way.

Arrange Items in Alphabetical Order

Some managers advocate arranging items on the inventory sheets in the order that they count the inventory. However, many XXs must constantly rearrange walk-in coolers and storage areas due to space limitations; thus arranging inventory in this manner often requires constant change. Try Arranging the Items in Alphabetical Order Under Each Group. It will make it easy to find the item by simply turning to the pages for a particular group, and then searching the page alphabetically for the item.

Use Two People for Taking Inventory

One counts and the other records. The one recording is also an extra pair of eyes so that something isn't overlooked. Be sure the assistant is not directly accountable for the inventory. They have the opportunity to fudge the numbers to cover loss or theft.

Paint Your XX

As you would if painting the XX, always conduct inventories by starting at one end of the building and counting everything in a continuous order. This practice will help ensure that nothing gets skipped.

Jumping from one area of the XX to another, and back again, will almost certainly cause you to miss something. It is much easier to flip to the proper page several times for a particular item, rather than try and visit all the places that item may be stored.

Keep Counted Areas Off Limits

Some kitchen managers like to get a head start on the inventory counting process. This approach is fine, as long as counted product isn't subsequently sold that same day.

Once you have counted an area, make sure nobody removes or adds product to that area. For instance, you have already counted the freezer, but then later, find out that the cook needs another case of frozen hamburger patties that you have already counted.

Be sure you adjust your count before putting them into production.

Otherwise, that case will end up in an area that you have not yet counted and thus will end up being double counted.

Smallwares

The approved smallwares are listed with the product description, brand name(s) and/or product code numbers (for identification purposes) in the ZZ Master Smallwares List. We may amend this list from time to time. For convenience, we has compiled a "start-up order" that includes all smallwares required for a XX opening. Contact COMPANY for an up-to-date list.

You should order all items contained in the standard smallwares combo pack start-up order at least 6 weeks before your target opening date. COMPANY will not begin training unless your smallwares are on site and ready for use. Most of the smallwares and all of the combo packs on the lists are available through Supplier. You may purchase smallwares from any supplier provided the items are of appropriate commercial grade and suitable for food use. Be sure to order the COMPANY smallwares that are specific to our XXs. (Libby Glassware, Wire Baskets, Clipper 5 compartment Table Caddies, etc.)

Furniture, Fixtures & Equipment

A list of the approved furniture, fixtures and equipment (FF&E) you will use to operate your XX is found in the Design's Guidelines Manual and is available upon request from the COMPANY construction department. The approved items are listed by category with the item description, quantity, supplier, manufacturer and model numbers (for identification purposes). We may amend this list from time to time. Be sure to strictly adhere to the specifications on all FF&E items as even small variances may cause issues/problems down the line.

At this time, there are two primary FF&E distributors used by the COMPANY NAME system. Both are familiar with our equipment specifications and have been selling and providing service to the system. XXs may order any approved FF&E items from any supplier. For your convenience, a list of the various suppliers who currently sell and provide FF&E and services to the system, including the two primary FF&E distributors is available from the construction department.

The ZZ Architect should modify the standard equipment plan to reflect any changes required by local codes. Standard awnings and signage are also specified and may be modified to fit local codes when approved by COMPANY. To maintain a consistent quality level system wide, we have approved certain suppliers who are currently licensed to manufacture awnings and signage with our trademarks.

Logo-Imprinted Products

Currently, our logo-imprinted products are available only from specified suppliers. Besides the logo-imprinted paper products used by guests in your XX (bags, coasters and to-go containers), the logo- imprinted products include printed menus, posters, certain decor items, uniforms, retail and marketing materials. We must license any supplier who imprints our logos. We currently have a limited number of suppliers who are approved and licensed to imprint our logos. Failure to receive written permission from COMPANY to use any copyrighted materials or logos is copyright infringement and a serious violation.

Uniforms

There are selected costume suppliers used by the COMPANY NAME system. They are licensed to imprint our logos and designs. A list of the approved uniform specifications and order guides are found on the corporate portal on TheBarExperts.com. The approved items are listed by category with the item description, color and size available. The manager uniform consists of Black or Khaki pants, black or brown non-slip shoes and COMPANY approved Manager Shirts purchased only from the required vendor. We may amend this list from time to time. Printing the COMPANY NAME Logo without permission is prohibited.

Trade Dress

A list of the approved trade dress specifications-posters, certain decor items and window graphics is available for your use and reference. Please contact our construction department for a copy of our Design Guidelines book. We may amend this list from time to time.

Miscellaneous

Office Supplies

You may purchase the products that you need for your back office from any supplier. You must obtain an MSDS sheet for any products that OSHA classifies as hazardous, such as whiteout, from your sup- plier. For your convenience, we do have a list of suggested office supplies and we recommend that you set up an account with an office supply store. The list of office supplies is found in the XX Master Files. You must have an office computer, printer, fax, copier with Microsoft Office Installed (Word, Excel, PowerPoint). You may not use your POS fileserver as your office computer.

MANAGING CASH

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

The basics to controlling your cash begins with knowing the correct amount the guest owes, collecting the correct amount of money, and securing these funds until they are deposited.

The threats against your revenue collection can come from dishonest guests. That is why it is important that your employees know the procedures for collecting funds, and watching out for potential issues. But, be aware that guests are not the only threat to your cash. Inside employees pose a greater threat. Employees can work individually or as a group, and it is your job to spot potential threats and to put controls in place to deter these kinds of actions.

Components of a Cash Management System

Charging the Guest

To ensure there is no confusion for the guest as to what is charged and owed, follow these standards:

- Menus clearly state the correct prices, and guests are informed of any additional item prices prior to placing their order.
- Numbered guests' checks are printed legibly from our POS system. One copy is given to the guest, and at least one copy is retained by the XX.
- Menu items and number of menu items must be clearly stated on the check.
- Guest checks clearly state whether tips or service charges have been included in the total.
- Check presented to guest prior to accepting payment.
- Give guest enough time to review the check prior to paying.
- Management addresses any unresolved disputes.

Safeguarding the Funds

Once you have collected the correct amount of money, it has to be kept in a secure place, until it is deposited in your bank. Failure to follow our cash policies could result in termination.

- Keep money in a real safe with a combination lock that a minimum number of people have access to until it is deposited. Do not take the money anywhere except the bank.
- Verify the amount of money in the safe, identifying the total amount of money received from the servers, bartenders, cashiers and bank bags and log in the Manager Bank Log form.
- Protect your deposits. Make bank deposits as often as possible. Establish written policies for completing bank deposits and reconciliations. Review and reconcile all bank deposits and checking statements received from the bank.

Threats to Cash Management

The Dishonest Guest

Walker -This is a guest that orders food but leaves before paying. Deter the walker by presenting the check promptly upon serving the guest their last ordered item. When guests are mobile (no longer sitting at a table or the bar) we highly recommend holding a credit card or asking the guests to pay per round. Encourage servers to monitor the checks that have been delivered to their guests. Monitor remote exits that could allow guests to easily leave. Schedule appropriately for the number of people in the XX. We highly recommend bartenders asking guests for a credit card to hold a tab open, especially during busy times.

Note: Charging a staff member for a walk-out or drawer shortage is prohibited. However, you may discipline and/or terminate.

Counterfeit Money - Look at the money you receive. Compare a suspect note with a genuine note of the same denomination and series, paying attention to the quality of printing and paper characteristics. Look for differences, not similarities.

Other Detection Methods

- Feel the paper - Real money should feel crispy and substantial in a new bill and soft in a worn bill. Counterfeit money will feel lighter and floppier than in a genuine bill.
- Feel and observe the print - Real print in some areas is raised in a pronounced way. You can feel it. Counterfeit print is flat in all areas.
- Detection pens - use special highlighting pens that will mark the bill when counterfeit.

Credit/Debit Card Fraud - Fraudulent use of cards can be reduced if personnel are trained to use one or more of the following procedures:

- Examine the card for signs of obvious alteration.
- Verify the card's expiration date.
- Refuse to accept the card if it is not signed.
- If necessary, ask for the guest's driver's license to confirm that the person presenting the card is the individual named on the card.
- Ask for ID if a cards magnetic strip does not work. Manual entry of credit cards costs the XX more to process and encounter higher risks of fraud.

Reducing guest and employee fraud requires constant management attentiveness. If cash management systems are well designed, these types of fraud can be greatly reduced. By properly instituting strict cash controls, you will limit the possibility of improper cash handling and fraud.

COMPANY Loss/Theft Prevention Program

Our detailed program for eliminating and reducing loss and theft was created with our operators in mind and with your help. A copy of the program is listed in the Operations & Systems Manual.

DAILY OPERATIONS

THE BAR EXPERTS

BAR & RESTAURANT CONSULTANTS

Opening, Shift Change, and Closing Procedures at a XX are very important. If handled right, they set the pace for smooth operations. Make sure your employees are familiar with the tasks that they will be performing during their shift.

Using the Opening, Shift Change and Closing Procedures Checklists will help each of your managers know, understand and complete the expectations of their shift. These checklists are writable for you to customize to perfectly fit your XX.

They are helpful in organizing tasks/responsibilities and ensuring critical operational components don't fall through the cracks. With consistent checklist use, your team can be proactive instead of reactive.

Keep the following in mind to make open, shift change, and close run smoothly.

- Guest needs are always the first priority. This means organizing employees so that they are flexible and ready to help out, as needed.
- Always use the same pre-shift checklist.
- Position employees so that main position areas are adequately staffed. Put your aces in their places.
- Prepare for the next "day part" by assigning specific sidework for each position.

Successful management of each of these activities depends on the following:

- Coordination of people, equipment, and products.
- Planned and organized routines.
- Careful shift planning.
- Shift-to-shift communication.

Opening

A good opening is crucial. Schedule your most reliable people for your opening team, since it's important to get the XX off to a good start. Be sure your team follows a consistent fire-up schedule and an opening checklist. Use the Managers Opening Checklist to avoid missing critical items and be sure to fill out the Daily Planning Guide thoroughly.

Shift Change

Shift change can be a busy time. Be sure to start planning for it a few hours before. Plan to have your best people in place to help the transition go smoothly. Stock all stations at the beginning of the change to cover the transition time. Use the Managers Shift Change Checklist to avoid missing critical items.

Closing

A good closing makes for a smoother opening the next day. All positions "close to open". It is important for the closing team to make sure that all equipment is clean and in position for opening and that the XX is spotless. If possible, perform pre-close activities to reduce the time necessary for closing. However, never give the guests the impression that the XX is preparing to close. Never stack chairs on tables until the last guest has departed. Use the Managers Closing Checklist to avoid missing critical items.

Opening Responsibilities

The opening manager must make sure that the XX is ready to open for business. The manager is also responsible for organizing staff, assigning their duties, and overseeing their actions.

- Direct the front-of-the-house and back-of-the-house staff to prepare for opening.
- Make sure that equipment is positioned and started up properly. You may want to establish a checklist to make sure follow-up on these responsibilities is done on a timely basis.
- Make sure that there are adequate stock levels of all products for the day.
- Check to see if there are any messages from the closing manager.
- Report any problems regarding how the closing team did the previous night in the communication log.
- Shift plans, table assignments, and the Daily Planning Guide should be prepared and posted prior to the employees clocking in.

Administrative Duties

Administrative duties are a responsibility of the opening shift manager. Your duties may include the following.

- Verifying safe and tills.
- Run necessary reports.
- Verify the credit card batch was settled.
- Take an inventory of the daily inventory items.
- Verify and edit the previous day's employee time and attendance punches.
- Set up the opening tills.
- Preparing the Daily Planning Guide

The Daily Planning Guide is a useful tool for all of your staff. This tool is designed to assist you in communicating the days "Must Know" information to your hourly team members. Be sure to fill it out completely and make a copy for your Hosts, Bartenders and Servers (3 minimum). Make sure the information is helpful and pertinent to the days business.

Prior to Opening

- Just before you unlock the doors, make sure that everything is in place to provide a quality dining experience for your guests.
- Be sure to let all employees into the XX and check that all scheduled employees have reported to work. Print out the “Employees Clocked In” report from the POS. The same report is also helpful in making your station/table map for the day.
- Check that the staff are appropriately dressed and neatly groomed. Make sure that they meet appearance standards.
- Check all stations.
- Make sure that the dining room, lobby, and restrooms are clean, sanitized, and stocked.
- Turn on the PCmusic system, televisions and appropriate lighting.
- Make sure production levels have been established.

Shift Change Responsibilities

The manager’s attention to on-the-floor activity is most important during the shift change. Expectations and standards need to be set and communicated to each employee. After the XX is open and running smoothly for the day, you should take some time to think about what you’ll need to do during shift change. Use the Managers Shift Change Checklist - it’s in a writable format for you to modify to fit your XX. Review it to be sure that all of the tasks are being addressed. The transition will go more smoothly if the manager is on the floor at all times during this period. Remain on the floor throughout transition.

Closing Responsibilities

A good closing is critical to ensure that all equipment is clean and sanitized and administrative tasks are properly performed. A properly closed XX is much easier to open the next day. Your keys to success are the Managers Closing Checklist and an organized routine.

- The closing manager must make sure that the XX is ready for the next day’s operation. We “close to open”.
- In addition to performing administrative duties, the manager is responsible for organizing employees, assigning sidework, and overseeing their actions. Set expectations for cleanliness and guidelines for completing cleaning tasks while staying focused on quality service.

- During the evening, provide quality service to your guests while performing as many closing activities as is practical.
- Guests must not get the impression that the COMPANY NAME is about to close, but you can shorten your closing time by performing tasks early, as business allows.
- At closing, you run the greatest risk of robbery, so proper security procedures must be followed.
- Properly document all items in the Manager Log Book.

Prior to Closing

- Remove any unnecessary cash drawers from the service areas.
- Initiate and supervise pre-closing activities.
- Verify and edit the day's employee time and attendance punches.

Closing

As with all shifts, the closing shift manager may have administrative duties to complete.

- Lock all doors.
- Check the dining room, bathrooms and lobby for guests.
- As soon as the remaining guests finish drinking or eating, assist them in exiting the XX.
- Turn off the outside lights, and signs.
- Oversee equipment shutdown and cleaning.
- Make sure that the cash drawers are counted and put away, and complete any other administrative tasks that you may have. Never count money at night unless the doors are locked and only employees remain in the building.
- Your duties may include the following: settling the credit card batch, counting cash drawers and placing all money in the safe. Make sure the safe is locked. Taking inventory of items. Recording waste.
- Checking employee clock ins and outs (Edit Punches).
- Filling out Manager Log Book.
- Check all doors and leave with employees through a well-lit exit in the front of the COMPANY NAME near where the cars are parked.

By properly executing opening, shift change, and closing shifts, your COMPANY NAME's operation will run more efficiently while maintaining exceptional guest service.

MANAGING SANITATION

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Of all the jobs the manager is responsible for, no job is as important as managing food service sanitation and safety. The manager has an obligation to protect the health and well being of the guests and employees who spend time in the COMPANY NAME and consume the products served.

Several sanitation and safety concerns that directly involve the COMPANY NAME manager include:

- Recognizing that there is always a possibility that a sanitation and safety problem could occur in his or her XX.
- Learning the basic sanitation and safety practices.
- Training employees in these procedures and supervising them on the job.
- Provide your employees the proper tools and equipment to do their jobs safely.

Successful management of each of these activities depends on the following:

- Coordination of people, equipment, and products.
- Planned and organized routines.
- Careful shift planning.
- Shift-to-shift communication.

Managing Food Service Sanitation

What is Food Service Sanitation?

This section will cover the importance of food service sanitation and safety procedures. All COMPANY NAME's must take the necessary steps to help ensure that the food they serve is safe. The first step is the education for employees regarding the company's policies and procedures in regard to sanitation and safety.

At every step in the flow of food through the COMPANY NAME, from receiving through final service, employees can contaminate food and cause guests to become ill. Good personal hygiene is a critical protective measure against food borne illness because:

- Cleanliness reflects our commitment to our guests.
- Cleanliness tells guests and employees alike that we believe in high quality.
- Clean surroundings help insure that guests keep coming back.
- A safe and healthy environment helps attract high quality employees.
- Employees take pride in a clean XX.

ServSafe® Program

The National Restaurant Association Educational Foundation (NRAEF) has a comprehensive food safety course that is offered to Food Service operators and employees, called ServSafe®. This program is an essential, and in some organizations required, tool for training managers regarding safe food handling practices. More information can be found at www.nraef.org.

Health Inspection Process

Self-inspections should be run periodically to maintain a well-managed COMPANY NAME, in addition to regular inspections performed by the local health department. The higher your standards are, the more likely you are to do better on you health inspections.

Health inspectors will use the local health code to conduct their inspection. Keeping a current copy of the local code at the XX for your review can assist in setting the standards of your COMPANY NAME.

Frequency will vary depending on your area, type of establishment, or food served. In most cases, inspectors will arrive with little or no notice. The inspector will announce himself or herself and ask for the manager-on-duty. After the inspection, the inspector will discuss the results and the score.

When an inspector arrives, your tasks are:

- Ask for identification.
- Cooperate with the inspector and instruct employees to do the same.
- Take notes as you accompany the inspector. If there is an issue that can be corrected immediately, do so.
- Be professional at all times. Do not offer an inspector any items, even drinks or food, as it may be viewed as bribery.
- Be prepared to provide records requested by inspector.
- At the review of the results, discuss plans and time frames for correction with inspector.
- Keep copies of all Health Inspections filed on the premises for 6 years.

Correct all issues, determine why each problem occurred by evaluating each procedure and establish new or revise existing processes to correct the issue.

HACCP-Based Inspections

In some jurisdictions, health departments conduct HACCP-based inspections, which focus on the flow of food. Inspectors will observe the way a XX receives, stores, prepares, cooks, holds, cools, reheats, and serves food, and assess whether the critical control points identified are actually in control.

Personnel Sanitation

Everyone in the COMPANY NAME handles food and interacts with guests. That's why it is so important that every employee follows a high standard of personal hygiene.

A proper food handler will:

- Follow hand-washing policy.
- Maintain personal cleanliness and avoid unsanitary habits and actions.
- Wear clean and appropriate uniforms and follow dress codes.
- Maintain good health/Report illnesses.
- Not come into work sick, cough or sneeze on food, or touch wounds and then touch food.

Hand Washing

To prevent food borne illness food handlers must wash their hands immediately after using the restroom, in-between tasks, or any time their hands become dirty.

Make sure employees ALWAYS wash hands BEFORE:

- Starting work each day and handling food.

Also, employees MUST wash hands AFTER the following activities:

- Using the rest room, touching hair/nose/face, taking out the garbage or taking a break.
- Sneezing, coughing, or blowing their nose.
- Handling raw food (before and after).
- Handling dirty dishes, equipment, or utensils.
- Smoking, eating, drinking, or chewing gum or tobacco.
- Handling chemicals that might affect food.
- Touching clothing, apron or any other soiled material or surface.
- Clearing tables or cleaning the dining room.

Hand Washing Steps

Step 1	Wet your hands with running water as hot as you can comfortably stand (at least 100ºF [38ºC]).
Step 2	Apply soap. Apply enough soap to build up a good lather.
Step 3	Vigorously scrub hands and arms for at least twenty seconds. Lather well beyond the wrists, including exposed portions of the arms.
Step 4	Clean under fingernails and between fingers.
Step 5	Rinse thoroughly under running water. Turn off the faucet using a single use paper towel if available.
Step 6	Dry hands and arms. Use single use paper towels. Never use aprons or wiping cloths to dry hands after washing.

Work Area (Food Handling)

Food Contact Surfaces

Tabletops, cutting boards, refrigerator shelving, slicing machines, mixing machines, blenders, etc. All these must be regularly cleaned; especially the cutting boards. Surfaces should be smooth, clean, and in good repair. Cleaning only removes the surface dirt and contamination and MUST be followed by sanitizing the object with the proper chemical, either chlorine, quaternary, or iodine based. Chlorine is indicated for wipe-down tasks and iodine or quaternary ammonia products are indicated for equipment soaking like cutting boards which are work surfaces that must be constantly cleaned and sanitized to kill developing bacteria. Preparing chicken for roasting on a cutting board and then cutting up lettuce without sanitizing the board could produce salmonella poisoning in persons eating the salad due to cross-contamination.

Small Tools and Knives

The same dangers apply here as that they are essentially food contact surfaces. Utensils and knives should be cleaned and sanitized after each task. If utensils are used continuously, they should be cleaned and sanitized every four hours.

Floor

The floor is contaminated and no food products of any type should come in contact with it. Likewise, the same applies with your hands and if you pick something up off the floor, wash your hands!

Hand Sinks

They should have soap dispensers mounted over them and you should use them often. Dry your hands with disposable paper towels, it does no good to wash your hands and then dry them with a contaminated rag!

Garbage Containers & Airborne Bacteria

Waste food material should be disposed of in clean garbage containers, which have snug fitting lids. In tropical areas, the danger of "airborne" bacteria's infecting food products is much greater than in the temperate areas. Therefore, it is very important to utilize these containers, and to make sure that the lids are in place at all times. This will also serve to help reduce the attraction of flies to the workplace. Cans should be cleaned and disinfected inside and outside daily.

Produce

All produce entering the working refrigerators must be rewashed to remove dirt and bacteria. Spoiled foods when encountered must be disposed of and logged on the Waste Tracking Sheet.

Wrapping and Storage

All food going into refrigerators needs to be wrapped and labeled to prevent contamination and to preserve quality. Many perishable items like fish and meat will dry out in the refrigerator environment if not sealed with the wrapping material. Plastic cling film is the best kind of wrapping material to use.

