

# LOVE AT FIRST BITE



Catering

## Policies / Procedures / Processes

Team relevance	Lead Servers				
Process definition	<b>Duties of Lead Servers</b>				
Responsibility	Operations Manager				
Date updated	6/28/19				
Policy	<p>As a Lead team member of Love At First Bite Catering we rely on you to represent us to our clients and to EDUCATE &amp; DELEGATE our crew. We want you to feel confident that you have the proper tools, skills, abilities, and empowerment to perform your job responsibilities</p> <p>We are constantly trying to improve our business. <b>Kaizen</b> is the Japanese word for "improvement." It is a business philosophy that refers to constantly improving with little updates to the activities that continuously improve all functions and involve all employees from the CEO to the assembly line workers.</p> <p>We need help from the Leads to speak up anytime to fix a problem or provide suggestions to management about how to reduce wasted time and improve efficiency. As a leader, you should also encourage this from your crew.</p> <p><b><u>The "What? What? Why? Method:</u></b></p> <p>It's important to be able to talk to your crew as their leader and not hurt feelings or criticize them publicly. The "What? What? Why? Method" will help you instruct a member on a process or give them feedback while leaving your opinion out of it and not make them shut-down.</p> <ol style="list-style-type: none"> <li>1. "What I've observed is..."</li> <li>2. "What I need you to do is..."</li> <li>3. "Why we do it that way is..."</li> </ol> <p>Example: The trash cans are full</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 25%;"><i>Don't say</i></td> <td><i>"Hey you! The trash is full. You can't let it get that full. Now I can't lift it. Come here and help me."</i></td> </tr> <tr> <td><i>Do say</i></td> <td><i>"What I've noticed is that the trash can is full. What I need you to do is empty that out when it gets over half way full. The reason we do that is because they get heavy really quick and the more food we put in them the more likely they are to leak all over the floor when we change it out"</i></td> </tr> </table> <p>So the way you talk to your team is very important. Every member of the crew should feel respected, feel like they are getting direction from you, and be trained</p>	<i>Don't say</i>	<i>"Hey you! The trash is full. You can't let it get that full. Now I can't lift it. Come here and help me."</i>	<i>Do say</i>	<i>"What I've noticed is that the trash can is full. What I need you to do is empty that out when it gets over half way full. The reason we do that is because they get heavy really quick and the more food we put in them the more likely they are to leak all over the floor when we change it out"</i>
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when necessary so they know exactly what is expected of them without feeling demeaned or condescended too.

Any good leader should be motivating and training their crew to be the best they can be. Think of it this way: managers are the coaches, the leads are the quarterbacks. You might not call the play, but you're leading your team to make it happen.

### **Lead by example**

*"Be like a duck. Calm on the surface, but always paddling like the dickens underneath."*

—**Michael Caine**

- Everyone needs to do their part. The lead is counted as one of the bodies needed to make the event happen
  
- Stay calm and solution-oriented when problems arise. The client and guests should not know there's anything wrong.
  - Never "talk shop" at the event site, even if you don't think guests are around. If someone has an issue with the way something is packed, or a fellow team-mate, that is not immediately solvable--tell them to write it down so we can address later.
  - Do not chat idly with other service staff. Guests never understand why their needs are unattended while servers have time to visit.
    - (Tell them to go grab a drink after work so they can catch up with friends... please don't do it at the event.)
  - The client has hired us to provide freedom from worrying about any problems which may arise at an event. Problems require immediate attention by our service staff, not the client.
  - Smile. It is difficult for guests to enjoy themselves around stressed, anxious or bored service staff.
  - Do not run, and avoid rushing - this makes us look disorganized like chickens with our heads cut off
  - It is never okay to yell or raise your voice at an event. No lead, team-member, or coordinator should ever raise their voice at anyone
  
- The right of way always belongs to the guest.
  - Step aside so that guests may pass. In a crowded room, say, "excuse me" or "pardon me".
  - Remember, a guest is never an inconvenience. Without guests, there would be no event.
  
- If you are unable to help with a problem, **We never say "NO"**. Politely tell the client that you will check for them
  - Even if you already assume the answer is no, by checking for them, you are serving them even if you cannot accommodate.

