

SAMPLE

STANDARDS OF PERFORMANCE



HOUSEKEEPING - Room Attendant

FRONT DESK - Agent

THREE MEAL RESTAURANT - Server



FreemanGroup
Products

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TABLE OF CONTENTS

| | |
|--|----|
| Standards of Performance Manuals Format..... | 2 |
| Standards of Performance Manuals Library | 7 |
| Sample Housekeeping – Room Attendant | 8 |
| Sample Front Desk - Agent | 15 |
| Sample Three Meal Restaurant - Server | 26 |

Standards of Performance Manuals

Successful training programs have at their core a sound skill and knowledge program to ensure that all employees are thoroughly aware of the responsibilities surrounding their job; this in turn leads to a strong foundation of good attitudes.

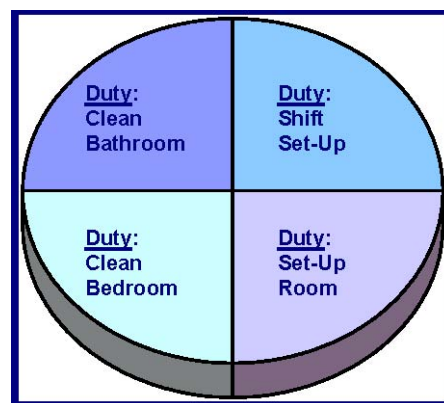
The thorough understanding of their job responsibilities represented the need for the development of our comprehensive Standards of Performance Manuals.

Every job needs detailed/specific guidelines that can be easily/clearly communicated to staff. Due to the chance of misinterpretation, the more detail the better. Every employee needs a clear set of objectives that are measurable and achievable; that is the basis for job, duty, task, procedure and standards. The more comprehensive the better because it leaves little room for misinterpretation.

Our format and design in the **FreemanGroup** Standards of Performance Manuals is based upon the concept of "Task Training."

Due to the difference in individuals and industry training terminology, it is essential that we all operate from the same definitions. For this purpose, we will define certain terminology used throughout in order for you to better understand the rationale used in the development of our Standards of Performance Manuals specifically, the necessity for the detail.

A job can best be described as an overall title, (i.e., a Room Attendant has a title Room Attendant and that title becomes the job.) This alone clearly is not enough to mount a training program. All we know from the title Room Attendant is that the individual attends to rooms; we do not know the type of room, the surfaces to be cleaned or the complexity of amenities, etc. Therefore, we have to break the job down for training purposes. The first breakdown of the job is into "duties," as usually described in a job description.

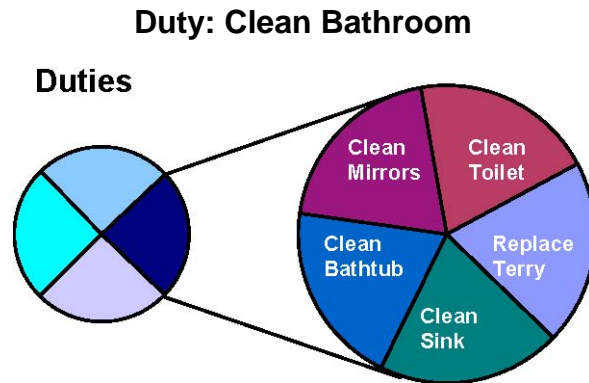


ROOM ATTENDANT

An example of duties for a Room Attendant would be Cleaning a Bathroom or Cleaning a Bedroom. For training purposes this still does not suffice, as there are different chemicals, equipment and various surfaces which require different cleaning methods for the successful completion of their job.

A duty then is made up of tasks and can best be described as a collection of related tasks. It is these tasks which become the focus of any successful training program. In the Room Attendant case, tasks under clean bathroom would include;

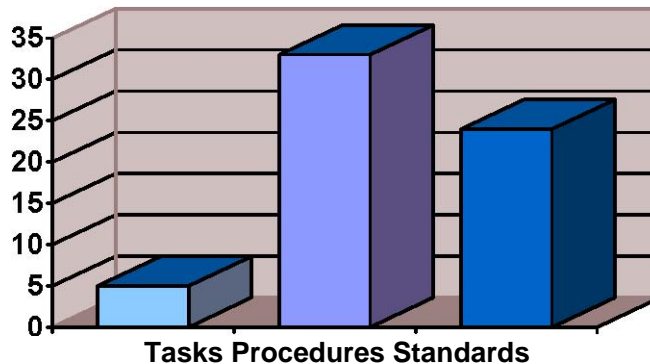
- clean the bathtub
- clean the sink
- replacing the dirty terry
- clean toilet
- clean mirrors



It is these tasks which then become the focal point of training when it comes to imparting this information to staff. All tasks have as a measurement of performance a standard and also a procedure for obtaining the standards. The following chart demonstrates the amount of task, standards, and procedures in a typical hotel.

Service Tasks, Procedures, and Standards

Thousand



Efficient training programs must then have clearly written and defined standards. It is essential to understand the difference between a procedure and a standard. A procedure is best described as the "how to" component of the task. For instance, one would clean a bathtub by:

1. Selecting the correct chemical and equipment.
2. Removing all hair and debris from tub and drain.
3. Removing stopper and scrub thoroughly.
4. Scrubbing the inside of tub with cleaner and sponge, beginning at high point and working down the sides to the drain.
5. Scrubbing down the exterior and the plumbing fixtures.
6. Rinsing thoroughly with hot water.
7. Drying all surfaces with a clean rag.
8. Polishing all fixtures with a dry, clean cloth.
9. Leaving drain stopper open.

The standard constitutes the measurements of performance. In other words, what standard does the hotel expect once the bathtub has been cleaned. In this case this could be defined as:

1. Cleaned daily.
2. Bathtub is free of:
 - a. Soap residue
 - b. Scum
 - c. Hair
 - d. Mildew
3. Fixtures are shiny and spot free.
4. Drain is left open.
5. Water runs clearly through drain.

In this fashion, staff know exactly the expectation as defined by the standard. It is important for the standard to be

- measurable
- achievable
- understandable
- comprehensive
- agreed at all levels of management

There is an enormous difference between setting a standard of clean as opposed to no soap residue, no hair, no mildew, which is specific and measurable.

**THE FREEMANGROUP STANDARDS OF PERFORMANCE MANUALS OFFER
TREMENDOUS FLEXIBILITY**

Properties: They apply to all Hotels, Resorts, Inns and Suites and can be accommodated for regional, cultural and geographical differences. They are adaptable to implementation in current property but handle the rigors and intensity of a new hotel opening.

