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Introduction

Congratulations on being selected to perform one of the most important, challenging and rewarding jobs! As a Server, you will set the stage and have a direct impact on each guest’s experience. You will determine whether each guest feels welcome, appreciated and well cared for.

We will provide you with the training you need to be successful. We take great pride in our quality food and friendly, responsive service. Our high standards can only be maintained through great people like you who share our values and desire to do the very best job possible for our guests every day.

As a server, it is essential that you maintain an energetic, friendly and caring attitude at all times. It is your responsibility to see that each guest is made to feel special and enjoys our fun atmosphere and great food and beverages.

The guidelines listed on the following pages have been established to help you in your effort to provide these qualities to our guests. Along with the hands-on training you will receive, this manual will provide answers to questions you may have regarding your tasks, responsibilities and operating procedures.

Once again, welcome to The Cambie Malones Group Team!

Server Functions & Responsibilities

Successful sales and service result from confidence, which can only be developed through knowledge. We will provide you with ample material to develop the necessary knowledge and confidence in relation to service techniques, the menu and the wine list. You, as a server for The Cambie Malone’s Group, must learn it.

General Job Guidelines And Responsibilities

- When taking an order, always look the customer directly in the eyes, and stand erect. Never lean or write on the table. Never crouch down on your knees.
- Never handle a glass by the rim with your hand over the drinking surface.
- Never handle silverware with your hand over the eating surface.
- When handling plates or food, never let your hand touch the eating surface or the food.
- Know your schedule.
- Know what time to be here for each shift.
- Know what the daily specials are and what they cost.
- Know the history of the restaurant.
- Know the managers.
- Avoid any long conversations at any particular table. This will only upset your other customers.
- Clear your mind of everything except work when you walk in the door. When you’re at the table make sure your mind is at the table too. Guests can tell when their server is not totally mentally
present with them at the table and it has a negative impact on the guests' experience and the server's tip.

- If you get behind, ask for assistance. You'll never get in trouble for asking.
- Keep yourself geared up so that you are ready for any rush.
- Don't ever stand around or lean on anything. You can always be cleaning. Running clean-up, wiping shelves or the sales station, taking bus tubs to the back, etc. A server never goes into, or leaves, the kitchen empty handed. Full hands in, full hands out!
- Always be sure that all your food is secure when you leave the kitchen. Never attempt to carry too much. Two safe trips are better than one catastrophe.
- If an order is delayed in the kitchen, first inform the manager, and then tell your customers. The manager will go to the table and explain the situation as well. Get your stories straight. Never hide from your customers.
- Learn to use your time wisely. When in your station, check all the tables before going back to the kitchen. Don't go to one table then go to the kitchen. Consolidate your trips. Fill up all glasses in your whole station, clear all plates, and then go on to something else. This is the secret to running volume and making more money.
- Always try to take out complete orders. If the entire order is ready except for a side order, like a vegetable, take out the entrees and have someone follow you in a few seconds with the side order.
- Don't let the entrees get cold because of a side order. Everything goes out hot.
- If your entire section clears at one time, don't take orders from four or five new hits at once. You'll end up running yourself to death for twenty minutes, and then have nothing to do for ten. Take one order, then go to the next table and tell them you will be right back to take THEIR order. Take drinks and appetizers out to the first table, and then go to the others. Never take three or four salads out at one time. This only means that you will have three or four orders of hot food coming out at the same time, which would be impossible to get out all at once. Think ahead.
- You won't believe how patient people will be if they just see you. Don't hide from your customers. If you use this method in taking orders, you will find that your food will be out more consistently on time, and you will give much better service over all. You will have more time to converse with your customers. People look for more than just good service and food when they go out today. They want a total dining experience. They look for that little extra personal touch which only you as their server can give them. Never spend more than two minutes away from your station. No server ever made any money in the kitchen.
- Anytime you wait on a customer, put yourself in their place and ask yourself if you would be happy with the job you did at that table.
- If one person asks for something at a table, make sure you ask everyone at the table if they too would like that item. This will save you a lot of extra trips. If one person requests more tea, ask everyone at the table if they need more tea.
- When serving coffee or hot tea, always turn the coffee cup so the handle is facing the customer. Place the cup on the right side. Ask people if they would like cream when they place their order for coffee instead of making an extra trip later.
- When pouring tea or water, never handle the rim of the glass and always take the glass off the table and pour in the aisle.
- Whenever you are reaching across someone or serving in front of someone, excuse yourself.
- Always keep your fingers and thumb off the plates you serve.
- Punctuality is very important. If you get to work late, you start out behind. BE ON TIME.
• We know that servers work for tips. All people do not realize this. If you get slighted on a tip, it may be because people think the tip is included in the bill or because they just don't like to tip. The customer is NOT required to tip. If you get stiffed, it is unfortunate, but you must take the good with the bad. Any customer feedback about an employee regarding a bad tip will not be tolerated.