Side Towels

Your side towels should be kept dry and clean and not be used for wiping down work areas and surfaces. For this, each area should have assigned to it a plastic bucket that contains a sanitize solution to sanitize the towels used to wipe down food contact surfaces. Using clean side towels to handle hot equipment, and using towels that have soaked in a sanitizing solution, to clean up food work surfaces will greatly reduce the possibility of cross contamination.

Hazards to Food Safety

Biological Hazards

The prevailing hazard to food safety are pathogens. This includes bacteria, viruses, parasites and fungi. Certain plants, mushrooms, and seafood that carry toxins are included in this group.

The following prevention measure can prevent food from becoming unsafe;

- Controlling time and temperature.
- Preventing cross contamination.
- Good personal hygiene
- Using only approved and reputable suppliers.

Chemical Hazards

Food service chemicals include sanitizers, polishes, machine lubricants, cleaners and toxic metals that can leach into food from cookware. Chemicals can easily contaminate food if they are stored or used improperly.

- Store chemicals away from food, utensils, and equipment.
- Follow manufacturers' directions for use.
- Label all chemical containers.
- Be careful when using chemicals around food.

Physical Hazards

Foreign objects such as hair, bandages, dirt, metal staples, and broken glass are a danger to food safety. Naturally occurring objects, like fish bones, are also physical hazards. Closely inspect all the food received to make assure there are no physical contaminants. Properly cover and store all food to make sure that no contaminants can get into food.

Cross Contamination

Always wrap or cover food.

If raw and ready to eat food must be stored together, store from top to bot- tom in the following order:

- Ready to eat food
- Seafood
- Whole cuts of beef and pork
- Ground meat and ground seafood
- Whole and ground poultry

This order is based on the minimal internal cooking temperature of each food and will prevent juices from dripping on ready to eat foods.

THE DANGER ZONE--Temperature Awareness

There are critical food temperature levels that are involved in handling food and are important in con- trolling food contamination and spoilage. It is your responsibility to monitor and correct any and all food related controls and safety procedures. Complete temperature checks every 4 hours at a minimum to ensure proper parameters are met.

Pathogens grow well in the temperature danger zone between 41°and 135°. However, they grow the fastest between 70° and 125°. Food must pass through this range quickly to reduce pathogen growth. Therefore, when cooling foods they must cool from 135° to 70° within two hours. Then it can cool to below 41° in the next four hours. If food has not been cooled to 70° within two hours it must either be thrown out or reheated and cooled again properly. The entire cooling process cannot be longer than six hours.

Reheating food depends on its intended use. If it is to be reheated for hot holding it must reach an internal temperature of 165° within two hours. It must maintain 165° for at least 15 seconds and then held at a minimum temperature of 135°. If the food is to be served immediately it can be reheated to any temperature providing that it was properly cooked and cooled.

Defrosting Techniques – Frozen, food items should ideally be defrosted slowly in the refrigerator.

If time does not permit, defrosting in cool running water is an alternative. However much flavor will be lost doing this. Avoid refreezing defrosted foods. Never defrost foods under Hot water.

Working Techniques – Work with small amounts of material exposed to the ambience and remember never allow any item to stay more than 4 hours accumulated time, while processing, inside the danger zone range.

Employee Hygiene

Although personal hygiene can be a sensitive subject, managers must address the subject with all employees. All employees within the COMPANY NAME must maintain personal cleanliness. This means they should bathe or shower before work. Also their hair must be kept clean.

- Proper attire is also important in the prevention of food borne illness. Dirty clothes/aprons may harbor germs and give guests a bad impression of your COMPANY NAME.

Employees should follow these guidelines:

- Wear a clean COMPANY NAME hat or hair restraint when working in food-preparation areas.
- Remove aprons when leaving food-preparation areas.
- Wear appropriate shoes - clean, black, closed-toe shoes, with non-slip soles.
- Remove jewelry prior to preparing or serving food.
- Wear single-use gloves when preparing and touching food.

As a manager, your goal is to prevent the spread of viruses and bacteria. To assist you in this process, you need to implement the following food safety plan:

- All new employees are to be trained on proper food safety and sanitation practices.
- Upper management periodically inspects the COMPANY NAME.
- Identify Critical Control Points and monitor them daily.
- Implement a master cleaning and maintenance schedule.

Leading Causes of Food Borne Illness

Food safety means controlling the growth and spread of bacteria and viruses. These are dangerous, be- cause bacteria can cause food borne illness, which in severe cases can result in death. Viruses can also cause diseases such as hepatitis, which is a severely debilitating illness.

Here are the leading causes of food borne illness:

- Food not kept cold enough.
- Food prepared too long before serving.
- Food not kept hot enough before serving.
- Employee illness or not maintaining proper hygiene.
- Use of leftovers.
- Inadequate cleaning of equipment.
- Presence of insects or rodents.
- Purchasing from unapproved suppliers.

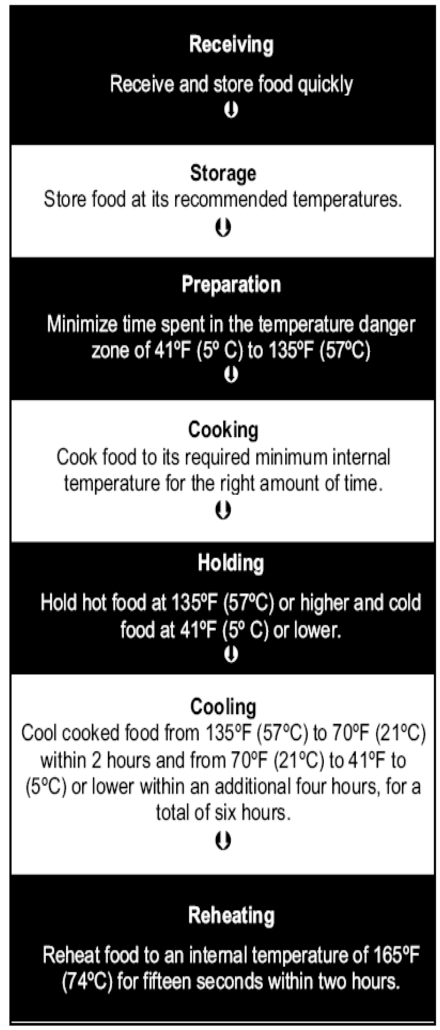
Flow of Food

Controlling the flow of food by monitoring the temperatures and managing the time is crucial to safe food handling. Below is the outline for good food control flow:

Receiving

Carefully inspect all food as it arrives to make sure it's up to standards.

Reject food that shows any of the following characteristics:



- Out-of-date freshness codes or bad odor.
- Thawed frozen foods or re-frozen foods (may have ice crystals).
- Open, torn, or broken containers.
- Swelled top or bottom cans.
- Leakage or flawed seals and seams on cans.
- Rust or dents on cans.
- Abnormal odor, color, texture, or are foamy or have milky colored liquid with product.
- Stains or watermarks on dry foods containers.
- Signs of spoilage or contamination on produce.
- Signs of insect or rodent activity in dry foods.

Storage

- Rotate product in storage areas before shipment is received.
- Date all food as it is received.
- Store in appropriate area. Store frozen and refrigerated items first.
- Follow FIFO (first in, first out) method for product rotation.
- Place the newest arrivals behind the food that is already in stock. That way the food that has been on hand the longest will be used first.

Checking in Products

Use a thermometer to measure the temperature of products.

Reject products if the temperature is above the following parameters in the table below.

Product	Proper Temperature
Fresh meat	41° F or lower
Fresh poultry	41° F or lower
Fresh fish	41° F or lower
Fresh lobster, shrimp, and shellfish	45° F or lower
Milk and milk products	41° F or lower
Ice cream	6° to 10° F
Whole eggs	45° F or lower

Proper Thawing

Potentially hazardous food shall be thawed, one of three ways:

1. Under refrigeration that maintains the food temperature at 41°F (5°C) or lower.
2. Completely submerged under running water at a temperature of 70°F (21°C) or lower, with sufficient water velocity to agitate and float off loose particles in an overflow.
3. As part of the cooking process as long as the product reaches the required minimum internal cooking temperature.
    - You can thaw food in a microwave oven if you immediately transfer it to conventional cooking equipment, with no interruption in the process.
    - Thaw frozen raw food below ready-to-eat food, so the juices from the thawing food do not fall onto the ready-to-eat food.
    - Never re-freeze thawed food.

Preparing and Cooking Food

When preparing and cooking foods, follow these standards:

- Food preparation surfaces must be cleaned and sanitized before they are used.
- Wash your hands and put on gloves before touching food.
- Keep everything clean while preparing meals. Wash hands and kitchen surfaces often with soap and water. Wash cutting boards, dishes, and utensils after preparing each food item and before going on to the next item.
- Keep the time that food is out of refrigeration as short as you can, up to a maximum of 4 hours.
- Check that all equipment and utensils are properly cleaned, sanitized, and dry before using.
- Ready-to-eat food must be kept apart from raw ingredients during preparation to avoid cross- contamination. Use one cutting board for raw meat, poultry, seafood, and a separate one for other food.
- Never place cooked food on a plate that previously held raw meat, poultry, or seafood.
- Change any wiping cloths frequently and clean and rinse after each use.
- Wash ready-to-eat fruit and vegetables intended for same-day consumption and sanitize ready-to-eat fruit and vegetables intended for future consumption.
- People handling food should know and practice good personal hygiene, hand washing, and/or correct use of gloves.
- Throw away single-use items after using them. Paper towels are recommended for cleaning up kitchen surfaces.
- For canned goods, do not eat the contents if the cans are dented, cracked, or bulging. These are warning signs that the product may not be safe.
- Clean the top of the container before opening. After opening, inspect the product. Do not use products that are discolored, moldy, or have an off-odor. Do not use products that spurt liquid or foam when the container is opened.

If you have questions about a product, do not taste the product to determine if it is safe.

Cooking

It is crucial to cook foods to the proper temperatures to ensure the safety of our menu items.

Follow these standards when cooking:

- Cook to safe temperatures. Use a food thermometer to make sure meat, poultry, and egg dishes are cooked to safe temperatures.
- Check that the food is thoroughly cooked or the center of the cooked food has reached 165°F (74°C), using a thermometer.
- Check that soups, sauces, gravies, and casseroles boil.
- Check that only clear juices run from thoroughly cooked minced meats, poultry, chicken, or rolled roasts.
- Eggs, Poultry, Fish, Meat cooked in a microwave must be cooked to 165°F, let food stand for 2 minutes after cooking.

Following are cooking temperatures for common products:

Cooking Requirements for Specific Foods	
Product	***Minimum Internal Temperature***
Poultry (Chicken,Turkey)	165 Degrees for 15 Seconds
Previously Cooked Foods	165 Degrees for 15 Seconds
Ground Beef/Pork	155 Degrees for 15 Seconds
Seafood	145 Degrees for 15 Seconds
Steaks/Chops (Beef, Pork,Lamb,Veal)	145 Degrees for 15 Seconds
Roasts (Beef, Pork, Lamb, Veal)	145 Degrees for 4 Minutes
Commercially Processed Ready-To-Eat Foods	135 Degrees
Fruits, Vegetables, Grains, Legumes	135 Degrees

Ready To Eat foods/leftovers may be cooked to any internal temperature prior to serving if they were stored, thawed, cooked, and cooled correctly initially.

Holding Foods

Holding Cold Food Items:

- Check the internal temperature of food using a thermometer at least every 4 hours.
- Cold food must be held at an internal temperature of 41°F (5°C) or colder.
- Use only cold-holding equipment that can keep food at proper temperatures.
- Do not store food directly on ice. Whole fruit and vegetables and raw, cut vegetables are the only exceptions. Place all other food in pans or on plates first.
- Ice used on a display should be self-draining and drip pans should be cleaned and sanitized after each use.

Holding Hot Food Items:

- Only use hot holding units that are designed to keep hot food at the proper temperatures.
- Check the internal temperature of food using a thermometer at least every 4 hours. Hot food must be held at an internal temperature of 135°F (57°C) or higher.
- Never use hot-holding equipment to reheat food, if it is not designed to do so.
- Stir food at regular intervals to distribute heat evenly.
- Use a clean thermometer to check the temperature of food.

Avoid Cross-Contamination:

- Keep separate cutting boards for raw and cooked foods.
- Never mix leftovers with fresh food.
- Store fresh raw meats, poultry, and fish on lowest racks.
- Sanitize thermometers after each use.
- When thawing raw foods in the refrigerator, place them on the lowest shelf.
- Wash all fresh fruits and vegetables thoroughly.

Handle Ice and Tableware properly:

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

XX Sanitation

It is not only important to maintain a clean COMPANY NAME to impress guests, but it is necessary to maintain safe food practices. Employees will take pride in where they work and will try to maintain the same level of cleanliness when it comes to them personally. All of which will look positive in the eyes of the guest. The important aspects of XX facility sanitation are that all utensils and equipment surfaces that come in contact with food must be kept clean to prevent bacterial growth.

Keeping your XX clean is easy, IF you keep up with it. Have cleaning activities scheduled throughout the day and maintenance items scheduled during slower periods of the day.

Safe Chemical Handling & Storage:

- Always wash your hands thoroughly and change your uniform after handling chemicals.
- Store chemicals away from food preparation, handling, and storage areas.
- Keep chemicals in their original containers or other clearly labeled, sturdy containers.
- Never allow chemicals to come in contact with food. Immediately throw away any food that comes in contact with chemicals of any kind.
- Clean up chemical spills promptly, then wash your hands and change your uniform.
- Never place food in chemical containers or place chemicals in a food container.

Proper Disposal of Waste:

- Use metal or heavy-duty plastic garbage containers. They must be leak-proof, easily cleaned, pest-proof, and durable.
- Line containers with plastic bags.
- Containers kept outdoors or in food preparation areas must have tight-fitting lids that are in place when not in actual use.
- Do not allow garbage to accumulate anywhere but in regular garbage containers.
- Remove garbage from food preparation areas as soon as possible. Never leave garbage in the XX overnight.
- Pest-proof storage areas. Store garbage in areas large enough to accommodate wastes.
- Any inside storage areas must be pest-proof.
- Only use outside containers and dumpsters that are easily cleaned and position them on a smooth, non-absorbent material like sealed concrete.

- Use enclosures around outside containers. These are desirable for aesthetic reasons and may be required by local codes.
- Check with your trash removal service if dumpsters need cleaning.
- Clean containers and receptacles frequently, inside and out.
- Use the mop sink area for washing garbage containers. It is readily available and is away from food preparation. It is equipped with hot and cold water and a floor drain for washing garbage cans daily.

Proper Pest Control:

- Keeping doors closed.
- Taking garbage out frequently and keeping garbage areas clean.
- Reporting any holes where animals can enter.
- Not providing free meals for animals.

How to Handle Food Safety Claims

Follow these steps if a guest becomes ill or complains of a foreign object in food:

1. Show concern for the guest and call for medical assistance without accepting fault.
2. Fill out a Food Borne Illness Complaint Form. Keep a copy of the form in your company office and send a copy to your insurance carrier.
3. Gather all the information that you can about the incident. Some questions to ask when taking notes about the illness:
    - When was the product consumed?
    - When did the symptoms appear?
    - What else did the guest eat or drink during the 48 hours prior to becoming ill?
4. Keep all suspicious product(s) as evidence.
5. Check the product immediately. If it is spoiled, pull the entire remaining product.
6. Wrap and save a portion of the product in case it is needed by the Department of Health.
7. Notify upper management immediately.
8. If the complaint pertains to a foreign object, retain the object and the food it was found in (if possible) and send to the company office.
9. Investigate possible causes of the problem, such as improper rotation or refrigeration, and take corrective action if needed.
10. If the situation involves a suspected food-borne illness, check to see if you are required to report it to the local health authorities.

MANAGING SAFTEY

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

We want a safe and secure workplace for our employees and guests. This section covers the general safety and security procedures that, as a manager, you are responsible for administering.

General Safety Guidelines

As a manager, you are responsible for training your employees in safe XX practices and providing them with the tools and equipment needed to maintain a safe environment.

The following are safety guidelines that all your employees should be taught:

Wear Protective Gear

- Slip-resistant soles. Leather uppers that cover and protect the foot. Sandals, flip-flops, high heels, open-toe shoes, or leather sole shoes are NEVER permitted.
- Heat resistant gloves when working at high temperatures.
- Goggles, neoprene gloves, and protective aprons when working with hot oil.
- Cutting Gloves when cutting food items.

Prevent Slips and Falls

- The first step to avoiding slips and falls is to implement cleaning procedures and keep the floors clean and free of build-up.
- Be ALERT around ice machines where ice might drop or melt on the floor.
- Alert others when employees are mopping the floors and/or the floor is wet.
- If accidental spills do occur, no matter how small, make sure that they are wiped up immediately and proper cleaning procedures are followed. Have someone stand by the spill to alert passersby while you retrieve the “wet floor sign”.
- Make sure “wet floor” signs are placed in any areas where moisture is present.
- Keep tripping hazards, such as electrical cords, out of aisles, walkways, and other traffic areas.
- Keep all doorways free of trash to allow easy in and out passage.
- Keep stock orderly, preventing items from sticking out into the aisle and creating a hazard.
- Make sure ladders are used when reaching anything higher than shoulder height.
- Always have another employee hold the ladder steady while someone is climbing up and down.

Safe Lifting Procedures

Make sure employees follow these safe lifting procedures:

- Separate your feet before lifting heavy objects, separate your feet at least 8" to 12" apart and keep them close to the base of the object. This will reduce the strain on the back.
- Keep your back straight. Make sure to keep your back straight and your knees bent.
- Lift objects by bend your knees and not curving your back. Use your hands and leg muscles to bend. Do not slouch your back. Do not use the muscles of your back.
- Hold object close to your body and keep your back straight.
- Rotate all your body, not just your upper torso, when lifting.
- Use a dolly to lift heavy objects, but never load tall stacks, so you can manage the load safely.
- Do not over exert yourself. Recognize your own limits. You do not have to do the work of two people.

Prevent Burns, Cuts, Wounds, and Electric Shock

- Do not allow employees to argue or play around with a knife in hand.
- Use only knives with blunt ends and with finger protection.
- Teach employees safe knife handling and cutting procedures.
- Carry all knives close to your side, point end facing the floor.
- If you drop a knife, do not try to catch it.
- Use Cutting Gloves...always!
- Inspect plugs and electrical outlets. Make sure they are in good condition.
- Make sure all electrical equipment is disconnected before cleaning.

Chemical Safety

It is required that all employees know what chemicals are used in the XX and how to use them properly. All chemical products contain labels identifying:

- The contents of the container.
- The name and address of the chemical manufacturer.
- Emergency phone numbers.
- Any physical and health hazards.
- Recommended personal protective equipment needed to work safely with the chemical.

Fire Safety

- Never stack items to a height where they block fire extinguishers, sprinkler systems, alarm boxes, or electric or power panels.
- Make sure all entrances, passageways, and fire escapes remain open and clear at all times.
- Make sure all employees know the fire evacuation plan and the location of the fire extinguishers.
- Never throw water on a grease, oil, or electrical fire.

Basic First Aid

- Assist with only emergency first aid, but only do those things that you have been trained to do.
- Only attempt a rescue if there is no danger of you getting injured.
- Move the injured person only if it is absolutely necessary for safety reasons.
- Control bleeding with direct pressure to the wound, using a clean cloth.
- Refer to the MSDSs for all chemical accidents.
- If certified, give CPR to persons not breathing or who has no pulse.
- For choking, perform the Heimlich Maneuver, if necessary.
- Apply burn gel to burns, if available. If not, apply cold water and/or ice to burns.

Robbery Prevention:

Help prevent the chance of robbery by following these guidelines:

- Keep the back door LOCKED at all times.
- Do not allow weapons of any type on the premises.
- Always close the cash drawer between transactions and keep amount as low as possible.
- Be alert to any suspicious situation outside the XX, especially the parking lot.
- Change your routines.
- Never carry a bank bag to the bank. Use a less conspicuous container for deposits or change runs.

Loiterers:

- Have employees report any suspicious actions to management.
- The door used for entry to the back of the house from the guest area must be locked at all times.
- Never allow employees to go outside alone after dark.
- Have employees leave the workplace as a group after closing and leave the premises immediately.
- Be careful in answering questions from individuals regarding equipment, procedures, supplies, other employees, or operations of the store.

If a robbery occurs:

- Cooperate with the robber. Give them what they want to get them out faster.
- Do not be a hero. Employee and guest safety are the number one concern during a robbery. Cooperating may help prevent someone from getting hurt.
- Do not make any sudden moves.
- Do not attempt to approach or chase after the robber.
- Don't do anything that will create a tense nervous situation. Speak only when spoken to.
- Be a good witness. Cooperate fully and take mental notes on physical descriptions.

After the robbery:

- As soon as possible, get out a piece of paper and write down all the facts you can remember about the holdup and the robber(s). This includes dress, facial features (scars, hair color, etc.), height, weight, distinguishing marks (tattoos), clothes, shoes, a description of vehicles involved, any weapon used, etc. To estimate the robber's height, use the height of the door hinge as an aid.
- Do not discuss details of the robbery with any other employee.
- After the robber(s) have left the XX, immediately call the police or sheriff (emergency list by phone) and give them pertinent information.
- When the authorities arrive at the XX, they will ask for details to fill out their reports. Only the XX manager and/or his/her immediate supervisor are authorized to coordinate the giving of information. However, give any and all information concerning descriptions, sequence of events, getaway methods, and direction to the authorities.