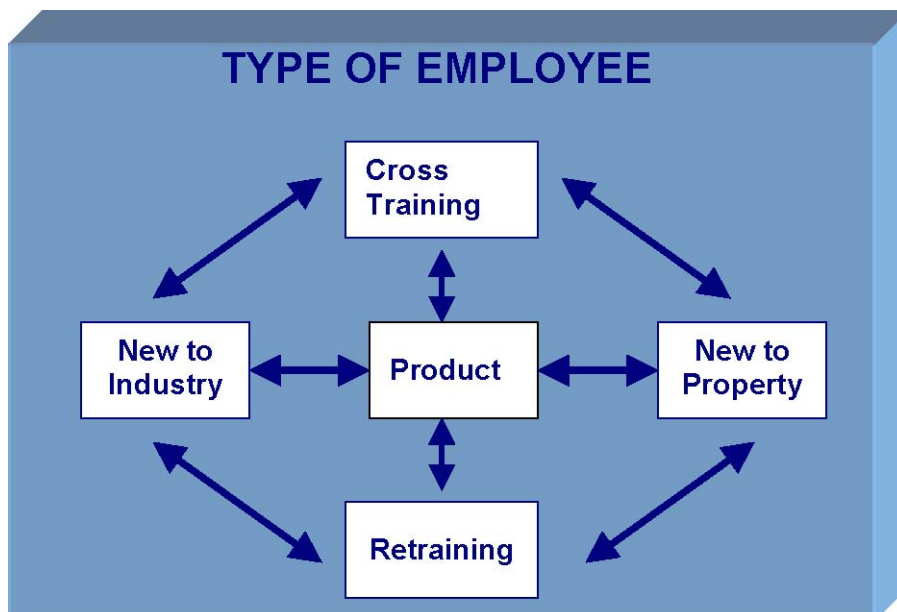
TYPE OF PROPERTIES AND DIFFERENCES

| | Hotels | Inns | Resorts | Suites |
|---------------|--------|------|---------|--------|
| ExistingHotel | ✓ | ✓ | ✓ | ✓ |
| New Hotel | ✓ | ✓ | ✓ | ✓ |
| Location | ✓ | ✓ | ✓ | ✓ |
| Cultural | ✓ | ✓ | ✓ | ✓ |

Type of

Employee: Accommodate various backgrounds and work experience of employees from

- New to industry
- New to property
- Cross training
- Retraining



Layout/User

Friendly: Standards of Performance Manual layout needs to be clearly defined. Anyone from line staff to Senior Management should be able to read it and understand. To accomplish this, all words/items need clear definition (i.e., clean, vague everyone will have a different interpretation), (specific - no hair, answered within 3 rings). The last 2 examples are definitive; anyone would understand the measurement and it is totally non-subjective as to if the standard has been met.

| <u>Vague</u> | <u>Clear</u> |
|------------------------|--|
| Clean, etc..... | No holes, no stains, no odor. |
| Quickly | Within 3 rings |
| Proper Placement | Placed to left of sink with label intact, facing up |
| Friendly | Smile, maintain eye contact, stand upright, don't slouch |
| Fast | Acknowledge guest within 30 seconds |
| Neat, smooth | Corners tucked tightly on both sides, bed spread smooth with no wrinkles, hangs evenly |

Any operating manuals must be used in order to be effective. By following the "Task Training" system and by supporting the system with clear, measurable and user friendly Standards of Performance Manuals, desired standards can be practically translated into increased guest awareness at the level that the service matters most, the line staff/guest service interaction.

STANDARDS OF PERFORMANCE MANUALS

ROOMS

| | | | |
|---|--|---|---|
| <u>BELL/DOOR</u> Bell Captain Bell Person Door Person Driver Guest Service Agent | <u>FRONT DESK</u> Supervisor Agent | <u>LAUNDRY/DRY CLEANING</u> Laundry Attendant Valet Attendant | <u>RESERVATIONS</u> Supervisor Agent |
| <u>BUTLER</u> Butler | <u>HOUSEKEEPING</u> Floor Supervisor Public Area Supervisor Rooms Control Public Area Cleaner Floor Attendant Room Attendant Turndown Attendant Uniform Att./Seamstress Linen Attendant | <u>NIGHT AUDIT</u> Night Auditor | <u>SECURITY</u> Officer |
| <u>CONCIERGE</u> Concierge | | <u>PBX</u> Supervisor Operator | <u>TRANSPORTATION</u> Supervisor Valet Cashier Valet Parking Attendant Driver |

FOOD & BEVERAGE

| | | | |
|--|---|---|--|
| <u>BANQUET</u> Manager Supervisor Server Bartender | <u>CATERING</u> Director Secretary | <u>F&B CASHIER</u> Cashier | <u>SPECIALTY RESTAURANT</u> Manager/Maitre d' Host Person Captain Buspersion Server |
| <u>BAR</u> Manager Bartender Beverage Server Barback | <u>CONFERENCE SERVICES</u> Manager/Assistant Supervisor Houseman | <u>MINI BAR</u> Attendant | <u>STEWARDING</u> Executive Steward Shift Supervisor Steward Night Cleaner |
| <u>BUFFET RESTAURANT</u> Manager Server Buspersion Host Person | <u>CULINARY</u> Executive/Sous Chef Butcher Cook Buffet Attendant | <u>ROOM SERVICE</u> Manager Supervisor Order Taker/Cashier Server Buspersion | <u>THREE MEAL RESTAURANT</u> Manager Host Person Server Buspersion |
| | <u>EMPLOYEE CAFETERIA</u> Line Server Cook Warewasher | <u>SNACK BAR</u> Attendant Cook | |

OTHER

| | | | |
|--|---|--|---|
| <u>ACCOUNTING</u> General Cashier Income Auditor Accounts Payable Clerk Payroll Clerk Accounts Receivable Clerk | <u>ENGINEERING</u> Manager Secretary/Dispatcher Engineer Utilities Vehicle Maintenance Storeroom Clerk | <u>GROUND</u> Grounds Person Greenskeeper | <u>SALES & MARKETING</u> Director of Sales & Marketing Sales Manager Sales Assistant |
| <u>ACTIVITIES</u> Attendant | <u>FITNESS CENTER</u> Supervisor Attendant Personal Trainer/Instructor | <u>HUMAN RESOURCES</u> Manager Assistant Manager Administrative Assistant | <u>SPA</u> Supervisor Reservations Agent Receptionist Attendant Retail Sales Clerk Hair Technician Massage Therapist Nail Technician Skin Care Esthetician |
| <u>ADMINISTRATION</u> Secretary | | <u>KIDS CLUB</u> Attendant | |
| <u>ALL STAFF</u> All Staff All Managers/Supervisors | <u>GIFT SHOP</u> Sales/Cashier | <u>POOL/BEACH</u> Pool/Beach Attendant | |
| <u>BUSINESS CENTER</u> Agent | <u>GOLF OPERATIONS</u> Marshall/Starter Golf Attendant Captain Golf Attendant Pro Shop Attendant Beverage Cart Attendant | <u>PURCHASING/RECEIVING</u> Purchasing Agent F&B Cost Controller Storeroom Supervisor Storeroom Clerk Receiving Clerk | <u>TENNIS SHOP</u> Pro Shop Attendant |

