

Harvey Girl Training



HOSTESS

THE HARVEY HOSTESS

Congratulations on being selected to act as our hostess. Your position is truly one of the most important in our company. It is you that officially greets our guests and you are the last to bid him "farewell" and "please return." The Fred Harvey reputation is your responsibility - because through you and those that work under you the world sees "Fred Harvey, the gracious host."

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THE HOSTESS

GENERAL

The principal responsibilities of the hostess are to:

- Greet and seat guests; usher them from the dining room.
- Supervise and check on service and setups.
- Intercede between guests and waitresses when difficulties arise, and report problems that cannot be handled to the manager.
- Perform sundry other duties.

It is desirable that the hostess has had experience as a waitress. When this is not the case, she should make every effort to become familiar with the basic procedures of waiting.

DUTIES

The hostess is responsible for the proper setup of tables and chairs before the dining room opens. She should make a tour of the dining room before it opens to check on each setup and on the proper placing of tables and chairs. (Make sure that there is sufficient aisle space for waitresses with loaded trays.)

It is also the duty of the hostess to go over the menu with the waitresses before the dining room is opened. She should brief the staff on new menu items; daily specials; the soup de jour; vegetables de jour; cakes, pies, and ice creams available; and any items the chef desires to "push."

The hostess is further responsible for the department of the

waitresses on the floor and in the kitchen. Two or three waitresses gathering at a station for a chat when the dining room is filled with patrons indicates poor service and lack of supervision. Troubles or disagreements with the kitchen personnel should be quickly resolved or reported to the manager for solution. "Side taking" or "backing my girls" is not desired in the kitchen - this is a matter to discuss with the manager. She should not openly discipline waitresses in front of other employees or guests.

DEMEANOR

The hostess should be fashionably but neatly dressed. Alertness, a genuine smile, and poise in giving a cordial greeting are also important. She should learn the names and other pertinent facts about regular patrons - a card index would be helpful - as well as their preferences as to table location, waitresses, and other such information. She should be exceedingly careful never to overstep the thin line between "friendliness" and "familiarity." Needless to say, the hostess should not smoke, chew gum, nor openly visit with guests or waitresses while on the job.

GREETING GUESTS

The stranger should be greeted with the same cordiality as the regular patron. All guests (with few exceptions) are "friends" of the manager - their patronage is sought; make them feel welcome.

When a man or woman comes in alone, greet him pleasantly, "Good morning (or Good evening), this way please." Don't say,

"Just one?" or "Are you alone?" When tables are plentiful, tactfully ask, "Do you prefer a wall seat (Or other desirable location)?"

Hats and wraps should be taken care of as near the entrance as possible.

SEATING GUESTS

An efficient hostess knows what seats are available without having to ask the guest to wait while she looks for a table. The hostess, when not engaged in greeting and seating guests, should scan the dining room quickly to check on available tables, the guests' progress in dining, and whether a guest is in need of service. (When a waitress is not immediately available to answer a guest's signal or searching look, then the hostess should step up and inquire, "May I be of assistance, sir?" In passing tables en route from seating guests, she might ask, "Is everything all right, sir?")

The gracious hostess knows exactly where each party should be seated for their greatest satisfaction. Some hints: Families with small children should be seated toward the rear and out of the way where noise would least likely bother other guests; lame or older people should be seated along the wall out of the main traffic pattern; couples, especially the young or romantic, should be seated in the darker corners; the gentleman that is obviously trying to impress should be seated in the nicest area

with the best waitress.

The efficient hostess knows she must keep the stations balanced. No waitress can handle several tables that sit down all at one time. Every waitress wants her share of customers (and their tips). Careful attention to the tables and their meal progress will help the hostess "space" the entries on the stations, a simple list with a check by the waitress's name for each guest will insure fair sharing.

When extra setups and chairs are needed at a table, have these changes made if at all possible before taking the guests to the table. Have unneeded setups also removed from the table and in some instances the extra chairs. Special accommodations for children should be made at this time.

She should precede the guests to their table carrying menus in her hand, saying, "This way please." If possible, seat women guests so they face the dining room instead of the wall. One restaurateur has observed: "When you seat a woman dining with her husband so that she faces the wall, the chances are ten-to-one she'll pick a quarrel with him before the dessert is served." When two couples are dining at a banquette, seat the ladies to face the room unless they prefer another arrangement.

MENUS

After the guests are seated, hand them menus (the menu is offered closed). For couples, begin with the lady. For a party, begin with the person to the right of the host and proceed counterclockwise around the table. The host may indicate as soon

as his party has been seated that he will order for the entire group. If a menu or two has already been distributed, collect only those handed back voluntarily. When there is no children's menu, it is not advisable to give the regular menu to small children unless their parents so request.

USHERING OUT GUESTS

The saying of "Goodbye - I hope you enjoyed your dinner," to departing guests is as important as greeting them when they first come into the dining room. Assist them with hats and wraps if there is no checkroom service. The hostess thus has an opportunity to learn whether the guests enjoyed their meal, whether the service was good, and whether some misunderstanding arose. Good will is engendered when explanations and adjustments are made immediately.

A good rule to follow is "Don't try to put others in their place. Put yourself in their place."

ADDENDUM

Avoid the same old stock phrases when greeting the guests and bidding them goodbye. This is an excellent chance to demonstrate friendliness. Don't overlook the children in the party - directly addressing a young boy with his family you might say, "Good evening, Sir, are you taking these fine folks out to dinner" or as they leave "Thank you, Sir, for bringing these nice people to dinner." Be complimentary to the parents of children who were particularly good during their meal. Notice and talk to the children like they are grownups.

JOB DESCRIPTION

JOB TITLE: Hostess

JOB SUMMARY:

Manages the dining room staff to insure the satisfaction and dining pleasure of guests. Greets and seats guests, provides for the efficient service of their meal and beverages, handles complaints, and insures a courteous farewell.

SOURCE AND NATURE OF SUPERVISION:

Under the general supervision of the manager or in his absence the duty manager.

DIRECTION EXERCISED:

Supervises the work of the dining room waitresses and busboys.

TYPICAL DUTIES:

A. Planning

1. Studies past sales experience records, confers with manager, keeps alert to special events, etc., forecasts work loads and prepares work schedules for employees in advance to meet requirements.
2. Observes guest reactions and confers frequently with waitresses to determine guest satisfactions, dissatisfactions, relative popularity of menu items, etc., and reports such information with recommendations to the manager.

3. Observes daily the condition of all physical facilities and equipment in the dining room, making recommendations to the manager for correction and improvements needed.
4. Anticipates in advance all material needs and supplies, and assures they are available.
5. Inspects, plans, and assures that all personnel, facilities, and materials are in complete readiness for excellent service before each meal period.
6. Anticipates employment needs, recommending to the manager plans for recruitment and selection to meet needs as they arise.
7. Discusses in advance menu changes with waitresses to assure their full understanding of new items.

B. Organizing

1. Reviews job duties periodically with waitresses and busboys to assure their continuing understanding and acceptance.
2. Defines and explains clearly for waitresses and busboys their responsibilities for relationships -
...with each other ...with the manager
...with guests ...with the cashier, and
...with the hostess ...with the kitchen personnel
3. Studies and recommends to the manager changes.

C. Coordinating

1. Assures that waitresses are fully informed as to all menu items - how they are prepared, what they contain, etc.

2. Conducts frequent meetings with waitresses and busboys for the purpose of giving information, building teamwork, reporting progress and accomplishments, and conference discussion of problems, reporting brief resumes of such meetings to the manager.
3. Periodically discusses and reviews with employees company objectives, guest, and personnel policies, etc.
4. Keeps manager informed at all times as to service activities, progress, and major problems.

D. Supervising

1. Actively participates in employment of new waitresses and busboys; suggests recruitment sources, studies applications; checks references; and conducts interviews.
2. Following an orientation outline, introduces new employees to the restaurant, its policies, their rights and obligations, their fellow employees, etc.
3. Using a training plan, trains new employees, also current employees in need of training.
4. Corrects promptly any deviations from established service standards.
5. Counsels with employees on job and personal problems.
6. Follows established policy in making station assignments for waitresses.
7. Establishes with approval of manager standards of conduct, grooming, personal hygiene, and dress, and administers discipline according to the standard of penalties.