• NEVER SIT DOWN WITH A CUSTOMER or friend while on duty, even if they ask you to.

• When waiting on parties of one, or an ace as they are called in the restaurant business, special attention should be paid to them. They are generally in and out quicker than other parties, and they are usually the best percentage tippers.

• The most neglected customer in the restaurant is the late customer. People who come in the last few minutes of the evening are usually the best tippers. They don't care how busy it was or how tired you are. They are here to enjoy themselves. Restaurants are noted for hurrying along late coming customers. We are not rushing them, but we must get their order because the kitchen is closing. They may sit there and enjoy their meal as long as they wish. Treat them as though they are the first customers of the evening.

• If you are having a problem with a door hostess or another employee, go directly to the manager. Do not harass the employee.

• If you must go to the bathroom during the shift, ask someone if they will please watch your station while you are gone, and inform a manager so that they are not looking for you.

• No server is to change his or her station or pick up extra tables without the consent of the manager on duty.

• Tips are not included: except for parties of 8 or more, and only with the manager's consent (17%).

• Never serve a salad on hot plates.

• Always check your glassware for cracks and dried food before filling them.

• No eating or drinking in front of the house during operating hours.

• No gum chewing EVER.

• Serve food from customer's left.

• Serve beverage from customer's right.

• Clear everything from customer's right.

• Whenever you serve a course, ask if there is anything else you can do for the table.

• Whenever serving a course, position the plate so that the "meat" of the course is closest to the customer.

• Top off with offer of additional beverages whenever anyone is getting low.

• Bring condiments to the table before they are needed.

• Offer fresh ground pepper with all salads.

• Never walk away from a table without acknowledging its requests.
Server Opening Procedures
At the beginning of each shift -

Clock in no sooner than 5 minutes before the start of your shift unless told otherwise from a manager. Check your station assignments.

Check the Daily Service Board for specials, soup of the day, "86’d" items, etc. Conduct your station check points:

- Tables wiped
- Table base clean
- Chairs wiped
- Condiment containers clean and full
- Salt and pepper shakers clean and full
- Floor clean
- Perform opening sidework: Please check the opening checklist

Server Closing Procedures
At the end of each shift

When station closes, perform the following -

- Wipe tables
- Clean chairs - seats, backs and legs
- Wipe window sills
- Clean table bases
- Condiment containers clean and full
- Salt & pepper shakers clean and full
- Clean floor
- Complete assigned closing side work duties
- Begin check-out procedures
- Clock out
The Guest

- Never underestimate the importance of a guest!!!
- A guest is not dependent upon us -- we are dependent upon him/her.
- A guest is NEVER an interruption of our work - he is the purpose of it.
- A guest does us a favor when he comes here -- we are not doing him a favor by serving him.
- A guest is part of our business -- not an outsider.
- A guest is not a cold statistic -- they are flesh and blood human beings with feelings and emotions, like our own.
- A guest is a person who brings us his wants -- it is our job to fill those wants.
- A guest is deserving of the most courteous and attentive treatment we can give him.
- A guest is the lifeblood of The Cambie Malone’s Group