Disorderly Guests/Employees

When confronted with a disorderly situation:

- Instruct employees to notify a member of management immediately.
- Do not attempt to physically control the situation. Keep guests away.
- Protect yourself by moving away from the individual as quickly as possible.
- If you feel in immediate danger, call 911.

Occupational Safety and Health Administration Requirements

The Occupational Safety and Health Administration (OSHA) requires employers to comply with their Hazard Communication Standard (HCS). This standard, also known as the right-to-know law, requires employers to tell their employees about chemical hazards to which they might be exposed at the XX. It also requires employers to train employees on how to use the chemicals that they work with safely.

Employers must comply with OSHA's HCS by developing a hazard communication program for the XX.

Many states have enacted laws that are even stricter than the federal OSHA law. It is important that you know your local OSHA law. OSHA requirements must be posted in all XXs within the US.

Hazard Communication Program

A hazard communication program must include the following:

- An inventory of hazardous chemicals used at the XX: Take an inventory of the chemicals stored in your XX. List the name of the chemical and where it is stored.
- Chemical labeling procedures: If the chemical is transferred from the manufacturer's container to another container, the new container's label must contain the chemical name, manufacturer's name and address, and potential hazards of the chemical.
- Material Safety Data Sheets (MSDS): (See next section for detailed description.)

Employee training: OSHA requires that every employee who might be exposed to hazardous chemicals during normal working conditions be informed of the hazards and trained to use chemicals properly.

A written plan addressing the HCS: OSHA requires a written plan describing how you will meet the requirements of the HCS in your XX.

The following items should be included:

- List of hazardous chemicals stored on the premises
- Purchasing specifications for chemicals
- Procedures for receiving and storing chemicals
- Labeling requirements in your establishment
- Procedures for accessing MSDS
- List of protective equipment
- Employee training procedures
- Reporting and record-keeping procedures

Material Safety Data Sheets

Chemical suppliers and manufacturers are required to provide you with Material Safety Data Sheets (MSDSs) for each hazardous chemical at your establishment. You will need to have one for each product in use at your XX. Keep all MSDSs in a binder in one location at the XX. This binder must be kept up-to-date in every XX. It should be available and employees should be trained on the proper usage of chemicals.

MSDSs contain the following information:

- Product's chemical name
- Manufacturer, with contact information
- Information about safe use and handling
- Precautions
- First-aid information and steps to take in an emergency
- Hazardous ingredients in the product
- Preparation date of the MSDS

Reporting an Accident to OSHA

All XXs are required to report serious accidents involving employees to the Occupational Safety and Health Administration (OSHA).

Any injury causing a worker to miss more than one week of work is considered serious and must be reported to OSHA within 48 hours of the attending physician's examination.

The report must include:

- The worker's name.
- The type of injury.
- All relevant information about the accident.

Employers are also required to file weekly reports with their state's labor commissioner, listing any accidents, and describing how much workers' compensation is currently being paid.

OSHA requires companies to display, for employees, a list of all work-related accidents and illnesses that occurred in the past year.

OSHA Inspection

The Occupational Safety and Health Administration (OSHA) does not normally visit XXs for routine inspections. However, if a complaint is made against your XX or after an accident is reported, OSHA may be required to investigate.

What to do during an OSHA Inspection

After reviewing the inspector's credentials, you should be advised of the reason for the inspection. Although you could force the inspector to obtain a warrant before inspection, this action may create an unnecessary confrontation.

- Accompany the inspector. This is your right. Take notes during the inspection.
- Provide all documents asked for by the inspector. This does not extend to proprietary material unless specifically named. You may wish to discuss this matter with your legal representative. Do not volunteer information that is not requested.
- Request a copy of the complaint against you. OSHA is not required to reveal the name of person who filed the complaint. You are forbidden to take any reprisals against that person.
- If you are unsure of the answer to questions, investigate first. Try to stick to the facts of the investigation. Do not volunteer unnecessary information.

- If you see a safety hazard during the inspection, correct it immediately. Failure to do so may imply that you do not enforce safety rules, which could prompt a citation.
- Know where your policy manuals are located. The inspector may ask to review control strategies for any applicable OSHA standards.
- Contact your lawyer after the inspection and before the next OSHA action. The inspection is often just the first in a series.

What to Do in Case of an Accident?

Injury to a Guest or Staff Member

Make sure that employees follow the procedures below in case of an accident.

- Inform the manager - The manager should be notified immediately after an employee has seen or finds someone that has been injured.
- Call an ambulance or paramedic team - If the accident is serious, make sure that an employee calls an ambulance or emergency team.
- Keep the victim comfortable - While waiting for assistance, keep the injured person comfort- able. Do not move the person.
- Witnesses - If there are witnesses, get their names and addresses, and then document this information.
- Gather evidence - If the guest has bitten a strange object, keep the object to make a report.
- Inform about accident - The procedure to notify your superiors should be followed as soon as possible.
- Fill out the appropriate documentation including the Workplace Incident/Accident Form.

Be compassionate but refrain from accepting blame or responsibility.

Fill out the Workplace Incident/Accident Report for any occurrences on the premises. Fill out the report even if the incident is not serious. If complications occur at a later date, Workers Comp or your insurance will not cover the person unless the report is filed within 48 hours of the incident. File the reports and keep them for 6 years. Keeping your employees and guests safe is a great responsibility and not to be taken lightly. With proper procedures in place and training of your employees, you can keep your incidents down to a minimum.

MANAGING EXCEPTIONAL SERVICE

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

We are known for our good food and guest service; and while we are happy to have this reputation, we understand that being just “good” is not enough to keep us competitive in the industry.

As a company, we are always striving to improve. We do not want our service to be just “good” but rather exceptional! Having a XX full of relationship builders is our key to success.

To go above and beyond the expectations of our guests -- that is Exceptional Service. Our guests should never have to ask for anything. Building guest relationships begins with learning our guests names and customizing our service to best fit their wants and needs. Today’s guests eat out more than ever and we need to stand out from the crowd. We should focus on real interactions with our guests rather than being just a part of the eating out process.

How will they remember your XX if you don’t remember them? They want to feel like they are part of your family, not just a number. Getting to know your guests’ names, wants, and needs are key to building long-lasting guest relations.

As a manager, it is your responsibility to create a “knock your socks off” experience for your guests. Your goal is to provide your guests with the best experience in your town.

Guest Relations

One of the most important aspects to guest service is learning how to treat guests in a way that keeps them coming back. You also need to know how to handle difficult guest situations so everyone ends up a winner. **We call this “Building Guest Relations”.**

To keep every guest satisfied, you need to treat all of our guests with the following goals in mind:

- Make every guest feel welcome, every time he or she comes in the door.
- Create a comfortable environment in which guests feel like part of the family.
- Listen to guests to ensure you are providing them with what they want.
- Handle guest problems and emergencies quickly, properly, and fairly.
- Learn from guests, so we keep improving our level of service and quality.
- Learn regular guest’s names.

Guest Complaints

Always keep in mind "The guest is always right." By having a system to quickly respond to guest com- plaints, you can make sure that problems can be resolved and that the guest will come back to the XX. For example, if a guest informs you that his or her order was incorrect, you should apologize and change the order immediately, discarding the incorrect order.

No one should ever argue with a guest under any circumstance. Staff should always try to be helpful and courteous in answering a guest's question or complaint. If the person hearing the complaint is not trained to answer the particular type of service questions, or questions about the XX's operation are asked, they should ask the guest if he or she would like to speak to the XX manager.

The appropriate training for your staff will help them quickly and efficiently resolve guest complaints without your assistance.

If a guest gets furious and threatens to cause someone physical harm, the XX manager should ask him or her to leave. Call the police if the guest refuses to leave the XX.

A permanent file of guest complaints should be kept (use the Guest Complaint/Comment Log).

Every complaint and how it was resolved should be recorded. This will help avoid other similar complaints and information for attorneys, in case of a legal action.

Prevention

The best way to deal with guest complaints is to prevent them from happening. The best way to do that is to always meet the standards of service.

- Serve excellent products.
- Provide fast, accurate, friendly, individualized service. Don't be a cog in the machine.
- Anticipate the needs of the guests. Spectacular service means a guest never has to ask for anything.
- Maintain sparkling clean, comfortable dining areas, service lines, and restrooms.

If you do these things at all times, you'll create an environment that's always pleasing to our guests.

And that is the best way to prevent guest complaints.

Extra Service

In addition to providing a quality product and exceptional service, there are some extra things you and your staff can do to help make the guests feel at home:

- Be friendly and helpful…when answering questions.
- Gladly explain…where to find napkins, the restroom, etc.
- Help guests…who need travel directions.
- Provide… a glass of water, extra condiments, etc. upon request.
- Go above and beyond the requests our guests make. Remember, chances are our competitors are not taking these opportunities to make their service special.

Signs of Guest Dissatisfaction

Meeting standards and giving extra service will help reduce guest problems. However, you should be sensitive to the signs of guest dissatisfaction. For example, guests often communicate how they feel in non-verbal ways in addition to what they say.

So, before guests say what they are thinking, be alert for the following signs:

- Irritation when ordering or asking questions.
- Disgusted, bored, or impatient facial expressions while waiting in line.
- Half-eaten food left at the table (if more than usual).
- Gestures or comments among guests that express dissatisfaction.

When you spot any of these signs, act immediately. Ask the guests if there's something bothering them about the food or service. Then, track down the source of the problem and correct it as quickly as possible.

Listen to Guests

Another way to prevent problems before they happen is to solicit input from your guests on a regular basis. Our managers are to touch 90% of the tables during each turn and be visible on the floor for 90% of our guests' visits.

Find out how they feel about the food quality and service.

- Be yourself, be real and talk informally with the guests.
- Chat for a minute or two when time permits.
- Bus tables.
- Ask if they're pleased with the food.
- Ask if there is anything you could do for them.

If guests are used to talking informally with managers and other employees, they will be more willing to answer questions honestly when you ask them about their service experience. If guests know you are interested in them and their opinions, they will want to give you their business.

Handling Guest Complaints (L.A.S.T. Method)

Even an excellent XX will experience complaints now and then. Complaints are in there truest form, a helpful and usually specific form of feedback. Very rarely does a guest actually tell us exactly what they experienced, wanted or needed.

Welcome these opportunities to sharpen your skills and improve your operation from the guests perspective. Sometimes a person's first response to a complaint is a defensive one. However, a defensive attitude and offering excuses will only make things worse and prevent you from solving the problem.

Something else to think about is that if one guest expresses a complaint, there is a good chance that others may feel the same way.

That is why it is critical to follow these steps when dealing with unsatisfied guests. The list makes up our **L.A.S.T.** method of dealing with complaints.

L.A.S.T. stands for: **LISTEN, APOLOGIZE, SOLVE, THANK.**

- Remain calm and listen. Never be defensive. Never offer excuses.
- Be empathetic. Show sincere concern for the guest's problem. **(LISTEN)**
- Ask questions to make sure you understand the problem and what the guest wants.
- Apologize for any inconvenience and tell the guests, "there is no excuse for this. I apologize and will correct this immediately." **(APOLOGIZE)**
- Offer to fix the problem immediately. Offer a free item or a gift card, if appropriate. **(SOLVE)**
- Thank the guest for their comments. Example: "Thank you for bringing this to my attention. This is not the way we typically do things and you're giving me a chance to correct the issues an ensure that this does not happen again." **(THANK)**
- Remember, being busy is the GOAL, not an excuse for failure.
- The general manager must handle serious problems, such as foreign objects or spoiled food.
- It is important to fill out a Guest Complaint Form when there is an issue. This way, other managers can be aware of the situation and able to answer possible additional questions that may arise at a later date.

Common Complaints

Here are some common guest complaints and policy to follow to satisfy the guest.

A guest complains about an incorrectly filled order:
- Replace the order with the correct one immediately.

A guest complains that the food is spoiled or inedible:
- Replace the order immediately; offer a refund, or both.

A guest mentions a dirty table or a messy restroom:
- Apologize, thank the guest for pointing out the problem, and clean it immediately.

A guest complains about poor service or an impolite team member:
- Promise to speak to the individual involved.

Challenging Situations

There are many circumstances when you'll be asked to get involved with difficult situations. Whatever the reason, you should always remain calm and respectful. Never let the guests know that another employee or guests has informed you of inappropriate behavior.

You do not want the inappropriate guest to harbor ill will towards the source. Always say, "it's come to my attention" or "I think I may have heard/seen this", it's any easy, non-confrontational way to approach the guests and no other employee or guest is to blame. Never raise your voice or match the intensity or volume of a disgruntled guest.

Never respond to a threat, insult or challenge. Stand at least arms length away from especially disgruntled guests. Note if your guest is standing with one foot behind the other- this can be a sign the guest may attempt to strike you or someone else. Your goal is to modify their behavior; nothing else.

It is crucial that you intervene in these situations. You will establish an appropriate behavior standard with the offending guests as well as ensure to the other guests that they are in a respectful, well run XX that they feel comfortable in. You set an example for every single guest in the XX and for every guest you may rub the wrong way, there are many more appropriate guests and staff who will appreciate your intervention.

The COMPANY NAME is at the most a "PG-13" establishment. No offensive, lewd, inappropriate or bawdy behavior is tolerated. Behavior above and beyond a "PG-13" rating requires your attention.

Some common situations you may encounter and appropriate responses:

Guests Getting Too Loud -

- Approach the table, introduce yourself and say something like this: *"We know you're here for a good time, but if you could do me a favor and keep it a down to a dull roar, I would greatly appreciate it."*

Guests Using Inappropriate Language/Topics -

- Approach the guests and say, *"I know you're here to have fun, but we need to keep the language PG-13. I would greatly appreciate it."*

Staff member tells you a guest has inappropriately touched them/talked to them:

- Again, never tell the guest you were told by a staff member. Approach the guest and tell them, *"I think I may have seen (or heard) something that was a little too much for us. Please be respectful our staff and keep it PG-13." This lets the guest save face and gets your point across.*

Guests Fighting -

- Tell a staff member to call 911. Secure the safety of other guests and staff first, then try to verbally break up the fight. Tell the participants that, *"The police are on the way…the police have been called"*. Tell your guests, and potentially active bystanders to*: "Break it up! Calm down! The police have been called and are on there way."* Fill out the Incident Report in detail.

Guest Physically Attacks You -

- Ensure your personal safety first and foremost. If possible bear hug the guest and take them to the ground. Wrapping up an attacker and taking them to the ground is the least dangerous method of control and gives others time to assist you.

SERVICE STANDARDS

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

The COMPANY NAME offers high quality, great-tasting food, and unrivaled experience with our staff, a bar full of spirits and libations to and a live Country music entertainment platform. But food and drink alone does not complete our entire product or image. The most important factor in the overall success of COMPANY NAME is how you and your frontline cast members treat your guests.

Our economic engine is powered by spectacular The Bar Experts Experience staff providing a “knock your socks off” experience and connection with our guests. This is the element of our brand that the consumers have overwhelmingly accepted. As managers, this should always be your utmost priority. Our core guests visit us for this reason, first and foremost. Yes, food, drinks, pricing, TV’s, and build out are important. But, all the other elements of our brand are completed in support of spectacular The Bar Experts Experience This is our competitive advantage and must never be lost.

It is an absolute truth that in business you cannot be the best of everything. We cannot be the best at prices, the best at build out, the best menu, the best locations, etc. all at the same time. It’s economically impossible. However, we can be the best at providing spectacular entertainers who make amazing connections with our guests. Because this drives our economic engine, and is the one thing we can be the best at, we should work tirelessly to make this happen every day in our XXs. Our success relies upon it.

You should coach your frontline cast members that your guests have many other places in which to spend their hard-earned dollars, and will not hesitate to do so if you do not deliver outstanding service and an experience. They can get a more spectacular menu, more beer selection, lower prices and/or a better location elsewhere. But, they should not be able to compete with us when it comes to our cast members and the way they make the guests feel important, valued and appreciated.

Outstanding guest service takes hard work and commitment. It takes the work of the owner/operator and management team to set the standards, communicate standards to employees, lead by example and help ensure the standards are followed at all times.

Some basic guidelines to start with:

- Hire friendly people with bright smiling faces.
- Hire warm people, NOT warm bodies.
- Encourage Relationship Building not Order Taking.
- Make guest service the most important part of training. And train every day.
- Create a fun working atmosphere that is conducive to positive guest service.
- Lead by example and set the standard for employees to follow.
- Give immediate feedback to employees, especially when they are doing their job right.
- Share examples of positive guest experiences at your XX and at other restaurants.

- Always have someone on duty that can handle any guest service issue that might arise.
- Return all phone calls the day they were received or within 24 hours.

All of our position training manuals, Training Schedules, Training Checklists and associated position training materials are available on the XX Master Files. Be sure you've read, understand and follow all the policies and procedures listed for each position. We may amend the programs, materials and manuals from time to time and will send you Training Updates as needed. The following pages give some suggested practices and procedures to help create outstanding guest service. It also offers some examples on how to handle potential guest service issues.

The following pages give some suggested practices and procedures to help create outstanding guest service. It also offers some examples on how to handle potential guest service issues.

1. Greeting and Farewell

The greeting and farewell are two critical parts to a guest experience. Acknowledging guests when they arrive and leave creates an excellent first and last impression. Teach your staff to realize that a greeting and farewell create an overall feeling of good guest service.

Some general guidelines are:

- Greet each guest with a warm friendly smile and/or say "hello."
- Help guide guests when they arrive, if they look like they need help (they may not know where to sit or may be picking up a phone-in order).
- When time permits, open the door for guests as they enter and leave the building.
- Ask guests how they are doing or how you can help: "Welcome to COMPANY NAME, how are you doing today?" or "Hi folks, can I help you with the menu today?"
- Greet guests as soon as they walk in the door, or as soon as possible, even if you are a few steps away from the hostess area.
- A guest should not wait for more than 30 seconds without being greeted by the entertainer, the manager, or another team member.
- Train all employees to greet guests and say hello when they can. Any employee close to the guest should offer a hello or warm welcome. If a entertainer is not present an employee should let the guest know that someone will be right with them. Although you do not want to shout across the XX, you can greet people and give farewells from a reasonable distance.
- Employees should acknowledge guests when they leave with a genuine "Thank You."

2. Answering the Phone

In any service business, answering the phone quickly and professionally is extremely important. This communicates the friendliness and efficiency of our business to our guests and potential guests.

Make sure your XX has the proper number of phone lines to conduct all potential business. The phone should be answered before the second ring ends. Make sure employees know how to operate the phone system. They should know how to place guests on hold instead of setting the receiver on the counter. Remember, 50% of call in guests have not decided if they will visit your XX, yet.

There should be a standard greeting: A friendly hello, the location of your XX (so guests know they are calling the correct location), the name of the person answering the phone and a "How can I help you?" Example: "Thanks for calling COMPANY NAME in Chicago. This is Jill, how can I help you?" The employee answering the phone should be prepared to handle a phone-in order if needed.

The employee should be knowledgeable about some basic questions: Hours of operation, soup of the day, and directions to the XX. The Daily Planning Guide will have all the information any staff member will need.

Train all employees how to take a message properly, and to always include the name and phone number if needed. (Make sure there is a pen and guest check pad at each register.) Always ask guests if it is OK to put them on hold. Example: "Thanks for calling ... can you hold please?" not "Thanks for calling ... Please hold" (before they can reply). Always pick up a call from a person who has been on hold by saying, "Thank you for holding ... " or "Sorry for the delay, what can I do for you?" Do not leave anyone on hold for more than one minute. Pick up the phone and let them know you will be right with them if it has been more than one minute.

Employee phone calls should be kept to only emergency calls and to a minimum to keep lines open for business.

Employees should know how to answer questions about potential catering orders and large parties that may be coming into the COMPANY NAME and who the call should be referred to at the XX.

3. Interaction in the Dining Room

When pulling plates and servicing tables, employees should ask guests about their dining experience. Example: "May I get that plate out of your way ... and how was everything?" Train employees to get a manager if there is a problem at the table. Example: "I'm sorry that sandwich was ... let me get my manager to stop by and get you taken care of..." or "Let me get you another one, and I will have it out right away."

Teach your employees to look for signs that the guest might need something. Examples: They are looking for a bathroom, need napkins or a to-go container, are out of a beverage, etc.

Example: "Is there something that I can get for you?" or "May I get you something to take the rest of that home?" Spectacular service means the guests never have to ask for anything!

Working in the dining room is also a great time to greet new guests as they enter and thank those who are leaving. Instruct your employees to tell a manager if any guest has offered feedback-negative or positive. Train your employees how to deal with spills and dropped products. Guests are probably already embarrassed if they spill or drop something, so put them at ease and let them know it is no big deal. Never let guests think you are put out by the situation. Relocate the guests to another table if needed. Get the spill cleaned up as soon as possible and use wet floor signs. Replace the item for the guest. Example: "Let me get you another cup ... or sandwich."

4. Manager Table Visits

We expect all of our managers to be on the floor and visible to all guests for 90% of their visit. While we do not want to take the place of our servers, after all, that's why they visit us, we do want to stop by 90% of the tables and "touch" them.

Make your "table touch" visit brief and to the point. We do not want to detract from our entertainers. Ask the guests if everything is ok and move on. Be sure you're easily identifiable by wearing your required manager shirt and are professionally dressed. Touching 90% of the tables during a turn will help you diagnose issues, meet regulars and monitor the enjoyment of the guests.