CASINO

| | | | |
|---|---|--|--|
| <u>CAGE/CREDIT</u> Pit Clerk Check Bank Cashier Chip Bank Cashier Window Bank Cashier Main Bank Cashier Poker Bank Cashier Employee Window Bank Cashier | <u>KENO</u> Shift Supervisor Writer Runner Third Person | <u>RACE & SPORTS BOOK</u> Supervisor Writer Terminal Operator Cashier | <u>SOFT COUNT</u> Supervisor Attendant |
| <u>HARD COUNT</u> Supervisor Attendant | <u>PLAYER'S CLUB</u> Representative | <u>SLOT OPERATIONS</u> Technician Supervisor Shift Supervisor Technician Floor Person Host Person Change/Cashier | <u>TABLE GAMES</u> Baccarat Dealer Roulette Dealer Blackjack Dealer Craps Dealer Big Six Dealer |
| | <u>POKER</u> Shift Supervisor Dealer Floor Person | | <u>CASINO SECURITY</u> Officer |



| <u>TASK</u> | <u>PAGE</u> |
|---|-------------|
| TASK 01: Assignment Sheet..... | 4 |
| TASK 02: Cleaning Supply Caddies..... | 5 |
| TASK 03: Carts..... | 6 |
| TASK 04: "DND" Rooms | 7 |
| TASK 05: Enter Room | 8 |
| TASK 06: Position Cart..... | 9 |
| TASK 07: Room Cleaning Sequence | 10 |
| TASK 08: Check-Out Rooms | 11 |
| TASK 09: Deep Cleaning Rooms..... | 12 |
| TASK 10: Empty Trash..... | 13 |
| TASK 11: Room Service Trays/Tables..... | 14 |
| TASK 12: Remove Dirty Terry And Bed Linens | 15 |
| TASK 13: Fresh Linen | 16 |
| TASK 14: Clean Vanity/Sink/Mirror/Hair Dryer..... | 17 |
| TASK 15: Sanitize Glasses/Mugs And Wash Coffee Pot..... | 18 |
| TASK 16: Clean Toilet..... | 19 |
| TASK 17: Clean Shower/Tub | 20 |
| TASK 18: Clean Shower Curtain/Liner..... | 21 |
| TASK 19: Facial/Toilet Tissue | 22 |
| TASK 20: Refresh Towels | 23 |
| TASK 21: Replace Bathroom Amenities | 24 |



| <u>TASK</u> | <u>PAGE</u> |
|---|-------------|
| TASK 22: Clean Bathroom Door | 25 |
| TASK 23: Clean Bathroom Floors | 26 |
| TASK 24: Making A Bed | 27 |
| TASK 25: Clean Under Bed | 28 |
| TASK 26: Bathrobes/Slippers..... | 29 |
| TASK 27: Straighten Guest Personal Items | 30 |
| TASK 28: Clean Closet/Door/Safe | 31 |
| TASK 29: Clean Furniture | 32 |
| TASK 30: Sofa, Chairs And Cushions..... | 33 |
| TASK 31: Clean Artifacts..... | 34 |
| TASK 32: Clean Pictures/Mirrors/Frames | 35 |
| TASK 33: Clean Television/VCR/Remote | 36 |
| TASK 34: Clean Alarm/Clock Radio..... | 37 |
| TASK 35: Clean Lamps/Light Switches..... | 38 |
| TASK 36: Clean Telephones..... | 39 |
| TASK 37: Clean Ice Bucket/Tray..... | 40 |
| TASK 38: Clean Mini Bar..... | 41 |
| TASK 39: Align Drapes And Clean Shutters/Blinds | 42 |
| TASK 40: Replace Bedroom Amenities | 43 |
| TASK 41: Clean Balcony/Patio/Plants..... | 44 |
| TASK 42: Clean Windows | 45 |



| <u>TASK</u> | <u>PAGE</u> |
|--|-------------|
| TASK 43: Clean Entrance Door(s) | 46 |
| TASK 44: Clean Air Condition/Heating Unit | 47 |
| TASK 45: Clean Baseboards/Ledges..... | 48 |
| TASK 46: Vacuum Room | 49 |
| TASK 47: Spray Rooms | 50 |
| TASK 48: Inspect Room..... | 51 |
| TASK 49: Making Up Cribs And Rollaway Beds | 52 |
| TASK 50: P.M. Report..... | 53 |
| TASK 51: Return And Restock Cart..... | 54 |
| TASK 52: Clean Vacuum Machines | 55 |



TASK 05: Enter Room

| PROCEDURE | STANDARD |
|--|---|
| <ul style="list-style-type: none">■ Leave DND rooms undisturbed.■ Knock on door with knuckles and announce pleasantly, "Housekeeping."■ Wait 5 seconds for guest to respond.■ Knock a second time. If no answer:<ol style="list-style-type: none">1) Open door with key, six inches.2) Announce "Housekeeping" again.3) Enter room.4) Place doorstop to prop open door.5) If the guest is sleeping, quietly withdraw from room.■ If guest answers after you knock, politely ask when they would like to have their room serviced.■ If you are working and the guest returns, politely ask guest to verify that they are registered to the room.<ol style="list-style-type: none">1) Inquire if the guest would like you to return later.■ While working in the guest room, always leave the guest room door open and blocked with your cart. | <ul style="list-style-type: none">■ Knock on the door twice before entering.■ Announce yourself in a clear, moderate voice before entering room.■ Do not knock with keys or other objects.■ All guests greeted with eye contact, a smile and appropriate salutation.■ Door to guest room must always be open when working inside; cart always blocks access to room entrance door.■ Linen may <u>never</u> be used for a doorstop.■ Never allow other employees or friends in room unless authorized by the floor supervisor.■ Only guests whose key/card proves them as the correct occupant are allowed to enter the room. |