## **Prior to the event**

The process:

- Review event worksheet + event folder day before event from home
  - Clock in up to 30 minutes (more upon request for large events)
  - Review all diagrams and decor info.
  - Email any questions to both salesperson + operations.
- Review crew scheduled.
  - Plan who does what for setup, event hours, & breakdown
  - Plan for meal breaks (first in = first to eat)
  - Review vehicle assignments--any concerns, contact operations.
- You will be scheduled to arrive 15 minutes earlier than crew on day-of
  - Use this time to review blue sheet - any last minute changes
  - Check what has been pre-pulled for you. You are responsible.
  - Verify visually all desserts are in the building
  - Verify linen count + sizes
  - Verify rentals at event or loaded.
  - Verify paper products
  - Pull all food + beverage items (organized per service area)
  - Check with Kitchen Lead that all food is on time 15 min prior to leave time. "Leave LAFB" is when you should be driving away.
  - Notify Kitchen lead if any cold/dry items are missing ahead of time.
- Make sure any crew meeting at the shop has arrived.
  - Call Steph if anyone late or not there ASAP.
- Get double checked by designated check-off person
  - Highlight in yellow (only) ahead of time before asking to be checked
  - They will make sure that they check the fridge + storage shelves
  - They will verify with Kitchen Lead verifies all hotbox items + pan sizes they are in.
- Depart at Leave Time
  - Timelines are strict + you're in charge of sticking to them.
  - Make sure to take proper vehicles assigned.
    - Crew carpool vehicles are pre-assigned.
    - Vans should never change unless approved by Operations.
  - You must drive away at "Leave LAFB" time on your blue sheet
    - If running behind notify operations so a plan can be made whether to run food.
    - Notify salesperson so client can be warned.
    - If a salesperson is not present, you must call the client so they know what your expected arrival time is.

- Lead Server must be first on the scene to make contact with clients + other vendors.
  - Never send others before you while you hang back for the food or to pull extra missing items.
  - If servers are meeting at the event, notify them if you are running behind so that they know not to enter before you.

### **Arriving at an event**

*"What happens "backstage" will end up "on-stage." If we aren't friendly with each other . . . smiling and saying "good morning" and things like that, then we'll have a similar attitude toward our guests." —Van Arsdale France, founder of Disney Universities*

- Walk thru with client--Ask them: "would you mind showing me around?"
  - Verify layout matches diagram or designated plan
  - Adjust only if necessary
  - Ask where staging area is
  - Ask where bathrooms are for when guests ask
  - Ask where trash/dumpsters are
  - Tell them "leave it with me"
- Pre-shift meeting with crew.
  - Let Steph know if anyone is not present.
    - She will handle so you can focus on event.
  - Review summary of event menu + stations + timeline
  - Give tour to crew of all service areas + staging/scullery area
  - Designate who is setting up each station + any other duties
  - If we are managing other vendors (i.e. rentals, bar service, dj, photo booth, valet, etc) show them where they are supposed to set-up.
    - Introduce yourself and exchange business cards. "Please tag us on any social media and we'll do the same."
    - Let them know where they can come to grab their vendor meal and when.
      - Entertainment usually needs to eat before, etc
- Unload equipment
  - Make sure tables are in correct places (last in the truck, first out)
  - Set linens: make sure correct, seams or fold lines lining up in same direction, & touching floor on all sides
  - Make sure staff knows what is being unloaded to which area
    - If dessert isn't until later, unload to staging area
    - All food to staging area
  - Make sure all vehicles are closed up--guests arriving should NEVER

see our vans open with equipment.