You can be sure that if there is a service, product or other issue, the guests will bring it up. Be professional, courteous, spirited and aware that many guests will be discomforted by a long manager visit.

Remember, Smile, Smile, Smile. Lead by example.

5. Dining Room Ambiance

The following are some general guidelines:

- A minimum of 90% of the tables and chairs (without guests) should be cleared and wiped clean and available for guests at all times.
- The dining room should be comfortable at all times 68°-76°p.
- The dining room should be free of offensive odors at all times.
- The music played in the XX should be from the approved PCMusic play lists and the volume should be appropriate for foreground music levels only.

- The TV's should all be on showing various channels of sports related shows.
- The lighting should be set to allow the guests to see across the XX so as to be able to see our COMPANY NAME team members.
- No employee smoking/eating/talking on the phone should be visible to XX guests.
- No trash should be visible to XX guests.
- The mood of the XX should be of fun and cheerful place to hang with family and friends.

6. Regular Guests

Guest recognition can be the reason people continue to visit your XX. You can build your sales volume by having a large number of regular guests. Encourage your staff to get to know the regular guests.

Point out frequent or regular guests to new employees and introduce them when possible. Guests be- come regulars because they are made to feel special and better than other guests. Encourage employees and managers to learn and use the names of regular guests and to find ways to make them feel appreciated, wanted and better than the "average" ZZ guest. Example: "Good to see you Mark, do you want your usual ZZ Lager and Speed Channel?"

Treat anyone you recognize as a repeat guest. Show them you know they come in often (even if you do not use their name). Example "Good to see you!" or "Always a pleasure to see you!"

Encourage employees to be familiar with their order, or offer items they think the regular guest might enjoy. Example: "Would you like your usual order?" or" I know you usually get a sandwich, but how about trying one of our Signature Cocktails?"

The attitude should be that every guest has the potential to be a "regular" and if you treat them right, that is exactly what they will become.

7. Guest Service is for Everyone

Although the front-of-the-house service staff has the most direct contact with guests, it is important that everyone is trained in guest service. All guest service personnel should be wearing a smile. Service should be courteous, prompt, energetic, alert, and attentive to the guest.

Make sure the kitchen staff (especially those who work as bussers) are trained to greet and thank guests. Smiles are important for every single person in a ZZ uniform.

Make sure the staff is trained to service the guest by getting them sides and extras. If guests ask for something, employees should not send them back to their entertainer. Example: (guest) "I need a appetizer plate?" (Employee) "Sorry about that, let me grab you one."

8. Turn a Problem into an Opportunity for Success

It is a fact that mistakes will happen and guests may have problems during their dining experience. Although an owner/operator or manager should be involved at some point with all guest issues, it is often the employee who gets the initial feedback. Therefore employees should be knowledgeable on how to deal with guest issues before notifying the manager on duty.

Employees should be trained and understand that the guest is always right. Never argue with a guest.

The employee should listen to the guest's issue and take immediate action to start the correction process. Example: (guest) "My coke is flat." (employee) "Let me get you another beverage in a fresh cup."

If the guest issue deals with a food product, the employee should immediately get the problem product out of the guest's view and let the guest know it will be taken care of. Do not leave the problem item on the table. Example: (guest) "I asked for no mayonnaise on this sandwich."

(employee) "I am terribly sorry about that, let me get this one out of the way and get a new one started for you." An- other example: (guest) "There is a hair in my food." (employee) "I am so sorry about this, let me get that out of the way and the manager will be right out to take care of this situation."

Employees should be trained to observe and notice if a guest seems irritated about something.

Some obvious signs would be: someone has waited too long and is looking at their watch or shaking their head, or did not get their sandwich or salad made correctly (they are picking off onions or tomatoes or simply not eating). Employees that notice any sign of a problem should immediately inform the manager, or if they feel comfortable, approach the guest and ask if there is a problem. Example: "I noticed you picking the onions off your sandwich, did we make that incorrectly?"

The most important thing employees should understand is that an owner/operator or manager should be notified if there is a guest issue or potential guest issue. It is not that the employee cannot handle the problem.

If the employee takes care of the problem, the manager should still stop by to talk to the guest. If the employee did not handle the problem, the manager still has an opportunity to correct the problem and win over the guest. Example:

"Hello, I understand we had a problem. Is everything OK now? We appreciate your business and thank you for giving us the opportunity to correct this."

Employees should never be allowed to talk poorly about a guest.

Never give the guest an excuse. Always correct the problem and offer apologies. Do whatever you have to do to make sure the guest will come back and visit your XX again.

Remember, we are all paid to "create and keep more very satisfied and loyal promoter guests".

9. Employee Behavior

Employees should know that their behavior in the XX is critical to outstanding guest service. This includes not only those employees on the clock, but those who are off duty, on break, or dining as guests. One of the biggest turnoffs to guests is poor employee behavior and horseplay.

Make sure employees are trained to watch their actions at all times when in the XX. Employees should never horseplay in front of the guest. This includes throwing items in the XX or at each other, verbally abusing another employee or a guest, chasing or running, popping towels, or any other form of horseplay.

When on break, employees should behave as guests. They should sit in an area not already occupied by guests (if possible). They should not lounge on tables and chairs, sleep, or place feet on furniture.

It is extremely important that employees do not smoke, use tobacco or cell phones in view of the guests. This creates a poor image to the guests. There should also be no smoking in the back (kitchen storeroom, office) of the XX. A designated smoking area should be established, out of the guests' view.

10. Employee Image

Employee image is directly related to the service the guest receives in our XX, it adds to the guest experience. Remember, the COMPANY NAME is a "Human Brand" and our guests visit us to see spectacularly presented front-line team members.

Owner/operators and managers need to set the example by always having uniforms pressed and meeting any image standards in the XX.

Replace costumes when needed. The better the image of the employee, the better chance of creating a positive guest service environment. Be sure to follow the specified costume requirements for each position. Never vary from the costume specifications, or allow costumes to be altered in any way, as it may substantiate legal claims against you. Our protection lies in the BFOQ, and only if the procedures are followed without modification.

Taking Guest Orders

Server Super Seven

The Server Super Seven (or Bar Server Super Seven) is a list of seven steps all servers and bartenders must accomplish with every guest. It ensures prompt, courteous service and is the basis of the experience we wish to provide for our guests. In as much as we encourage our entertainers to be themselves and customize the guest experience to make it spectacular, we must have a baseline criteria which ensures, at the very least, a competent dining experience.

The seven steps we require each entertainer to accomplish which each guest are the hallmarks of competent service. This is the minimum that each front line team member should accomplish. As a manager or owner, it is your responsibility to monitor your staff to ensure these steps are taken at each table and more. Be sure to learn the SS7 and Bar SS7 listed in the Server Training Manual and Bartender Training Manual.

These steps were developed to increase guest satisfaction, decrease service related issues, improve per person averages, con- tribute to your XXs marketing, reduce loss and theft, increase guest visits and counts, and facilitate your staff in gaining "regulars". Of course, it's your staff's personality and ability to customize their service to far exceed their guests expectations that will make us successful. We are not just Order-Takers. We are Relationship Builders.

Failure to monitor and support the use of the SS7 or Bar SS7 is a serious operator issue. The COMPANY XX Visit Worksheet, QA, Eye Spy Shopper Reports, etc., all base the service cycle compliance and monitoring assessments on these steps.

Guests with Disabilities

Although all guests should receive special attention at COMPANY NAME we should make sure we go out of our way to make any guest with a disability extremely comfortable (don't treat them differently, just offer extra help if needed). The entire staff should be trained on how to make this happen.

Some general guidelines are:

- Although health departments do not allow pets in XXs, obviously the rules do not pertain to animals that assist people with disabilities. Staff members should be aware that people may come in with these trained animals.
- Although people assume that dogs are only used for the blind, they are also used for the deaf. Just because they have a dog may not mean they are blind. The staff should not play with animals brought in by a guest with a disability.

- Assistance should be provided to help open the door for anyone that may need it. This includes people with canes, walkers, crutches, wheelchairs or anyone who looks like he or she might need help.
- Because of the way our operations system works, certain steps should be taken for hearing impaired guests. Pen and paper should be provided to anyone who requests it. The order may be taken by the guest pointing at the item, or have the guest write down the order.
- After you ring in the order, direct the guest to where the total appears on the register if they are not already looking at it.
- Any guests who may need assistance should be helped to find a comfortable location in the dining room.

Guest Feedback from the COMPANY NAME Corporate Office

All guest comments received at the corporate office will be forwarded to the XX G.M, Director of Operations. You should respond quickly to both positive and negative comments and include your corporate contact on any further guest correspondence so we may close the comment file.

Be sure to use our L.A.S.T. method of resolving issues. All guest comments must receive a response from the XX GM, Director of Operations within 24 hours.

MANAGING EMPLOYEES

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Employee Administration

In this section, we cover the more technical aspects of employee administration. This section begins to explain employment policies and U.S. federal laws. States also have labor and employment laws. It is important to know and obey the laws governing employment practices in your state.

General Team Rules

We expect that each employee understands and follows our COMPANY NAME Code:

- **Always Have Fun**
- **Take Pride In Your Work**
- **Always Finish What You Start**
- **Give Value**
- **Reinvest In Your Community**
- **Work For The Brand**
- **Do What It Takes To Be Done, When It Needs To Be Done**
- **Be Touch, But Fair**
- **When You Make A Promise, Keep It**
- **Be Respectful And Courteous To Others**
- **Live Each Day Honestly And With Courage**
- **Remember That Some Things Aren't For Sale**

Appearance Standards

COMPANY NAME Team Member Image and Grooming Standards (the "LOOK"):

Our employees come in contact with our guests, as well as with each other in the course of there duties. It is essential that standards of dress, grooming, and personal hygiene be established. It is recommended that employees exercise constant attention to teeth, nails, hair, body, and costume/uniform for maintaining good health, appearance, and safe food handling practices.

The essence of the COMPANY NAME is the COMPANY NAME Staff. Because it is essential to our success, and our BFOQ, that the COMPANY NAME Team Member image is always properly maintained, failure to comply with these Image, Costume and Grooming Standards may result in discipline up to and including termination. You, as the manager, have the full authority on all matters involving dress, accessories, and grooming requirements for the staff. Remember never accept anything less than our explicit costume guidelines for each position.

COMPANY NAME Staff, on the Floor, at the Hostess Stand, and at the Bar

Guests can go to many places for beer and fun, but it is our COMPANY NAME Team Members who make our concept unique. The essence of the COMPANY NAME Concept is entertainment through food and fun, of which the LOOK is a key part. When team members are in the COMPANY NAME uniforms, they are literally playing a role; having been team for that role, and must comply with the Image and Grooming Standards that the role requires. Our ZZ team members are the keystone of our brand.

Hair is to be styled at all times. The image to be projected is one of glamour. No bizarre haircuts, styles, ponytails, or colors are acceptable. No hats or headbands are to be worn. No visible hair clips or scrunches. Make-up is to be worn: always to best accentuate your features. COMPANY NAME team members are to be camera-ready at all times. This is show business, just like the modeling industry. Make-up is not to be too extreme, or too minimal. No face or body jewelry is allowed (except a small navel piercing) and if an employee has it already they have to remove it for their shift. Excessive body art is prohibited.

Other than a small navel piercing and two earrings per ear, no other piercings are allowed whatsoever.

One ring per hand maximum. ONE NECKLACE MAXIMUM and it is not to be too wide, long or heavy. NO CHOKERS, BEADS, OR SIMILAR NECKLACES. No bracelets. One watch is ok. Two earrings per ear maximum.

Fingernails are to be well maintained and clean at all times. If false nails are worn, they are to be maintained. If polish is worn, the colors are not to be extreme. All nails are to be painted the same color (no black, dark purple/dark red). No jewelry in the nails, or nail art allowed. Excessively long nails dis- tract from our look and will not be allowed.

Tattoos are more commonplace today than ever before. We would hope that any tattoos will be covered by the costume. Any visible tattoos must be tasteful and not covering a majority of the server’s body. If any visible tattoos are to be added the employee must get permission first. Your managers have final approval on all tattoo’s.

Proper footwear is a key part of every COMPANY NAME team members outfit. The wait staff is to ear a comfortable cowboy boot as shown by images. The boot must be of high quality and well fitted. They must be periodically repaired and or replaced.

SMILE. A big smile is an important part of the COMPANY NAME LOOK and your stage appearance.

When entering and leaving the XX, make sure that your costume is completely covered. Unless you are working at a COMPANY NAME sponsored event, under no circumstances should the COMPANY NAME uniform be worn outside of the store. You are to wear something covering your costume when coming and going from work, or change into and out of your costume at work.

In addition, please be aware that we do not allow the sale of any portion of the costume to anyone not employed by COMPANY NAME.

Failure to comply with Image or Grooming Standards may result in discipline up to and including termination.

Bartender, Barback (Bussers Optional)

Hair is to be styled at all times. No bizarre haircuts, styles or colors are acceptable. No hats or headbands are to be worn. Males are to wear hair collar length or shorter. If hired with long hair, it must be kept clean and neat. We require a clean-shaven look for men; however, if you were hired with facial hair, we expect that you will keep it fully grown in and neatly trimmed. Males are not to wear make-up. Jewelry is to be minimal. Two earrings per ear maximum. One ring per hand maximum. One necklace maximum and it is not to be too wide, long or heavy. No choker, beads, or similar necklaces. Fingernails are to be well maintained and clean at all times. Males are to keep nails short and groomed. Males are not to wear polish. Tattoos should not show. Any tattoos that do show must be tasteful and discreet, otherwise must be covered by the costume. If any tattoos are to be added that show the employee must get permission first. Your manager has final approval on tattoos. No facial or body piercings whatsoever.

The male costume consists of the fitted black t-shirt.

The footwear will be a black boot with black socks. This footwear must be comfortable and of non-slip material to protect the team member from slips and falls.

No buttons or pins are to be worn on any part of the uniform. Approved promotional buttons for specific events may be worn for a promotional period if mandated by management.

When entering and leaving the store, the employee costume is completely covered unless working at a COMPANY NAME sponsored event. Under no circumstances should the COMPANY NAME costume be worn out- side of the XX. In addition, please be aware that we do not allow the sale of any portion of the costume to anyone not employed by COMPANY NAME.

Failure to comply with Image or Grooming Standards may result in discipline up to and including termination.

Kitchen Staffers (Bussers Optional)

Hair is to be put under a COMPANY NAME BOH hat at all times. No bizarre hairstyles or colors are to show. Hats must be worn at all times. No other headgear is allowed, including bandannas.

Facial hair is typically not allowed in kitchens around food so should be at a minimal. If any it needs to conform to health standards. Male cooks must shave prior to their shifts, including shaving around mustaches and beards. The manager has the discretion to approve facial hair and hair length and styles.

Excessive jewelry is not permitted in the kitchen.

No body piercing is allowed to show, except ear- rings. No tongue rings. Pierced jewelry must be removed, not covered with tape or bandages.

Fingernails are to be well maintained and clean at all times. Males are to keep nails short and groomed. Nail polish is not permitted to be worn by kitchen workers.

Profane or inappropriate tattoos MUST be covered.

The uniform shirt consists of the original approved black COMPANY NAME BOH logo short-sleeved t-shirt tucked into pants.

Females must wear a bra, which should not show outside the uniform.

A brown or black belt must be worn with belt loops. Cooking pants or black/blue jeans may be worn. They must be hemmed and have no rips or tears. The only approved material is dark denim (black or blue). An approved COMPANY NAME apron must be worn and changed as needed to maintain a sanitary condition. Socks are to be worn. Non-skid safety shoes are to be worn. No canvas or mesh shoes. No holes in shoes. Approved food handling gloves must be worn, according to specified procedure. A big smile is important! (Bussers may wear the BOH uniform or the male costume)

Failure to comply with image or grooming standards may result in discipline up to and including termination.

Federal Wage and Hour Laws

Federal wage and hour laws were created to protect the rights of employees. These laws ensure that employees are fairly paid for all hours worked and all hours for which employees are required to be present in the XX, such as standby time and training time. Check your state wage and hour laws. Some state laws are more restrictive than the federal statutes. If the federal and state laws conflict with each other, whichever law is more restrictive is the law that applies.

Standby Time

Employers are prohibited from working employees off the clock (without pay) or from requiring standby time. Standby time is any time when an employee is required to be in the XX without being paid. Meal and Rest Periods. The following information is the recommended meal and rest period policy for COMPANY NAME. It is important for you to know your local regulations and to follow whichever policies are stricter.

Meal Period

Employees who work a period of more than five hours are entitled to a 30-minute meal break employees must be relieved of all duties during the meal break. Compensation for the 30-minute meal break must be paid if the employee has voluntarily agreed to waive his or her meal break by (1) working through his or her meal break, or (2) agreeing to remain on premises during the meal break.

Check www.dol.gov/esa/programs/whd/state/meal.htm - State requirements for meal and rest periods.

Equal Pay Act

The Equal Pay Act requires that men and women be paid equally for doing essentially the same work with a similar or equal amount of effort, responsibility, and skill. Male and female employees cannot be paid different wages because of their gender. Any difference in wages must be justified by differences in experience, performance, or other job-related criteria.

Federal Child Labor Laws (USA)

When hiring employees under the age of 18 in the United States, you need to be aware of federal and state laws.

When employing people under the age of 18, you should establish an ongoing monitoring system to ensure that there are no violations of the child labor laws. Penalties can be severe for violating the rules. Various states impose restrictions beyond federal law as to the hours and duties that can be worked by 14- to 17-year-olds. Many states require a work permit from each employee under the age of 18. To protect yourself, require proof of age for employees under the age of 18.You must follow both state and federal laws on child labor. Where federal and state rules differ, you must comply with whichever rule is stricter.

Americans with Disabilities Act

The Americans with Disabilities Act (ADA) is a federal law implemented in 1992 that prohibits discrimination against the disabled in employment practices, public accommodations, and commercial facilities.

In addition to prohibiting discrimination, the ADA, in some cases, requires actions to make jobs, stores, and offices accessible to the disabled. XXs and other public accommodations must modify policies and procedures that discriminate against the disabled, and provide auxiliary devices and services for the disabled unless these devices or services would fundamentally alter the business or create a significant threat to the health or safety of others.

Under certain circumstances, the law also requires that policies and guidelines be modified to provide disabled guests access to areas available to non-disabled guests, such as play areas.

Service Animals

Under the ADA, all public XXs must permit disabled individuals to bring a service animal onto the premises.

A service animal is any animal individually trained to do work or perform tasks for the benefit of an individual with a disability. No particular type of certification or documentation is required for an animal to be considered a service animal under the ADA.

The law requires all employers subject to the ADA to permit access to service animals. The specific details of a written policy, including the education and training of XX managers and employees, are the responsibility of the individual operator.

Schedules

Schedules are prepared to meet the work demands of the XX. As the work demands change, management reserves the right to adjust working hours and shifts. Schedules are posted weekly. Each employee is responsible for working his or her shift and knowing their schedule.

Employees should arrive 10 to 15 minutes before the shift begins so that they have time to get settled and ready for the shift. Employees are to clock in when the shift begins and be ready to start work immediately. We do not pay staff to change clothes or eat. You must not clock in unless you are ready to work immediately.

Schedule changes may be allowed only if the employee finds a replacement and receives management approval. To be valid, the manager must indicate and initial the change on the posted schedule or Shift Change Log. The COMPANY NAME usually requires high levels of staff on or around holidays, sporting events, and other special events. Understanding that employees have a life outside of the XX, we always try to find a way to work with our employees to meet schedule requests. We do, however, ask employees to remember just how crucial each position is to the proper functioning of the XX. Ensure that your employees understand that even though we will try to comply with requests, there is no assurance that you will be able to grant the requested time off in all circumstances.

Absenteeism and Tardiness

Employees must be prepared to start work promptly at the beginning of the shift. The scheduled time is the time employees are expected to be on the job, not arrive at the XX. Repeated tardiness is grounds for termination. Realizing that emergency situations can arise and people do become ill, ask that employees provide you with the most amount of time possible to allow you to attempt to cover the shift. Calling in minutes before a scheduled shift puts both the guests and other employees at a disadvantage. Under no circumstances should an employee call and leave a message on the answering machine. Employees must speak to the manage- in-charge, directly, regarding being late or not coming in at all.

All employees are expected to work on a regular, consistent basis and complete their regularly scheduled hours per week. Excessive absenteeism should result in disciplinary action, up to and including termination. Disciplinary action taken because of absenteeism should be considered on an individual basis, following a review of the employee's absentee and overall work record.

Any employee who does not call or report to work for two consecutive shifts should be considered to have voluntarily resigned.

Overtime

In accordance with the Federal Minimum Wage Law, employees are paid overtime when they work more than 40 hours in one week. Hourly employees are paid at one and one-half times their straight time rate for all overtime hours worked. (Check your local requirements!)

Payment Procedures

Time Clock Procedures

Employees should arrive at the COMPANY NAME 10 to 15 minutes before they are scheduled to start work. The manager-on-duty should be notified when employees have arrived for their shifts. Employees may clock in within five minutes of the start of their shifts. All hourly employees are given an employee ID number to use when they clock in and out on the POS.

Tampering, altering, or falsifying time records or recording time on another employee's ID number is not allowed and should result in disciplinary action, up to and including termination.

Payroll Checks

The general manager will inform all employees of when paychecks are available to be picked up.

