



**Private Club
Performance Management**



Catering Server Training Manual

Ed Rehkopf

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Purpose

The purpose of this training manual is:

- to train you in the knowledge, skills, and abilities necessary to properly perform your duties as a Catering Server,
- to instill in you a strong service ethic toward our members and your fellow workers,
- to provide you with the tools and techniques to comfortably perform all assigned tasks,
- to prepare you for potentially difficult situations by providing you with the approved way of dealing with them.



Responsibilities

The Catering Manager is responsible for properly and completely training you for your position.

It is your responsibility:

- to diligently apply yourself to mastering the material presented in this manual, and
- to notify the Catering Manager of any difficulties encountered in the performance of your duties that might require modification of operational policies, procedures, standards, or training.

It is the responsibility of the Training Manager to review training material and programs to ensure that they meet the need of providing high quality training to you and your fellow employees.



Background

A private club creates a special environment for its members. It is a place of refuge from the busy world. It is a place where friends and business associates can gather and enjoy the amenities of the Club. It is a place where members are known by name and those of us who serve them know their preferences and desires.

One of the primary amenities offered by the Club is catered functions. Whether a small, intimate gathering of friends, a wedding with 250 guests, or a corporate meeting or seminar, the Club offers its members a clean, attractive, and professionally operated environment to host the important events and activities of their lives.

Our role as Club staff is to enhance members' use and enjoyment of the Club and provide them with an event of the highest possible quality. We can only do this if we are well-organized, thoroughly trained, and committed to the task of providing extraordinary service.

Your role as a Catering Server is to provide friendly, courteous, and efficient service to our members and their guests. To do this properly, there are many things you must know. We trust that after working through this self-study training manual and being trained in the specific techniques of service, you will be equipped with all the necessary knowledge, skills, and abilities to do your job with grace, ease, and professionalism.



Putting on the Show

A great deal of planning and organization goes into the preparation for each catered event. The Catering Manager has already met with the event host, selected, or designed menus, reserved space for the event, ensured that all necessary equipment, supplies, and beverages are on hand to support the event, and scheduled the staff necessary to carry it off.

The Chef and his staff have planned the production of all food ensuring enough stock is on hand to meet the needs of the event. The food has been carefully prepared with great attention given to event timing ensuring that food is ready to be served at its peak of flavor and freshness.

Guests are assembled, some coming many miles to attend the event. The host is understandably nervous that all go according to plan. Much planning and expense are on the line. Everything is ready. The lights are dimmed, the music just right, everyone is expectant, looking forward to the show.

How do we make sure we meet everyone's expectations? Basically, there are four things we must do to meet the expectations of our members and guest.

- We must be organized in both our planning and execution of the event.
- We must be well-trained to deliver high quality service in all aspects of the event.
- We must work as a team. Kitchen and service staff must understand their responsibilities, execute them efficiently, be prepared for the unexpected, and help each other out whenever necessary.
- We must have positive attitudes and a strong commitment to service. We should smile easily and often, and look for ways to be helpful to members, guests, and fellow employees.



Catering Organization

The Club's Catering Department is part of the Food and Beverage Operation that comes under the direct supervision of the Food and Beverage Director. The Catering Manager is responsible for planning and executing each catered event. He works closely with the Club's Chef to develop interesting and appealing menus. The Chef will also meet with any member or event host to custom-plan special menus.

At each catered event there will be a designated Catering Supervisor who will be responsible for the direction of the service staff and the execution of the event. The Catering Supervisor will usually appoint service team leaders who will direct the work of 3 to 5 catering servers.

Catering servers fall in to one of two categories:

- In-house servers - those who are hired and trained by the Club and are on the Club payroll.
- Temporary servers - those hired and trained by a Temporary Staffing Agency.

Both categories of servers are important to the success of the Club's catering activities, and both are expected to uphold the Club's high standards of service.

The organization chart for the Catering Department is shown at Appendix A.



Temporary Catering Servers

The Club uses temporary catering servers to supplement its staff for catered events. While temporary servers are not part of the Club's staff, they are an essential component in the Club's effort to provide high quality service. The Club feels the same sense of responsibility to provide guidance and training to temporary staff as it does to its own employees.

While the Club has high standards and expectations for its temporary servers, we also know that we are ultimately responsible for the proper execution of all Club events. It is the Club's responsibility to properly supervise, direct, and hold temporary servers accountable for their performance.

Temporary servers will be given a time at which they must report to the Club for work. They will also be given the name of the Catering Supervisor who will direct their efforts.

It is the Catering Supervisor's responsibility to give timely direction to temporary staff. Further, the Catering Supervisor will evaluate servers' performance using a Temporary Staff Evaluation, CRI Form 471, shown at Appendix B1. This evaluation is used as a tool to ensure quality staffing at future events.



Catering Timekeeping

Catering servers keep their hours worked in one of two ways:

- Club catering servers are issued time badges and they must punch in or out for each shift worked. A time terminal is in the basement near the receiving entrance for this purpose.
- Temporary catering servers will keep a time sheet provided by their Temporary Staffing Agency. These time sheets must be signed by the Catering Supervisor for the Club and turned in to the Temp Agency. The Catering Supervisor will retain one copy of each server's time sheet and turn these in to the Catering Manager at the end of the event.

Questions or problems regarding timekeeping and pay should be addressed to the following:

- Club catering servers - the Catering Manager.
- Temporary catering servers - the Temporary Staffing Agency.



Key Terms and Definitions

Bar	A table or counter set up to serve alcoholic beverages to guests at an event. Can be an open bar, consumption bar, signature bar, or cash bar depending upon how guests are charged for drinks or how the host pays for beverages consumed.
"Behind You"	Said when coming up behind a co-worker to inform him or her of your presence to avoid collisions.
Break Down	The process of closing and cleaning up after a catered event.
Break Down Station	A workstation set up specifically to aid in the task of breaking down an event. It usually will consist of a banquet table, trash can, buspans, a tub for dumping leftover drinks, and various glassracks. The specific purpose for a break down station is to reduce the amount of breakage of china and glassware.
Buffet	Style of catered event where guests serve themselves from platters and chafing dishes displayed on tables. Can be single- or double-sided buffets, depending upon the sides of the table open for service.
Bus Pan	Plastic tubs used to stack dirty plates and flatware.
Cake Knife and Spatula	Decorative utensils for cutting and serving cakes.
Canapés	Hors d'oeuvres consisting of a small piece of bread or toast, often cut in a decorative shape, garnished with a savory spread or topping.



Key Terms and Definitions, Continued

Carved Station	A table set up with specific food items carved by a kitchen service employee during a buffet or reception, e.g., carved beef station.
Chafing Dish (Chafer)	Special serving dishes with lids and a heat source underneath to keep food warm. Can be round and oblong in shape. Inserts are the food pans placed in chafing dishes.
Chair Dolly	A carrying device with wheels for moving stacking banquet chairs.
Chairs, Stacking	Banquet chairs which can be stacked for storage.
Chairs, Folding	Banquet chairs which can be folded for storage.
Champagne Bucket	A metal bucket that is filled with ice and water, used to chill champagnes and white wines.
Clearing	The process of removing dirty plates, glassware, flatware, and other debris from tables. Can be done to remove the plates and utensils from a course, or the general clearing at the end of an event.
Cocktail	A drink containing two or more liquors and/or mixers.
Coming Around/Corner	Said before going around a blind corner of to allow others to know of his/her approach.
Courses	The components of a plated meal. Typical courses are appetizer, soup, salad, entrée, and dessert.



Key Terms and Definitions, Continued

Covers	Meals served. The term comes from the traditional way of counting catered meals served by the plate covers used or returned to the kitchen.
Doilies	Fancy paper used as underliners on plates.
"86"	A term used to inform service personnel that the kitchen or bar item is out of a certain food or beverage item.
Expediter	Individual that puts food orders together and garnishes plates for the service personnel. Once the order is ready, the expediter will allow the server or food runner to remove food for service to the member.
Food Station	A table set up with specific food items for self-service during a buffet or reception, e.g., pasta station, cheese and fruit station, dessert station.
Forecast	The estimated number of attendees at an event.
Glass Racks	Plastic carrying, washing, and storage containers for glassware.
Guarantee	The minimum number of attendees at an event for which the host will be billed.
Head Count	A count of the number of attendees at an event.
Highball	A combination of any brand of liquor and one mixer e.g., Vodka Tonic.



Key Terms and Definitions, Continued

Hors d'oeuvres	Appetizers.
Hot Boxes	Insulated, heated containers, usually on wheels, used for holding heated food items for catered events.
"Hot Plate"	An expression used to warn guests of hot plates. Also, used to warn other servers when carrying hot items.
Ice Machine	A machine that makes ice, available to ice drinks and other chilled items for catered events.
"In the Weeds"	A phrase used by staff members to inform someone that they are too busy to give good service. This means they need help. Do not use this term when talking to members.
Pre-shift Meeting	A mini meeting before an event to inform the staff of special instructions and other information for the event.
<i>Mis en Place</i>	"Put in place." The preparation and assembly of all service needs for a dish or service period.
Mixer	Non-alcoholic beverages, i.e., ginger ale, juices, tonic, etc., added to liquor to make a mixed drink.
Passed Items	Canapés and hors d'oeuvres that are carried on a tray by servers and presented to guests. Used at receptions.
P.O.S. (Point of Sales)	An electronic cash register, networked to a computer, used to ring in orders and communicate food orders to the kitchen and bar.



Key Terms and Definitions, Continued

Reach-in	Small refrigerator, usually behind bars or in kitchens, where juices, sauces, etc. are stored for service personnel access.
Reception	A catered event where guests usually stand and mingle. Food is passed or served at stations. As opposed to a seated or plated meal.
Serviette	Napkin fold placed on a plate or tray and filled with flatware. Used for carrying and presenting replacement flatware.
Serving Bowls	Plastic, glass, crystal, or metal bowls used to present food on buffets.
Serving Spoons	Spoons to serve food items. Either regular or slotted.
Set Up	The process of preparing a venue for a catered event. Includes table and chair set up, tablecloths, table skirts, place settings, food displays and presentation, service prep areas, and decorations.
"Show Time"	The time at which an event is to start, or when guests start arriving for an event. The time when all set up must be completed and staff standing tall ready to provide service.
Sit Down (Plated) Dinner	Style of catered event where guests are seated and have food served to them on individual plates during various courses.



