

EMPLOYEE HANDBOOK & TRAINING GUIDE



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Contact Information

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- Management Team

Owner Tom Grassi, Dave Epifano, Tony Rocco
General Manager Tom Grassi
Chef Tony Rocco
Beverage Manager
Service Manager

- Hours of Operation

Monday 11am to 10pm
Tuesday 11am to 10pm
Wednesday 11am to 10pm
Thursday 11am to 10pm
Friday 11am to 11pm
Saturday 11am to 11pm
Sunday 4pm to 9pm

Happy Hour (Monday through Friday) 3-6pm

Knowledge is Power

The more we know about our menu, beverage, and wine offerings the more we can communicate to our guests. The more we know the more the guest will trust in what we are providing them. The more we know, the more likely we create a “wow” experience. As front of house staff we must be dedicated to understanding the product we offer and must work very hard to consistently provide accommodating, professional service with a friendly and upbeat attitude. It is management’s role to empower you with the essential information and knowledge required to execute the highest level of service at all times. It is up to you to follow through! It is also your role to be prepared to attend server/bartender etc. meetings to maintain your knowledge and stay up to date on changes to the menu, wines, beverages, etc. Feel free to speak up should you need more information/training at any time.

Anticipate, anticipate, anticipate

One service philosophy that you will hear about over and over in the service industry is the theory of anticipation. In order to seal the deal on a great restaurant experience for our guests, and in order to circumvent a potential negative experience, a great server will always be many steps ahead of the game. Here is an example to highlight the point:

A server realizes that he has lost control of his station: two tables are sat at exactly the same time, one table wants to talk about wine, and one table has allergy questions. Instead of being stubborn and attempting to squeak by on his/her own, the server grabs another server to take a drink order, and asks a manager to talk wine with another. Instead of barely making it, his/her station is in good hands.

The server has anticipated the possible outcomes long before the average person. When people talk about the art of service and when servers talk about what makes a restaurant job feel fulfilling instead of drudgery, this is what they are speaking of. This level of service demands intelligence, a natural sense of concern, and a cool, rational approach to the workplace.

Each member of the service team is responsible for anticipating the guests’ needs before they should arise. Read non-verbal cues from the guest and act on them. Always be vigilant in surveying the guests in all areas of the restaurant.

Become a Great Team Player

Constantly circulate and look for things that could be better. Ask yourself if there is any table maintenance you can do, whether it is your table or not. When you have a moment of down time, see what you can do to help someone else. Perhaps the runner really needs help re-setting tables or running food. Perhaps the coffee station needs some more milk. The point is that whether busy or slow, there is always something that can be done.

Also try to conserve things, and not create waste. When you see business cards, unused takeout materials, etc. laying around put them back where they belong, do not throw them away. Try also to conserve on linens and napkins. Please don't use the linens to clean. Use bar/dish towels until they are dirty and then get a replacement.

The Five P's

Prior
Preparation
Prevents
Poor
Performance

Essentially, if we are prepared: side work finished, line-up prepared, know our menu thoroughly, uniformed properly, remember the specials, or new additions to the bar selections, our inventory pars are set and our stations are fully stocked for our shift, and we are communicating as a team, WE WILL BE READY for anything! If not the process will break down and nothing will go smoothly.

Communication and the "We"

Communication with one another is critical to the success of a restaurant. It is the glue that holds a team together. When you communicate to your teammates and to your manager, you get the help and support of your team. When you don't, you are on your own. Use the strength of the "we". When a potentially negative situation occurs (triple-seating, impatient guest, food delays, a large demanding party, etc.) use the strength of the team to help you through. The "we" can give you strength. Going it alone can potentially make the situation worse and make it spiral out of control.

Concurrently, if you have an issue with a fellow staff member, schedule, side work responsibilities, etc. communicate to your manager. When communicating with your manager remember to stay calm and

professional. Almost every situation can be worked out amicably and for the better.

The “Curtain Up” Attitude

It is imperative that all of us in the dining room remember that the “curtain is up” and we are on a stage from the minute the doors open until the last guest leaves the restaurant after dinner service. While in the dining room areas, we must remain in our role. It is totally unacceptable to carry on long conversations during service where guests can see or hear. No member of the team should loudly voice any complaints to management or co-workers in a way that a guest might overhear. If you need to vent or voice a complaint, do so at the end of service and in private. Or, if it cannot wait, ask the manager to step off the floor so you can discuss it in the office. When the guest sees us out of character, we lose, they lose, and the restaurant loses.