Payroll Deductions

Paychecks will indicate the gross earnings as well as deductions for federal and state withholding taxes and Social Security and Medicare taxes. Federal and state withholding taxes are authorized by the employee, based upon the information furnished on the W-4 form. Your XX may secure authorization from the staff to deduct other expenses if necessary. I.E. dry cleaning, gym memberships, etc.

Lost Paychecks

Lost paychecks are to be reported to the general manager. Stop payments should be placed on the lost check and a new check reissued. The reissued check should incur a deduction equal to the bank stop payment charge. Contact your payroll company for instructions.

File Retention

Thorough record retention is a good business practice. Keeping records for the appropriate length of time can be welcome protection in the event of unfortunate situations such as a theft or a lawsuit.

If any charges or lawsuits are filed or pending related to an employee, that employee’s records and all records that may be relevant to the charge/claim/lawsuit must be kept for the duration of the charges or lawsuit, including all time limits for the appeals process. By way of example, other records that may be relevant to a charge / claim / lawsuit may include documents such as employee schedules, payroll records, personnel files of all employees, etc. For more information, contact your labor relations’ counsel.

Employer Posting Requirements

Both the federal and state governments require all employers to post labor posters in a conspicuous location. These posters explain the rights and benefits employees have under certain legislative acts.

These federal labor law posters discuss employee rights:

- The Fair Labor Standard Act
- The Family and Medical Leave Act
- The Job Safety & Health Protection
- The Equal Employment Opportunity is the Law
- The Employee Polygraph Protection Act
- The Heimlich Maneuver (Choking Treatment)

Additional posters may be required for individual states.

Harassment Policy

We have a zero tolerance policy towards any form of harassment in the workplace. The company will promptly and confidently investigate all complaints of harassment and appropriate action, including possible termination, will be taken against those who violate this policy. Additionally, persons who engage in sexual harassment may be held civilly and/or criminally liable for their actions.

It is our policy to treat all personnel with dignity and respect and make personnel decisions without regard to race, sex, age, color, national origin, religion, or disability. We strive to provide everyone a workplace that is free of harassment of any kind. Employees are encouraged to promptly report incidences of harassment.

Sexual Harassment

All of our employees have a right to be free from sexual harassment. We do not condone actions, words, jokes, or comments that a reasonable person would regard as sexually harassing or coercive.

"Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment." (Title VII of the Civil Rights Act of 1964)

Types of Sexual Harassment

Sexual harassment may take many forms, for example:

- Verbal sexual harassment
- Whispering in an obvious way about the way a person looks, walks, talks, or sits.
- Displaying written or graphic sexual material.
- Soliciting dates or sex.
- Repeatedly talking about sex or describing sexual acts.
- Constant, aggressive and unwanted attention, directly or indirectly, of a sexual nature.
- Threatening consequences if (sexual) attention is not reciprocated.
- Making sexual references to a person's clothing or body
- Telling offensive sexual jokes.
- Making suggestive noises.
- Making sexually oriented comments about weight, body shape, or size.

Physical sexual harassment:

- Invasion of personal space.
- Cornering another person.
- Attempts to kiss or fondle.
- Physical attack.
- Attempted rape or rape.
- Inappropriate touching, patting, hugging, or brushing against a person's body.
- Gestures and other behaviors. Employees need to be concerned not only with the intent of their actions of this kind, but also the affects.

While sexual harassment involves repeated, unwanted sexual attention, persons involved in isolated or inadvertent incidents demonstrate insensitivity toward others. Repeated occurrences will be considered intentional violations of the policy.

Complaint Procedures

Anyone who feels it necessary to discuss what may appear to be sexual harassment should report the harassment promptly to at least two people who are in a supervisory or management capacity. The re- port will be kept as confidential as possible. A prompt and thorough investigation will be made. If a claim is substantiated, the company will take immediate and appropriate action, including discipline and possible termination.

Adherence to Harassment Policy

All employees are required to adhere to the policy prohibiting discrimination and harassment while on XX premises-engaging in work-related activities, company-sponsored training, or other functions.

Employee Responsibility

It is the responsibility of every employee to prevent discrimination and harassment. Also, every employee has the right to tell a person, in a professional manner, to stop behavior toward him or her that the employee believes to be discriminatory, harassing, and/or offensive. Any employee who feels subjected to discrimination or harassment should immediately report it to his or her human resources representative, or area manager, or franchise owner or human resource representative.

Management's Responsibility

Management employees who witness or receive reports of discriminatory or harassing behavior are required to take appropriate action, including immediately reporting such behavior to local human re- sources, the area manager, or franchise owner or human resource representative. Management employees who fail to promptly report such behavior may be subject to discipline.

Fraternization Policy

We desire to avoid misunderstandings, complaints of favoritism, and possible claims of sexual and other harassment, low employee morale, and conflict that sometimes arise from certain relationships between employees. For this reason, we discourage relationships between employees and disapprove and look unfavorably upon any employee with authority in the workplace that engages in a personal relationship with another employee.

We reserve the right to take appropriate disciplinary action. This may include termination of employment whenever, at the company's discretion, such employee relationships adversely impact the workplace by creating potential conflict of interest, causing disruption, creating a negative or unprofessional work environment, or raising other significant concerns about supervision, safety, security, or morale.

Substance Abuse Policy

The following is our policy regarding substance abuse. We are concerned with the use, possession, distribution, purchase, or sale of any alcohol, illegal drugs, and controlled substances, and the abuse of prescribed and over-the-counter medications in the work environment. Use of these substances can adversely affect your performance, efficiency, safety, and health as well as the safety and health of others.

We will strictly enforce the following provisions:

- No employee shall possess or consume alcohol while working - it's the law in many states.
- No employee shall come to work or perform his or her job duties while under the influence of alcohol.
- No employee shall possess, use, sell, purchase, or distribute any controlled substances while working.
- No employee shall possess or work under the influence of a controlled substance except in the accordance with a physician's direction and only then when such use will not impair the employee's ability to safely perform his or her job. The company may require the employee to provide written evidence of the doctor's instructions.

If an employee is using prescription or over-the-counter medication that may impair his or her job or affect the safety or well being of themselves or others, that employee must notify the supervisor be- fore starting or resuming work. If we determine that the use of prescriptions or an over-the-counter drug may cause impairment, the employee may be temporarily reassigned to job duties where the impairment will not adversely affect job performance. If reassignment is not possible, the employee may be temporarily suspended or given a leave of absence until such time as the impairment ends.

Violation of any of the above can result in disciplinary action, up to and including termination.

No Solicitation Policy

Solicitation by employees on XX premises is prohibited at any time. Distribution of literature is prohibited in all areas of the XX during work hours. This includes all off-duty employees, who are not permitted to distribute literature, solicit, or interfere with working employees.

Any solicitation incidents should be reported to management immediately.

TRAINING & DEVELOPMENT

THE BAR EXPERTS

BAR & RESTAURANT CONSULTANTS

Performance Evaluations

The objective of the performance evaluation process is to evaluate the employee's performance on the job. This process also helps the employee make an honest analysis of their own performance and realize their own strengths and weaknesses.

The system to evaluate personnel is based on the information of specific position tasks, qualities, and abilities of the employee and his performance in the position.

The Employee Performance Evaluation is a valuable tool to determine the employee's current performance in a position and potential development in the future.

The goal of an evaluation is to provide a regular forum where the manager can provide positive reinforcement as well as constructive criticism to help the employee develop and refine his or her skills. The idea is to utilize each employee's strengths, determine areas in need of growth, and establish methods for achieving this growth. You must conduct Employee Performance Evaluations once a year.

Benefits of the Performance Evaluation

For the manager

To determine: The strength of their employees, developmental opportunities, and areas in need of improvement.

For the employee

- Learn the behavior and performance expectations that the company and manager's value in each of the employees.
- Learn the steps it will take to improve an employee's performance (Training Program, Seminars, etc.) and the ones a subordinate will have to take with own initiative (self-improvement, more effort, more attention towards work, etc.)
- To be able to conduct a self-evaluation for the manager's review.
- Obtain recognition from management for their effort and dedication.
- Possibility of promotion inside the organization.

Evaluator Guidelines

The evaluator has to be extremely careful when carrying out the evaluation since value judgments are made. The Employee Performance Evaluation has to be filled out by the direct supervisor so the results obtained in the evaluation comes from impartial and fair judgment on the employee's performance.

This form has to be signed by the employee, the evaluator and the evaluator's supervisor.

Giving Feedback to Employee

It is very important to go over the evaluation with the employee. The evaluation will not be useful if the employee is not provided the information about his performance.

Follow these guidelines:

- Provide feedback in a form of help, not disciplinary action.
- The feedback that is given must be specific and not vague.
- Avoid making suggestions that imply changing personal traits or characteristics. However, describe behavior that was negative for employee in certain situations.
- Clarify the two parts (employee and evaluator), and the needed steps or plans to increase productivity.

Performance Evaluation Process

1. Establish Rapport - Explain the object of the meeting clearly. Put the team member at ease before moving on with the evaluation.
2. Review the Form and Process - Discuss the organization of the form and its categories. Explain the rating key and how it is used. Explain how you plan to discuss each topic.
3. Review Past Performance - Give an overview of the team member's past performance. Discuss the last evaluation and any goals that were set and the progress made to date.
4. Be Specific - Try to avoid generalizations. You should be able to support what you are saying and how you are rating the team member with specific examples of performance.
5. Listen - Concentrate on what your team member is saying to you, and be open for discussion.
6. Evaluate Yourself - After the evaluation, look at what went well and what could be improved for next time. Conducting a quality evaluation is a skill that is learned. Practice will help you develop in this critical area.

Character Performance Checklists (CPC's)

The CPC's were created to assist managers in conducting periodic, yet brief, performance updates for all of the hourly staff members. Included in each CPC – they are broken up by job code – are the tools needed to perform the job, a quick behavioral checklist, notes on training and job performance. This is a useful tool for managers to administer at least twice a year and facilitates real one-on-one communication with management and staff. You should be able to conduct a CPC on several team members a day over the period of one week. Your staff will appreciate your time and attention and it gives you an opportunity to really observe each staff member and give them an honest appraisal of their performance...both good and bad. File CPC's in the employee's file.

Employee Relations

Handling Employee Issues

Sometimes, in spite of our best intentions, personnel problems come up. The key to handling them successfully is effective communication.

We encourage an "open door" policy to keep the lines of communication open. This way, little problems won't become big ones.

If you feel unable to respond to an issue, refer it to a higher level of authority. You may even want to consult your franchisee, which is there to help, especially if there may be legal ramifications.

Encourage employee feedback. Sometimes, your employees may be reluctant to "rock the boat" by bringing up issues. One way to combat this is to occasionally distribute questionnaires to employees. Be sure to design questions that elicit helpful information.

Since communication and teamwork are so important, regular employee activities can be extremely useful. They provide avenues for open communication, build morale, and improve team spirit.

Counseling Employees

When counseling employees regarding an issue at work, it is important that it be done in private, with enough time go through the entire issue. The objective of a counseling meeting is to come up with a plan of resolution for the issue. To help achieve this goal, follow these guidelines:

1. State purpose - Explain why you are meeting. Get to the point quickly and state your purpose.
2. Explain issue - This is very important. Explain what was observed and problems with the behavior. Try not to be too critical.
3. Listen - Honestly listen and take the time to hear out the employee. The employee may become defensive, but remain calm. Listen emphatically.
4. Agree on issue - You cannot begin coming up with a solution until both you and the employee agree on the issue. Have the employee explain the issue back to you, to ensure that he or she understands it.
5. Come up with a solution - You and the employee should come up with a solution together. This way, the employee has buy-in to what has to happen. This will make the employee more apt to follow through with the solution.

Summary - At the end of the counseling session, ask the employee to sum up what was discussed and what the next course of action will be. It's important that both you and the employee leave with the same understanding and expectations.

Document Counseling Sessions and Performance Reviews

After an employee counseling session, document the session on paper and monitor the employee's performance. Both you and the employee should sign the documentation; send a copy of the document to your franchisee and keep one copy in their employee file at the XX.

Employee Meetings

A more formal approach to communicating information is a regular mandatory meeting of employees, particularly involving key personnel. In order to avoid distractions, you should hold such meetings before or after hours, if possible. (If hourly employees attend, you must pay them at their regular wage.) For this kind of an event to succeed, you must plan carefully.

Here are some suggestions:

- Set the time, day, and location so it's easy for everyone to attend. Have one manager responsible for granting absences.
- Announce the time, date, location, and purpose of the meeting well in advance.
- Make arrangements for charts, films, videotapes, etc. to add interest.
- Set out a clear agenda and keep to the point. Include items of interest to employees.
- Summarize plans for future action and follow through.

Management Meetings

Management team meetings are important for effective management communication. By holding regular management meetings, you will be able to identify XX issues and come up with solutions that all managers can agree upon. Management meetings are essential for developing the lines of communication between managers who may not regularly see each other. You should meet once a week and include all salaried managers and head hourly staff if appropriate.

Take at look at our suggestions for items to cover each week:

- Prime Cost Worksheet – go over costs of food, liquor labor, etc. (in Prime Cost Workbook)
- Week to Week Comparison – compare week to week variances in all categories (in Prime Cost Workbook)
- Recruiting/Hiring needs and plan for improving CASSIE
- Assign KM the task to formulate a plan of action to reduce food costs by .5% and present it to the other managers the following week.
- Assign Bar Manager the task to formulate a plan of action to reduce Beverage costs by .5% and present it to the other managers the following week.

- Assign all managers the task of contributing to a plan that aims to raise sales by 5%.
- Assign all managers the task of contributing to a plan that aims to reduce labor by 1%.
- Review training needs and training program effectiveness.
- Review marketing plan and COMPANY NAME marketing updates.
- Review the weeks Guest Comments sent by CCOMPANY NAME.
- Develop a cohesive strategy to address operations issues/challenges.
- Reinforce that we're all paid "to create and keep more very satisfied and loyal promoter guests".
- Reinforce the focus on the guests experience and develop relationship builders rather than order takers.

Including these tools and resources, plus any additional you feel necessary; will have you leading your team in a positive direction in no time. Make these manager meetings count.

Bulletin Boards

Bulletin boards can be a great resource for effective employee communication. Bulletin boards are convenient, inexpensive, and visual. When used correctly, bulletin boards can deliver the messages to all of your employees. Use discretion in your policy on what materials can be approved for posting.

Handling Disciplinary Action & Termination

The most difficult aspect of employee relations is dealing with disciplinary action and the termination of an employee. Because there can be legal aspects to firing an employee, possible unemployment compensation claims, and an impact on employee morale, terminations must be handled with extreme care. It is essential to act professionally and in accordance with procedures.

Our policy is "employment-at-will." This is a legal concept that means that neither party needs a reason to terminate the employment agreement. It gives managers wide discretion in exercising judgment about whom to terminate and when.

Never fire someone on the spot, particularly in front of another employee. Consider a two-or three- day cooling down period, without pay, to allow the dust to settle, and to gather additional information.

Disciplinary actions and terminations should be well documented, based on fact, consistent with previous actions, and fair. This helps avoid retaliation claims and lawsuits. Verbal counseling should be your first step in correcting unacceptable performance or behavior. The manager should review pertinent job requirements with the employee to ensure his or her understanding of them. The manager should consider the severity of the problem, the employee's previous performance appraisals, and all of the circumstances surrounding the particular case. Stating that a written warning, probation, or possible termination could result if the problem is not resolved should indicate the seriousness of the problem. The employee should be asked to review what has been discussed to ensure his or her under- standing of the seriousness of the problem and the corrective action necessary. The manager should document the verbal counseling for future reference, immediately following the review in the Employee Corrective Action Notice and keep it in the employees file.

Written Counseling (Employee Corrective Action Notice)

If the unacceptable performance or behavior continues, the next step should be a written warning via our Employee Corrective Action Notice form on the PMF. Certain circumstances, such as violation of a widely known policy or safety requirement, may justify a written warning without first using verbal counseling. The written warning defines the problem and how it may be corrected.

The seriousness of the problem is again emphasized, and the written warning shall indicate that probation or termination or both may result if improvement is not observed. Written counseling becomes part of the employee's personnel file, although the manager may direct that the written warning be removed after a period of time, under appropriate circumstances.

You may check the box for a "30 Day Improvement Commitment" when necessary. You should note on the Employee Corrective Action Notice that the issue at hand qualifies for a "30 Day Improvement Commitment"- meaning the issues is serious and must be cured within the specified date for employment to continue. A staff member who no longer fits their uniform as the role requires qualifies for this notice.

Probation

If the problem has not been resolved through written counseling or the circumstances warrant it, or both, the individual should be placed on probation. Probation is a serious action in which the employee is advised that termination will occur if improvement in performance or conduct is not achieved within the probationary period. The franchise owner or human resource representative and the employee's manager, after review of the employee's corrective counseling documentation, will determine the length of probation. Typically, the probation period should be at least one week and no longer than 60 days, depending on the circumstances. The manager prepares a written probationary notice to the employee.

The letter should include a statement of the following:

- The specific unsatisfactory situation.

- A review of oral and written warnings.
- The length of probation.
- The specific behavior modification or acceptable level of performance.
- Suggestions for improvement.
- A scheduled counseling session or sessions during the probationary period.
- A statement that further action, including termination, may result if defined improvement or behavior modification does not result during probation. “Further action” may include, but is not limited to reassignment, reduction in pay, grade, or demotion.

The manager should personally meet with the employee to discuss the probationary letter and answer any questions. The employee should acknowledge receipt by signing the letter. If the employee should refuse to sign, the manager may sign attesting that it was delivered to the employee and identifying the date of delivery. The probationary letter becomes part of the employee’s personnel file.

On the defined probation counseling date or dates, the employee and manager will meet to review the employee’s progress in correcting the problem, which led to the probation. Brief written summaries of these meetings should be prepared with copies provided to the employee and the franchise owner or human resource representative.

At the completion of the probationary period, the franchise owner or human resource representative and the manager will meet to determine whether the employee has achieved the required level of performance and to consider removing the employee from probation, extending the period of probation, or taking further action. The employee is to be advised in writing of the decision. Should probation be completed successfully, the employee should be commended, though cautioned that any future recurrence may result in further disciplinary action.

Suspension

A one to three day suspension, without pay, may be justified when circumstances reasonably require investigation of a serious incident in which the employee was allegedly involved. A suspension may also be warranted when employee safety, welfare, or morale may be adversely affected if a suspension is not imposed. In implementing a suspension, a written counseling report should set forth the circumstances justifying the suspension. Such a report shall become part of the employee’s personnel file.

Termination

Terminations generally occur for one or both of two reasons:

1. Performance.
2. Policy or rule violation.

When terminating an employee based on performance or policy violation, keep in mind these considerations:

- Make sure the employee knew the expectations of the job and was provided with appropriate training.
- Make sure the employee was aware of, or should have been aware of, the policy or rule that he or she violated.
- Review the facts before terminating the employee.
- Provide counseling regarding performance issues. Make sure you provided the employee with feedback regarding his or her performance.
- Listen to the employee's side of the story during counseling sessions.
- Make sure that you treat the employee the same way that you treated others with similar performance issues.

No Call, No Show

If a staff member does not show up for a schedule shift, without notice to a manager, it is considered a "No Call, No Show". Legally, the staff member has "voluntarily quit" the position and job. You do not "terminate" them, they have quit. You should record that the staff member voluntarily quit. In this case, they are not eligible for unemployment, as you have not "terminated" them.

Cooling-Off Period

No matter how severe the situation is, never fire an employee on the spot. Allow for a cooling-off period to pass before giving notice of termination.

At the time of the situation:

- Suspend the employee immediately. Ask them to clock out and go home.
- Tell the employee that he or she will be contacted within a specific timeframe.
- Use the cooling-off period to gather documentation. No one should be terminated without an investigation. This ensures that employees are treated fairly and consistently.

Involuntary Termination

The manager prepares involuntary termination notices. The employee is notified of the termination by the manager and will be directed to report to the appropriate person for debriefing and completion of termination documentation and final pay arranged. Proper documentation and filing of the termination record is required as these documents may be needed at a later date for complaints, lawsuits, unemployment hearings, etc.

Exit Interviews

When an employee quits, it is important to conduct an exit interview. It's an opportunity to learn and to make adjustments that will help us attract and keep good people in the future.

An exit interview, properly conducted, can give information about the climate within the XX, employee morale, and the attitude of employees toward their supervisors, management, and fellow employees. It is important to build rapport by asking non-threatening questions.

Hiring Needs

The success to your XX operation is due in large part to your employees. It is imperative that you spend the required time recruiting, auditioning, selecting, and training your employees. Our weekly

H.O.S.T. (Hiring Only Spectacular Talent) program is included in this manual. It will give you step by step instructions on how to hold auditions and what to look for. As a rule, we hire tough and manage easy.

Remember, you usually need to audition three or four people to find one good new hire. So, you will want to take that in consideration when recruiting and setting up auditions. No other factor has as much influence on your XXs profitability as does hiring spectacular talent. You should be looking for front-line team members with Soft Skills– those personality characteristics like: funny, smart, charming, entertaining, smiling, hard working, honest, team player, etc. Look for the soft skills as we can always train the Hard Skills. Soft skills are much more difficult to train.