You Must Be Able To Serve Many Different Types Of Guests

To make appropriate selling suggestions, and give good service, it is helpful to recognize and know how to handle all types of guests. For example

1. The Timid Guest: Genuine interest and patient understanding will put this type of guest at ease. Even a comment on the weather can make him feel at home.
2. The Aggressive Guest: This type must be handled in a courteous and businesslike manner. Kindness and politeness can often change him into a steady and appreciative customer.
3. The Fussy Guest: This is one of the hardest guests to please. Try to stay one step ahead of him by learning the things that irritate him. Be sure to have everything just right, before serving the fussy guest. Remember all of the little things the fussy guest especially likes, even when they may seem peculiar to the average person.
4. The Over-Familiar Guest: Be courteous, dignified, and avoid long conversations. Stay away from the table, except when actual service is needed. Never try to give a wise crack answer to a smart remark. You will only cheapen yourself and lower yourself to the same level as the rudeness of the guest.
5. The Guest who is Alone: Don't call attention by asking if he is alone. Seat him where he can see what is going on. The guest may be lonely and want someone to talk to. Be friendly, but don't neglect other guests. With nobody to talk to, time seems long, so serve as quickly as possible. This could be your most critical guest.
6. The Noisy Trouble-maker: Don't be drawn into arguments. Speak softly. Don't antagonize. Refuse to participate in criticism of management, the establishment, or other personnel.
7. The Blind Guest: Seat blind people with a dog so that the dog will not be noticed. Never hover over blind customers. Always stand near enough to help if needed. Issue menus in Braille to the blind guest. Always make a blind customer feel appreciated and important.
I Am Your Guest

Service

Our function as a Restaurant is to acquire and maintain business, to turn casual customers into loyal, repeat guests.

Five basics of service excellence:

1. Look at me.
2. Smile at me.
3. Talk to me.
4. Listen to me.
5. Thank me

Customer service turn offs:

- Dirty plates in hand when greeting customers, "Hi, ready for dessert?"
- Not knowing what they are drinking, i.e., "I think this is the Diet Coke..."
- "Discussion Groups" of three or four idle servers. All discussions should be held in employee break area, during approved break period.
- Not acknowledging waiting guests.
- Answering the phone with "Hold please."
- Greeting guests with a number, i.e., "Two?" instead of a smile and "Welcome! Will anyone be joining you for lunch today?"
Quality Control

Quality control is a primary responsibility of every employee serving food and drinks to the customer. You are the last person to come in contact with the food before the customer does. If something does not look right or is not presentable, DO NOT SERVE IT! The saying "People eat with their eyes" is very true. Make sure all of your products look good on the plates.

Things to look for before leaving the kitchen:

1. HOT food.
2. Clean plates
3. Correct portions
4. When bringing out drinks, be certain the glass is clean, filled to the proper level, and that the garnish is correct, fresh and attractive.
5. Cold food is as equally important as hot food. Make sure cold foods are going out cold, not warm or cool, but cold.
6. Bring necessary condiments with order: i.e., ketchup, mustard, Parmesan cheese, etc.
7. Check back . . . within two bites to make sure everything is perfect. Don't say, "Is everything o.k.?" Guests here this trite saying so often it's meaningless. Say something like, "How's your filet cooked?" Be specific and sincere in wanting to know the answer.
8. If the customer is not satisfied . . . or there is obviously something wrong at the table, i.e., cracked glass, foreign object in food, not cooked properly, etc., use the following steps:
   - Apologize.
   - Remove the items immediately.
   - Get a manager. Management will take the necessary steps in making sure that the problem is corrected and that the customer is 100% satisfied.
9. Remember, the appearance of the exterior of the building, the greeting of the host, the cleanliness of the restrooms, the appearance of the staff, the quenching taste of our beverages, the flavor and freshness of our food, are all equal quality points. WE must control for the experience of our guests.
Standards