TASK 12: Remove Dirty Terry And Bed Linens

| PROCEDURE | STANDARD |
|---|---|
| <ul style="list-style-type: none">■ Remove all dirty bath terry from the bathroom and place in bag on linen cart.■ Strip beds:<ol style="list-style-type: none">1) Remove pillow cases from pillows and place with dirty bath linen.2) Place pillows, bedspread and blankets on a chair; if these items are soiled, replace with fresh one.3) Remove bed pad if soiled or when deep cleaning a room.4) Shake bedding to look for lost and found items.5) Place soiled sheets in linen bag on the cart.6) Place stained, torn or ruined linens on the side of the cart and leave in the designated linen room container. | <ul style="list-style-type: none">■ All soiled terry and linens removed from the room.■ Damaged linens kept separated from soiled linens.■ Pillows, bedspreads and blankets on a chair, never on the floor. |



TASK 14: Clean Vanity/Sink/Mirror/Hair Dryer

| PROCEDURE | STANDARD |
|--|---|
| <ul style="list-style-type: none"> ■ Spray sink and counter surfaces with all purpose cleaner; allow chemicals to soak in. ■ Scrub surfaces with a sponge and rinse with hot water. ■ Clean, dry glasses/mugs/ashtrays (see Task for procedures on this). ■ Dry the entire surface of the sink and vanity, paying special attention to the chrome fixtures. ■ Leave the sink drainstop in open position. ■ Wipe down the hardware beneath the vanity area. ■ Open medicine cabinet in check-out rooms. Wipe down shelves and all surfaces. ■ Wipe down mirror: <ol style="list-style-type: none"> 1) Spray with glass cleaner. 2) Start at the top and work down to the bottom. 3) Wipe until all glass cleaner has been removed. 4) Use clean, dry, lint-free, soft cloth. ■ Wipe down hair dryer, use a toothbrush to clean vents of hair dryer. ■ Report any repairs as needed. ■ NOTE: If guest is a stay-over and has left toiletries on the vanity, clean under them and put back in a neat, orderly manner. Never touch any jewelry items or cases. | <ul style="list-style-type: none"> ■ Cleaned daily; free of: <ol style="list-style-type: none"> 1) Scum, mold or soap build-up 2) Smudges 3) Hair 4) Odors ■ No dripping faucets. ■ No clogged drain. ■ Stainless is free of spots and prints. ■ Medicine cabinet checked in all check-out rooms and cleaned thoroughly. ■ Counter and sink are wiped down (dried) while drying other surfaces of bathroom (tub, toilet, etc.) ■ Pipes under sink wiped down in all check-out rooms. ■ Mirror cleaned after sink and counter are done. ■ Mirror to be free of: <ol style="list-style-type: none"> 1) Hair 2) Streaks 3) Smudges 4) Hair spray 5) Debris 6) Fingerprints 7) Cracks 8) Corrosion ■ Hair dryer is free of dust, debris and vent are clear. |



TASK 29: Clean Furniture

| PROCEDURE | STANDARD |
|--|--|
| <ul style="list-style-type: none"> ■ Use a clean dust cloth with polishing solution to clean all furniture pieces: <ol style="list-style-type: none"> 1) Armoire 2) Dresser 3) Nightstands 4) Headboard 5) Bed posts 6) Coffee table 7) Desk 8) Non-fabric chairs and sofas 9) Wooden legs/arms ■ Wipe, dry and buff to a high luster, removing all dust, smudges and fingerprints. Pay attention to tops, sides, legs, arms and intricate woodwork on all furniture. ■ In all check-out or vacant rooms, open all drawers/doors and remove any items left by guest. Dust inside, paying attention to corners and ledges. ■ Use feather duster for inside shelves and all high places. ■ Brush cloth covered areas of upholstered furniture. ■ Use a damp rag to wipe off the vinyl cushion section of any furniture (i.e., headboards). ■ Wipe down bed frames once every ___ weeks as scheduled. ■ Use toothbrush to clean crevices in rattan furniture. ■ Report any damaged furniture or repair needs to supervisor. ■ Set furniture straight to floorplan (see attached). | <ul style="list-style-type: none"> ■ Furniture dusted daily; free of: <ol style="list-style-type: none"> 1) Dust 2) Dirt 3) Fingerprints 4) Smears 5) Smudges 6) Marks/scratches ■ The furniture is in good repair, sturdy and stable. ■ Crevices in rattan furniture free of soot, dirt and debris. ■ Bed frames and headboard are free of dust. ■ Check-out rooms: <ol style="list-style-type: none"> 1) Drawers are empty and free of hair/debris. 2) Any items left by guest are turned in to lost and found. ■ Any damage reported immediately. ■ Furniture positioned to floorplan. |



Front Desk Agent Index

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| <u>TASK</u> | <u>PAGE</u> |
|--|-------------|
| TASK 01: Bulletin Board..... | 6 |
| TASK 02: Computer Security | 7 |
| TASK 03: Guest Request Hotline..... | 8 |
| TASK 04: Communication Pad..... | 9 |
| TASK 05: Special Programs And Rates..... | 10 |
| TASK 06: Room Familiarity | 11 |
| TASK 07: Room Availability Status And House Count..... | 12 |
| TASK 08: Identify Guest Needs | 13 |
| TASK 09: Confirm Availability | 14 |
| TASK 10: Sell Room/Suite | 15 |
| TASK 11: Basic Manual Reservation | 16 |
| TASK 12: Enter Guest Reservation Into System..... | 17 |
| TASK 13: Guarantee Status..... | 18 |
| TASK 14: Confirmation Number..... | 19 |
| TASK 15: Changing Reservations..... | 20 |
| TASK 16: Canceling Reservation..... | 21 |
| TASK 17: V.I.P. Canceled Reservations..... | 22 |
| TASK 18: Registration/Greet The Guests | 23 |
| TASK 19: Walk In Reservation..... | 24 |
| TASK 20: Locate Reservation | 25 |



| <u>TASK</u> | <u>PAGE</u> |
|---|-------------|
| TASK 21: Present Registration Card..... | 26 |
| TASK 22: Establish Method Of Payment | 28 |
| TASK 23: Travel Agent/Airline Vouchers | 29 |
| TASK 24: Assign A Room | 30 |
| TASK 25: Record Guest Credit | 31 |
| TASK 26: Register Guest In Computer | 32 |
| TASK 27: Information Described To Guest..... | 33 |
| TASK 28: Parking Tickets..... | 34 |
| TASK 29: Obtaining Guest Rooming Assistance | 35 |
| TASK 30: File Registration Cards | 36 |
| TASK 31: Thank The Guest | 37 |
| TASK 32: Follow-Up Courtesy Call | 38 |
| TASK 33: Repeat Guests | 39 |
| TASK 34: V.I.P. Check-In..... | 40 |
| TASK 35: Complimentary Room Requests | 41 |
| TASK 36: Package Guests..... | 42 |
| TASK 37: Tax Exempt Guests..... | 43 |
| TASK 38: Guests With Disabilities | 44 |
| TASK 39: Share-With Guests..... | 45 |
| TASK 40: Suite Guests..... | 46 |