8. Recommends deserving employees for promotion, and outstanding performers for special recognition and award.
9. Strives at all times through the practice of good human relations and leadership to establish esprit de corps - teamwork, unity of effort, and individual and group pride.
10. Has a responsibility to maintain and keep a keen and constant alertness to the entire dining room situation - a sensitivity to any deviation or problem, and to assist quickly and quietly in its correction, adjusting guest complaints.
11. Greets and seats guests cordially, courteously, to assure a sincere welcome and genuine interest in their dining pleasure.

E. Controlling

1. Controls according to established policies, standards and procedures, employees - performance, conduct, dress, hygiene, sanitation, personal appearance, etc., as set forth under "Supervising."
2. Studies all evidence of waste - time, materials, making recommendations for prevention. For example, time wasting layouts, equipment, materials, etc.

F. Other

1. On emergency occasions may actually serve guests, act as cashier or perform specifically assigned duties of the manager.

HOSTESS - DAILY SERVICE PERSONNEL CHECKOFF LIST

1. Check daily schedule
2. Check personnel on duty and make appropriate record entries
3. Hold line up and check personnel for:
 - A. Proper placement of hair bows
 - B. Proper bow on pinafore
 - C. Hairnets
 - D. Excessive use of cosmetics or jewelry
 - E. Neat clean uniform
 - F. Foundation garments
 - G. Clean hands and nails
 - H. Polished shoes
4. Review menu
 - A. Explain in detail all items to new waitresses
 - B. Review from time to time all items with older waitresses
 - C. Explain in detail any new item
 - D. Notify waitresses of any item out of stock
5. Overall cleanliness and proper table arrangement
6. Proper table and counter set up (general appearance)
 - A. Place mats (on evenly)
 - B. Napkins (folded properly)
(one for each cover)
 - C. Silver (clean)
(correctly placed)
(complete set up)
 - D. Water glasses (clean)
(one for each cover)
 - E. Ash trays (one for every two people)
(clean)
 - F. Salt and pepper mill (one on each table)
(filled)
(clean)
 - G. Bread and butter plates (one per cover)
(correctly placed)
(clean)
 - H. Chairs (clean)
(squarely placed)

7. Service stations
 - A. Coffee servers (clean)
(good supply)
 - B. Saucer lowerator (clean)
(filled)
 - C. Butter jar (clean)
(iced)
(filled)
 - D. Silver racks (clean)
(full)
(properly assorted)
 - E. Menu rack (clean)
(empty)
 - F. Place mat rack (full)
(clean)
 - G. Water pitchers (clean)
(filled with fresh water)
 - H. Condiments (clean)
(filled)
(complete assortment)
 - I. Cup racks (clean)
(filled with clean cups)
 - J. Glass racks (clean)
(filled with clean glasses)
 - K. Ice bins (clean)
(filled)
(tongs available)
 - L. Jelly caddies (clean)
(filled)
 - M. Cracker racks (clean)
(filled)
(complete assortment)
 - N. Bus pans (storage area clean)
(pans clean and empty)
 - O. Extra ash trays (clean)
(full supply)
8. Kiddie chairs (in good repair)
(clean)
9. High chairs (in good repair)
(clean)
10. Carpet and floors (clean)
(no rips or loose tiles)
11. Drapes (clean)
(no rips)
(hanging properly)
12. Lights (all switches work)
(all bulbs O.K.)

13. Air conditioning (does it work)
(is it set properly)
14. Pick up area (general appearance)
 - A. Roll warmer (clean)
(proper temperature)
(filled)
 - B. Bread baskets (good supply)
(clean)
(clean napkins)
 - C. Heat lamps (working)
 - D. Reach-through refrigerator (clean)
(right temperature)
(stocked per menu)
15. Menus (all clean)
(proper clip-ons)
(good supply)
16. Ladies Restroom (general appearance)
 - A. Towel supply
 - B. Hand basin
 - C. Floor
 - D. Stools (clean)
(flush properly)
 - E. Mirrors
 - F. Soap supply
17. Phone booth
 - A. Booth clean
 - B. Clean ash trays