Key Terms and Definitions, Continued

Splash Guard	A folded napkin, used when pouring water or other liquids to protect the guest from splashing.
Skirts, Table (skirting)	Ruffled, decorative cloth used to mask the legs of banquet tables.
Sterno	A jellied flammable material, packaged in small cans, used to heat food.
Straight Up	Any drink or liquor served without ice or with ice strained out.
Table Caddy	A carrying device with wheels for moving folding banquet tables.
Tablecloths	Cloth coverings for banquet tables. Typical sizes include 54-inch square, 64-inch square, 72, inch square, 85-inch round, 120-inch round, 114 x 52 inch rectangular.
Tables, Banquet	Folding tables used to seat guests during catered events. Typical sizes include 64-inch rounds, 72-inch rounds, 6 foot banquet (rectangular), 8-foot banquet (rectangular).
Tables, Specialty	Unusually shaped folding tables used primarily for buffets, e.g., serpentine, half-round.
Tall Drink	Any drink served in a glass taller (larger) than a standard high ball glass. Same amount of liquor, but more ice and mixer added.



Key Terms and Definitions, Continued

Tongs	Serving utensil designed with a central fulcrum allowing the user to grasp a food item.
Tray, Serving	Large oval or round trays used by servers to carry food and clear tables.
Tray Stand	A folding stand used to set serving trays on when serving food or clearing tables.
Underliners	Cloth used under tablecloths on a banquet table to produce a soft, cushioned feel to the diner. Also, a napkin fold on a base plate or a paper doily placed on a bread & butter plate.
Votive	Small decorative candles used on tables at catered events.
Walk-in	Large, walk-in refrigerator or freezer, located in the kitchen where produce, meats, etc., are stored for kitchen personnel.
Wine Chiller	A tall ceramic container that is pre-chilled and used to set chilled wines in.
Wine Key (corkscrew)	An essential tool for all servers. Used to break the seal on a bottle of wine and remove the cork.



Review I

What four things must we do to meet our members' and guests' expectations?

1. _____
2. _____
3. _____
4. _____

What is the designated Catering Supervisor responsible for?

What is the purpose of appointing service team leaders?

Define the following:

Break Down _____

Buffet _____

Buspan _____

Chafer _____

Expediter _____

Food Station _____

Head Count _____

Hors d'oeuvres _____

Reception _____

"Show Time" _____

Table Skirts _____



Information and Expectations

Your Supervisor

Each Club employee comes under the direct control of a Supervisor. He or she, in turn, answers directly to a Department Head who reports to the General Manager. Your Supervisor is an important link in the management chain and is responsible for the daily work of your team. As a catering server, your Supervisor is the Catering Manager or the designated Catering Supervisor for each catered event.

Your Supervisor is responsible for training you in the proper way to do your job and ensuring that your work is completed according to our quality and performance standards.

A major responsibility of every Supervisor is to provide you with the assistance and support you need to do your job properly. If you have a question about any aspect of your work or you need help, see your Supervisor. We only ask you to remember that your Supervisor is a busy person with many responsibilities. Please show courtesy and understanding by approaching him or her at an appropriate and convenient time.

In the absence of your Supervisor, the duty manager or other assigned supervisor, assumes direction of your operation

Food and Beverage Standards

All food and beverage items served in the Club are prepared and presented according to well-defined and pre-established standards.

Food items are prepared according to standardized preparation techniques. Further, all food items are served to the member in a standardized presentation.

The purpose and benefit of standardization is consistency. All food service employees are expected to familiarize themselves with and consistently meet those standards.



Information and Expectations, Continued

Meeting your Schedule

Work schedules will be posted in a designated, conspicuous place. We consider your obligation to meet the posted work schedule a serious responsibility. Therefore:

- The work schedule may not be modified without the prior approval of your Supervisor.
- Failure to work assigned shifts is unfair to fellow staff, your Supervisor, and our members, and cannot be tolerated. Appropriate disciplinary action will follow such failure.
- We will always consider true emergencies. However, those who do not report for scheduled shifts and/or call in sick repeatedly are subject to disciplinary action, where warranted.
- You are responsible for giving your Supervisor reasonable notice of illness, lateness, or inability to meet your work schedule before your absence so that your shift may be properly covered.
- Changes to the work schedule may be made by your Supervisor at any time to effectively handle the level of our business. Supervisors will make every effort to meet individual needs and requests, but this is not always possible. We ask you to bear this in mind and accept such changes as necessary. It is the nature of our business.

Your Supervisor will make every effort to grant reasonable requests for time off. Please recognize, though, that we are running a business that has certain staffing requirements. When requests become unreasonable or excessive, your Supervisor will take whatever action necessary to ensure adequate staffing.



Information and Expectations, Continued

Timely Attendance

You are expected to be present, in uniform or proper dress, and ready for work at your scheduled time. Habitual tardiness cannot be tolerated.

Transportation to and from work is your responsibility.

Notification

If, for any reason, you expect to be late or absent, call and let your Supervisor know the reason.

If your Supervisor is unavailable, you should leave word with Catering Manager. Only if your Supervisor or other individuals in charge are unavailable, should you leave word with another employee. In this case, you are expected to call back and speak with your Supervisor later.

Except in the case of emergencies, having family members or friends call for you is inappropriate. Therefore, all notification calls must be made by you personally unless you are seriously ill or otherwise incapacitated.

No Call/No Show

Any employee who misses a shift without calling or without a valid excuse will face appropriate disciplinary action.

Parking

Employees are expected to park at the end of the parking lot farthest from the clubhouse. This allows our members and their guests to park in the closer, more convenient spaces.



Information and Expectations, Continued

Drinking or Use of Non-prescribed Drugs

No employee may consume alcoholic beverages while on duty. Reporting to work while under the influences, drinking on duty, or the use of any illegal or non-prescribed drugs will result in appropriate disciplinary action.

Smoking

Smoking in a food service facility is a sanitation violation due to the hand-mouth contact involved. At no time may employees smoke in food service production or service areas. Smoking is permitted only in designated smoking areas during your break or after your shift has ended. You must always wash your hands after smoking.

Use of Facilities

Employees are not allowed to use Club facilities and services while working. This means you should not sit on the furniture in the Club. Your Supervisor will tell you where you may take your breaks.

Club facilities are for the exclusive use of our members. Use by employees on the clock is an inappropriate use of work time. Further, it sends the wrong message to our members about our priorities.

Use of Telephones

The telephones within the Club are for business purposes and unnecessary or excessive personal use of phones may interfere with that business. Reasonable use of telephones for personal reasons such as to call your spouse or children, is permitted at the discretion of your Supervisor. However, you should discourage your friends from calling you when you are working unless necessary.

If you have a cell phone, it must be turned off while you are working.



Information and Expectations, Continued

Removing Items from the Premises

It is the policy of the Club that:

- No food items will be removed from any Club premises by any employee unless such movement of food is in support of operations.
- No leftover food from any Club facility will be removed from the premises by any employee.

Further, employee meals are to be consumed on the premises. Therefore, food designated as employee meals may not be removed from the premises.

"Grazing"

"Grazing" is defined as employees helping themselves to food that is being or has been prepared for service to members.

Employees are not permitted to take or eat food other than the staff meal or eat at times other than their meal break unless authorized by their Supervisor.

"Grazing" by food service staff in the kitchen or from buffet lines will not be tolerated under any circumstances and no excuses will be accepted.

This policy is taken seriously and will be enforced by all Supervisors. We ask that you understand the necessity of such a policy and realize that it is essential for several reasons, including cost control, sanitation, professional appearances, and good member relations. Please cooperate so that none of us is put in the position of having to play "food police."



Information and Expectations, Continued

While servers are not allowed to "graze," it is expected that food preparation staff will taste the food they are preparing. This is considered an aspect of their jobs and is essential to providing quality food.

Quality Assurance

Everyone in a food service operation is responsible for the quality of what we prepare and serve. The bartender or server has a special responsibility in that he or she is the last person to handle the food or drink before presenting it to members and guests.

As a result, it is extremely important for servers to be alert to the food and drink you are serving. If it doesn't look or smell right, take it to the Catering Supervisor.

Further, Club food service employees use a series of quality inspection checklists as reminders of some of the important aspects of providing quality to our members. These checklists are of no use if you fill them out in an automatic manner without taking the time to check the items on the list. Your cooperation will help us provide the quality that our members expect.



Appearance and Grooming

How we appear to our members has a major impact on their perceptions about the quality of our operations. Therefore, it is essential that servers meet all appearance and grooming standards.

Hair

Hair must be neat and well groomed. If longer than shoulder length, hair must be restrained and kept off the face.

"Wild" coloring of the hair is not permissible while working in the Club. Management has final say as to what is considered wild coloring.

Grooming

Bathe daily. Use deodorant type soap when necessary.

Brush teeth as often as possible, particularly after meals.

Mouthwashes and breath mints help eliminate mouth odors, but do not suck on mints or chew gum while working.

Constant hand washing is a must! Especially after using restrooms and when switching tasks.

Fingernails must be kept clean and neatly trimmed.

Habits to avoid

Fussing with face or hair. Combing hair in food service or preparation areas.

Nail or cuticle biting.

Careless sneezing or coughing.



Appearance and Grooming, Continued

Smoking in non-smoking areas, particularly dining and kitchen areas.

Chewing gum, mints, or candy anywhere you'll be seen by members and guests.

Scratching in any form.

Jewelry

One ring per hand and a wristwatch may be worn while working.

Necklaces must be worn out of sight.

Earrings must be no larger than a quarter, limited to one pair. Men are not permitted to wear earrings while working.

Similarly, there must be no other jewelry worn in visible body piercings, such as nose studs or tongue piercings.

Cosmetics

Apply cosmetics with a "light" touch.

Keep nails moderately trimmed and clean. Use only a clear or neutral nail polish.

Avoid strong perfumes and colognes as they may be offensive to members or fellow employees.

While it is not possible to establish absolute standards of personal grooming, the final determination of an employee's suitability for work rests with management.



**Private Club
Performance
Management**

Catering Server

Uniforms

The uniform for catering servers is as follows:

Black shirt, black pants, a black Bistro apron, and a black vest provided and cleaned by the Club.

Black socks, polished black shoes, and a black belt provided and maintained by the server.



Personal Tools and Supplies

It is imperative that catering servers have the essential tools and supplies to perform their jobs. While your Supervisor will provide you with the means of obtaining these supplies, it will be up to the individual to ensure the working order and maintenance of their equipment.

The following items must always be accessible and should always be kept in the same place, so they are handy when needed:

A clean hand towel or napkin

The hand towel protects you from burns when you handle hot plates. It must be clean not only during your first hour of duty, but also during the last. That means you must check it constantly and change it as necessary.

A wine key

The wine key must include a bottle opener and a small knife to cut the foil or plastic cap on wine bottles.

Matches

Even though the Club is a non-smoking establishment, members and guests may still inquire about a light for their cigarettes or cigars. Lighters are not as practical, especially when you have to light cigars, pipes, or even sternos. Please direct members and guests to the nearest designated smoking area or outside area appropriate for smoking.



Safety

Establishing and maintaining a safe workplace is the responsibility of every employee.

Protection for yourself and co-workers:

Watch your step. Do not run, even when in a hurry. Be careful on wet floors.