- If using the box truck--make sure cones are out to prevent accidents.
  - Pull door down on box-truck whenever unattended.
  - Unload everything first; then move van before guests arrive. Do not leave van in clients driveway or front of house during event; Park around the corner for guest to have near parking
- Supervise set-up of each station
- Make sure they leave bins under tables so they can be repacked after event.
  - Any glass for toppings/sauces should go to kitchen/staging area to be filled and taken to station
  - Make sure all skeletons function and flow
  - Make sure staging area/scullery is organized.
  - Make sure no equipment or bins visible under tables or in line of sight of guests.
- Dismiss crew to get dressed
- Lead should get changed first so ready to direct
  - Bartenders and tray-passers should be next
  - Everyone else gets changed last in case event has already started
  - If servers arrive dressed prior to set-up, suggest they remove button up and tie to avoid getting dirty/wet before event start time

**During the event:**

- Double check all stations have proper serving utensils, Sternos lit, menu boards, etc.
- Make sure tray-passers know the menu item details and dietary-sensitive info.
- Servers should never walk on the floor with a tray if they don't know what they're serving. Make them read blue sheet & repeat it to you.
  - For passing in larger groups, servers can start with the same hors d'oeuvre at opposite ends of the room and work toward the middle.
  - They should retrace their steps when the tray is empty to pick up skewers, napkins, appetizer trash.
- Before opening buffet
- Touch base with client "we're ready just want to make sure you're ready" to make sure we're still on the same timeline.
  - Assign who runners are to replenish pans.
  - Assign portion control items, especially proteins.
  - Take photos (or delegate)
    - Make sure to get close up pics with food
    - Try to get pics of the event as a whole + other vendors + people having a good time.

- Try to take photos without the serving utensils.
  - A tiered display of sandwiches with utility tongs everywhere on top isn't marketable

➤ Supervise Service

- Monitor that servers are on the floor "2nd servicing" all guests and picking up all debris on the floor, etc.
- Monitor stations are being replenished, kept tidy, and consolidated to always look full and not ignored.
  - No crumbs, sauce spilled, food on the floor etc.
  - Only black bar towels should be visible
- Make sure all staff members are wearing gloves
  - When touching anything that food touches.
  - Exaggerate & visibly change gloves in front of guests.
  - Change gloves after handling trash
  - Before handling dietary sensitive foods
- Be aware of the host and hostess, guests of honour, and the person paying for the reception. Offer food and drink to these individuals, even when they appear busy with their guests, but don't interrupt.
  - Prepare plates of food for the bride and groom at weddings
  - Bring beverages & plates to elderly folks at tables
- Servers should be on the floor, not hanging out in the back.
  - No more than 1 person in staging area, unless quickly replenishing.
  - They should be attending to guests or re-polishing service equipment, etc
    - Try to look busy throughout the event. "If you have time to lean, you have time to clean."
    - "Pick up the invisible trash - clean the dirty air"
  - Make every step count. When going to the kitchen for any reason, pick up empty glasses and discarded plates on the way.
  - Servers should circulate with a bottle of wine when there are no trays to pass to the guests. Instruct how to pour + twist to avoid dripping
  - Service staff should stand with their hands either clasped behind their backs or at their sides. Do not stand with arms crossed or hands in pockets.
  - Empty the trash before it's full, it could still be heavy.
    - Check the bathroom cleanliness
    - Try to handle any mishaps without informing the client
    - Inform them when they need to know.

- Break crew out
  - First in, first out method.
  - Do not let multiple people break at the same time if it means the floor will be unattended.
  - Designate an area they can take their breaks without guests around.
  - If a server decides to spend the whole 30 minutes on cell phones, in the bathroom, or smoking they do not get an additional meal break.
  - The lead assigns the time of the break and that's the only break they get. Additional bathroom/smoke breaks on a long day are at the lead's discretion.

### **Striking an event**

- Do not break-down stations until the contracted event end, unless the buffet is empty. Consolidating is always okay, just make sure it's done neatly.
  - During the event, any breakdown or consolidation should be done discreetly.
    - When visible by guests, do not have bins on the floor or pack at the stations. Remove all items so this can be done behind the scenes.
    - If a sink is available and time permits, hand wash any items broken down already (i.e. appetizer station, or buffet if closed early for dessert, etc)
    - Repack these clean items and clearly mark "CLEAN" for the cleaning crew.
    - When in doubt as to whether equipment belongs with the rentals or should be returned to the shop, always return the equipment in question to the shop--the warehouse will figure it out.
  - Delegate plan for packing the truck, what can go when not in use, discreetly.
    - Pack all equipment in bins they came in.
    - Try to keep all items organized for easy clean-up by cleaning crew.
      - All dirty utensils together in bucket.
      - All linens separated by vendor, etc.
- If party is running longer, communicate with host/coordinator regarding additional hours needed
  - If they want to keep crew longer, remind them that per contract, any additional hours will be charged \$30/hr.
    - Decide who can be dismissed based on skill and "first in, first out" thought process.
  - If they don't need crew, but want to keep equipment, remind them that, per contract, any additional trips will be charged an additional pick-up fee, or they can return items to us for

no charge.