| <u>TASK</u> | <u>PAGE</u> |
|--|-------------|
| TASK 41: Casino Reservation..... | 47 |
| TASK 42: Separate Room/Tax And Incidental Accounts | 48 |
| TASK 43: Walking Guests | 49 |
| TASK 44: Trace File/Flags | 50 |
| TASK 45: Rate Changes | 51 |
| TASK 46: Room Change Request | 52 |
| TASK 47: Assistant Manager Requests | 53 |
| TASK 48: Bell Stand Phone And Log..... | 54 |
| TASK 49: Concierge Phone | 55 |
| TASK 50: Guest Messages | 56 |
| TASK 51: Wake-Up Calls | 57 |
| TASK 52: Non-Registered Guests (RNG)..... | 58 |
| TASK 53: Release Guest Room Keys..... | 59 |
| TASK 54: Guest Mail/Packages | 60 |
| TASK 55: Guest Facsimiles..... | 61 |
| TASK 56: Safety Deposit Boxes..... | 62 |
| TASK 57: Lost And Found..... | 63 |
| TASK 58: Pick Up Contract Bank..... | 64 |
| TASK 59: Pick Up Floating Bank..... | 65 |
| TASK 60: Make Change..... | 66 |



Front Desk Agent Index

FreemanGroup

| <u>TASK</u> | <u>PAGE</u> |
|---|-------------|
| TASK 61: Cash Travelers Checks..... | 67 |
| TASK 62: Cash Personal Checks | 68 |
| TASK 63: Process Miscellaneous Charges | 69 |
| TASK 64: Process Correction Vouchers | 70 |
| TASK 65: Process Adjustment Voucher..... | 71 |
| TASK 66: Process Paid-Outs | 72 |
| TASK 67: Initiate Guest Check-Out..... | 73 |
| TASK 68: Present Folio | 74 |
| TASK 69: Check-Out: Review Folio | 75 |
| TASK 70: Check-Out: Settle Guest Account..... | 76 |
| TASK 71: Post Charges | 77 |
| TASK 72: Collect Keys | 78 |
| TASK 73: Guest Comment Card | 79 |
| TASK 74: Check-Out: Thank The Guest | 80 |
| TASK 75: File Registration Card | 81 |
| TASK 76: Charges After Departure..... | 82 |
| TASK 77: Late Check-Outs | 83 |
| TASK 78: Check Request Forms | 84 |
| TASK 79: Express Check-Outs | 85 |
| TASK 80: Video Check-Out..... | 86 |



| <u>TASK</u> | <u>PAGE</u> |
|--|-------------|
| TASK 81: Key Inventory | 87 |
| TASK 82: Preparing A Shift Audit..... | 88 |
| TASK 83: Complete Deposit Envelope And Count Bank..... | 89 |
| TASK 84: Review Arrival Report | 90 |
| TASK 85: Blocking A Room | 91 |
| TASK 86: Pre-Register V.I.P.'s | 92 |
| TASK 87: Block Special Requests | 93 |
| TASK 88: Amenity Requirements..... | 94 |
| TASK 89: Group Preparation | 95 |
| TASK 90: Balance Room Types..... | 96 |
| TASK 91: Bucket Check..... | 97 |
| TASK 92: Due Outs And Discrepancies..... | 98 |
| TASK 93: Identify ___ P.M. No Shows..... | 99 |
| TASK 94: Stocking Work Stations..... | 100 |



TASK 18: Registration/Greet The Guests

| PROCEDURE | STANDARD |
|---|--|
| <ul style="list-style-type: none">■ Acknowledge all guests approaching Front Desk with a warm smile and greeting, offering both a salutation and assistance before the guest asks.<ol style="list-style-type: none">1) If a guest approaches the desk while you are busy, stop what you are doing and assist the guest.2) If you are busy on the telephone or assisting another guest, excuse yourself to the party and greet guest at desk and advise them you will be with them momentarily.3) Assist any guest before helping employees.■ Personalize your service to each guest:<ol style="list-style-type: none">1) Ask for and use guest's name whenever possible during the registration process.2) Offer your name.3) Ask non-threatening questions whenever appropriate.■ Smile and use eye contact as much as possible throughout this initial encounter. | <ul style="list-style-type: none">■ All guests will be politely and courteously greeted with a smile.■ Guest names used as much as possible.■ Guest not acknowledged by first name, instead addressed by title and surname (Mr., Mrs., Dr. _____).■ Guests never ignored.■ Eye contact established with all approaching guests.■ All guests will be attended to before employees. |



TASK 21: Present Registration Card

| PROCEDURE | STANDARD |
|---|---|
| <ul style="list-style-type: none">■ Explain to guest that you are stepping away to get their registration card.■ Pull registration card from alphabetical file.■ If there is no registration card in alphabetical file:<ol style="list-style-type: none">1) Pull guest's reservation through a name search.2) Check arrival and departure dates (guest may arrive a day early or a day late).■ Show each guest the registration card and verify with guest that all information is correct:<ol style="list-style-type: none">1) Guest name and spelling2) Address3) Number in party4) Rate (do not quote rate out loud, but circle)5) Bed type6) Departure date7) Method of payment■ Upsell whenever possible from information given at shift briefing.■ Note reservation changes or corrections on registration card and in computer with appropriate explanation, date and initials.■ Review special request notes with guest.■ Initial all registration cards in initial box when registering the guest.■ Refer to manual reservation form to clarify any information. File manual reservation form and any additional back-up in back of registration card basket. | <ul style="list-style-type: none">■ Guests to review registration card.■ All information to be verified as correct.■ All rates noted and circled.■ All changes and corrections to reservation to be accompanied by explanation.■ Signature of all guests required for credit and legal purposes.■ Address required for billing purposes.■ During sell-out periods, supervisor notified of guests arriving a day earlier/later than reserved date if guest cannot be accommodated. |



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**Front Desk
Agent**

TASK 21: Present Registration Card

| PROCEDURE | STANDARD |
|---|----------|
| <ul style="list-style-type: none">■ Ensure all guests sign registration card.■ Check for mail, packages, faxes and messages for arriving guests. | |