Keep the floor clean. Pick up dropped food, paper, and other debris. Wipe up spilled food at once.

Don't overload trays. Stack dishes so that they will not slide.

Do not handle broken glasses and cups by the rim or jagged edges. Pick them up by the base.

Sweep up broken glass, if possible. Do not use fingers.

Throw broken dishes and glassware away. Do not place them in buspans.

Be careful when handling hot liquids. Look before you move with hot foods.

Report defective or unsafe equipment.

Put everything in its proper place, especially in server stations. Do not leave objects in walkways where they might trip someone.

Horseplay and practical jokes on the job result in accidents, so save them for after work.



Safety, Continued

Protection for members and guests:

Be careful when serving hot liquids. Take time to serve safely.

Do not serve food or beverages in cracked glasses or chipped dishes. Dispose of such items safely.

Always use ice scoops. Never scoop ice with glassware. If you break a glass in the ice bin, all the ice must be melted, and the bin cleaned out to ensure that no glass remains. Obviously, this is an unnecessary and time-consuming process during a busy event. You may also chip a glass without noticing and may thereby endanger a member.

Do not serve anything that may have been contaminated by flying glass or other foreign material.

If an accident does occur to a member or if he/she finds glass or other foreign substances in the food or beverage, apologize and remove or replace the item at once. Make sure the Catering Supervisor is aware of the incident.

Accidents and Injuries

All accidents involving yourself or members must be reported to your Supervisor immediately. When time permits during your shift, fill out an Accident Report Form, Form 261.

The Facilities Manager is responsible for analyzing and tracking accidents and lost time from work. The Facilities Manager and other senior management review all accident reports with the aim of identifying risks and eliminating accidents.



Sanitation

Sanitation is an extremely important aspect of your job. Disease and infection are easily spread through food products or by unclean utensils and hands. Coughing, sneezing, and open cuts and sores can cause contamination of the food you serve.

Potential Hazards. All food service employees should be aware of the potential hazards of handling food and develop a conscientious concern for maintaining the highest possible standards of cleanliness and sanitation. Nothing can ruin the Club's reputation faster than an incident of food poisoning. Therefore:

- If you are ill, you must notify your Supervisor. Do not try and be stoic or heroic by working when you are sick. The risk to our members and guests is too great.
- Wash hands thoroughly after using the rest rooms or handling materials that do not pertain to food service.
- Do not smoke in food preparation or dining areas.
- If you sneeze or cough, cover your mouth with a tissue or handkerchief. Then wash your hands.
- Be careful not to touch food items with your hands. Use tongs, spoons, forks, etc., to serve or plate food.
- Wear hats or hair nets when required.
- Keep side stations, tray stands, and work areas clean and orderly at all times.
- When wiping flatware and glassware to ensure sparkling clean appearance, use a clean towel or cloth.
- Inspect plateware and glassware for cracks or chipped surfaces. These faults can harbor germs and bacteria.



Sanitation, Continued

- When serving, ensure that your fingers do not touch eating surfaces of dishes, bowls, and glassware. Do not touch more than the outside rim of plates. Pick up glassware by the stem, not by the rim or bowl of the glass. Pick up flatware by the handles only.
- Do not leave ice scoops in ice bins.
- Clean condiment containers after use and prior to refilling.

Five Concerns of Safe Food Handling

Hands. Wash hands and clean your fingernails before work and whenever they become soiled or come into contact with a source of contamination. Always wash hands after visiting the restroom, whether you used the facilities or not!

Service. Proper handling of service utensils, flatware, plates, or food will prevent the spread of infection or germs. Be sure that utensils are properly washed and dried before you take them to the dining area.

Food. Food is an excellent medium for harboring and spreading bacteria. It can be contaminated by dirty containers, contaminated hands, sneezing, coughing, poor storage conditions, or exposure to air, heat, or illness.

Temperature. Cold temperatures inhibit the growth of bacteria, heat kills them, but moderate temperatures encourage growth. Therefore, it is extremely important to refrigerate cold items, keep hot items hot, and serve all foods as quickly as possible.

- Never leave perishable foods exposed to room temperature for prolonged periods of time.



Sanitation, Continued

- Food must not be thawed and refrozen or chilled several times.
- If any item is questionable, i.e., it looks or smells funny, err on the side of caution and check with the Chef.

Storage. All leftover items will be carefully and fully wrapped with plastic wrap, dated, and refrigerated. The dating tells other employees when the item was prepared.

Your Responsibility

The only way to keep a food and beverage operation clean is for everyone to clean up after themselves. If a mess is made, it should be cleaned up as soon as possible by the person who made it or anyone else who is immediately available.

Ultimately, the responsibility for cleanliness and sanitation rests with you.



Potentially Difficult Situations

It is the policy of the Club to have management intervene with members in certain situations where the Club's liquor license may be jeopardized, or Club rules are not being followed.

The following situations warrant intervention:

Refusing alcoholic beverage service to a member or guest

It is unlawful and against the policies of the Club to serve any type of alcoholic beverage to an obviously intoxicated member or guest. Failure to enforce state laws regarding alcoholic beverage service could jeopardize our liquor license.

Club staff members have both the right and the responsibility not to serve someone who in their opinion is intoxicated. If in doubt as to someone's fitness to be served, notify the Catering Supervisor, Catering Manager, or other management staff who will visit the member to make the judgment.

Member buying drink for under-aged person

It is unlawful and against the policies of the Club to serve any type of alcoholic beverage to an underage person. Club staff members have both the right and the responsibility to ask for valid ID from anyone who appears underage.

When in doubt, ask for ID. If the person cannot produce an ID, he or she will not be served. Failure to enforce state laws regarding alcoholic beverage service could jeopardize our liquor license.

If a member attempts to buy a drink for someone who is obviously underage or who could not produce an ID when asked, notify the Catering Supervisor, Catering Manager, or other management staff who will speak with the offending member or guest.



Potentially Difficult Situations, Continued

Member or guest not wearing proper attire

The Club has a dress code. The host of each catered event is responsible for ensuring that his or her guests are appropriately attired.

Generally, the minimum dress requirement is that worn on the golf course. Shirts without collars, blue jeans, warm up suits, short shorts, and bathing suits are not permitted. Caps are not to be worn in clubhouse dining areas.

If a member or guest arrives in improper attire, notify the Catering Supervisor, Catering Manager, or other management staff who will determine the appropriate course of action.



Refusing Service

Servers must refuse service to any member or guest who appears intoxicated.

Basic Guidelines

Monitor the number of drinks and behavior of guests.

Keep communication open with all coworkers about any potential situations.

Never let a situation get out of hand before the Catering Supervisor is made aware of the problem.

Taking Action

If you feel that a guest is intoxicated, you should no longer serve alcoholic beverages him or her and inform your Supervisor.

Let the Supervisor be the one to inform the guest of the decision to not serve more beverages.

Do not attempt to reason with the guest.

Do not get "talked into" serving the intoxicated guest "just one more drink."

If the person becomes belligerent or makes a scene, try to enlist the assistance of less intoxicated, cooler-headed members of the party to defuse the situation. If the person continues to make a scene and refuses to quiet down, try to move him or her to a more private area of the Club. Do not ask the guest to leave the premises unless there is a sober individual to transport him or her home.

Never attempt to physically detain a guest on the premises.



Private Club
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Refusing Service, Continued

Police may only be called with the express permission of the *General Manager*, *Clubhouse Manager*, or if the manager on the scene determines there is an immediate threat to the safety and security of members and employees.



Review II

List three reasons why the Club has a policy against "grazing."

1. _____
2. _____
3. _____

Describe the uniform for catering servers.

List three personal tools and supplies you should always have with you .

1. _____
2. _____
3. _____

List three of the five concerns of safe food handling.

1. _____
2. _____
3. _____

List three potentially difficult situations.

1. _____
2. _____
3. _____

It's OK to serve an intoxicated person "just one more drink." (Circle one) True False

Never attempt to physically detain an intoxicated person on the premises. True False

Police may be called if the manager on the scene determines a threat. True False



Club Venues

The Club uses several locations for catered events. These fall into two categories - interior venues and exterior venues. These venues can be used alone or in combination with each other. See Appendix B for venue diagrams.

Interior Venues

Courtyard Room	638 square feet, seating up to 40 with an adjacent exterior courtyard.
Main Dining Room	2,850 square feet, seating approximately 100 in L-shaped space overlooking porches, verandah, and 18 th green. While this is the main Club dining room, portions of this space may be used for functions.

Exterior Venues

Club Green	Large grassy expanse across from the Clubhouse.
Lakeside Function Lawn	Lawn area behind the Clubhouse near the 18 th green and overlooking the lake.
Pool Cabana	Pool area around the cabana.
Family Activities Center Lawn	Lawn area between the two activity buildings.



Venue Lighting, Climate, & Music Controls

Courtyard Room

The Courtyard Room is equipped with lighting dimmer switches, a thermostat, and a music volume control.

See Appendix C1 for locations of all controls.

Main Dining Room

The Main Dining Room has separate lighting controls for each section (family and casual dining), a thermostat, and music volume control.



Types of Catered Events

Catered events at the Club will fall into one of four categories:

Sit Down (Plated) Meals

This type of event will have tables and place settings for each attendee. The food will be served by catering servers in courses.

Buffet Meals

This type of event will usually have tables and place settings for each attendee. The food will be self-served by attendees from buffet tables or food stations.

Receptions

This type of event is usually stand up and will usually include a bar or alcoholic beverage service. Food is either passed or presented at food stations.

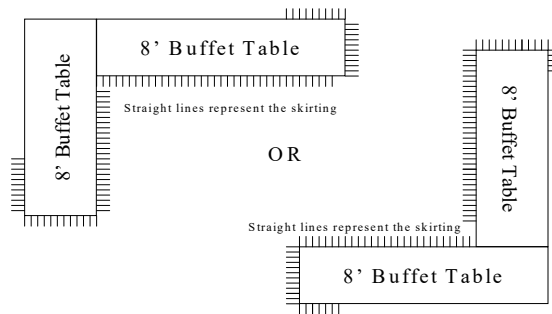
Coffee Breaks

This type of event is usually in support of a meeting and would include coffee, tea, soft drinks, and sometimes snack food, such as pastries, fresh fruit, yogurt, etc.