- Pick up garbage from the floor whenever you see any
- Interact with guests whenever possible
- No eating fries from the bowl in the pass-thru!!!
- Make sure music is consistent and appropriate to the crowd/room vibe
- Know all of your location’s promos and special events
- No group chats with other coworkers
- 100% phone free
- Perfect closes/opens
- Checklists used all of the time
- All staff on time 100% of the time

Policies at a glance

ALL:

- Be on time! We look at PUSH and even 1 minute late is not OK
- When you arrive for your shift, make sure you are 100% ready to start your shift before signing in on Push.
- While on shift:
  - NO cellphone use while on duty. If you need to use your phone, ask an MOD for permission and leave the floor to be on your phone. Staff who get caught on their cellphones will be given a written warning.
  - No eating food while working, take a break and sit down to enjoy your food after asking for permission from an MOD
  - Absolutely NO DRINKING ALCOHOL
  - ALWAYS ask an MOD for permission before going for a smoke break
  - Never eat food online
  - Never touch food on a guest’s plate whether in sight of guest or not
  - Meals to be ordered as they come on the menu, unless if you wish to take an item out. This means no meal “tweaking” or adding extra add-ons at no cost
  - Staff receive a 50% discount on meals while on shift (except for chicken fingers at Malones)
  - Free meals are only available for staff that are entitled to it and if they work an 8 hrs shift. If a staff member works less than 8 hrs they are not entitled to a free staff meal.
- Staff receive a 30% discount on 3 drinks and food while NOT on shift.
- Music/Spotify: only the bar’s account to be logged in to the Spotify account.
- Have your shift covered if you are unable to make your shift
- Requesting time off: Appropriate notice leading up to requested time away, minimum of 2 weeks
• If you are provided a staff uniform, make sure that your uniform is clean and worn while you are on shift
• We provide FREE coffee to all of our staff members while on shift. Please be aware that due to the increasing number of paper cups we’ve been going through daily, it was decided that:
  o no more paper cups for staff
  o Staff are only allowed free coffee
  o Free teabags are in service stations, don’t use individually wrapped ones

MOD
• Pay attention to the business as a whole and not just your section at the Bar
• MODs must do table touches when they are not too busy
• Give tasks that need to be completed to FOH staff (besides cutting them of course) when they have nothing to do
• Check to make sure the server’s opening/closing task list is completed
• Ensure that the room is clean (checking up on bussers responsibilities), free of debris on floor, tables are straight, wiped and clean
• Ensure the outside of the building is clean, tidy-the neons are properly on
• Follow up personally with all customer concerns. This needs to be done 100% of the time
• EVERY promo slip needs a full sentence explaining who/why.

BOH
• Staff are not allowed to cook menu items that are not on the menu, unless told by a manager
• Food plating and food representation need to be consistent and according to the recipe book

FOH
• All American money taken while on duty, belongs to the company and MUST be deposited
• Servers must pay attention to their sections/customers and not be distracted by other coworkers.
• Ensure all customers are greeted at the door by saying “hello” (at the least) every time
• All customers complaints must be handled by a manager
Who to speak to:

Feedback/concerns should be directed to your direct manager, your direct manager will forward your feedback/concerns to the appropriate person.

Example:

- Server → MOD → AGM/GM → Head Office
- Line cook → Kitchen manager → BOH manager → Head office
After Hours Policy

- Staff may stay for a max of 2 hours after closing time, this include:
  - 1 hour of cleanup time
  - 1 hr for relaxing and socializing
- Any drinks consumed must be paid in full before closing time
- Staff may only stay if The MOD is also happy to stay
- No staff member is allowed to stay later than the MOD
- No one but staff who worked that night can stay
Police Access to video/Camera footage

Any reasonable requests for video footage from the police will be happily supplied via the following procedure:

1. Any requests must be supplied to BOTH Mark & Gabriel (or Nelson & Gabriel on the Island) in an email, detailing 1. The time 2. Cameras to be recorded 3. the contact name, phone number & email address for the officer requesting the information

2. A summary by the manager as to what happened and why the police need the footage. (Directing these requests to Mark/Nelson and Gabriel is necessary because FOH staffs have no access to recording this footage, and we want to be sure Head Office is aware of any release of information.)