TASK 46: Room Change Request

| PROCEDURE | STANDARD |
|--|--|
| <ul style="list-style-type: none"> ■ Should a guest request a room change: <ol style="list-style-type: none"> 1) Identify why the guest is requesting the change. <ol style="list-style-type: none"> a) bed type b) room size c) rate d) location 2) Check first that there is a room available to meet the requirements. 3) If room is not available, immediately inform guest when you feel a room will become available. Offer the guest the option of: <ol style="list-style-type: none"> a) staying in original room b) organizing room change in guest's absence, providing guest is packed c) coordinate change when room is available and guest is present 4) Change the room in the computer and on the registration card. Complete room change slip. 5) Make the necessary rate changes if applicable. 6) Give the guest the new key and receive the old key. 7) Notify Housekeeping of the status change. 8) Coordinate the room change with the guest and Bell staff as needed. 9) Give Bellman room change slip. 10) Staple top copy to registration card. Place bottom copy in room change box. | <ul style="list-style-type: none"> ■ Guest made to feel that every effort is being taken to provide them with a room that meets their needs. ■ Reason for room change identified. ■ If room changes conducted due to deficiency in original room, apology is offered. ■ Room changes should be handled promptly and efficiently. ■ Make certain that guest is satisfied with new room assigned. ■ All room changes complete: <ol style="list-style-type: none"> 1) Registration card moved in bucket. 2) Room change slip stapled to registration card. Other slip filed in room change box. 3) Room change made in computer at time of physical move. ■ Housekeeping and/or maintenance informed of any room deficiencies. |



TASK 67: Initiate Guest Check-Out

| PROCEDURE | STANDARD |
|--|---|
| <ul style="list-style-type: none">■ Acknowledge all guests approaching the front desk with a smile and a warm greeting.■ Confirm that guest is checking out.■ Verify guest name.■ Ask the guest if he/she has incurred any late charges (restaurant, long distance or mini bar charges).■ If late charges have been incurred, call the appropriate department to obtain the charge and add the charges to the guest's bill.■ Personalize the guest interaction:<ol style="list-style-type: none">1) Use guest's name.2) Inquire about guest's stay.3) Be aware of guests time restraints.4) Maintain eye contact.■ If guest expresses any dissatisfaction:<ol style="list-style-type: none">1) Apologize.2) Thank guest for bringing it to your attention.3) Address problem before the guest's departure.4) If unable to resolve, contact your supervisor.■ Log comments when appropriate. | <ul style="list-style-type: none">■ Guests acknowledged when approaching the Front Desk.■ Guest interaction is personalized.■ Eye contact maintained.■ Full attention is given to guest.■ Correct registration card and voucher are pulled up.■ All names and room numbers are verified to be correct before processing check-out.■ All late charges posted.■ Guest response solicited.■ Address any dissatisfaction prior to the guest's departure.■ Guest's response on satisfaction during stay is solicited. |



TASK 74: Check-Out: Thank The Guest

| PROCEDURE | STANDARD |
|---|---|
| <ul style="list-style-type: none">■ Ask if guest needs any additional assistance (i.e., ground transportation).■ Thank guest for staying with us and invite them back.■ Ask guest if you may be of assistance in making a future reservation. | <ul style="list-style-type: none">■ Eye contact maintained.■ Guest interaction is personalized.■ Ensure that all keys are requested upon check-out.■ Encourage each guest to fill out Guest Comment Card.■ All guests are thanked and invited back.■ Reinforce to the guests how important they are to us and how much we appreciate their business. |



Three Meal Restaurant Server Index

FreemanGroup

| <u>TASK</u> | <u>PAGE</u> |
|--|-------------|
| TASK 01: Check Station..... | 6 |
| TASK 02: Set Tables..... | 8 |
| TASK 03: Set Up Sugar Bowls..... | 10 |
| TASK 04: Set Up Creamers/Milk..... | 11 |
| TASK 05: Set Up Butters..... | 12 |
| TASK 06: Set Up Jellies..... | 13 |
| TASK 07: Set Up Syrup..... | 14 |
| TASK 08: Set Up Juices..... | 15 |
| TASK 09: Set Up Cereal Station..... | 16 |
| TASK 10: Cut Lemons..... | 17 |
| TASK 11: Prepare Coffee Stations..... | 18 |
| TASK 12: Prepare Hot Tea Station..... | 19 |
| TASK 13: Prepare Iced Tea..... | 20 |
| TASK 14: Set Up Bread/Toast Station..... | 21 |
| TASK 15: Set Up Linen..... | 22 |
| TASK 16: Set Up Linen Hampers..... | 23 |
| TASK 17: Set Afternoon Tea Station..... | 24 |
| TASK 18: Serve Afternoon Tea..... | 25 |
| TASK 19: Fold Napkins..... | 26 |
| TASK 20: Stock Glassware..... | 27 |



Three Meal Restaurant Server Index

FreemanGroup

| <u>TASK</u> | <u>PAGE</u> |
|---|-------------|
| TASK 21: Stock China..... | 28 |
| TASK 22: Stock Flatware | 29 |
| TASK 23: Stock Ice | 30 |
| TASK 24: Set Up Trash Cans | 31 |
| TASK 25: Set Up Dish Machine Breakdown Area | 32 |
| TASK 26: Menu Knowledge | 33 |
| TASK 27: Check Buffet..... | 34 |
| TASK 28: Pre-Meal Meeting/Table Panel | 35 |
| TASK 29: Breakfast Service Sequence..... | 36 |
| TASK 30: Lunch/Dinner Service Sequence | 37 |
| TASK 31: Greet Guest At Table | 38 |
| TASK 32: Remove Extra Settings | 39 |
| TASK 33: Serve Coffee (Dinner)..... | 40 |
| TASK 34: Serve Melior Pot Coffee/Tea Service..... | 41 |
| TASK 35: Prepare Espresso | 42 |
| TASK 36: Prepare Cappuccino | 43 |
| TASK 37: Serve Hot Tea | 44 |
| TASK 38: Serve Iced Tea..... | 45 |
| TASK 39: Refill Beverages..... | 46 |
| TASK 40: Serve Water | 47 |



Three Meal Restaurant Server Index

FreemanGroup

| <u>TASK</u> | <u>PAGE</u> |
|--|-------------|
| TASK 41: Serve Bottled Water | 48 |
| TASK 42: Take Cocktail Order | 49 |
| TASK 43: Post Cocktail Order | 50 |
| TASK 44: Cocktail Call Procedure | 51 |
| TASK 45: Pick Up Cocktail Order..... | 52 |
| TASK 46: Serve Cocktails | 53 |
| TASK 47: Set Up Wine Buckets/Coasters..... | 54 |
| TASK 48: Open Wine Bottle | 55 |
| TASK 49: Serve Bottled Wine | 56 |
| TASK 50: Open Champagne Bottles..... | 57 |
| TASK 51: Serve Champagne Bottles | 58 |
| TASK 52: Take Food Order..... | 59 |
| TASK 53: Post Food Order..... | 60 |
| TASK 54: Pick Up Food..... | 61 |
| TASK 55: Serve Bread Basket | 62 |
| TASK 56: Serve Cereal | 63 |
| TASK 57: Serve Toast..... | 64 |
| TASK 58: Serve Breakfast Bakeries | 65 |
| TASK 59: Serve Continental Breakfast | 66 |
| TASK 60: Serve Food Courses | 67 |



Three Meal Restaurant Server Index

FreemanGroup

| <u>TASK</u> | <u>PAGE</u> |
|--|-------------|
| TASK 61: Serve A Guest Who Has Left Their Seat | 68 |
| TASK 62: Recheck Guest..... | 69 |
| TASK 63: Serve Dessert/After Dinner Drinks | 70 |
| TASK 64: Returned Food/Voids | 71 |
| TASK 65: Change Ashtrays | 72 |
| TASK 66: Clear Plates/Dirty Tablewares | 73 |
| TASK 67: Doggie Bags..... | 74 |
| TASK 68: Present Check..... | 75 |
| TASK 69: Process Payment..... | 76 |
| TASK 70: Process Personal Checks..... | 77 |
| TASK 71: Process Traveler’s Checks..... | 78 |
| TASK 72: Process Cash..... | 79 |
| TASK 73: Process Credit Cards..... | 80 |
| TASK 74: Process Room Charge..... | 81 |
| TASK 75: Depart Guest..... | 82 |
| TASK 76: Clear Table After Guests Leave..... | 83 |
| TASK 77: Lift Large Trays | 84 |
| TASK 78: Breakdown Tray..... | 85 |
| TASK 79: Wipe/Reset Table | 86 |
| TASK 80: Maintain Carpet/Floor | 87 |



Three Meal Restaurant Server Index

FreemanGroup

| <u>TASK</u> | <u>PAGE</u> |
|--|-------------|
| TASK 81: Restock Sugar Bowls | 88 |
| TASK 82: Refill Salt And Pepper | 89 |
| TASK 83: Marry And Stock Condiments | 90 |
| TASK 84: Breakdown Continental Breakfast Station | 91 |
| TASK 85: Breakdown Creamers | 92 |
| TASK 86: Breakdown Butters | 93 |
| TASK 87: Breakdown Jellies/Syrup | 94 |
| TASK 88: Breakdown Juices | 95 |
| TASK 89: Clean Bread Station | 96 |
| TASK 90: Clean Coffee Machine | 97 |
| TASK 91: Clean Iced Tea Dispenser | 98 |
| TASK 92: Clean/Restock Side Stations | 99 |
| TASK 93: Dispose Of Dirty Linen | 100 |
| TASK 94: Tip Out | 101 |
| TASK 95: Check Out With Supervisor | 102 |



TASK 01: Check Station

| PROCEDURE | STANDARD |
|---|---|
| <ul style="list-style-type: none"> ■ Report to restaurant and find out the assigned station and sidework to complete. ■ Check tables in assigned station for the condition, cleanliness and placement. ■ Furniture: <ol style="list-style-type: none"> 1) Table alignment. 2) Center chairs. 3) Inspect: <ol style="list-style-type: none"> a) chairs b) table legs c) under tabletop d) floor e) artwork ■ Inspect tabletop: <ol style="list-style-type: none"> 1) Linen 2) Centerpiece, lamps/candles 3) Place settings 4) Salt and pepper shakers 5) Sugar bowls 6) Ashtrays ■ Rectify any deficiencies. ■ NOTE: See attached table set-up diagram. | <ul style="list-style-type: none"> ■ ___ minutes prior to start of shift, report to restaurant and check station to ensure that tables are properly set. ■ Furniture: <ol style="list-style-type: none"> 1) Aligned to room floor plan. 2) Tables and chairs are sturdy and free of dust, crumbs, food and trash. 3) Chairs centered around table. 4) No gum under tabletop. 5) Floor is clean with no debris. 6) Artwork is free of food spills, streaks and smudges. ■ Linen: <ol style="list-style-type: none"> 1) Clean and pressed. 2) No rips, tears, holes or stains. 3) Hems face down. 4) Placemats centered to each chair. 5) Tablecloth hangs evenly. 6) Napkin seam faces down. 7) Napkins folded to designated design. ■ Tabletop: <ol style="list-style-type: none"> 1) Centerpiece fresh, clean and free of debris. 2) Water in vase is fresh and full; flowers are fresh and not wilted. 3) Table lamps refilled with fuel; free of debris, spots, cracks and chips. 4) Candles are fresh/new, correct scent and sturdy in holders. 5) Place settings are ½" from the table 6) Place settings centered to the seat directly across from the table. ■ Salt & pepper shakers full, wiped clean: <ol style="list-style-type: none"> 1) Pour freely. 2) Salt not lumpy. |



TASK 01: Check Station

| PROCEDURE | STANDARD |
|-----------|---|
| | <ul style="list-style-type: none">■ Sugar bowls clean inside and out:<ol style="list-style-type: none">1) Free of chips, cracks, food and debris.2) Contain correct ratio of packets. ■ China, flatware and glassware are polished clean:<ol style="list-style-type: none">1) Free of dust, dirt, streaks, water spots, chips/cracks, tarnish and bends.2) Correct type set for specific meal period.3) Correct amount set for meal period.4) Facing the proper direction.5) China patterns match. ■ Ashtrays (smoking section only) clean, dry and free of chips/cracks and debris. Matches are outside ashtray, logo facing guest. |