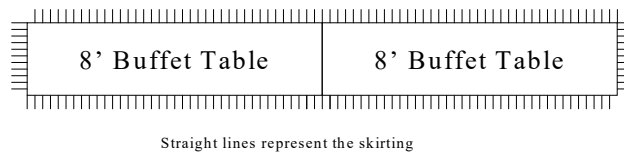


Standard Setups

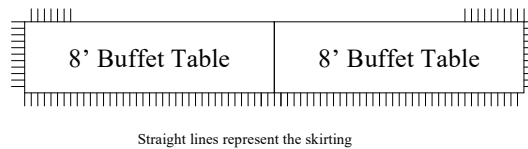
L-Shaped Buffet



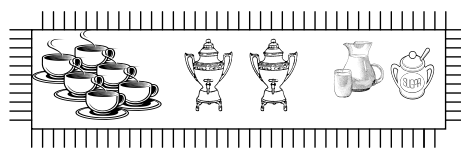
Double-sided Buffet



One-sided Buffet



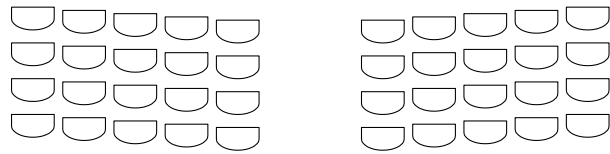
Coffee Station Setup



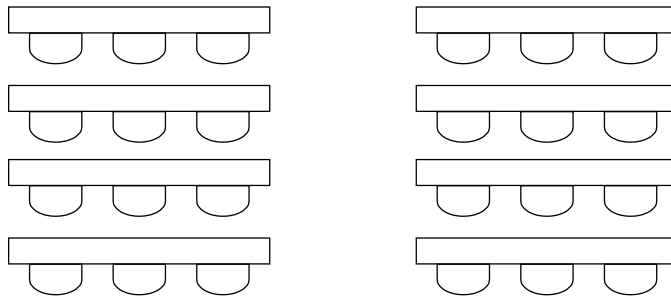


Standard Setups, Continued

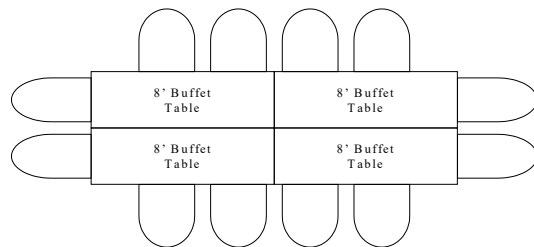
Meetings - Theatre Style Seating



Meetings - Classroom Style Seating



Meetings - Conference Style Seating





Catering Storage Locations

Building by Building

Clubhouse The Catering Linen Closet is located to the left of the entry door to the Family Dining Room. It contains linen and miscellaneous catering items.

Item by Item

Stacking Chairs Stored in the Catering Storeroom in the Clubhouse.

Banquet Tables Stored in the Catering Storeroom in the Clubhouse.

Chafing Dishes Stored in the Catering Linen Closet in the Clubhouse.

Table Linens Stored in the Catering Linen Closet in the Clubhouse.

Skirting Stored in the Catering Linen Closet in the Clubhouse.

Plateware Stored in the Clubhouse kitchen or basement storage areas.

Glassware Stored in the Clubhouse kitchen or basement storage areas.

Flatware Stored in the Clubhouse kitchen or basement storage areas.

Misc. Items Stored in Catering Linen Closet in the Clubhouse.



Catering Pre-Event Checklist

Just prior to the start time of each catered event the designated Catering Supervisor will conduct a pre-shift meeting to go over pertinent details regarding the event.

The normal process would be for the Catering Supervisor to call all catering servers together and give them the following information:

Name of event, e.g., the Meyer's Wedding Reception

Number of attendees

Type of event, e.g., plated dinner, buffet, reception

Event start time

Event end time

Assignment of server team leaders and service teams

Designation of "shadow" to stay with the Catering Supervisor

If bar service, type and time of service, e.g., open bar from 6 to 7 p.m.

If wine service, wines served with which courses, e.g., choice of Cabernet or Chardonnay with main course

Time of meal service

Special instructions covering event, e.g., kosher meals for certain guests, cake cutting service, highchairs for infants, etc.



Catering Pre-Event Checklist, Continued

Band, entertainment, or music during the event.

Reminder that no server leaves until all clean up is completed and each server has checked with the Catering Supervisor.

Reminder to temporary staff that timecards must be signed by the Catering Supervisor before staff depart.

The Catering Supervisor will complete a Catering Pre-Shift Checklist, Form 472, indicating that all the above items were covered with the catering staff. The completed form will be turned in to the Catering Supervisor or Catering Manager after the event.



Function Breakdown & Cleanup

Function breakdown is an extremely important phase of each catered event. During breakdown, all dirty flatware, glassware, plateware, serving dishes, utensils, and other items used during the function must be cleared and returned to the kitchen for cleaning.

All dirty linen must be stripped from tables and placed in dirty linen hampers.

Tables and chairs must be broken down and properly stored, OR if another function is scheduled in the venue for the next or following days, the room should be reset with table and chairs in the proper setup for the next event.

The venue floor must be swept and mopped or vacuumed, as appropriate.

Any damaged furniture or equipment, or any stains on carpeting or furniture upholstery must be reported to the Facilities Manager using a Work Order Form.

Given that many catered events extend late into the evening, it is essential that the above breakdown and cleanup be completed before servers leave for the night. The Catering Supervisor is responsible for ensuring that the venue is properly broken down and cleaned. He or she will require servers to remain until all necessary work is completed.

The quickest way for servers to finish up and get out is to pull together as a team to complete all necessary work as quickly as possible.

Servers will not leave the event until they have checked with the Catering Supervisor and been released. Failure to follow this requirement may result in not being scheduled for future catered events.



Catering Breakdown Stations

More plateware and glassware is broken during clearing and breakdown of a catered event than at any other time. Of concern is the way servers consolidate dirty dishes and glasses and transport them to the dish wash station in the kitchen.

As with any other challenge, proper planning can eliminate or lessen the impact of the problem. Two areas warrant special consideration:

Consolidation Stations located in or near catering venues.

- These stations should include tabletop workspace to set trays of dirty dishes and glasses on. The station also needs buspans, trashcans, a tub for dumping leftover drinks, and glassracks for all the different sized glasses used at the event.
- A consolidation station should have one or two servers assigned to breakdown trays of dirty plateware and glassware. All other servers carry trays to the breakdown station and leave the trays on the table. Dirty plates are scraped and stacked. Contents of dirty glasses are dumped, and glasses placed in glass racks. Soiled flatware is placed in a buspan. Cleared trays are stacked for reuse by other servers in clearing the venue.
- Plateware, flatware, and glassware is then transported to the kitchen and unloaded in an orderly fashion at the dish wash station.

A Kitchen Consolidation Station set up in the kitchen near the dish wash station. This serves the same purpose and has a similar set up in the kitchen.

It is the Catering Supervisor's responsibility to set up consolidation stations and to notify or warn the kitchen when the bulk of soiled items will be delivered to the dish wash station.



Catering Post-Event Checklist

After each catered event the designated Catering Supervisor will complete a Catering Post-Event Checklist, Form 473, covering the following information and tasks:

Name of event

Guarantee for event and actual head count for event

Scheduled start time and actual start time

Scheduled end time and actual end time

Names of Catering Supervisors and individual servers at event

If bar service, type and actual time of service, amount of bar revenue

If wine service, wines served, number of bottles consumed, and wine revenue.

Scheduled time of meal service and actual time meal served

Scheduled time of band or entertainment. Catering Supervisor's review of band's performance of contract.

Catering Supervisor's review of event and listing of any problems encountered

Catering Supervisor's review of server performance, specifically mentioning extraordinary or sub-standard performance by any server.

Checklist of following tasks:

- Host signed charge ticket for event.



Catering Post-Event Checklist, Continued

- Clean up of catering venue
- Reset, if necessary
- Temporary server timecards signed
- Time of staff departure
- Security check and lock up of catering venue
- List of any maintenance and repair items noticed during event
- Note of any housekeeping items that need to be addressed
- Miscellaneous notes for the Catering Manager, i.e., comments from host or guests, problems and challenges, server no-shows or tardiness, shortages of supplies, front and back of house issues, if any, etc.

After completing the Post-Event Checklist, the Catering Supervisor will turn the form in to the Catering Manager along with all other event paperwork, e.g., signed charge ticket, Pre-Event Checklist, copies of signed timecards for temporary servers, etc.



Review IV

List the two interior Club catering venues.

1. _____
2. _____

List four exterior Club catering venues.

1. _____
2. _____
3. _____
4. _____

List and describe the four types of catered events.

1. _____
2. _____
3. _____
4. _____

Catering Supervisors will hold a pre-shift meeting of all servers. True False

Catering servers may leave an event as soon as the clean up is done. True False

Temporary server timecards must be signed by the Catering Supervisor. True False

What is the purpose of a catering breakdown station?

Who completes the Catering Pre-Event and Post-Event Checklist?



Table Settings with Wine

A carefully prepared table setting is an important part of your *mise en place* and will make your service much easier.

Procedures

Ensure that the tablecloth(s) have been correctly laid, and make sure the chairs are in their proper positions.

The folded napkin is placed approximately one-quarter inch from the edge of the table. This is the center of the place setting.

The dinner knife is always placed to the right of the napkin, with the blade facing in.

The appetizer/salad knife is always placed to the right of the dinner knife, with the blade facing in.

The dinner fork is always placed to the left of the napkin. The distance between the knife and fork should be wide enough to fit a dinner plate between them.

The appetizer/salad fork is always placed to the left of the dinner fork.

The wine glass is placed about one-half inch above the tip of the dinner knife.

- If two wine glasses are to be used, the glass above the tip of the dinner knife should be the red wine glass.
- The white wine glass is then placed below the red wine glass at a slight angle.

The water glass is placed above the red wine glass at the same angle as the white wine glass.



Table Settings with Wine, Continued

The dessert silver is placed above the napkin.

- The dessert fork is placed with its tines to the right.
- The dessert spoon is placed above with its bowl to the left.

The teaspoon is to be placed to the right of the appetizer knife.

The coffee cup and saucer are to be placed to the right of the teaspoon. The coffee cup handle should face the four o'clock position.

The bread-and-butter plate is placed to the left of the appetizer/salad fork.

The bread-and-butter knife is placed on the top of the bread and butter plate with the knife lying perpendicular to the edge of the table pointing towards the left and the blade facing down.

