

WAITER & WAITRESS TRAINING

*How to Develop Your Staff For
Maximum Service & Profit*

By Lora Arduser

**The Food Service Professional's Guide To:
Waiter & Waitress Training How to Develop Your
Staff For Maximum Service & Profit: 365 Secrets Revealed**

Atlantic Publishing Group, Inc. Copyright © 2003
1210 SW 23rd Place
Ocala, Florida 34474
800-541-1336
352-622-5836 - Fax

www.atlantic-pub.com - Web Site
sales@atlantic-pub.com - E-mail

SAN Number :268-1250

All rights reserved. No patent liability is assumed with respect to the use of information contained herein. Although every precaution has been taken in the preparation of this book, the publisher and author assume no responsibility for errors or omissions. No warranty is implied. The information is provided on an "as is" basis.

International Standard Book Number: 0-910627-20-7

Library of Congress Cataloging-in-Publication Data

Arduser, Lora.

Waiter & waitress training : how to develop your staff for maximum service & profit : 365 secrets revealed / by Lora Arduser.

p. cm. -- (The food service professionals guide to ; 10)

ISBN 0-910627-20-7

1. Table service. 2. Waiters. 3. Waitresses. I. Title: Waiter and waitress training. II. Title. III. Series.

TX925 .A73 2003

642'.6--dc21

20020137960

Printed in Canada

*Book layout and design by Meg Buchner of Megadesign
www.mega-designs.com • e-mail: megadesn@mhtc.net*

CONTENTS

INTRODUCTION

1. THE RESTAURANT TEAM

Who's Who? Your Serving Staff and Their Coworkers	9
Mission Statement	12
Goal Setting	12
You as the Leader	13
Teamwork	17
Scheduling	20
Train Management First	23
Role of Communication in Managing Your Staff	24
Building Trust and Team Spirit	26
Low- and No-Cost Employee Motivational Programs	28

2. ELEMENTS OF SERVICE

Pet Peeves.....	33
Service Delivery Systems.....	33
Left or Right?	35
Knowing What Your Customers Want	37
What Makes a Good Server?	39
Before the Customers Arrive	41
How to Provide Great Service	43
Service – What Not to Do!	48
Value Added Service	49
Complimentary Items	57
Take Care of the Kids	58

3. HIRING AND TERMINATING

Hiring – Essential Information	61
The Application.....	62
Job Descriptions.....	63

Interviewing	65
Employee Orientations	70
Recruiting Sources	72

4. RETAINING YOUR SERVICE STAFF

Turnover	75
Updating Your Compensation System	77
Benefits	78
Incentives	79
Firing	80

5. TRAINING YOUR SERVICE STAFF

When to Train.....	83
What Makes a Successful Trainer?	84
New Hires	86
Training Methods	87
Training Manual	91
Effective Staff Meetings.....	93
Pre-Shift Meetings.....	94
Documenting Personnel and Company Policies ...	97

6. TRAINING TOPICS

Carrying Trays	99
Taking Orders.....	100
Electronic Ordering Systems	103
Reducing Waste	105
How to Handle Complaints	106
Restaurant Policies	108
Safety	110
Tips-Reporting Policies	111
Alcohol Sales Policies	113
How to Serve Alcohol	115
Wine.....	116
Food Safety.....	120
“Are Your Hands Really Clean?”	124
Basic Terminology.....	125

Sauces	127
Computerized Guest Checks	128
Getting Orders to the Kitchen	131

7. MOTIVATING

Working Environment	133
Unconventional Motivations	134
Contests	135
Feedback	137
Performance Reviews	138
Give Them the Tools to Do Their Job	141
Focus on Making Your Guests Happy	142