Recruiting

Now that you know what you are looking for, the next step is to recruit. Here are some suggested recruiting sources:

- Newspaper/Radio Ads
- Online ads, Craigslist, Facebook
- Placement services
- Vocational and Career Services counselors at area schools
- State employment services
- High Schools/Colleges/Career Services

- Community events, Libraries, Gyms, Coffee Shops, Tanning Salons
- Call every single contact in your cell phone to generate leads

Keys to Effective Recruiting

- Know what you are looking for - Review job descriptions and focus on soft skills.
- Ensure ads/flyers correctly describe the position and location of your business.
- Practice selling your XX to applicants. - Why should they work for you?
- Make sure employees at your other XXs, business associates, friends, etc. know that you are hiring.
- Have job descriptions available at the XX or auditioning location for applicants to examine.
- Make sure "Help Wanted" signs are clean, readable, and visible.
- Have managers or other personnel at the XX location ready to hand out applications upon request.
- Set specific hours for auditioning. The H.O.S.T. plan tells you how.
- Strive to make your XX the employer of choice in your town.

In addition to the weekly H.O.S.T. program included in this manual, here are some helpful notes to consider:

10 Key Points to Interviews

- Conduct in comfortable setting.
- Keep audition to less than one hour.
- Put the candidate at ease.
- Sell the job.
- Use the H.O.S.T. program.
- Get specific.
- Allow for silence.
- Maintain control. Set the tone for the audition.
- Be aware of your body language and your candidate's.
- Make notes during the audition on the Two Questions Sheet and/or Behavioral Screening.
- Look for the soft skills– does the candidate have them or not. Remember, soft skills are essential to improving your Hospitality Experience.

What are RED FLAGS?

Red flags are items on the application or situations that are uncovered during the audition that could pose as potential hiring issues. You will want to find more information for each red flag that comes up before hiring the candidate. The best way to defend yourself against problem employees are to not hire them in the first place.

Possible Red Flags:

- Time gaps in work history.
- Unanswered questions. Items left blank.
- Personality conflicts with boss. Do not hire the "woe is me" or "victim" type.
- Rapid job changes.
- Poor excuses for leaving past job. Personal conflicts with peers or superiors.
- Anything that leads you to believe the candidate has a "victim mentality". These candidates can be trouble.

Questions you may NOT ask during an audition:

Just remember to keep the audition professional and not personal. Stay away from any personal questions during the audition process. Also, at no time may you write comments on a persons application form. Keep notes on the Two Questions Sheet and/or Behavioral Screening. Keep all applications on file for the minimum time frame required by your state.

The following is a list of some of the topics and questions that are off limits during an audition:

- Sex/Marital Status/Age/National Origin/Race/Religion
- How do you get along with other women or men?
- Do you get along with people of other races?
- Are you offended by Polish jokes?
- Are you a member of any church?
- Do you have any children?
- What kind of neighborhood do you live in?
- Are your relatives from the old country?
- What is your religious preference?
- When do you plan to retire?
- Is your spouse employed?
- Do you own or rent?
- Were you born in this country?
- Are there any religious holidays you can't work?
- Would it bother you to have a boss younger than you?
- Are you pregnant?

- What kind of accent is that?
- What nationality is your name?
- Do you believe in god?
- How do you get along with younger people?
- Do you have childcare issues?
- Have you ever been arrested?
- Do you speak a foreign language?
- How do you feel about people of different religions?
- Can you keep up with the younger people?
- Are you married?
- How do you feel about people of other races?
- Which clubs, societies, or lodges do you belong to?
- Do you have your own vehicle?
- What political organizations are you a member of?
- Do you smoke?
- When did you graduate?
- How do you feel about homosexuals? Are you gay?

New Employee Orientation

Once you have selected your new employees through the audition process, it is time to get them oriented. You must receive each employee's completed new hire paperwork before they may begin working. Before you begin your orientation, you will need to gather new employee packages for each person per your areas requirements. Assemble, at the very least, the following for each employee:

New Employee Package:

- Employee Handbook
- I-9 and W-4 Forms
- Employee Information Sheet
- Model Release/Minor Model Release Form
- Confidentiality Agreement
- Any other necessary releases, employment agreements, consent to payroll deductions, etc.

Orienting a new employee is critically important. The orientation is your new employees first real exposure to the job. It sets the tone and establishes the new persons' expectations.

Your objectives for the orientation are:

- Introduce them to rest of the team.
- Develop familiarity with equipment.
- Show where supplies, products are stored.
- Explain the routine the employee will follow at first.

- Supply all needed materials, including reference manuals, booklets, rules, guidelines, and costume. (Complete and updated position Training Packets)
- Review important rules and policies.
- Go over the training schedule and objectives.
- Explain all necessary forms that must be completed and signed before they may work.
- Tour the XX.
- Introduction to co-workers.

The Training Process (T.O.S.T.)

Training your new hires is crucial to the success of your operation. You want to train your best people to lead the next generation of staff members. Our Train the Trainer program is called T.O.S.T. (Training Only Spectacular Talent). A copy is attached in this manual. You will be required to proctor periodic T.O.S.T. trainings to certify your trainers. Be sure to read, understand and follow the specifics in the program. Don't forget to submit your T.O.S.T. tests to corporate so you're new trainers will be sent a T.O.S.T. certificate.

Team Building

In a work environment, employees are usually members of various work teams or units. For example, they may be members of the kitchen crew or service line.

There is a big difference between a group and a team — especially an effective team.

The members of a group may share a common interest, but they may not share a common goal or, even if they do, they may not work together in a way that will help the group achieve it.

That is what teamwork is all about. A team is a group of people, a work unit, that share a common goal and that commit themselves individually to helping the team achieve that goal. The team, in turn, helps each of its members achieve their personal goals. Thus, there is a great deal of mutual support in an effective team; team members helping the team succeed while at the same time, the team, as a group, helps the individual members succeed.

Teamwork within work groups is a function of the trust, commitment, and involvement of the individual members of the various groups. If the interpersonal relationships within any particular work group are characterized by lack of trust or an absence of commitment to the group's standards, then it is more unlikely that a particular work group will be working cooperatively with other work groups.

Another point to remember is that if inter-group relationships are poor, they probably did not get that way overnight. Because of this, it is unrealistic to expect that inter-group relationships, which are currently strained, will improve overnight.

However, here are some management guidelines that you can follow to help ensure that progress is made when you try to improve teamwork:

- Establish a working environment that is considered fair and friendly.
- Be honest and candid in your communication with members of your own work team and with other teams.
- Keep your team members and other teams informed about matters that could affect them.
- Practice participation. Whenever possible involve employees in planning and decision making, especially as it might affect their work.
- Stress cooperation and minimize unproductive competition. Develop the spirit of working to- ward a common goal.
- Confront conflict openly. Use problem solving rather than a win/lose approach to resolve conflict.
- Try to gain acceptance as a team member rather than emphasize your authority and position power.
- Encourage members of your team to communicate directly with members of other teams about work matters. Avoid inter-group communication being restricted to the top levels of management.
- Obtain feedback from other teams regarding their perceptions of your team's behavior. Constructively feedback your perceptions of their team's behavior to them.

Building effective teams are crucial to our success. Cooperation and teamwork are major factors in the managing of our XXs.

Effective Delegation

Definition of Delegation

To commit or entrust another. (Delegate a task to a subordinate). To assign responsibility or authority to another. The best operators in the business get out there to recruit and hire spectacular human talent those people with all the soft skills. Then they train them thoroughly and delegate additional responsibilities, which benefits both the operation and the team member.

Benefits of Delegation

Benefits to the Manager
Gives manager more time to work on important management tasks. Allows more to get done in a day.

Benefits to Employee:
Empowers the employee. Allows the employee to develop new skills. Improves morale and reinforces the team building environment.

Signs of Poor Delegation:

- You hear yourself saying, *"I've got too much work here and not enough time to do it."*
- You hear an employee saying, *"It's the same old routine, day in and day out. I'm bored with it."*
- An employee is demoralized and seems to have little sense of motivation.
- An employee says *"Well, I'm not sure I'm ready to take on that big of a responsibility."*
- This employee lacks the confidence necessary to take on the task.
- Managers covering shifts for staff.
- Managers searching the XX looking for paper, food and or beverage items for a staff member.

Distribution of Work

A good manager will know when they can delegate a task or duty, and when it is best that they do it themselves. The chart below explains when and what you should delegate and when you need to keep control of a task.

Examples of Tasks to Delegate:

- Receiving and storage of product.
- Tour of the XX for new employees.
- Asking guests about their experiences.
- Monitoring Critical Control Points.
- Cleaning and organizing storage areas.
- Preparing products for inventory count.
- Recruiting - setting up ads, soliciting potential workers.
- Training - maintaining training supplies, conducting specific training.

- Scheduling.
- Preventative maintenance. Light bulbs, paint, bathrooms. Housekeeping tasks.
- Building Employee Training Packets.
- Making Copies.
- Office Filing/Organization.
- Feet on the street marketing.
- General office work.
- Out of the XX, local errands.
- Phone/Texts/Communications to staff and guests.

Delegation Steps

Follow these steps to delegate a task to an employee:

1. Choose a capable person.
Evaluate assignment and person, and then set reasonable expectations.

2. Explain objectives.
Define the desired results and lines of authority within a framework of flexibility that allows the subordinate to use their own initiative.

3. Give the person the means and authority to do the job.
Clarify boundaries, limitations, and authority issues; who can assist, timelines, etc.

4. Keep in contact.
There are several methods for monitoring work: Observation, statistical progress reports, review sessions, etc.

Remember that improving your delegation skills will improve productivity and develop your team!

Developing Others

By developing your employees, you will see a benefit through improved retention, more knowledgeable employees, better managers, and potential successors for when you eventually move up within the company.

We believe that it is the manager’s responsibility to motivate employees for growth and development. With that said, development is also the job of the individual employee. If the employee does not have the drive or does not want to develop themselves, it won’t happen. So, it is important to talk with them first about their career goals and what they are looking at achieving.

Your goals are to be able to determine your employees' specific development opportunities, to be able to create plans for your employees' development, and to come up with development activities for your employees.

Focus on Priorities

Evaluate your employee's skills to determine the areas to develop. Examples of areas to develop could be communication, leadership, organization, etc.

Select only 2-3 areas to develop at one time. It is important to not select too many areas to focus on.

You can narrow down which to work on now by prioritizing the development opportunities into critical areas of today and areas of opportunity for the future.

Focus Development Areas

Use the funnel approach to narrowing the focus of the development areas to the root action to be accomplished.

For example:

- **Development Area**: Communication Skills
- **Define Issue:** He communicates well with employees when they do something well, but doesn't take the time to discuss performance problems.
- **Obstacle:** "He has never had formal training on how to communicate performance issues, and doesn't feel comfortable talking with employees in these situations."
- **Action Item:** Give the shift leader additional training on how to give feedback for improvement, using role-plays and observation of real situations.
- **Changed Behavior:** Developed employee.

Create a Plan

The steps to developing a plan are much like a project or business plan.

- **Target Development Need:** Development area and specific objective.
- **Write an Action Plan:** Steps to be completed by employee.
- **Determine People Involved:** Individuals needed to complete plan.
- **Set Time frame:** Target dates and review dates.
- **Set Measures of Success**: How you and the employee will decide when the skill has been not only learned but implemented.

Develop the Soft Skills

Team members with soft skills are highly sought after because they have the natural abilities that most people find pleasing. Although, developing soft skills from scratch in new hires is not practical, that doesn't mean we don't do our best to train, develop and reinforce the soft skills our team members do have. Practice recognizing and rewarding those employees when they display behaviors that are soft skill generated.

When team members go out of their way to assist a guest, open a door, smile for no reason, fully support a new policy or procedure, or put others wants and needs before themselves, be sure to extend praise and recognition. You're 4 times more likely to cement a behavior through reward rather than punishment.

Development Activities

There are many different types of development activities that you can use to assist in the development of your employees.

Here are a few examples.

- On-The-Job
- Off-The-Job
- Model others with the skill.
- Practice.
- Take formal courses.
- Read books, articles, and manuals.
- Conduct research.

Implement & Monitor Progress

Development is an on-going process. You need to let the employee know that they should take time each day, possibly at the beginning or end of day to think about what they will do or have done for the day that impact their development.

It is important to know that development is not an event that happens in one day. The employee has to work on changing or adding a new behavior to their routine and once he or she has achieved their development goal, it is time to work on another.

It is important that you set scheduled review dates with the employee. This time should be set ac- cording to the types of development activities that are planned. On a long project, monthly meetings may be sufficient. But, on an area that is critical to the employee's job and is time sensitive, it may make more sense to have a weekly meeting.

Provide Feedback

It is important to provide the employee feedback during the development process.

Feedback lets employees know:

- If they are on track with set goals.
- Sustains their motivation.
- Develops a partnership.
- Provides direct recognition of things that are going well and not-so-well.

Just like there are different learning styles, there are different ways to provide feedback.

Here are some examples:

General feedback.
Some employees may not need a lot a feedback and just want to know if they are on the right track with something.

Detailed feedback.
Others may like you to be much more specific and give a lot of detail when providing feedback.

Also, a person may need both during different stages of their activity or project.

It is important to discuss with them, which they would like. For instance, an employee may get very frustrated with a manager who provides too much detailed feedback. They may take it as the manager not allowing them to do their job on their own.

On the other hand, a person who receives general feedback, who would rather have the manager be more specific, may feel that the manager is not very interested in what they are doing. So, ask the employee what type of feedback they prefer.

Recognition

It is also important to recognize their efforts. It helps the employee to know that they are doing well, by recognizing significant milestones. In larger projects, try recognizing halfway points to keep the employee motivated.

Developing your team makes for a better environment in the workplace, improved employee morale, and, this will in turn, results in higher guest satisfaction.

Developing others not only helps your employees, and makes you an employer of choice, but allows you to grow as a manager as well.

MANAGING FINANCIAL REPORTS

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Like all for-profit businesses, our COMPANY NAME needs to make a profit to remain in business. Accounting systems are required to summarize and report financial information of our establishment's performance, so the XX's profitability and our effectiveness at managing the COMPANY NAME can be determined and evaluated. In this chapter, you will learn about our most important and widely used financial reports:

Profit and Loss Statement

The Profit and Loss statement reports a XX's sales, expenses and profit (or loss) for a period of time, such as a month, quarter or year. It shows how much in sales the XX took in and what it cost or the amount of expenses it took to earn or generate those sales.

Below is the basic formula for determining profit. Sales less expense equals profit or net income (if expenses exceed sales, then the P&L will show a loss). The goal for management is to find the most effective ways to maximize sales and minimize expenses to maximize profit or net income.

The profit formula used for the P&L is:

Sales - Expenses = Profits

If profit is insufficient, our managers are faced with the task of increasing sales, decreasing expenses or both. The P&L should provide management not only with the bottom-line profit or loss information but also make it possible to determine the best ways to improve profitability by analyzing this statement in more detail.

Key Numbers on a XX P&L

Our Profit and Loss Statement is formatted consistent with accepted XX industry standards. This is so that our results can be easily compared to industry averages. The other reason is that this format gives us quick access to the key costs and margins. Contact COMPANY for the latest version of our P&L. The following are explanations of the key numbers we watch closely.

Prime Cost – While we track our food, beverage costs, and payroll costs individually and in more detail, the one line item that we are most concerned about in this part of the P&L is our Prime Cost.

Prime Cost is the total of our Cost of Sales and Payroll costs, including all salaries and wages and all payroll taxes and benefits. For the COMPANY NAME, the goal is to keep Prime Cost at or below 55% of total sales. As Prime Cost exceeds these percentages, the chances of generating an adequate bottom line profit in most XXs become increasingly difficult.

Controllable & Non-Controllable Expenses – There are controllable and non-controllable costs and expenses. Controllable costs are those that are deemed to be controllable or can be influenced to some degree by our management and staff. Non-controllable expenses include Occupancy costs like rent, property taxes and building insurance as well as other expenses like interest, depreciation and utilities which our managers and staff have no control or influence over.

Controllable Profit – Separating controllable from non-controllable expenses makes it possible to calculate one of the more important margins on any XX P&L Controllable Profit.

Controllable profit is a key indicator of management's effectiveness in managing the XX's sales and controlling its costs and expenses. It is the purest number by which to evaluate management's effectiveness because it reflects only those costs over which they have any influence or control. Controllable profit is a key determinant in the payment of our managers' quarterly incentive bonuses.

MANAGING PRIME COSTS

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Prime Cost Concept

What Is Prime Cost?

Prime cost is cost of sales for food and beverages plus all payroll-related costs, including gross payroll of all management and hourly personnel and payroll taxes, benefits, or worker's compensation.

Prime Cost is also known as "Cost of Goods Served".

Prime cost usually runs 50% to 55% of total sales in a full service restaurant. Generally speaking, the Prime Cost is a metric which can help to evaluate the effectiveness of the management team. After all, the Prime Cost is constituted of the elements that managers directly affect.

You want to know your prime cost as frequently as possible. If you know what your prime costs are at the end of every week, when something is out of line, you're in a much better position to react quickly, cut your losses, and get the problem resolved.

Calculating Prime Cost:

The first step in calculating your weekly food cost is to keep a record of your food and beverage purchases every day. A "Purchasing" tab is located on the Prime Cost Worksheet for you to input your invoices. Keep your recorded and unrecorded invoices filed separately each week. Confirm that the prices listed in the Inventory Sheets accurately reflect the price you are paying for the product. We recommend reviewing prices to your invoices periodically to ensure you have the correct pricing and therefore, correct costs of the items.

Don't forget about posting credits for any product returns or invoice adjustments. At the end of the week, you've got your total purchases of food, liquor, beer, and wine.

Many XXs end their week on Sunday and have the report prepared by noon on Monday. Inventory levels are usually at the lowest level of the week on Sunday night (Monday morning), so there are fewer products on the shelves to count. Most of our vendors have agreed to group items into our Prime Cost categories to make data entry simpler. The GM and/or KM are directly responsible for completing the Prime Cost every week. This tool is a core item in our operations and must be accurately competed and updated every week. COMPANY NAME reserves the right to update this tool when necessary.

Food Product Costs and Controls

When speaking of costs and controls, think in terms of dollars. Everything used has a dollar cost and having the ability to limit that cost through the use of controls directly affects the profitability of your location. There will be little control over some items, these are Fixed Costs (or Direct Operating Expenses) and include rent or mortgage payments, state and local taxes, equipment purchases/leases, telephone, DirectTV, and the initial investment in the XX.

As a manager, you have little ability to affect these Fixed Costs. Therefore, they cannot be thought of from a "potential income" or Prime Cost point of view. Other costs (Prime Cost or Costs of Goods Served) are variable and will be discussed in this section. Prime Costs are those that fluctuate in their dollar amounts and can be greatly affected by the procedures and controls placed on them, most of which are provided to you by COMPANY NAME.

Without controls, prime costs can swing out of control. With controls in place, it is possible to monitor the assets that limit the costs. Controlling costs ensures that waste is minimized, theft is eliminated, the asset is being used to its fullest potential, and the most dollars are going to the bottom line of the profit and loss statement. Included in these variable costs are food, paper, and cleaning supplies, along with payroll, advertising costs, and other costs depending on the location.

When considering the cost of these products (assets), realize that the full cost is not what was paid for it, but rather what potential income that product would have brought if sold. If an entrée were made with the actual cost of ingredients being $2.00, but the entrée was never sold because somebody stole it, the loss is not only $2.00, but also the $4.99 it would have sold for. By not thinking from a selling cost point of view, it is easy to overlook what the potential income would have been if the asset had been controlled. It is a portion of this difference that makes your profitability. Always think of the selling potential that is lost when you do not control your products (assets).

Determining Food Cost

Here is the process to determine food cost.

- Look for the price from the most current invoice from your distributor for the particular item.
- Then divide the number of portions you can get from that item into the price from the invoice.
- This gives a dollar amount for the portion of the product used to make the item.
- Use the Master Ideal Food Cost worksheet to input your costs and your prices to determine your ideal food cost.

Determining Food Cost Percentages

Once the total dollar food cost for the menu item has been determined, the food cost percentage can be determined. The food cost percentage is the percentage of the selling price in relation to the cost of the menu item.

For example:

If the cost of the ingredients is $1.80 and the selling price is $6.99
Take the $1.80 and divide it by the selling price of $6.99.
This gives a food cost percentage of 26%

How to Control Food Cost

You can control food costs through the use of several resources. Proper purchasing and receiving procedures ensures that the correct quantity and quality of food products are delivered. Training the employees ensures that they are using the food products in the proper manner. Following the Master Plate Builds portions when making menu items gives you a consistent cost per item. Using the proper forms to track and eliminate waste ensures you the highest return from the available product. Implementing a weekly inventory system ensures the ability to manage your food costs. All of the COMPANY NAME systems and procedures were built to decrease costs and improve profit. Failure to fully utilize and implement our systems may subject your XX unnecessary cost issues. COMPANY NAME has developed methods to diagnose and correct cost issues within the systems and procedures provided to you. Failure to employ and adhere to the COMPANY NAME tools will severely limit our ability to assist your operations in reducing costs.

Waste

Waste is defined as “not using the product to its maximum potential.” Waste can be caused by over ordering, the product being thrown out, preparing more than you can sell, poor training of the employees resulting in product that cannot be sold, and improper storage and handling of food products.

Waste will occur, and when it does occur, it needs to be documented on the Waste Tracking Sheet.

Eliminate waste because of food spoilage by following a few basic rules:

- Rotate all food in inventory whether refrigerated, frozen, or dry storage. Always put the new inventory behind or under the old inventory (FIFO).
- Never over-order. Base your order on sales projections and add a little extra to cover any emergencies that may arise.
- Keep perishable food refrigerated or frozen. Check the temperature of your refrigerated equipment daily.
- Minimize spilled food and empty out the containers thoroughly.