Moments of Truth (Scenario)

A potential guest leaves their house expecting a relaxing wonderful dinner at our restaurant. On the way, they call ahead to inquire about the wait. The person answering the phone after eight rings does not know what the wait times but puts the guest on hold for about six minutes while she checks. She comes back, tells the guest, and “click” hangs up. The guest calls back to inquire about putting their name on the list prior to their arrival. The hostess informs the guest that it is not our policy to do so. The guest still proceeds on and arrives at the restaurant. After circling the parking lot several times, looking for a space and almost giving up, they see an employee, shirt untucked, smoking a cigarette, on the way to their car and then pulling out of a space nice and close to the door; the guest pulls in. They are glad to have found the building because although it was dusk, neither the sign nor the lights on the outside of the building were lit. As the guests walk in, they almost step in the left over to-go food spill that a previous patron has dropped on the sidewalk. The front door has a broken handle on one side. As the guests arrive they proceed to the host station and wait for someone to acknowledge them. They put their name on the list and are told it will be a 20-30 minute wait by the hostess, who is chewing gum loudly. They look up at the television and know it is 8:00 because “Dancing with the Stars” is just coming on. At the bar, they get a drink, and realize they only have another 5 minutes to wait before their table should be ready. Another 20 minutes go by, they are still sitting at the bar wishing they would have been offered a refill on their drinks, or that they had been able to order an appetizer as they were very hungry. One of the party members goes to the hostess stand to inquire about their table.

The hostess told them their name was already crossed off the list so they must have been seated somewhere. The guest tells her they weren't, but the hostess insisted that this was impossible and that she would have to check with the manager. After about 5 minutes, the manager comes out of the office and apologizes. He tells the guest that they had paged them several times but since they did not respond, they gave the table away. It would be just a few more minutes. The guest is finally seated, although there is some confusion getting to the table because the guest loses sight of the host on the way to the table. Dinner was good, but they have to ask for clean silverware, as what they received was spotted. The entrees took 25 minutes after salads were cleared. They were going to have dessert but it was never offered. They wanted to ask the manager about the confusion at the front door, but never saw him again. They received a check for the entire bill that also included an extra glass of wine they never received. One of the members of the party was going to use the restroom before the long drive home but the stall was out of toilet paper. They head to the exit to leave, they assume the host is on their break because they are talking on the phone about their plans for that night as they walk past. As they walk to their car they trip on a pothole and discuss the likelihood of returning.

What do you think? Exaggerated? Maybe, but maybe not. A Moment of Truth is defined as any time a guest has an opportunity to form an opinion about our business. How many do you think there are in the above scenario? How likely do you think they are to return?

It is our job to ensure that the guest has a great experience. There are so many Moments of Truth everyday for each of us; whether a manager, host, server, dishwasher, or cook. It is our job to think about how each of our actions affects the guest experience. Remember we are on stage from the moment we step out of our cars, whether we are in sight of the guest or not. Let's create raving fans; walking advertisers for our restaurants by providing a complete experience so great, the guest can't wait to come back or tell their friends about our restaurant.

Positive Moments of Truth:

- Walking a guest to the bathroom
- Getting something for a guest that is not on our menu
- Pulling out chairs when seating a guest

Negative Moments of Truth:

- Trash in or outside of the facility
- Bathrooms not stocked or a mess

- Not acknowledging a guest

Steps of Service

- Greet all tables within one minute. Suggestively Sell a specific drink. Give them time to settle if necessary. Gather drink orders.
- Return within 2 minutes with non-alcoholic drinks; within 4 minutes with alcoholic drinks.
- Suggestively sell an appetizer before leaving the table. Always ask if the guests would like to share their appetizer.
- Take order. Ring into computer. (Remember you can ring all courses at once just on separate tickets!) Deliver bread, and plates if they are sharing an appetizer.
- Serve appetizer/salad/soup.
 - Always say the name of the item being delivered to the table.
 - Always remember to pre-bus and crumb the table after each course.
 - Always ask if the guest needs anything else
- Clear appetizer/salad/soup plates and replace any necessary silver, clean table and make room for dishes to land.
- Serve entree.
 - Always say the name of the item being delivered to the table.
 - Always remember to pre-bus and crumb the table after each course.
 - Always ask if the guest needs anything else.
- Check back within two minutes or two bites to make sure everything is perfect. At lunch drop the check off in case the guest has a limited lunch hour. Let them know you will be checking back to take care of their needs, as well as to offer coffee and dessert.

Check Back Check Down

Monday through Friday at lunch, the guest's check should be delivered to the table after the entrée's have been delivered. We do this as a courtesy to those who might be on their lunch break or have some type of time constraint. When you approach the table, you are asking the guest if everything is enjoyable and if they need anything at this time. You will then let them know that you will be checking back with them for the remainder of their meal and to save room for dessert and coffee. You are going to let the guest know that you are leaving the check for their convenience in case they have any type of time constraint but will return to the table throughout the rest of their visit to make sure they have everything they need.

- Suggestively sell and serve coffee and desserts, after dinner drinks, etc. (serve within five minutes of taking the order)

- