



Moby Dick's
RESTAURANT

FRESH. FRIENDLY. FUN!

2020

**FRONT OF HOUSE
TRAINING MANUAL**

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CORE VALUES: WHAT WE LIVE BY, WHAT DRIVES US

- **The Culture of Yes.** Easy to say, not always easy to do! Yes is often difficult but it makes the difference in times where there are so many choices for dinners. If you don't think you can make it happen, take it one step further and ask your manager or director or owner. The Culture of Yes separates us from our competitors and increases return and new guest counts, which in turn create more money for our employees. In the end, with a Culture of Yes, everyone wins!
- **Pride.** We pride ourselves on our passion for achieving excellence in product, customer service, and to our customers and employees.
- **Trustworthiness.** We are to be honest, open and respectful of one another. We do not gossip. We support and display confidence in each other. We do what we say we will do - no excuses.
- **Profitability.** We are proactive on a daily basis in focusing on purchasing, scheduling, and cost control. Every employee is responsible for actively producing and saving money. We create business through internal and social marketing. We don't wait for business to come to us.
- **Fun.** We create an environment of excitement that includes celebrating wins, both large and small. We create facilities that ensure complete immersion in the setting and experience for guest, front- and back-of-house employees.
- **Hospitality.** We treat everyone as we would like to be treated, from customer service, to employees, to purveyors. We create relationships by listening to our guests, anticipating needs, and exceeding their expectations. It is a daily reminder for ourselves and each other: never forgot, we chose to be in the hospitality business.

THE GUESTS OF MOBY DICK'S

- Guests are not dependent upon us, we are dependent on them.
- Guests are never an interruption of our work; they are the purpose of it.
- Guests do us a favor when they come here, we are not doing them a favor by serving him.
- Guests are part of our business, not outsiders.
- Guests are not cold statistics. They are flesh and blood human beings with feelings and emotions, like our own.
- Guests are people who bring us their wants. It is our job to fill those wants.
- Guests are deserving of the most courteous and attentive treatment we can give them.
- GUESTS ARE THE LIFEBLOOD OF MOBY DICK'S RESTAURANT

MENU PHILOSOPHY

Our cuisine is a straight forward approach to using fresh high quality ingredients and preparing them simply. Great food does not to be fancy. The highest quality ingredients always speak for themselves. We strive to stay true to a simple New England clam shack. No fancy drizzles or aioli's here! Why?? We don't need them!

The kitchen teams' directive is to go above and beyond in assuring a great experience. This includes our 'Culture of Yes' when it comes to special needs or requests. If we can, we do it...and we WANT to do it! 'No' is a last resort when all avenues are exhausted. This attitude and directive is to be modeled and trained daily through verbal and physical cues to both the employees and the customers.

Diet and Allergy Requests

Diet and allergy requests are always to be taken seriously. Allergy requests MUST be taken seriously as some can have fatal effects. If the word 'allergy' comes up from a customer, that employee must then speak with both the Manager on Duty and the Chef on Duty. If we have the ability and the product we will perform the task. It is critical to over-communicate in these cases. ASSUME NOTHING!

SERVICE PHILOSOPHY

We create environments with high energy and excitement as critical points for customers and employees. We expect you to take care of it like it is yours, treat others as you want to be treated, never forget that we are in the service business. ASSUME NOTHING and TAKE NOTHING FOR GRANTED.

Here are some of the most important and often overlooked elements of great service:

- **Awareness.** You must be able to walk the floor, reading guests' eyes and body language. If you even think for a second something is wrong or someone needs help then it's your responsibility to ask. Ask the questions to KNOW if they need something.
- **Assumptions.** Assumptions are awful, and spelled ASS-U-ME, assuming makes an ass out of you and me. Don't assume things are getting done, that a customer has been taken care of, one example is getting them water or showing them where the water station is. Another common example starts at the door. Don't assume a customer waiting at the front has been greeted. "Good evening, how are you this evening? Ask Has someone helped you yet?" That simple question takes only a moment; if they are good, the worst outcome is that you are polite and if not, you stopped a problem before it started.
- **Over-communicate.** This goes for any type of problem; the more people know the better.
- **Make it right.** Sometime tickets get lost, food goes to incorrect tables all the time, and accidents happen! The thing most employees don't realize is that if we catch things, are empathic to the guest, find a quick solution, and own and fix the mistake, the guests will generally be happy. People hate feeling abandoned, or that no one addresses them, that they can be 'deceived', or made to feel un-important.
- **Responsibility.** Be and feel responsible for everyone, from fellow employees to guests. If something doesn't seem right, ask a question. You have to WANT to be great at customer service in order to give it. BLOW PEOPLE AWAY! This job can be stressful, even frustrating sometimes, but your job is to never let the customer see that. We have created great menus and a great atmosphere. YOU must give that part of yourself that wants people to feel great and have an EXCELLENT experience.
- **Training.** We invest in our people and give you the tools and time you need to be successful in your role. We also believe training never ends, and we will all have room to grow and improve. Our job is to continuously work with you to make you better.
- **Attitude.** Positive attitudes and proper focus/mindset are critical to creating a great guest experience and to our success every minute our operation is open and running. Come to work motivated, filled with good energy, and be ready to have fun.