- Because waste often occurs in such small measures, both managers and cooks can easily overlook waste. To emphasize the importance of minimizing waste, consider this. If meat costs $2.00 a pound and one pound a day is wasted, a loss of $730.00 per year will be incurred.

Theft

Theft, by both employees and guests, is a common problem and comes in several forms. It can be stealing food products, office supplies, cleaning solutions, uniforms, cash, or furnishings. It is amazing what people will take from the location—and it all costs money. Letting the employees know theft will not be tolerated is an excellent start. Being involved in the operation and keeping track of your assets will keep you informed.

There are other ways to limit theft. Keep all doors locked that are not being used as an entrance and exit by your guests. Do surprise checks on the cash register at the bar during the shift. Show up at the location when the staff does not expect you.

You may be surprised. Keep the office off-limits when management is not there. Do not allow off-duty employees and friends in non-guest areas. Watch for suspicious activity or people going where they do not belong.

Do not keep large amounts of cash at the location or in any cash register. Surveillance cameras help to limit the theft at your location. Be sure to check out the Loss/Theft Prevention program in the Operations & Systems Manual.

Tips for Investigating High Food Cost	
Double Check Your Prime Cost	Double-check all data entry into the Prime Cost for accuracy. Check the beginning and ending inventory numbers, prices (may have been increased), formulas, pack sizes, etc. You may find a simple data entry error.
Are proper ordering, receiving and storage procedures being followed	Not following and monitoring the prescribed procedures will almost always lead to ordering, receiving and storage errors, i.e. product going bad, paying for items not received, etc.
Is the Daily Prep Guide fully updated, accurate and used daily	Use of the Daily Prep Guide will assist in preventing over-prepping of items. Loss, waste and labor are reduced if this tool is fully updated (with your last 6 weeks sales mix) and printed/used every day by the kitchen.
Is the Waste Tracking Sheet used every shift, monitored and accurate	Use of the Waste Tracking Sheet is valuable if it is accurate and every BOH employee knows how to use it. Seeing the real waste/loss and being able to formulate a plan to reduce and eliminate it is a great first step in reducing food cost.
Are proper portioning controls used, monitored and accurate	Weigh several items to ensure proper portioning on both prepped and ready-to-eat items: Sliced Turkey, Shaved Rib eye, wings, Quesadilla, etc. Be sure each side of fries is 5 ounces. Correct all mistakes and take measures to prevent more.
Complete the Weekly Food Tracking Sheet in the Prime Cost Workbook	Selecting the items and completing this tab will tell you at week's end what total dollar amount and which items did not yield the appropriate amount. Conduct the Daily Food Tracking Sheet to further ascertain which items are at issue and which person may be responsible.
Determine what item(s) are running high	Compare the current cost with the XX or district average to identify high cost categories. If your problem category is cheese, take a look at the cheeses. There are three factors to consider: waste, theft, portioning. Observe how cheese is being handled from delivery to serving it to the guest. If you look closely, you may identify the problem. Look at specific days or day parts to try and isolate a certain team member or vendor who may be contributing to the problem.
Put together a corrective action plan	Get the entire team involved. Let the managers and team members know what the problem is, how important the collective COMPANY NAME tools and procedures are to reducing costs. Ask the team for suggestions for implementing additional corrective actions. Monitor the plan for effectiveness.

Portion Controls

Portion control in preparing menu items ensures consistency in the product and that the cost of the item is consistent with the menu price. If extra portions are used without additional charges, the food cost is going to be higher than what was planned.

Employees must be trained in proper portioning and the reasons behind it. Not only are your menu items priced according to certain portions, but also adding larger portions to menu items will affect the quality of the menu item and change the necessary cooking time, resulting in an inferior product.

Be sure every staff member is fully trained, has the proper portioning utensils (no estimating) and uses the proper ZZ Master Plate Builds or ZZ Master Prep Sheets for detailed portion control.

MANAGING LABOR COSTS

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

As a XX manager your job is to control your labor costs wisely.

Managing your labor costs requires:

- Good hiring practices - Search for the right person for the job.
- Good staffing levels - Schedule enough people to get the job done and satisfy guests.
- Great employee productivity - Train your employees on how to work smarter, more efficiently.
- Great leadership and people skills - Lead by example, motivate employees, and effectively communicate with your employees.
- Smart financial decisions - Analyze and invest in labor saving tactics.

Effective Scheduling and Labor Cost

After food costs, labor cost are your second largest controllable expense. The labor costs in your establishment include both management and staff hours and are affected to a great degree by how cost effectively you schedule your people. Your goal is to optimize profits through careful scheduling and phasing.

You are responsible for developing an employee schedule every week. Well thought-out schedules are imperative for you meeting your XX's objectives. By having schedules done on time, working within your employees' available hours will give you a more committed staff. Remember, our guests visit us primarily for our ZZ Team and the connection they provide, so reduce all ancillary staff first, before cutting the Hosts, Servers and Bartenders.

The following are some of the improvements in operations gained with a good scheduling plan:

- Maintains desired labor cost percentage of net sales, since schedules are based on sales.
- Optimizes working time of each employee by assigning tasks that will last his/her entire shift.
- Makes employees aware of their responsibilities for particular shift times.
- Helps the XX operate more efficiently if there is always someone at the time and place needed.
- Serves as a base to plan according to market trends and special dates (holidays, special events, etc.) since it is developed for the following week and specific events can be foreseen.
- Contributes to a better time management for managers and operative personnel since activities are assigned previously to each member of the work team.
- Contributes in XX productivity.

- Maintains the capacity of increasing sales in every XX service.
- Helps maintain quality in products and service.
- Minimizes service times.
- Benefits employees by developing abilities of the specific positions.
- Creates teamwork in the XX, generating motivation and enthusiasm to carry out tasks.
- Prevents paying personnel during opening and closing hours.

Calculating Labor Cost

There are a number of different labor calculations, the type of information you are looking to receive will determine which calculation you will use.

Sales per Labor Hour

Total Sales
Hours Worked

This method does not take into account that ticket averages are lower at certain times of the day. Best used for calculating variable labor. Not an accurate basis for scheduling.

Labor Cost per Cover

Total Hourly Payroll
# of Guests Served

This method can be used for shift, day, weekly, and monthly calculations. The lower the result, the more efficient operation.

Traditional Labor Cost

Total payroll (salary and hourly)
Total Sales

This method is the most used in the XX industry as it can add 8-14% to the labor cost when including administrative salaries and payroll taxes/benefits. It provides a “real world” labor cost percentage based on the total money spent on labor divided by the total sales. Bring your total labor percentage cost below 30% and you’re doing many things right. Remember, increasing top line sales always reduces your labor cost percentage. There is nothing more expensive than an empty seat.

Ways to Control Labor Cost

The following is a list of ways XX managers have found useful in controlling labor costs. A manager should understand how and when to use these techniques to maintain the delicate balance between providing a great guest experience and running a profitable shift. Remember, though, that we are a human brand and our guests come to our XXs first for the servers and bartenders. You should always maintain a sufficient level of ZZ team members on your floor at all times. Phase your servers, hosts and bartenders as a last resort.

Ask for Volunteers to Leave Early or Take a Day Off

When it appears that actual sales for the day won't meet the projected sales, a manager must act quickly to adjust the written schedule. One way to do this is to ask employees to volunteer to leave early. Managers may also choose to "call people off" or ask people to not come to work at all. Often- times, team members appreciate and enjoy the time off.

Watch Wage Rates

Spiraling labor costs can result when the average wage rate of the XX increases without a rise in productivity. When considering merit increases for employees, make every attempt to pay for performance, not for tenure and be sure to hire hourly staff at the lowest wage possible.

Improve Productivity

Analyze the way each employee works and try to identify areas of opportunity that will allow him or her to become more productive.

Verify Clock in and Clock Out Times

Each manager, at the end or his or her shift, must check that all employees are clocked in and out correctly. As a manager, you should be looking at and Editing Punches as necessary every shift. When someone doesn't clock in or out correctly, overtime is more likely to occur. Furthermore, a manager may notice patterns of employees clocking in too early or too late and can correct the problem. Establish a strict threshold for clocking in early. I.e. do not allow staff to clock in until 3 minutes prior to their scheduled start time, unless asked by a manager.

Schedule Shorter Shifts

There are days when sales unexpectedly jump through the roof and it makes sense to keep one or two people to help out during the extended rush. If shifts are scheduled for six or six and a half hours, asking someone to stay later won't necessarily mean paying unnecessary overtime. Shorter shifts also allow employees to be more productive for the entirety of their shifts. Typically, the more hours they work, the less productive they become.

Mix Higher Paid and Entry Level Team Members

Ideally, each XX should have a mix of higher paid employees and those that are paid at entry-level wages. This will provide a more manageable wage rate for the XX and will make it easier to manage and control labor costs.

Schedule Best Team Members at Peak Periods

When making assignments on the schedule, assign your best-trained, most efficient employees to work during peak periods. They are typically more productive than newer, less seasoned employees, and will also usually generate more sales dollars. Put your aces in their places.

Minimize Overtime

Effective managers rarely allow overtime. When would you ever want to pay 150% for anything? Scheduling employees to work overtime or continually allowing employees to work overtime is an insufficient method of staffing the XX. It is a sign of poor management, and labor costs rise without any comparable improvement in productivity. While this may be good for the employees pocketbook, it doesn't make a lot of business sense to pay a premium wage when, in most cases, it can be avoided. Pull the Overtime Warning Report on Friday to gauge who is getting close to overtime and make decisions to prevent it from happening.

Use Replacements That Don't Incur Overtime Remove Terminated Team Members from Payroll

Always try to find a replacement that won't incur overtime when an employee calls in to say that he or she can't work a scheduled shift. When an employee is terminated, remove him or her from the payroll after all final pay information has been sent to the accounting department. Swift removal of terminated employee's will save the XX and company money in taxes and insurance premiums.

Phase Wisely

There's an old expression used in the XX business that says, "Cut the floor when you're full." Managers sometimes wait until the business dies down to start phasing out employees. Oftentimes, however, by then they've missed the opportunity to realize any labor savings. The simple truth is that when sales are not being generated, labor costs go up exponentially. By phasing out employees when full, managers have a heads up to start on any side work duties while still servicing guests in the dining room, which maximizes productivity. Remember to begin phasing with the Back of House hourly staff first, then bussers, barbacks, and lastly, your servers, hosts and bartenders.

Set Time Limits for Side work

If a manager understands how long side work duties take to complete, he or she can better manage and set appropriate, realistic time limits for employees. Getting people "off the clock" quickly and efficiently is one of the quickest ways to reduce labor costs and has no negative ramifications on service to the guests. Be especially aware of your Back of House, Kitchen staff members.

Run a Labor Pro Forma

There is no substitute for teaming your labor cost percentage and a labor pro forma does just that. You create a schedule for the upcoming week, then divide the total labor dollars by the estimated up- coming weeks sales and decide if that labor percentage accomplishes your labor goals. To high and you should eliminate hours, too low and you should add hours. You may do this manually or HotSchedules, a recommended scheduling supplier, has a labor pro forma built into their system automatically.

SOCIAL MEDIA POLICY

THE BAR EXPERTS

BAR & RESTAURANT CONSULTANTS

Social Media

Social Media: Any website or web service that utilizes a 'social' or 'Web 2.0' philosophy. Including, but not limited to: blogs, social networks, social news, wikis, etc.

The Social Media world is constantly changing and evolving. Accordingly, the COMPANY NAME policies will also be constantly updated and revised to address concerns and opportunities as they arise.

A Social Media presence offers the COMPANY NAME a great outlet to spread the word about us and more deeply establish the growing COMPANY NAME Brand Community.

However, there are rules that must be followed by anyone who is an COMPANY NAME employee including, but not limited to, Managers, Franchisees, Area Developers, FOH staff and BOH staff.

The following rules must be adhered to:

- Do not disclose private, confidential or proprietary information of COMPANY NAME or its franchisees, employees, business partners or suppliers. You must comply with COMPANY NAME's confidentiality and privacy policies as outlined in your Franchise Agreement, Employee Handbook, and the XX Operations & Systems Manual.
- Do not speak or make commitments on behalf of COMPANY NAME. We DO encourage you to have fun interacting by being social and promoting local XX specials, national promotions, and events within your local XX. We DO encourage you to promote yourself and our brand in a positive way.
- You may NOT speak derogatorily or negatively about the brand, our guests, or anyone employed by any COMPANY NAME or COMPANY NAME in any aspect.
- The use of all marks and logos must comply with the terms and conditions outlined by ownership.
- The use of photos will require a Model Release signed by your team member. These photos are discretionary and COMPANY NAME may require you to remove any photos at any time that they feel are not in line with the brand. Photos in which staff is not following the Costume Guidelines, are lewd in nature, offensive, derogatory or discriminatory will not be allowed. Photos that would be considered rated higher than PG-13 in nature will not be allowed.
- Do not violate applicable laws or terms of use. Even when you participate in Social Media for personal reasons, COMPANY NAME expects you to comply with applicable law, including laws regarding copyright, fair use, privacy and financial disclosure, and to comply with the terms of use and privacy policies applicable to any site you access. You may be held legally responsible for your own postings or other content on social media sites.

- Keep in mind that you are a representative of the COMPANY NAME brand; therefore, any posting any- where on any online social site whether it be Twitter, Facebook (Personal or Fan Page), YouTube, Blogs, etc., will be held to the standards outlined here.
- You must disclose that you are an employee of the COMPANY NAME when promoting or discussing the COMPANY NAME anywhere online.
- COMPANY NAME reserves the right to eliminate an account if it is not being consistently monitored, updated, and/or violates the rules outlined here.

ADMINISTRATION

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

As the Standard Hours of Operation

The standard hours of operation for a COMPANY NAME are 11:00 a.m. to 2:00 a.m. Monday through Sunday, depending on your local liquor laws. All XXs must open at 11 a.m. or earlier. These hours are reflective of the bar; we however request that you have your kitchen open till 1 hour before closing time to facilitate the sale of food with alcohol to diminish the likelihood that someone might go away intoxicated.

Some Locations Dictate Additional Hours

Some COMPANY NAME locations dictate different hours from the standard hours. Many locations may want to open at 10:30 a.m. and close at 12:00a.m. on Sundays.

You may choose to open your XX earlier or close your XX later than the standard hours provided you are open the standard number of hours. Any variance to our standard operating hours requires written permission from the operations department. Also, be sure to update your operating hours on your micro site at TheBarExperts.com.

Procedures for Approval of Reduced Hours

If you believe that your COMPANY NAME should be open for fewer hours than the standard hours of operation (because, for example, your local laws dictate it), you need to submit a written re-quest to the COMPANY NAME operations department. Your request should set forth the reasons why you believe your XX should have reduced hours of operation. You need to receive written approval to have hours, which are less than the standard hours of operation. If your request is approved, be sure to confirm that your XX listing on the public web site correctly reflects your hours of operation.

Required Days of Operation

1. Standard Number of Days Open: A COMPANY NAME must be open and in operations for a minimum of 360 days in each calendar year.
2. Suggested Days of Closing: The following are suggested days for closing followed by many concepts across the country.
   - Easter or Rosh Hashanah
   - 4th of July
   - Thanksgiving
   - Christmas Eve (early)
   - Christmas Day
3. Catastrophic or Disaster: If your XX were to be hit with a catastrophic or disastrous situation (such as fire, tornado, hurricane or earthquake, etc.) please notify the COMPANY NAME corporate office immediately so that we may assist and also alert others of your closing.

Minimum Records Retention Schedule

You need to keep accurate records of your COMPANY NAME operations. There are a number of documents that you must retain because of federal, state, and local laws. These documents include, among other things, employment documentation and applicable federal, state and local tax returns. We recommend that you consult with independent counsel to confirm your compliance with all laws that apply to your XX.

During the QA evaluation, we may verify your compliance with our required minimum records retention schedule.

Our minimum records retention policy is as follows:

Ninety Days

Please retain the following documentation for ninety days:

- All daily sales reports.
- All detailed inventory count sheets.
- Line Check Sheets and Temperature Logs.

Six Fiscal Years

Please retain the following documentation for six fiscal years:

- All Guest Complaint Logs.
- All signed credit card vouchers.
- All vendor invoices and copies of checks for equipment purchases.
- All sales tax reports, alcoholic beverage sales tax returns and payroll tax returns.
- All payroll records, payroll account statements, earnings records, and payroll check receipt logs.
- All bank statements for authorized operating account for each XX.
- Any and all bank statements for other accounts in which monies from XX(s) have been deposited.
- All financial statements (income and balance sheet)
- All employee records including position Training Checklists, applications, model release forms, confidentiality agreements, consent to payroll deductions sheets, acknowledgment of sexual harassment and employee handbook sheets, evaluations, CPC's, tests, and corrective action notices.
- All journals, logs, Workplace Incident/Accident and Alcohol Incident Reports.
- All income tax returns for your COMPANY NAME.
- Copies of all Health, Fire, and Eco-Sure inspections.

Employees Must Execute Confidentiality Agreement

The COMPANY NAME Confidentiality Agreement must be signed by every COMPANY NAME employee. A confidentiality agreement is included in the XX Master Files.

You must also maintain a file/record of the original agreements signed by all employees for six fiscal years. COMPANY NAME is a third-party beneficiary of the Obligations of Confidence set forth in the Confidentiality Agreement and is not required to execute it.

A manager or other employee of a Master Licensee, Service Provider must execute a confidentiality agreement to attend the four-week COMPANY NAME Spectacular Training and Education Program (S.T.E.P) at the training center in Las Vegas, Nevada, or other corporate training locations before being exposed to any proprietary information. The Master Licensee, Service Provider is to retain the fully executed original of the Confidentiality Agreement in his/her files and must be available for inspection at all times.

ADA Compliance Obligations Accessibility

Your COMPANY NAME must comply with the Americans with Disabilities Act (ADA) and all state or local laws which govern accessibility of public places. Before you begin any remodel of your XX, you should confirm, with a licensed architect or attorney, that all of your plans will comply with the then current ADA and all other applicable laws. In addition, you should train all employees to be aware of any guests who may need special assistance and provide proper, polite, and respectful assistance when needed or requested. We encourage you to go beyond the assistance obligations imposed by the law and ensure that your XX is truly inviting and accessible to all.

BFOQ Adherence

The BFOQ (Bona Fide Occupational Qualification) is contained in Title VII of the Civil Rights Act of 1964. Under this title, employment in particular jobs may not be limited to individuals of a particular sex, religion, or national origin unless the employer can show that one of these factors is an actual and necessary qualification for performing a job. Race is never a BFOQ. When BFOQ is used as a defense, the employer admits sex discrimination but under the terms of the statute it is justified. The Supreme Court has determined that the BFOQ exception is intended as a narrow exception to the prohibition of sex-based discrimination and must be strictly adhered to by our operators. Failure to strictly follow our costume guidelines, policies, roles, job positions and procedures for our ZZ wait staff jeopardizes your XX's and every other XX in our systems legal standing. For our ZZ staff, you must not discriminate on the basis of race, color, religion, national origin, height, weight, age or any other protected class. We sell sex appeal, entertainment and an "experience".

QUALITY ASSURANCE

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

The COMPANY NAME Visit Worksheet and Quality Assurance Audit forms are available on the XX Master Files disc under Operations Forms.

COMPANY NAME reserves the right to use designated third party services to evaluate the operations and quality of COMPANY NAME without prior notification.

Many of our standards, policies and procedures are required elements to your operation. Failure to comply with any and all elements, policies and procedures listed in our XX Management Manual and in all other COMPANY NAME manuals, files, forms, and checklists represents a serious compliance violation.

Any variances to our operations manuals & systems must be approved via written notification by COMPANY NAME to be considered valid.

COMPLIANCE

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Compliance

Your XX is required to adhere to the systems, policies, manuals, recipes and all other COMPANY NAME elements of our concept. Failure to comply with the COMPANY NAME elements may expose the system to serious penalties, up to and including default.

For any and all deviations from our approved elements, you must have written permission from the appropriate COMPANY NAME authority.

RECEIPT OF ACKNOWLEDGMENT

THE BAR EXPERTS
BAR & RESTAURANT CONSULTANTS

Receipt of Operations and Management Guide

This Receipt of Operations and Management Guide (herein referred to as "Manuals") is made and entered into as of this______________________________day of________, 20_______by and between the **Company Name,** a Company State limited liability company. (Herein referred to as the "Company") and____ (Herein referred to as "Recipient").

WHEREAS, the Recipient is interested in being associated with the Company's business and desires to learn about, participate in and be exposed to the Company's services and non-public information in pursuit of a business relationship and/or the consummation of a transaction between the Recipient and the Company.

WHEREAS, the Recipient agrees that they will be in receipt of confidential Manuals and information created, designed, gathered, ordered by and conceived by the Company or prepared by a third party such as a client, attorney, partner, employee, representative, for the Company's business purposes.

WHEREAS, the Recipient agrees that the dissemination of such information to any other party could cause significant harm to the Company and is strictly prohibited.

WHEREAS, the Company agrees that the Manuals constitute the majority of the systems, operations, policies and procedures necessary to operate an Company Name. Note: Additional materials and updated manuals shall be available upon request to the recipient as needed.

WHEREAS, the Company retains ownership rights of the Manuals and all other programs, tools, and materials included within this packet. The Materials must be returned if the Recipient is no longer legally attached to the Company and/or upon request by the Company.

The Recipient hereby acknowledges they have accepted receipt of the Manuals.