TASK 02: Set Tables

| PROCEDURE | STANDARD |
|--|---|
| <ul style="list-style-type: none"> ■ Check tabletop cleanliness; wipe as needed. ■ Check condition and cleanliness of : <ol style="list-style-type: none"> 1) Salt/pepper shakers. 2) Centerpiece (flower vase at breakfast / lunch; table lamp at dinner). 3) Set salt/pepper shakers in center of table. 4) Set centerpiece in center of table. 5) Set ashtray _____ (smoking sections). ■ Check condition and cleanliness of linen: <ol style="list-style-type: none"> 1) Set placemat (breakfast/lunch) at center of setting, ½" from table edge. 2) Lay tablecloth (dinner) per centerfold method. 3) Set folded/rolled napkin: <ol style="list-style-type: none"> a) breakfast/lunch - in center of placemat diagonally across b) dinner - on center of show plate diagonally across ■ Inspect each item for condition and cleanliness before placing on tables. ■ Place the following items on a clean, lined tray and carry to the table to set at each place setting: <ol style="list-style-type: none"> 1) Breakfast - 1 for each place setting: <ol style="list-style-type: none"> a) dinner knife b) teaspoon c) dinner fork d) butter knife e) B&B plate f) coffee cup and saucer g) water glass h) juice glass 2) Lunch/dinner - 1 for each place setting <ol style="list-style-type: none"> a) dinner knife b) dinner fork | <ul style="list-style-type: none"> ■ Tabletop free of crumbs and debris. ■ Salt/pepper shakers are: <ol style="list-style-type: none"> 1) Clean and polished. 2) Full, and pour freely; salt not lumpy. 3) Set together in table center. ■ Ashtrays (smoking section only) free of debris, chips/cracks. Matches are outside of ashtray, logo facing guest. ■ Flower vase is clean, free of debris: <ol style="list-style-type: none"> 1) Water in vase is fresh and full. 2) Flower is fresh; not wilted. ■ Candles are fresh/new, correct scent and sturdy in holders. ■ Table lamp is clean, free of debris. <ol style="list-style-type: none"> 1) Sufficient fuel in container for entire meal period. ■ Linen: <ol style="list-style-type: none"> 1) Clean and pressed. 2) No rips, tears, holes or stains. 3) Hems face down. 4) Placemats centered to each chair. 5) Tablecloths hang evenly. 6) Napkin seam faces down. 7) Napkins placed in center of place setting. ■ Flatware handled by its base handle, glassware by its stem or base, and china by its edge. ■ China, flatware and glassware are polished clean: <ol style="list-style-type: none"> 1) Free of food particles, stains, chips/cracks, not tarnished or bent. |



TASK 02: Set Tables

| PROCEDURE | STANDARD |
|---|--|
| <p>c) salad fork d) teaspoon e) butter knife f) water glass g) wine glass h) B&B plate</p> <ul style="list-style-type: none"> ■ Look over table to make sure each setting lines up with opposite setting, and that all items are uniformly placed on each table. ■ Realign chairs. ■ Note: Refer to attached table set up diagram for placement. | <p>2) Correct type/amount set for specific meal period.</p> <ul style="list-style-type: none"> ■ China: <ol style="list-style-type: none"> 1) Set ½" - 1" from table edge. 2) Coffee cup and saucer ½" - 1" from teaspoon, cup handle at 4 o'clock position 3) B&B plate set at top left corner of placemat. 4) B&B plate placed ½" - 1" from outside fork. ■ Flatware: <ol style="list-style-type: none"> 1) Set ½" - 1" from table edge. 2) Dinner knife placed on right side of place setting. 3) Serrated edge of knives face left. 4) Teaspoon placed to right of knife. 5) Forks placed on left of place setting: <ol style="list-style-type: none"> a) dinner fork on inside b) salad fork on outside 6) Butter knife set at 12 o'clock position, across left edge of B&B plate; rounded edge facing guest. ■ Glassware: <ol style="list-style-type: none"> 1) Water glass above dinner knife. 2) Juice glass set above teaspoon. 3) White wine glass at 45° angle below water glass. ■ All place settings are consistent and symmetrical; set to diagram. ■ Place settings line up to opposite setting. ■ Tables set for: <ol style="list-style-type: none"> 1) Breakfast by ___ a.m. 2) Lunch ___ a.m. 3) Dinner by ___ p.m. |



TASK 31: Greet Guest At Table

| PROCEDURE | STANDARD |
|--|---|
| <ul style="list-style-type: none">■ Approach table with a smile and say: “Welcome to _____. May I offer you a beverage or a glass of wine this morning/ afternoon/evening?”■ If guests do not have menus, present each one with a menu; present wine list to the host (lunch/dinner). | <ul style="list-style-type: none">■ All guests greeted with a smile, and warm salutation within __ minutes of being seated.■ Eye contact and positive body posture maintained. |



TASK 39: Refill Beverages

| PROCEDURE | STANDARD |
|---|---|
| <ul style="list-style-type: none">■ Check table frequently to keep guest's beverages refilled:<ol style="list-style-type: none">1) While order is being processed.2) After serving each course.3) When glass or cup is half full.■ Be aware of the guest's ice needs.■ Use a linen napkin while pouring water to avoid drips.■ When refilling, do not lift cup/glass off the table. Instead, pour into the cup/glass on the table.■ Refill creamer and sugar bowl as needed. Trade full sugar bowl for used sugar bowl. | <ul style="list-style-type: none">■ No empty coffee, iced tea or water glasses left on table while guests remain at their table.■ Water, coffee and iced tea refilled when cup/glass is half full, until guests decline.■ Juice refilled upon request and charged.■ Hot tea is refilled by setting up new tea service.■ No spills |



TASK 52: Take Food Order

| PROCEDURE | STANDARD |
|---|--|
| <ul style="list-style-type: none">■ Approach table with a smile and warm salutation:<ol style="list-style-type: none">1) Have pen/order pad ready.2) Inquire if guests are ready to order. ■ Write down the table number, your initials and guest number of guests on each order. ■ Take the ladies' orders first, going clockwise around the table. Take host's order last. ■ Write the order down according to position number:<ol style="list-style-type: none">1) The seat who's back is toward the restaurant's entrance is position one.2) Each seat going clockwise is position 2, 3, 4, etc. ■ Write all orders with position number after each item. ■ Circle all female position numbers on order pad. ■ Separate each course with a line. ■ Use proper modifiers to identify items. ■ Make suggestions to compliment guest's meal (i.e., appetizers, salads, wine). ■ Repeat the order back and clarify all special requests. | <ul style="list-style-type: none">■ Eye contact, smile and correct posture maintained. ■ Server speaks clearly. ■ Suggestive upselling techniques used. ■ Ladies orders first, host last. ■ All orders written neatly and legibly using standard abbreviations. ■ All pertinent questions are asked, (i.e., "How would you like your steak cooked?", "What type of salad dressing would you like?"). ■ All orders note position numbers after each item ordered. ■ All orders repeated before departing. ■ All dupes to contain:<ol style="list-style-type: none">1) Table number2) Number of covers3) Server number |



TASK 75: Depart Guest

| PROCEDURE | STANDARD |
|--|--|
| <ul style="list-style-type: none">■ Thank the guest as they leave the table and wish them a pleasant day or evening. Invited guest to return.■ Use guest name when known.■ Invite the guest to return. | <ul style="list-style-type: none">■ All guests thanked and invited to return upon leaving.■ Guest name is used when known.■ Interaction is personalized.■ Eye contact and positive body language is maintained. |