GENERAL SERVICE POLICIES

- Uniforms
 - All uniforms must be clean and in good repair for every shift.
 - All servers are required to wear a wrinkle free, tucked in navy Moby Dick's T-shirt, khaki pants or knee length khaki shorts, and black non-slip shoes (Sketchers or Shoes For Crews).
 - A navy server apron will be provided.
 - Employees may wear one watch and a bracelet that naturally compliment the uniform. simple earrings are allowed but no hanging jewelry or other facial piercings of any kind are allowed.
 - Gloves must be worn at all times while handling food.
 - As an employee, you are a representative of this company and are expected to be presented in a neat fashion.
 - Todd Migs and the FOH manager will inspect all uniforms on a daily basis.
- Work Schedules
 - Work schedules are based from Friday through Thursday.
 - Work schedules will be posted Thursday before.
 - Each employee is responsible for knowing his or her schedule.
 - Schedule requests and alerts for days off must be handled by a manager.
 - All shift change requests be submitted and approved by a manager.
 - No schedule requests in July & August
- Shift Substitutions
 - All shift substitutions must be submitted, approved and signed off by a manager before they become official.
 - Any shift change that has not been approved by a manager remains the responsibility of the originally scheduled employee.
- Overtime Pay
 - We compensate our employees based on a 40-hour workweek.
 - Hours over 40 per week will be paid time and a half.
- Paychecks
 - Paychecks are distributed weekly based on the prior week of work.
 - Paychecks may be picked up every Wednesday after 11am.
 - Paychecks may not be distributed to anyone other than the employee.
- Pay Advances
 - No advances on paychecks or tips will be issued.
- Floor Presence
 - Staff is never to leave the floor unless they check with the Todd, Migs or a manager. Exceptions are limited to illness or uncontrolled bodily functions.
 - Cell phones are NEVER to be used while on duty.
- Inclement Weather
 - Inclement weather is not a reason not to come to your scheduled shift. Employees are to show up unless they are told or called not to by a manager.

SERVER RESPONSIBILITIES

Greetings and General Etiquette

- Greeting the Guest
 - Guests should be greeted as soon as they enter the building
 - Introduce yourself and welcome the guest(s) to Moby Dick's
 - Example: "Hi, welcome to Moby Dicks! Have you been in before? If yes, then welcome them back and offer to help if they have any questions. If its their first time, explain to them how we work. "So the way we work, is, our menus are located here on the menu boards, take some time to decide what you would like, when you're ready we'll take your order here at the register. Then go and have a seat, we'll find you and bring everything out to you"

If we're busy, we'll have a greeter outside explaining this to the guests
- General Serving Etiquette and Table Maintenance
 - Keep an eye on tables at all times: empty sugar packets, straws, lemons, skewers, trash, etc.
 - Make sure to offer a take-out box if there are leftovers.
 - Use a boat when bringing any sauce, dressing, etc.
 - Make sure with hot food and beverages to never pass them out over small children.
 - Once food is delivered make sure to observe other tables if you can clear plates or offer refills.
 - Full hands at all times! You should never walk back to the line empty handed.
 - Call out what the food is when delivering it to the table, so it goes to the right person
Watch out, the paper plates can be flimsy!