- Communicate any changes to schedule with both Stephanie + Salesperson.
- End of night communicate with host / coordinator about leftovers and where they should be put.
  - Discard items that are unsafe to eat.
  - If leftovers are declined, bring back to shop.
    - Crew leftovers must be packaged after clock-out
    - Shared among service staff + rest of team members.
    - All shelf-stable and unused items must be returned to kitchen inventory. Including unopened beverage, whole fruit, meats, etc.
    - Please notify John + Stacy if a large quantity of leftovers so they can make arrangements to donate to church, homeless shelter, or fire dept.
    - Must be dated and put away in server fridge.
- Leave event location as clean if not cleaner than when you arrived.
  - Clean staging area, sweep, mop if possible.
  - Take out trash, but do not transport trash in our vans.
  - Though rentals do not have to be cleaned, if pickup is not scheduled for a couple days, it is helpful to rinse all cutlery, and scrape plates clean of food residue to prevent "ripe" smell.
- Say goodbye to client + do final walk-thru
  - Do not delegate final walk-thru. Lead must walk-through each area and make sure nothing is left behind.

**Arriving back at the shop:**

- All food & florals must be removed from vehicles.
- If it is necessary to leave any LAFB equipment at an event, ensure that an accurate list is compiled and itemized on the Event Sheet.
  - If event is still "incomplete" (needs pick-up of equipment) --hang on hooks for someone to use for Pick-up
  - If event is "complete" --put blue sheet on desk of salesperson.
- Fill out post-event sheet with all notes and feedback on timeline, food, pack job, guests compliments or concerns--this goes on salespersons desk.
- Rate your crew on Nowsta.
  - Any notes regarding tardiness, incorrect uniform, bad behavior, good work, etc.
    - If anyone needs improvement in any area, please note.
- Submit photos to [photo@lafbcatering.com](mailto:photo@lafbcatering.com)
  - Create an album on google photos and share - ex: "BEV - 7/14"
  - or email to [Photo@lafbcatering.com](mailto:Photo@lafbcatering.com)

**Managing crew schedules:**

- Dismiss employees at scheduled shift end times.
  - Crews that carpool should clock out and not be waiting around for the truck or van to unload.
- Use "first in, first out" method to determine who should stay if any additional time is needed to unload, etc.
  - If extra bodies not needed to unload, tell them they can go. 2 people can handle the unloading food + florals.
- If running behind and shop clean was planned. Communicate with Steph to check on rescheduling a shop clean, if possible.

**Enforce the rules:**

- Correct uniform
- No breaks or disappearing without Lead's permission
- No cell phone use in front of guests, or hanging out of back pockets.
- No chewing gum, eating/drinking in front of guests.
- No Love at First Bite employee may solicit clients or guests for personal work.
- When someone knows a guest, it's okay to acknowledge them, but be brief and do not enter into a conversation.
- Do not express opinions concerning a client's home, furnishings, art or other possessions. Do not comment on guests' or clients' appearance, clothing or jewelry. It's inappropriate.
- Zero tolerance for drinking alcohol + drugs (including cannabis vape, etc)
  - You have the authority to send them home.
  - If they are drinking alcohol at our event, they can not drive our vans. They can arrange their own ride home or if you must get them an Uber/Lyft (it will be at their expense to remove them--we'll reimburse you and take it out of their paycheck)
  - Notify John + Stacy ASAP.

**Tips and gratuities**

- Any gratuities received by servers + bartenders during the event should be collected and counted by lead + at least 1 crew-member witness (not in front of host/guests)
  - Split tips based on the amount of hours worked.
  - Make sure to tip any set-up crew and break-down crew.
  - If large event with split shifts, turn gratuities in to Stacy so they can be split fairly among all parties based on hours worked on the day-of.
  - No tips should be solicited, no tip jars.

Notes