3. Mark will make a copy; supply it to Gabriel who will in turn be in touch with the police to supply the footage.

All of this should happen on the next working day from the date of the request.
Probation period policy

Policy

The Cambie Malone’s Group recognizes that new employees will need a period of time to become familiar with the organization and to move toward competency in their position.

Scope

This policy applies to all employees, including transfers, promotions, and new hires of The Cambie Malone’s Group.

Definition

Probationary period

The purpose of the probationary period is to provide orientation, guidance, on-the-job training, and coaching to the new employee, allowing them the opportunity to learn and fulfill the requirements of their new position. This period is also the final and critical phase of the selection process that will provide the hiring supervisor/manager the opportunity to evaluate the hiring decision. To do this effectively, the supervisor/manager will be required to regularly monitor, measure and review the new employee’s level of performance during the probationary period.

During this time, the new employee will be evaluating and adjusting to his/her new position and work environment to determine if expectations are being met and assessing his/her overall fit to the organization and its mission and values.

Policy application

Length of probation

An individual who has been newly hired or promoted shall serve a probationary period of 4 months.

The probationary period does not include vacation time or time off.

Promotion or transfer

If an employee is promoted or transferred to a new position, the appropriate probationary period and review is again normally required. An employee does have the option of returning to his/her former job if the new position does not work out satisfactorily.

Probationary review

The probationary review must be conducted prior to the end of the probationary period that applies. The form shall be completed, signed and forwarded to Human Resources. Assessment of the employee is reviewed, the appropriate administrative steps followed and the document becomes part of the
employee’s personnel file. The form allows for periodic evaluations of the new employee throughout the probationary period. The supervisor/manager must provide ongoing supervision and keep the new employee informed on his/her performance relative to the Cambie Malone’s Group expectations.

**Change of status**

An employee cannot change from a probationary status to employment status unless his/her probationary review form shows an acceptable assessment.

**Extension of probationary period**

The probationary period may be extended, with the reasons for the extension given to the employee in writing. Clearly defined, written objectives must also be set with the employee for the extended period to deal with performance issues in question. Consultation with HR is required prior to the approval of an extension. Probation should be considered active employment only. If the individual is absent during the probationary period (i.e., illness, vacation), the length of extension to the probationary period shall be appropriate to the circumstance in each case.

**Termination**

The employee's performance shall be periodically assessed during the probationary period and the results discussed with her/him. If the employee’s performance is unsatisfactory, employment may be terminated, in writing, during or at the end of the probationary period, subject to applicable statute.

Human Resources must be notified two (2) weeks before the end of the probationary period when the supervisor/manager suspects that a termination recommendation will be proposed.
Two Year Staff Rotating Policy

We aim to be an effective organisation. Providing staff with opportunities to work in different areas of the company to expand their knowledge and skills is one way of achieving this.

The purpose of this policy is to establish a framework for job rotation within the company. We will approach you after 2 years of your full time employment with the Cambie Malone’s Group to discuss and look at opportunities for you to grow within the company. We will provide orientation and training as necessary, to guarantee desired results are achieved.
Staff discount

Management

Accommodation

- First 2 nights complimentary.
- 30% off rack rate each following night. (subject to management’s approval)

Food and beverage

- 50% discount in all food & beverage departments. (subject to management's approval)

Staff:

Accommodation

- First night complimentary.
- 30% off rack rate each following night. (subject to management's approval)

Food and beverage

- 30% discount in all food & beverage departments.

Merchandise for both

- 30% discount on all Cambie gear