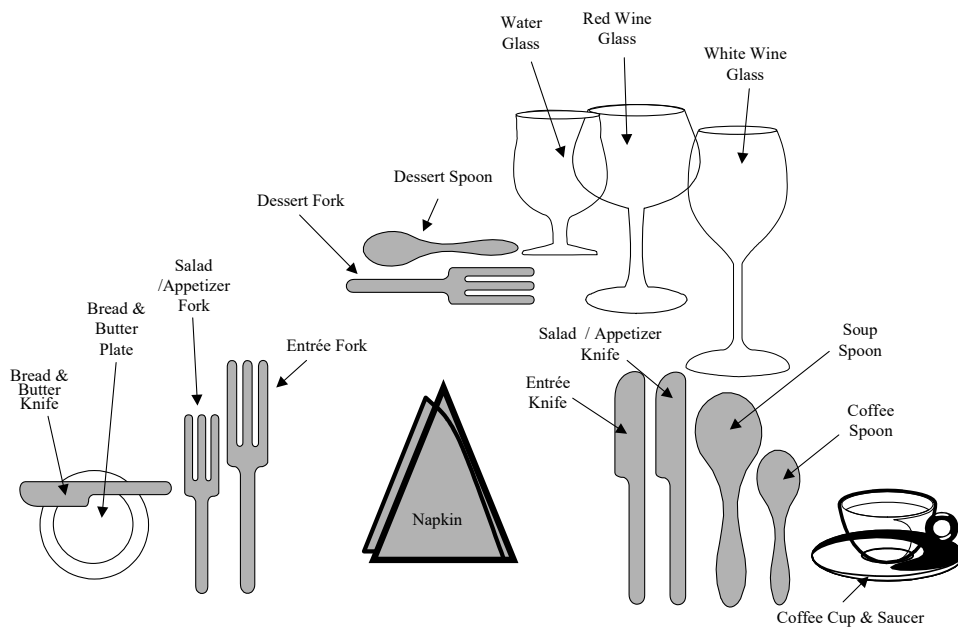




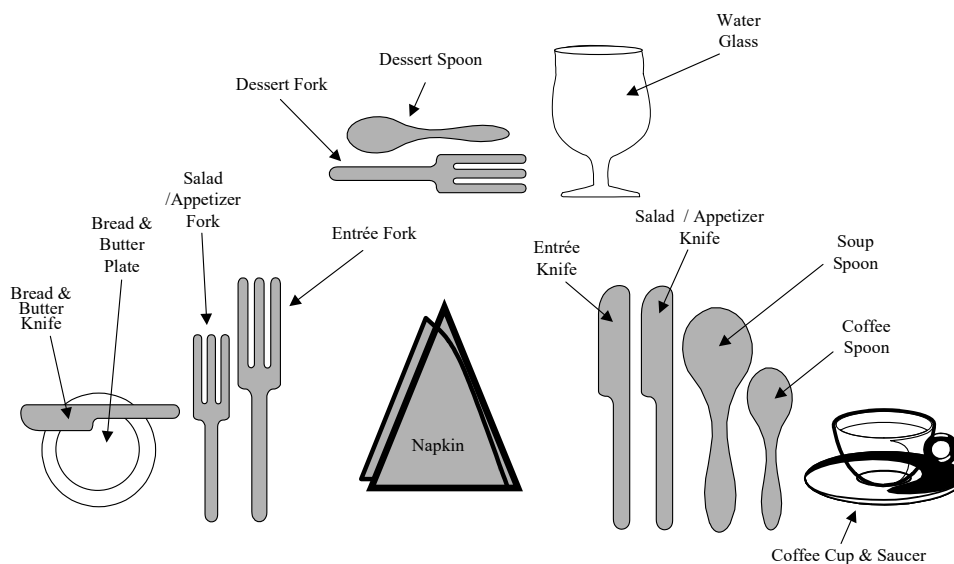
Table Settings without Wine

The table setting without wine is the same as the one with wine except that the wine glasses would be removed, and the water glass would be above the dinner knife.

There are other variations on the table setting without wine depending upon whether a dessert has been selected or not. If the dessert requires a dessert spoon, only the spoon would be set above the place setting. If a dessert fork is required, only the dessert fork would be set. If the guest has a choice of desserts requiring a fork or spoon, both dessert fork and spoon would be set above the place setting.

Another variation is the luncheon setting that omits certain utensils depending upon the menu. If no salad is served, the salad fork and knife would be omitted. If no soup is served, the soup spoon would be omitted.

Catering servers should always take their direction from the Catering Supervisor as to the appropriate table setting for a catered event.





Serving Food

The following is the typical order of service for a sit-down (plated) event, though not every function will include all courses:

- Appetizer
- Soup
- Salad
- Entrée
- Dessert

Condiments that usually accompany a catering menu will be preset on the table. Should a guest request a different condiment, fulfill the request as quickly as possible or mention it to the Catering Supervisor who will have another server fill the request.

Place food quietly on the table. Do not "drop" plates (placing the plates on the table with a "thud").

Always serve food from the guest's left with your left hand.

Always remove food from the guest's right with your right hand.

If the guest is not aware of your presence as you prepare to serve his or her plate, say "Excuse me, Ma'am (or Sir)." You may have to repeat yourself if the guest is speaking with another.



Serving Beverages

Place beverages to the guest's right hand unless the member is obviously drinking with his/her left hand.

Serve beverages in appropriate glassware according to designated standards, (i.e., wine, beer, etc.).

Never put fingers in or around the rims of glasses. Handle glasses by their base.

Automatically refill drinks such as iced tea, water, and coffee at the $\frac{3}{4}$ empty mark until the members are finished with their main entrée.

Always serve juice in a glass with no ice, unless otherwise requested.

Always serve milk in a chilled glass.

Always use cocktail napkins when serving beverages.



Refilling Beverages

All beverages will be refilled from the right side of the guest using the right hand.

Do not refill a glass while the guest is holding the glassware. If a guest is drinking from the glass, wait until he or she sets it down before refilling it.

When refilling beverages, ensure that the container does not contact the beverage glass.

Always use a splashguard when refilling beverages.

To prevent spillage and splashing onto the guest, hold the splashguard with your left hand and place it between the beverage and the guest.



Clearing Tables

Clearing of dirty plates takes place between courses and at the end of the meal.

When the Catering Supervisor gives the word, catering servers will begin clearing dirty plates. Dirty plates from one course must be cleared before serving the next course.

Dirty plates will be removed from the guest's right side. In small venues, dirty plates can be carried directly to a break down station. At large catered events, dirty plates will be carried to a serving tray on a tray stand, where flatware is removed, and plates are **quietly** stacked.

Should a guest use the wrong utensil in eating a course, the server will clear the dirty plate and utensil, as well as the correct unused utensil. After clearing the table, the server will return with a serviette for guests needing replacement flatware.

Wine glasses may be refilled if wine service is offered, but servers should remove empty cocktail, wine, and beer glasses remaining from pre-meal cocktail service. Servers may offer to get the guest another cocktail, wine, or beer if bar service is still available.

After the entrée plate is removed, servers will clear bread and butter plates. All plates from previous courses should be cleared before the dessert course is served.



Review IV

Sketch and label a Table Setting with Wine.

Sketch and label a Table Setting without Wine.

What side of a guest is food served from? _____ With which hand? _____

What side of a guest is food removed from? _____ With which hand? _____

Place beverages to the guest's left hand. (Circle one) True False

Refill beverage glasses from the left side with the left hand. True False

Do not allow the beverage container to contact a glass. True False

What is a splashguard? _____

Dirty plates can be cleared at the end of the meal. True False

Remove empty cocktail, wine, and beer glasses from pre-meal cocktails. True False

If bar service is still available, servers may offer to get another drink. True False



Wine Service

At a catered event, the wine usually is pre-ordered by the host. The host may select one or more wines to serve with the meal. Your Catering Supervisor will inform you of wine service and the courses with which individual wines will be served.

Sufficient bottles of wine will be opened in advance in a service area. The Catering Supervisor will indicate how many bottles to open. It is important to be prepared to give speedy service, but it is likewise important not to open too many bottles, some of which may not be used.

White wines, dessert wines, and champagne must be kept chilled prior to service. Reds must be kept at room temperature and should be opened early enough to breathe prior to service (1/2 hour should be enough).

At the appropriate courses, servers will offer wine. If both white and red are offered, servers should make guests aware of the choice. Always know the name of the wine, the vintner, and country of origin (e.g., Napa Valley, Australian, Chilean, etc.) should a guest ask what wine is being served, e.g., "We have a Woodbridge Chardonnay or a Robert Mondavi Cabernet Sauvignon." As you have time, clear away unused wine glasses.

Catered events with wine service will have appropriate wine glasses preset on the tables. The Club uses four different wine glasses for wine service:

White Wine	Libby, 13 oz., Charisma White	Fill $\frac{3}{4}$ full
Red Wine	Libby, 13.5 oz., Perception Red	Fill $\frac{1}{2}$ full
Burgundy	Libby, 14.5 oz., Gourmet Round	Fill $\frac{1}{2}$ full



Wine Service, Continued

Champagne Libby, 6 oz., Charisma Tall Flute Fill $\frac{1}{2}$ " below rim

Always pour wine from the guest's right side. Pour wine into glasses only if they are on the table. After filling the glass to the proper level, twist the bottle when lifting the bottle away from the glass. This technique when properly executed will keep the wine from dripping on guests. This technique will be demonstrated during your training.

Offer refills when wine glasses are less than $\frac{1}{4}$ full.

Unordered wine will not be served at a catered event without the host's or other individual designated to make changes to the catering contract approval.

Servers have the responsibility to card guests who do not appear to be of age.



Private Club
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Catering Server

Coffee Service

Bring freshly brewed coffee to the table and serve from the member's right.

Fill the coffee cup $\frac{3}{4}$ full.

Offer more coffee when the member's cup is $\frac{1}{4}$ full.

Do not pick up the coffee cup to refill.

Usually, we will offer regular and decaffeinated coffee. Make sure you know which is which and offer the choice to guests.



Hot Tea Service

Periodically, guests at a catered event will ask for hot tea in lieu of coffee service. The following procedures will be used to prepare and present hot tea:

Pre-heat the teapot with hot urn water.

Place loose tea in teapot and fill with hot urn water.

Place teapot on underliner with a wedge of lemon.

Serve tea from the right side of the member.



Dessert Service

Desserts for catered functions will invariably be pre-plated. Some items will be kept chilled, others will be in warming carts, still others will need to be "finished" with a sauce or garnish just prior to serving.

Servers will carry desserts to tables by hand or on trays depending upon the size of the event.

Dessert plates will be served from the guest's left side. Again, place the plates quietly on the table; do not to "drop" the plates.



Replacing Flatware

Periodically guests at a catered function will drop a utensil or otherwise request replacement flatware.

Whenever you receive a request for replacement flatware, present it to the guest on a serviette. Never present replacement flatware with your hand. Allow the guest to take the utensil from the serviette.



Review V

Champagne, white, and dessert wines must be kept chilled. (Circle one) True False

Why must you always know the names of wines that you are serving?

Match the right glass to the right type of wine.

Libby, 14.5 oz., Gourmet Round

Red Wine

Libby, 13 oz., Charisma White

Champagne

Libby, 13.5 oz., Perception Red

Burgundy

Libby, 6 oz., Charisma Tall Flute

White Wine

Offer refills when wine glasses are less than $\frac{1}{4}$ full. True False

Unordered wine may not be served without the host's approval. True False

From which side should wine be served? (circle one) Right Left

From which side should coffee be served? (circle one) Right Left

From which side should dessert be served? (circle one) Right Left

It's OK to pick up a guest's coffee cup to refill it. True False

Replacement flatware may be presented on a tray or placed on the table. True False



Passing Hors d'oeuvres

Hors d'oeuvres are often passed at catered receptions. When this is the case the hors d'oeuvres will be placed on serving trays, usually by a member of the food preparation staff. Catering servers should always know the names and ingredients of passed items so that they may answer any questions asked by members or guests.