Food and Drink Service

- Taking an Order
 - When the guest walks up to the register, greet them and make eye contact, smile! (It my be your 100th order of the day but it's their 1st order)
 - Ask them for their first name AND last initial
 - Ask if they'd like to sit in the upstairs dining room or the inside dining rooms. (All rooms are indoors)
 - If it's more than 1 person, ask if they are dining together, and if they are paying together or separate
 - We ring in large groups together, so the food comes out at the same time. They can still pay separately.
 - The whole ticket will be under the name of the 1st person who orders
 - Then begin to take their order.
 - Always repeat back what they are ordering, and clarify and items that they order if they don't use exact menu language
 - Example: Guest: " I'd like the fisherman's platter" You: "The Fried Seafood Special"?
 - Never assume you know what they mean to order!
 - Orders should be taken accurately with all necessary information.
 - Take your time to ensure accuracy!!!!
 - Example: "Would you like the fish sandwich broiled or fried?"
 - Be prepared to answer questions about items. It is your responsibility to KNOW THE MENU. There are always going to be guests with special dietary concerns and you must be prepared to accurately inform them.
 - Upsell. Remind them of features, add toppers or side items, sell an appetizer.
 - If you're on register you're responsible for ensuring the check presented is complete, accurate, and that payment is collected.
 - Never split a payment yourself! Get Todd, Migs or a Manager to help.

- Special Requests
 - We aim to please and have a CULTURE OF YES!
 - A special request must be communicated to all those it involves.
 - All allergies MUST BE NOTED TO THE KITCHEN VIA THE TICKET ORDER. (When in doubt, check with the Chef and confirm with the Expo.)
- Serving Food
 - Food must be served to the correct table number
 - Always confirm the ticket name when you arrive at the table, never drop food and run.
 - All necessary utensils will be provided with the food when it arrives.
 - Call out each plate as you deliver it so the guest knows what the plate is.
- After Food is Served
 - Check back after 2 bites or 2 minutes with positivity! “Does everything taste great?” “How is everyone's delicious meal?” NOT: “is everything OK/good/adequate?”
 - Refill beverages before they are empty. Anticipate the request.
- Final Course / Dessert
 - Before the plates are cleared, always offer the guest dessert, with suggestions!
 - If a dessert order is taken, immediately ring it in and get it made. Be quick!
 - The table must always be cleared before the dessert is served.

Opening, Closing, and Sidework

- Side work and cleaning will be assigned by a manager on the assignment sheet posted in the back.
- Chairs and benches are NEVER to be put up until a dining room is empty
- The managers will check your side work and cleaning before you can clock out.
- NO one clocks out or begins to count tips until they have been told to do so by a manager.
- If you finish all your side work offer to help someone else. We all stay till we're all done!

Mistakes, Comps and Tips

- If a customer is not pleased with their dish or beverage, it should be brought to the attention of Todd, Migs, the Manager on Duty, or kitchen manager as applicable so we can quickly assess and correct the problem.
- Incorrectly ordering an item via the POS may result in employee discipline. Order accuracy is critical.
- Any food or drink returned by a guest is not to be consumed by staff; they are to be dumped out and thrown away.
- All tips if left on the table should be placed in the tip jars by the registers. Keeping tips to yourself is considered theft, be it \$1.00 or \$100. This will result in employee discipline including suspensions and/or termination.

Say This, Not That

NEVER	ALWAYS	EXAMPLE
Never use the word 'manager'	Always use the managers' names	"I apologize for the mistake. I am going to have David come speak with you."
Never ask if the customer wants or needs change	Always bring the change	"Thank you Sir, I will be right back with your change."
Never use the word 'specials'	Use the word 'feature'	"Tonight were featuring local caught Stripped Bass" or "Tonight we are featuring..."
Never ask vague questions, such as 'How is everything?'	Be specific	"Ma'am, are you enjoying your lobster this evening?"
Never rush a table arriving late	Make them feel at home. Don't say anything about the kitchen closing.	
Never tell guests or callers that the kitchen closes at 'x' time	Refer to the end of seating	"We seat until 9pm Sir."
Never simply put a guest on hold using 'hold please'	Ask their permission first	"Sir, may I place you on hold for a few moments?"
Never point in a direction or at a person with your finger(s)	It is always preferred to physically escort the guest to the bathroom or the destination in question. The alternative is to gently, with an open hand and soft arms, issue a direction to the guest.	"I'd be happy to show you where our restrooms are"
Never say we don't have something	Instead follow with what we DO have	"Do you have Bass today?" ... "We don't have Bass today, but we do have a great swordfish steak."