IN WITNESS THEREOF, the undersigned parties have hereby executed this Agreement through their duly authorized representatives as of the date first written above.

Recipient (print):__________________________ XX Location/Store #: _______________________

Signature:_______________________________ Date: _____________________________________

Title:___________________________________

XX Rep:_________________________________ Title:______________________________________

Date: __________________________________

ALCOHOL MANAGEMENT PROGRAM

THE BAR EXPERTS

BAR & RESTAURANT CONSULTANTS

Introduction

Congratulations on your employment at **COMPANY NAME**! As an establishment that serves alcoholic beverages, it is our responsibility to provide you with the necessary training to responsibly sell and serve alcoholic beverages. The following material is intended to be used as a guide and educational tool. Most states require servers of alcoholic beverages to participate in a state certified alcoholic beverage training in addition to the training they receive from their employer. This course is not intended to meet state certification. Rather, it is intended to educate our employees on company policy with regard to alcohol awareness. We take great pride in our quality beverages and friendly, responsive service. Our high standards can only be maintained through great people like you who share our values and desire to do the very best job possible for our guests every day.

Upon completion of this course you will be given a test over the material covered in this program. Only persons able to correctly answer 80% of the questions will be allowed perform jobs that include the service of alcoholic beverages.

Once again, welcome to the **COMPANY NAME** Team!

Facts Regarding Alcohol Related Crashes

The term "drunk driving" is an inaccurate characterization of the problems caused by motorists who are impaired by alcohol. The first criminal laws targeting this problem prohibited "drunk driving," encouraging the notion that the problem involved drivers who were visibly drunk. In fact, many alcohol-impaired drivers do not appear drunk in the traditional way. Research has shown that even small amounts of alcohol can impair the skills involved in driving, but the persistent notion that the problem is predominantly one of drunk drivers has allowed many drinking drivers to decide they are not part of the problem. For these reasons, the term "alcohol-impaired driving" is a more accurate and precise description of what is commonly referred to as "drunk driving."

The National Center for Injury Prevention and control has published the following facts with respect to alcohol related crashes.

- Impaired driving will affect one in three Americans during their lifetimes.
- Alcohol-related motor vehicle crashes kill someone every 30 minutes and non-fatally injure someone every two minutes (NHTSA 2003a).
- During 2002, 17,419 people in the U.S. died in alcohol-related motor vehicle crashes, representing 41% of all traffic-related deaths (NHTSA 2003a).
- In 2001, more than 1.4 million drivers were arrested for driving under the influence of alcohol or narcotics (FBI 2001). That's slightly more than 1 percent of the 120 million self-reported episodes of alcohol–impaired driving among U.S. adults each year (Dellinger 1999).
- Drugs other than alcohol (e.g., marijuana and cocaine) have been identified as factors in 18% of motor vehicle driver deaths. Other drugs are generally used in combination with alcohol (NHTSA 1993).
- Nearly two-thirds of children under 15 who died in alcohol-related crashes between 1985 and 1996 were riding with the drinking driver. More than two-thirds of the drinking drivers were old enough to be the parent of the child who was killed, and fewer than 20% of the children killed were properly restrained at the time of the crash (Quinlan 2000).

Y Adult drivers ages 35 and older who have been arrested for impaired driving are 11 to 12 times more likely than those who have never been arrested to die eventually in crashes involving alcohol (Brewer 1994)

Y In its publication The Economic Impact of Motor Vehicle Crashes, the National Highway Traffic Safety Administration reported that alcohol-related crashes in 2000 were associated with more than $51 billion in total costs (Blincoe 2002)

Y Male drivers involved in fatal motor vehicle crashes are almost twice as likely as female drivers to be intoxicated with a blood alcohol concentration (BAC) of 0.10% or greater (NHTSA 2003a). A BAC of 0.08% is equal to or greater than the legal limit in most states.

Y At all levels of blood alcohol concentration, the risk of being involved in a crash is greater for young people than it is for older people (Mayhew 1986). In 2002, 24% of driver's ages 15 to 20 that died in motor vehicle crashes had been drinking alcohol (NHTSA 2003b).

Y Young men ages 18 to 20 (too young to buy alcohol legally) report driving while impaired almost as frequently as men ages 21 to 34 (Liu 1997).

Y In 2002, 22% of the 2,197 traffic fatalities among children ages 0 to 14 years involved alcohol (NHTSA 2003c).

Y Adult drivers ages 35 and older who have been arrested for impaired driving are 11 to 12 times more likely than those who have never been arrested to die eventually in crashes involving alcohol (Brewer 1994).

Y Nearly three quarters of drivers convicted of driving while impaired are either frequent heavy drinkers (alcohol abusers) or alcoholics (people who are alcohol dependent) (Miller 1986).

Ten Steps to Responsible Alcohol Beverage Service

COMPANY NAME is committed to the responsible service of alcoholic beverages. In accordance to this commitment, all employees are required to follow the procedures listed below:

1. No employee will serve an alcoholic beverage to anyone under the age of **21.**
2. All employees will carefully check Identification of anyone who appears to be under **30** years of age.
   a. Acceptable documentation is a valid state driver's license with a photo or a photo ID issued by the state.
   b. The employee will carefully check the identification to determine its authenticity. The manager should be informed if there is any appearance of forgery or tampering.
   c. In the absence of authentic identification, or in case of doubt, the employee will refuse service of alcoholic beverages to the customer.
3. No employee will serve an alcoholic beverage to anyone who is intoxicated.
4. No employee will serve alcoholic beverages to anyone to the point of intoxication.
5. It is the employee's responsibility to notify a manager when a guest shows signs of intoxication or is requesting alcoholic beverages above the limits of responsible beverage service.
6. Any intoxicated customer wishing to leave the **COMPANY NAME** will be urged to use alternative transportation.
7. All employees are obligated to inform law enforcement authorities when intervention attempts fail.
8. No employee will drink alcoholic beverages while working.
9. A single guest may not be served more than 32 ounces of beer or 3 ounces of liquor at any one time. Keep a record and inform management whenever a guest reaches 4 alcoholic drinks.
10. All employees who serve/sell alcoholic beverages will successfully complete a state certified Seller/Server training course when beginning employment.

The sale/service of alcoholic beverages should not be a routine! It is one of the few legal products you can sell that could put you in jail.

THE MANAGEMENT FULLY SUPPORTS THESE POLICIES AND WILL STAND BEHIND OUR EMPLOYEES IN THEIR DECISIONS TO PROMOTE RESPONSIBLE SERVICE.

Understanding the Physiological Effects of Alcohol

Alcohol passes from the mouth down the esophagus and into the stomach and on into the small intestine. At each point along the way ethyl alcohol can be absorbed into the blood stream. However, the majority of the alcohol is absorbed from the stomach (approx. 20%) and the small intestine (approx. 80%). In general drinking more alcohol within a certain period of time will result in increased blood alcohol concentrations (BAC) due to more alcohol being available to be absorbed into the blood.

The presence of food delays absorption of alcohol. Physiological factors such as strenuous physical exercise also decrease alcohol absorption. Additional factors such as drugs (e.g. nicotine, marijuana, and ginseng) that modify physiological factors regulating gastric emptying also modify alcohol absorption. Diluting alcoholic beverages with water may decrease the absorption rate, but mixing with carbonated beverages increases the absorption rate. A healthy body eliminates 90% of alcohol through the liver at a rate of approximately ½ oz. of pure alcohol (1 drink) per hour.

Alcohol's direct action on the brain is as a depressant. It generally decreases the activity of the nervous system. Alcohol's action on the brain produces of a number of behavioral effects. These effects are dependent upon the amount of alcohol taken in, the time period over which the alcohol is drunk, and other factors such as whether other drugs are being taken at the same time, the previous drinking history of the individual, the physical state of the person doing the drinking, and the genetic background of the individual (i.e. ethnicity, gender). Higher blood alcohol levels may impair balance, memory and muscular coordination. Increased amounts of alcohol consumption within a short time span may cause severely affected judgment, blunted sensory perception and loss of control.

Blood Alcohol Content

Blood alcohol concentration (BAC) describes the amount of alcohol in a person's blood expressed as weight of alcohol per unit of volume of blood. For example, at 0.10 percent BAC, there is 100 mg of alcohol per 100 ml of blood. As of this revision date driving with a BAC of 0.10 percent is a crime in 5 states. It is a crime to drive with a BAC of 0.08 percent in 45 states and the District of Columbia. A BAC of 0.08 is evidence of an alcohol violation in Massachusetts. In response to a potential loss of federal highway funding, all states likely will have a BAC defining impaired driving at 0.08 percent within the next few years.

Most beers contain 4-5% alcohol; wines 12% on average, and distilled beverages average from 40% (80 proof) to 50% (100 proof) alcohol. The following chart provides an estimate of the BAC for an individual based on the weight of the person and the number of drinks they have consumed. This chart assumes that one drink is 1oz. of 80 proof liquor at 40%, 12oz. of beer at 4.5%, or 4oz. of wine at 12%. Drinks with higher percentage of alcohol or more alcohol will yield an even higher BAC.

Approximate Blood Alcohol Percentage In One Hour

# of Drinks	Body Weight in Pounds								Influenced
	100	120	140	160	180	200	220	240	
1	0.04	0.03	0.03	0.02	0.02	0.02	0.02	0.02	Possibly
2	0.06	0.06	0.05	0.05	0.04	0.04	0.03	0.03	
3	0.11	0.09	0.08	0.07	0.06	0.06	0.05	0.05	Impaired
4	0.15	0.12	0.11	0.09	0.08	0.08	0.07	0.06	
5	0.19	0.16	0.13	0.12	0.11	0.09	0.09	0.08	Legally Intoxicated
6	0.23	0.19	0.16	0.14	0.13	0.11	0.10	0.09	
7	0.26	0.22	0.19	0.16	0.15	0.13	0.12	0.11	
8	0.30	0.25	0.21	0.19	0.17	0.15	0.14	0.13	
9	0.34	0.28	0.24	0.21	0.19	0.17	0.15	0.14	
10	0.38	0.31	0.27	0.23	0.21	0.19	0.17	0.16	

Subtract .015% for each hour of drinking.
KNOW YOUR LEGAL LIMIT In most states that means .08% of Blood Alcohol Content or any amount, which results in loss of normal use of mental or physical faculties. This is only a guide and NOT sufficiently accurate to be considered legal evidence. The figures you calculate are averages. Individuals may vary somewhat in their personal alcohol tolerance. Food in the stomach affects the rate of absorption. Medications, health, and psychological condition are also influential factors. In any case, if you've been drinking at all, be careful!

OUR POLICY IS . . . DON'T DRIVE AFTER DRINKING

Other Facts About Blood Alcohol Content

What BAC is considered illegal? Driving with a BAC of 0.10 percent is a crime in 5 states. It is a crime to drive with a BAC of 0.08 percent in 45 states and the District of Columbia. A BAC of 0.8 is evidence of an alcohol violation in Massachusetts. In response to a potential loss of federal highway funding, all states likely will have a BAC defining impaired driving at 0.08 percent within the next few years.

What is the effect of alcohol on driving skills and crash risk? At BAC as low as 0.02 percent; alcohol affects driving ability and crash likelihood. The probability of a crash begins to increase significantly at 0.05 percent BAC and climbs rapidly after about 0.08 percent. For drivers' age 35 and older with BAC at or above 0.15 percent on weekend nights, the likelihood of being killed in a single-vehicle crash is more than 380 times higher than it is for non-drinking drivers.[1]

How many drinks does it take to reach significantly impairing BAC? The effects of alcoholic drinks vary greatly because the rate of absorption and BAC attained vary from person to person due to such factors as weight, amount of fat tissue, and stomach contents. Nevertheless, various organizations have developed charts intended to help people estimate their BAC based on the number of drinks consumed. These tables can be used to estimate BAC, but they are subject to error.

Are beer and wine less impairing than hard liquor? Impairment is not determined by type of drink but rather by the amount of alcohol ingested over a specific period of time. There is a similar amount of alcohol in such standard drinks as a 12-ounce glass of beer, a 4-ounce glass of wine, and 1.25 ounces of 80 proof liquor. Beer is the most common drink consumed by people stopped for alcohol-impaired driving or involved in alcohol-related crashes.

Detection of Intoxicated Persons

The responsible service of alcohol requires that servers be able to recognize intoxicated patrons. Use these detection guidelines to help you recognize intoxication.

1. **Common Indicators**
    - Bloodshot/unfocused eyes
    - Slurred speech
    - Smell of alcohol on breath
    - Mental confusion
    - Impaired motor skills/Spilling a drink
    - Dishevelment
    - Impaired balance
    - Signs of nausea or loss of bladder / bowel control

2. **Warning Signs of Illegal Intoxication**
    - Development of one or more common indicator
    - Heated altercations
    - Rapid or pronounced changes in mood, behavior or emotional state.

3. **Mistaking Illness for Intoxication**
    - Similar symptoms
    - Need for prompt, correct action
    - Medic - alert jewelry, a warning sign
    - Visual representation of medic - alert jewelry

4. **Atypical Drinkers**
    - Experience and tolerance may mask intoxication
    - Special efforts required to detect intoxication in some very experienced drinkers

Detection of Intoxicated Persons - Contd

5. Monitoring Customers

- Count drinks and use BAC Chart
- Interview and rate guests prior to sale. Be alert to and probe for hidden indicators and warning signs.
- Note guest's initial mood and conduct and watch for changes in mood or behavior
- Observe guest interactions
- Re-interview and re-rate guests prior to each additional sale.

Detection of Minors

The service of alcoholic beverages to minors is a crime. You, as well as the restaurant, can be charged with a crime for doing so. The following points can be used in recognition of minors. The primary deterrent we have against serving minors is to ask for identification. The policy for our restaurant is to request identification form anyone appearing to be **30 years** or younger.

1. **Physical Characteristics Common to Minors**
   - Signs of underage status
   - Lack of physical maturity
   - Most minors mature in physical appearance before age 21

2. **Fads and Fashions in Clothing, Accessories, and Grooming Popular with Minors**

3. **Behavior Patterns Characteristics of Minors.**

4. **Suspicious behaviors typical of minors attempting an illegal purchase.**
   - Pooling money and giving it to the oldest appearing member of the group
   - Minor waiting in the background away from the point of purchase while adult obtains more than one serving
   - Adult making repeated purchase for a young appearing person

5. **Detecting Invalid ID:**

6. **Fake ID Warning Signs**
   - Deceptively similar
   - Counterfeit
   - Altered
   - Borrowed / stolen

Intervention with Minors

Professional and respectful intervention is required once you recognize that a minor has received or tried to receive alcoholic beverages.

1. **Proper Demeanor of seller**. Remain professional, courteous, and calm.
2. **Examination of an identification card.** Request to see their I.D. always including the word 'please'.
3. **Removal of Alcoholic Beverages from Minor's Reach or Possession.** Once it has been determined that the guest is a minor, you must remove the drink from their possession.
4. **Sample Words and Phrases.**
   - "*May I see your I.D. please*?"
   - "*I'm sorry; it is against the law to serve minors. We'll have to take your drink*."
   - "*I'll have to take your drink until a manager can verify you are of legal age*."
5. **Contacting Law Enforcement Authority when Intervention Fails.** The server should always call a manager before contacting law enforcement. The manager can then inform the minor patron that unless the patron complies, there will be no other choice than to call law enforcement.

Intervention with Intoxicated Patrons

Professional and respectful intervention is required once you recognize that a patron is intoxicated.

1. **Proper Demeanor of seller**. Remain professional, courteous, and calm.

2. **Designated Driver Programs.** Intoxicated patrons should be urged not to drive. All properties should offer complimentary non-alcoholic beverages to anyone who identifies himself/herself to a manager as the "designated driver".

3. **Early Intervention Techniques**

   - Use various methods to slow service of beverages.
   - Try to serve food and alternative beverages.
   - Warning concerning caffeine products. Caffeine has no effects against the alcohol; both compounds will remain in the person. The alcohol is a depressant and will make the person tired, caffeine will only make them awake but they would remain intoxicated. Time is the only real effect to neutralize alcohol.

4. **Cut - Off Intervention**

   - Remove alcoholic beverages.
   - Arrange an immediate safe ride.
   - Contact police if they refuse a safe ride option.

5. **Sample Words and Phrases**

   - "*Management has prohibited me from serving any more drinks to you.*"
   - *"You have reached the maximum # of drinks I am allowed to serve you. Would you like me to call a manager for approval to serve more?"*
   - Managers can use a discreet method to cut off a patron by calling them away from the table or bar as not to embarrass the patron. One method is to tell the patron they have a phone call. Once they are away from other guests you can politely inform them that they will not be served any more alcohol.

6. **Obligation of seller to inform law enforcement authorities when intervention attempts fail.** The server should always call a manager before contacting law enforcement. The manager can then inform the minor patron that unless the patron complies, there will be no other choice than to call law enforcement.

7. **Sanctions for employee violations.** Illegal service of alcoholic beverages is a crime. You, as well as the restaurant, can be charged with a crime for doing so. Additionally, DRAM shop laws are such the both the employer and employee may be held liable for serving intoxicated patrons that are later involved in accidents related to alcohol impairment.

Alcohol Awareness

Alcohol Awareness is a growing concern within the Hospitality Industry nationwide. By recognizing the "early" signs of intoxication, monitoring your customer's consumption, and treating them as you would a guest in your own home; you fulfill your responsibility and protect the guest.

To serve or not to serve?

By understanding and fulfilling your responsibilities...

<u>Your Role</u>:

- ☐ Observe
- ☐ Monitor
- ☐ Report

Assisted by the guidance and support of management...

<u>Your Manager's Role</u>:

- ☐ Confirm
- ☐ Confront
- ☐ Resolve

Dram Shop Laws - Liability

Many states have enacted "dram shop" acts that create a civil cause of action (i.e. the basis for a lawsuit) against a business (and in some cases the employee) if the sale of alcohol to an intoxicated person results in injury to a third party. These laws also create liability for businesses that serve any alcohol to a minor who injures another person as a result. Not only do you need to understand the dram shop laws in your state, but also you need to make sure that anyone in your operation who serves alcohol understands and has training in them.

If a patron shows up drunk, not only should you refuse alcohol service, but also you should document the incident on a form created for this purpose. It need not be any format in particular, but it might include the following: the time of arrival and leaving, a description (including name, if possible) of the patron, descriptions of other people in his party, his actions or behavior that indicated inebriation, and the name and signature of the person filling out the form.

Case Study 1: Shattered Lives and Bad Press

Five years after a drunken driver crashed into a carload of teens leaving an alcohol-free school dance, a bar and its principals were ordered to pay the victims almost $1 million. That was the decision entered by a Texas district court judge in 2002 when a jury handed down a $964,000 judgment, against a saloon and its two owners.

Four students were injured in the 1997 crash on their way home from a Valentine's Day dance sponsored by Students Against Drunk Driving. During the civil trial, the driver testified that he drank 21 beers and two liquor shots at the establishment. The driver's blood-alcohol level was three times the legal limit when tested several hours after the crash, which happened less than 1,000 feet from the bar's parking lot.

Case Study 2: San Antonio Bartender Arrested In DWI Probe.

Tuesday March 26. 2002. San Antonio TV News 12. In a first-ever arrest in San Antonio, a bartender was recently charged for serving a drunken driver who was later involved in a deadly DWI crash. …."When they find out not only is the drunk driver responsible, but the person who served the alcohol is also responsible."

Alcohol Management Program Test

Employee Test

______________________________ ____________________ ___________________

Employee Date Position

Instructions: Complete each sentence by filling in the blanks. Refer to the contents of this guide for your answers.

1) Alcohol-related motor vehicle crashes kill someone every________minutes and non-fatally injure someone every two minutes.

2) No employee will serve an alcoholic beverage to anyone under the age of ______.

3) All employees will carefully check Identification of anyone who appears to be under _______ years of age.

4) It is the employee's responsibility to notify a manager when a customer shows signs of ______________________or is requesting alcoholic beverages above the limits of responsible beverage service.

5) Acceptable documentation for identification is a _________________________ ____________________________or a _________________________________ _______________________________________.

6) The majority of the alcohol is absorbed from the ______________(approx. 20%) and the ___________________________________(approx. 80%).

7) The presence of food delays_____________________of alcohol.

8) Most beers contain______% alcohol; wines______% on average, and distilled beverages average from______% (80 proof) to______% (100 proof) alcohol.

9) It is a crime to drive with a BAC of________percent.

10) There is a_____________amount of alcohol in such standard drinks as a 12-ounce glass of beer, a 4-ounce glass of wine, and 1.25 ounces of 80 proof liquor.

11) Name at least three common indicators of intoxication.

i>____

ii>____

iii>____

12) Name one method of detecting a minor. ________________________________

13) Coffee helps an intoxicated person sober up. (True of False) ________________

14) Your role for Alcohol Awareness involves:

i>____

ii>____

iii>____

15) The manager's role for Alcohol Awareness involves:

i>____

ii>____

iii>____

16) Employees serving alcoholic beverages to an intoxicated patron can be charged with a crime. (True or False)

17) Establishments that serve an intoxicated person cannot be held liable if that person is involved in a crash. (True or False)

Completion Certificate

Alcohol Management Program

This certifies that____has attended and completed the Alcohol Management Program for COMPANY NAME. Completion of this program and signature of the above named individual indicates that he/she understands, supports, and will comply with all company policies as well as all state and local laws governing the sale and service of alcoholic beverages.

_____________________________ ___________________

Employee Signature **Date**

_____________________________ ___________________

General Manager's Signature **Date**