Catering servers will circulate through the catering venue with the trays of hors d'oeuvres, offering them to guests. Servers will carry the tray in their left hand and will carry cocktail napkins in their right hand.

The appropriate serving technique is to approach guests and hold out the tray so they may see what is being offered. Some guests will decline, while others will reach toward the tray. At this point hold out your right hand with the cocktail napkins so they may take one.

After the guests have helped themselves, move on to other guests. Once your tray of hors d'oeuvres is about 2/3 taken, go back to the kitchen or service area to get a fresh tray.

Servers should be constantly alert during passed service to pick up used cocktail napkins, partially eaten hors d'oeuvres, or any other trash that needs to be disposed.



Passing Champagne

Periodically, a catered event will include passed Champagne. When this is the case the Champagne will be pre-poured in a service area and placed on serving trays, usually by a catering bartender or server.

Catering servers will then circulate through the guests with the trays of Champagne. Servers will carry the tray in their left hand and will carry cocktail napkins in their right hand. Make sure you know the brand name of the champagne in case you are asked by a member or guest.

The appropriate serving technique is to approach guests and hold out the tray so they may see what is being offered. Some guests will decline, while others will reach toward the tray. At this point hold out your right hand with the cocktail napkins so they may take one.

After the guests have helped themselves, move on to other guests. When the tray is near empty or empty, go back to the kitchen or service area to get a fresh tray.

Servers should be constantly alert during passed service to pick up used cocktail napkins, empty glasses, or any other trash that needs to be disposed.



Replenishing Buffets

Buffets are a popular style of catered event. The food is prepared and served on buffet tables or food stations. Buffet lines can either be set up as single-sided or, for faster service for larger groups, double-sided.

Some buffets are self-serve where the guests serve themselves. In other cases, servers will be stationed behind the buffet line and will serve items.

An important consideration in serving buffet-style is timely and efficient replenishment of buffet items. This is extremely important because guests do not like to stand in line waiting for food items.

The key to replenishing buffets is monitoring the amount of food on the table and having enough back up prepared and ready for service. Servers are sometimes designated as food "runners" for buffets. Their specific duty is to keep track of buffet items and "run" for replenishments whenever any item is getting low.

When buffet food is served to guests by a server, follow these procedures:

- Stand behind the food item you are serving.
- Know the name of the item and key ingredients in case you are asked.
- Ask the guest if they would prefer the item you are serving.
- Place the item on their plate using the appropriate serving utensil. Do not take the plate from the member.
- When the food item you are serving becomes $\frac{1}{4}$ full, alert the food runner that you need a replacement.



Replenishing Buffets, Continued

Replenish the product on the buffet using the following procedures:

- Use a cloth when removing pans from chafing dishes. This helps to prevent steam burns.
- Remove the pans from the point farthest from the guest. This helps to prevent steam from rising into the guests' face.
- The food runner will place the fresh pan into the chafing dish, with the point closest to the guest inserted first. This helps to avoid splashing of hot water onto the guest.
- Give the food runner the empty pan and dirty utensil.
- Always use a clean serving utensil when starting with a fresh food pan.

Never put the remains from the pan being replaced into the new pan. Take the leftovers to the kitchen or pantry.



Cake Cutting and Service

At some functions such as weddings, birthdays, and anniversaries, the host will request cake cutting service.

In this situation, the cake is usually set up on a separate table that has been preset with dessert plates, dessert forks, and napkins.

The first piece of cake is usually cut by members of the celebratory party. After that, the catering staff will take over the cutting and plating duties. One server will be designated to cut the cake into the appropriate size to ensure there are enough pieces for everyone at the event.

The cutter will use a special decorative knife and spatula to cut and place the cake on plates. As the cake is being plated, other servers will either hand plates, napkins, and forks to guests, or place the plates on trays to serve to guests.

Some guests will decline, but servers should offer cake to everyone in attendance.

After the event, it is customary to box up the leftover cake and present it to the host or to the celebrants at the event.

If the cake cutting is at a wedding reception, do not cut the top of the cake. This is saved for the wedding party as a souvenir.



Review VI

Who prepares trays of hors d'oeuvres that will be passed? _____

Why should servers know the names and ingredients of passed hors d'oeuvres?

Servers should carry trays of passed hors d'oeuvres in their right hand. True False

Servers should return for more hors d'oeuvres when the tray is $\frac{1}{2}$ empty. True False

Servers should carry trays of passed champagne in their left hand. True False

Servers should return for more hors d'oeuvres when the tray is $\frac{1}{2}$ empty. True False

What is a specific duty of food runners?

List four server procedures for buffets attended by a server.

1. _____

2. _____

3. _____

4. _____

List five steps to follow in replenishing a buffet item.

1. _____

2. _____

3. _____

4. _____

5. _____



Training Critique

The development of training material is an ongoing process. Some things don't work as well as we envisioned. Our members don't respond as we hoped. New things come up. Employees suggest better ways of doing things.

The aim of all our training is to equip you with the right knowledge, skills, and abilities to serve our members well and to help you do your job as professionally and effortlessly as possible.

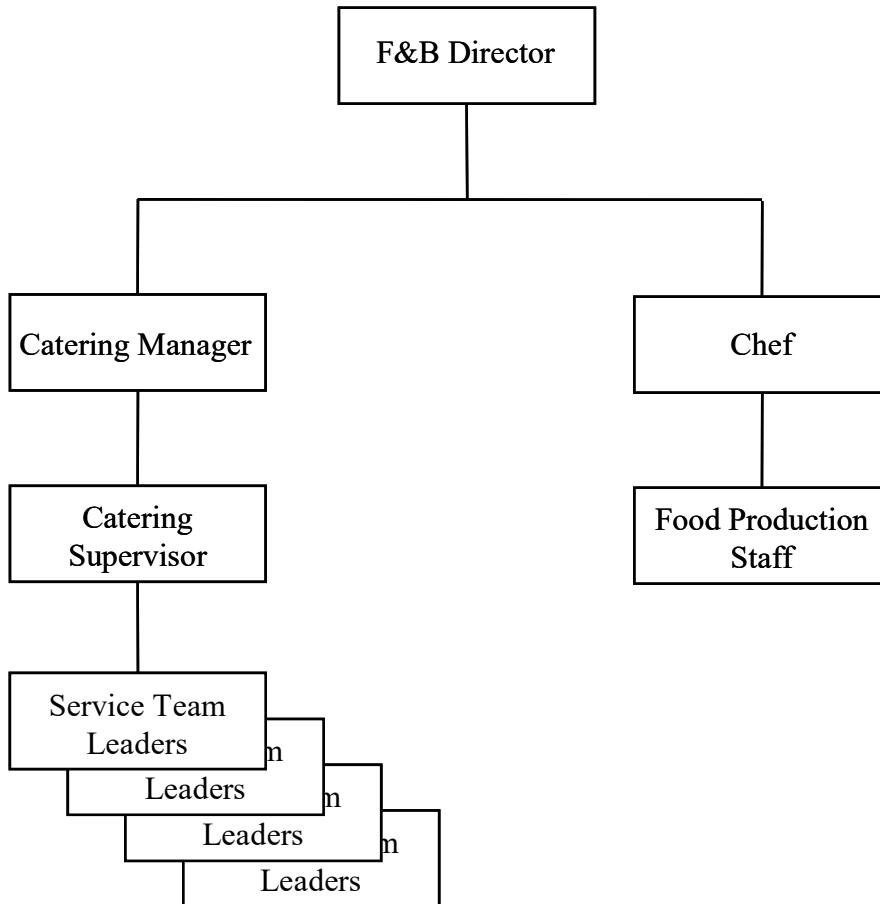
As a result, we need to hear from you. Tell us what works. What doesn't work? Do you have a better idea? What are our members saying? What are their comments and suggestions?

Provide us with the necessary feedback to make our training current, relevant, helpful, and of the highest possible quality. You and your fellow employees deserve nothing less!

To make such suggestions, speak with any of your supervisors. Your input may be oral or in writing and will be greatly appreciated.



Appendix A - Catering Organization Chart





Appendix B1 - Temporary Staff Evaluation

Private Club Performance Management

Temporary Staff Evaluation

	Date:
Name of Event:	Temporary Agency:
Date/Time of Event:	Event Venue:

Temp Servers

Server's Name:	
Was Server on Time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was Server F&B knowledgeable? <input type="checkbox"/> Yes <input type="checkbox"/> No
Was Server in Proper Uniform? <input type="checkbox"/> Yes <input type="checkbox"/> No	Had Server been trained to our standards? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server have a good, positive attitude? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did the Server work hard? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server need a lot of supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was the Server helpful and productive? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server help with breakdown/cleanup? <input type="checkbox"/> Yes <input type="checkbox"/> No	Would you have this Server back? <input type="checkbox"/> Yes <input type="checkbox"/> No

Server's Name:	
Was Server on Time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was Server F&B knowledgeable? <input type="checkbox"/> Yes <input type="checkbox"/> No
Was Server in Proper Uniform? <input type="checkbox"/> Yes <input type="checkbox"/> No	Had Server been trained to our standards? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server have a good, positive attitude? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did the Server work hard? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server need a lot of supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was the Server helpful and productive? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server help with breakdown/cleanup? <input type="checkbox"/> Yes <input type="checkbox"/> No	Would you have this Server back? <input type="checkbox"/> Yes <input type="checkbox"/> No

Server's Name:	
Was Server on Time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was Server F&B knowledgeable? <input type="checkbox"/> Yes <input type="checkbox"/> No
Was Server in Proper Uniform? <input type="checkbox"/> Yes <input type="checkbox"/> No	Had Server been trained to our standards? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server have a good, positive attitude? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did the Server work hard? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server need a lot of supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was the Server helpful and productive? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server help with breakdown/cleanup? <input type="checkbox"/> Yes <input type="checkbox"/> No	Would you have this Server back? <input type="checkbox"/> Yes <input type="checkbox"/> No

Server's Name:	
Was Server on Time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was Server F&B knowledgeable? <input type="checkbox"/> Yes <input type="checkbox"/> No
Was Server in Proper Uniform? <input type="checkbox"/> Yes <input type="checkbox"/> No	Had Server been trained to our standards? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server have a good, positive attitude? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did the Server work hard? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server need a lot of supervision? <input type="checkbox"/> Yes <input type="checkbox"/> No	Was the Server helpful and productive? <input type="checkbox"/> Yes <input type="checkbox"/> No
Did the Server help with breakdown/cleanup? <input type="checkbox"/> Yes <input type="checkbox"/> No	Would you have this Server back? <input type="checkbox"/> Yes <input type="checkbox"/> No

Catering Supervisor Signature:	Date:
Catering Manager Signature:	Date:



Appendix B2 - Catering Pre-Event Checklist

Private Club Performance Management

Catering Pre-Event Checklist

Event Name:	Date/Time of Event:
Event Location:	Designated Catering Supervisor:

Init. **Topics to be covered at Pre-Event Staff Meeting**

Guaranteed number of attendees:	
Type Event: <input type="checkbox"/> Luncheon <input type="checkbox"/> Dinner <input type="checkbox"/> Buffet <input type="checkbox"/> Plated Meal <input type="checkbox"/> Reception <input type="checkbox"/> Coffee Break	
Event Start Time:	
Event End Time:	
Designated Team Leaders:	
Designated "Shadow":	
Bar Service: <input type="checkbox"/> Yes <input type="checkbox"/> No Type: <input type="checkbox"/> Host <input type="checkbox"/> Cash <input type="checkbox"/> Signature	
Bar Begin Time:	Bar End Time:
Meal Service Time:	
Wine Service: <input type="checkbox"/> Yes <input type="checkbox"/> No Name Wines and Courses	
Dessert Service: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Band or Entertainment: <input type="checkbox"/> Yes <input type="checkbox"/> No Name:	
Special Instructions:	

Server Reminders

No one leaves without checking in with the Catering Manager.
Temporary Staff must have timecards signed by Catering Manager
No eating/drinking during event. Staff may only eat designated staff meal or food authorized for server consumption by Chef.
Check your attitudes; check your smiles.

Comments:



Appendix B3 - Catering Post-Event Checklist

Private Club Performance Management Catering Post-Event Checklist

Event Name:	Date/Time of Event:
Event Location:	Designated Catering Supervisor:

Init. Items to be completed after event

Event Guarantee:	Actual Head Count:
Type Event: <input type="checkbox"/> Luncheon <input type="checkbox"/> Dinner <input type="checkbox"/> Buffet <input type="checkbox"/> Plated Meal <input type="checkbox"/> Reception <input type="checkbox"/> Coffee Break	
Scheduled Start Time:	Actual Start Time:
Scheduled End Time:	Actual End Time:
Server Team Leaders:	
Server Names:	
Bar Service: <input type="checkbox"/> Yes <input type="checkbox"/> No	Type: <input type="checkbox"/> Host <input type="checkbox"/> Cash <input type="checkbox"/> Signature
Actual Begin Time:	Actual Bar End Time: Bar Revenue:
Scheduled Meal Service Time:	Actual Meal Service Time
Wine Service: <input type="checkbox"/> Yes <input type="checkbox"/> No	Bottles Consumed: Wine Revenue:
Dessert Service: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Band or Entertainment: <input type="checkbox"/> Yes <input type="checkbox"/> No	On Time? <input type="checkbox"/> Yes <input type="checkbox"/> No Performed to Contract? <input type="checkbox"/> Yes <input type="checkbox"/> No
Catering Manager's Review of Event (scale of 1 to 10):	
Comments:	

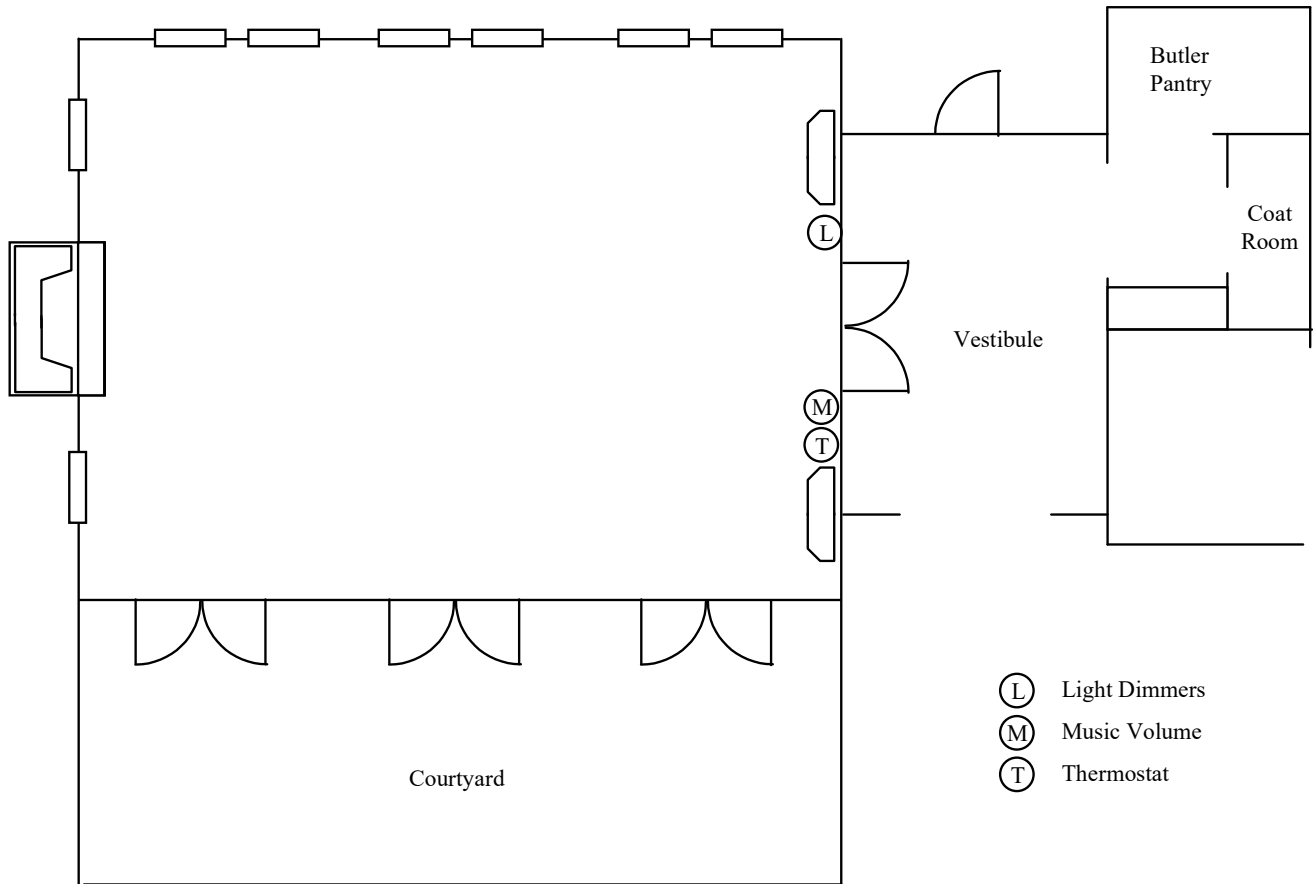
Checklist

Host signed charge ticket for event.
All cleanup properly completed.
Venue reset, if necessary.
Temporary Server timecards signed. One copy retained.
Temporary Staff Evaluation, Form 471, completed for any Temp staff.
Time of staff departure.
Proper security check and lockup completed.
Repair & Maintenance and Housekeeping items reported, if applicable.

Member/Host/Guest Comments Noted:

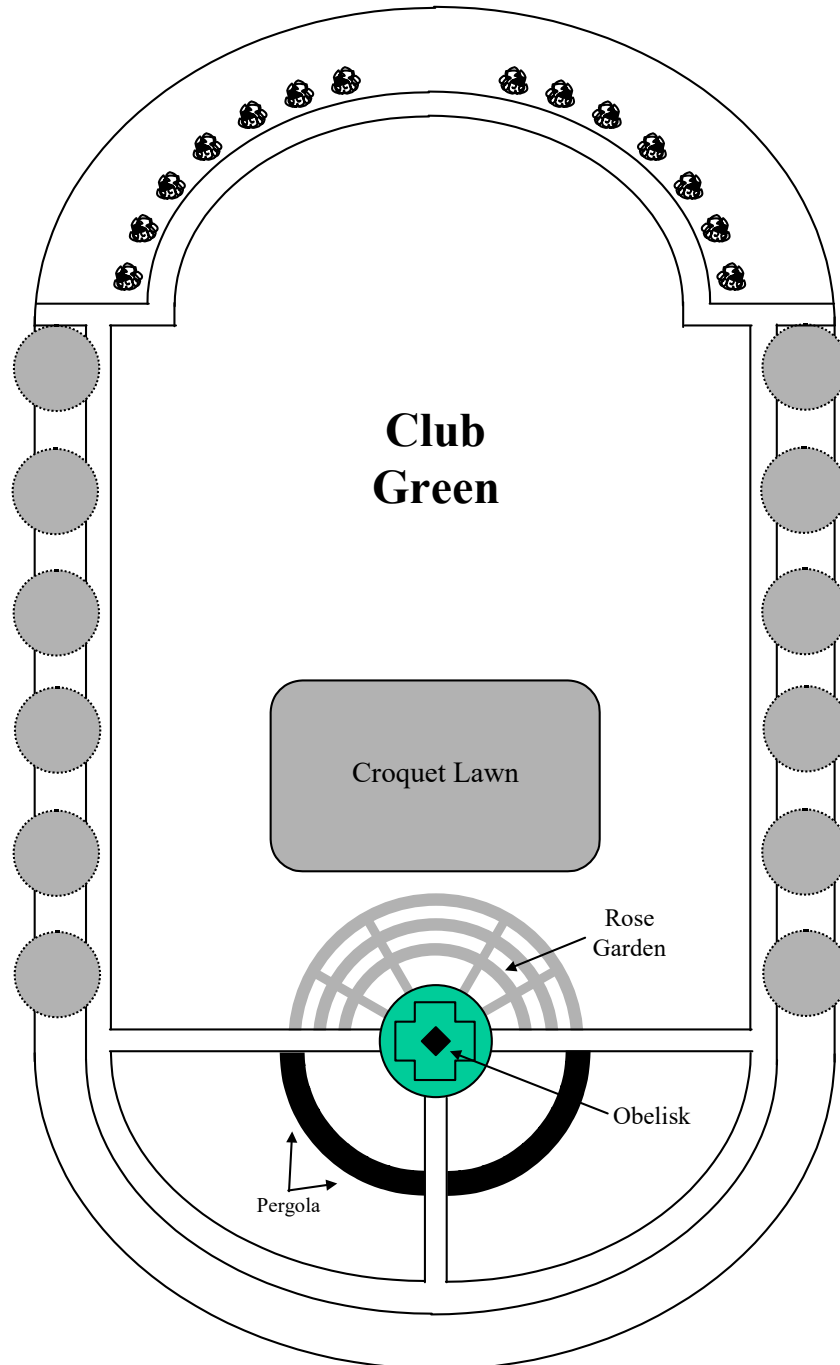


Appendix C1 - Courtyard Room Layout



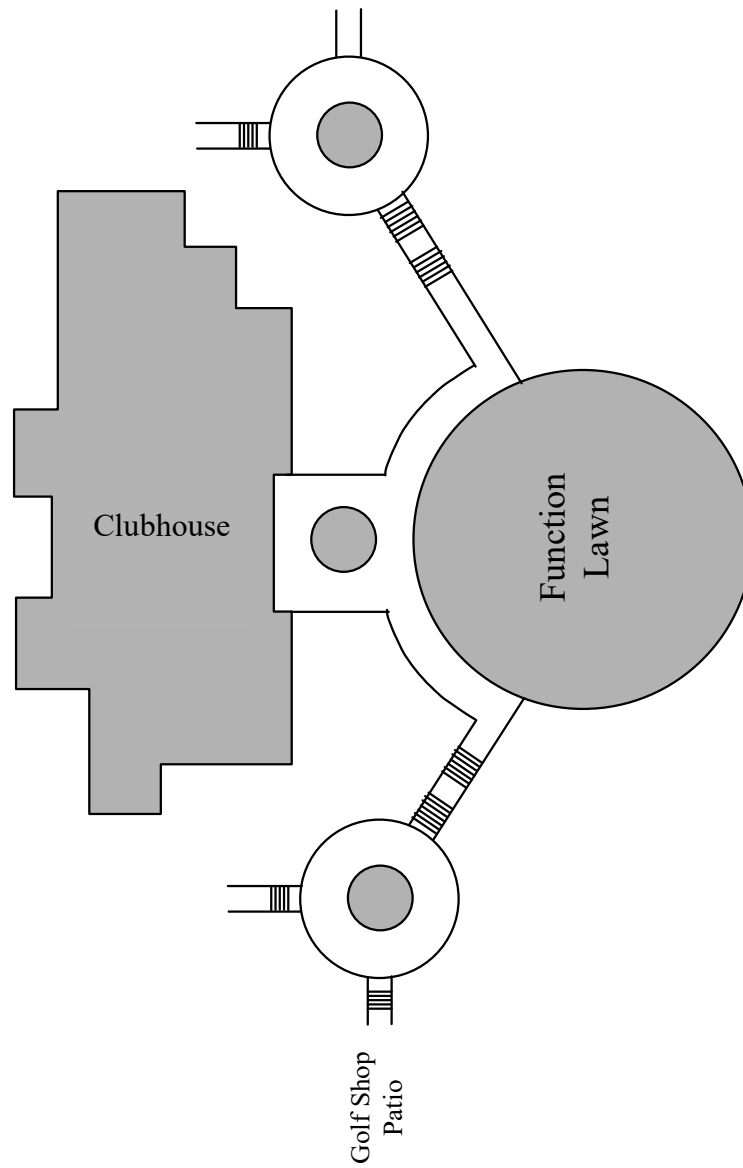


Appendix C2 - Club Green Layout



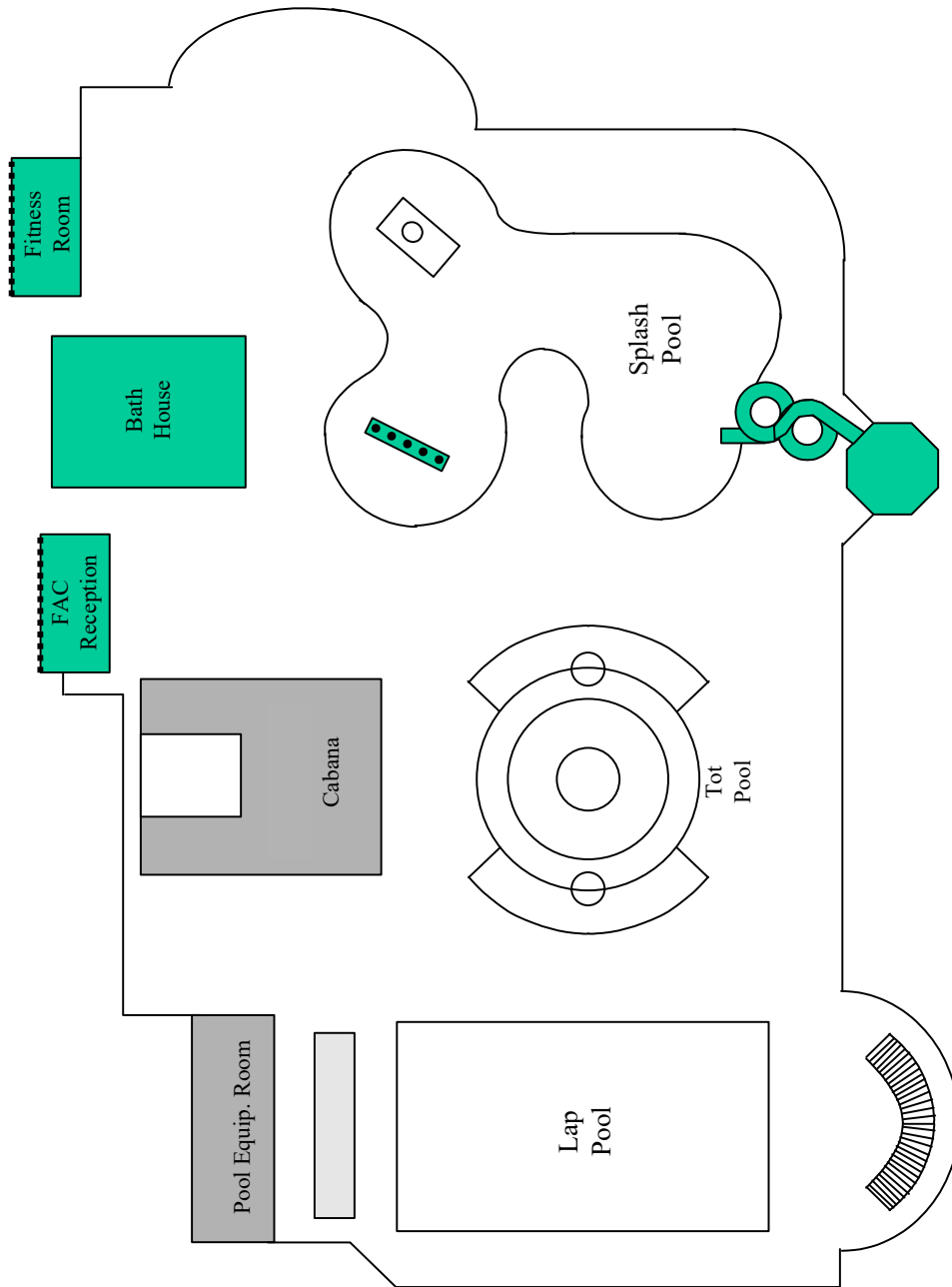


Appendix C3 - Lakeside Function Lawn Layout



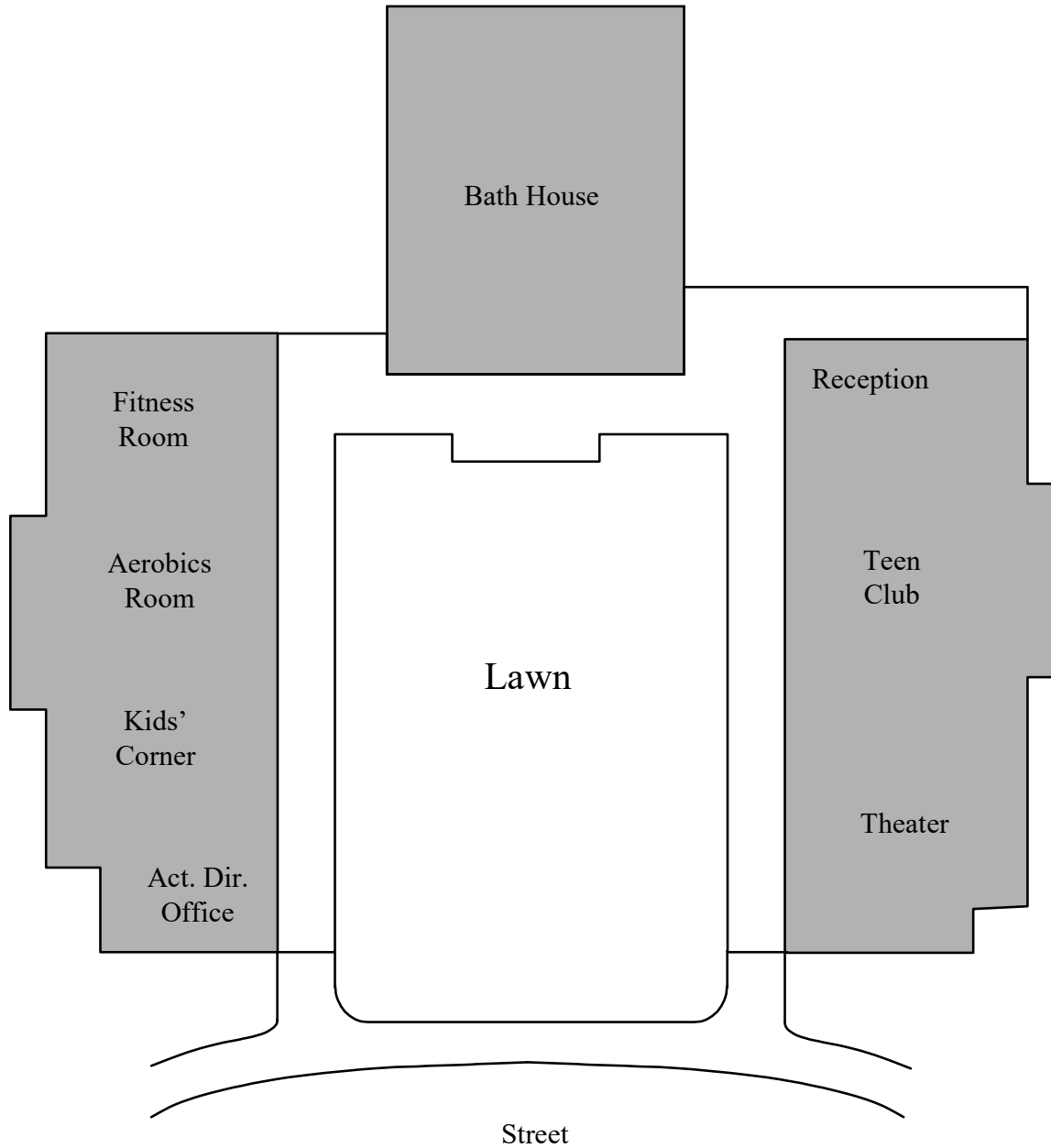


Appendix C4 - Pool Deck Layout





Appendix C5 - Family Activities Center Lawn Layout



About the Author

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Master of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional luxury-budget hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.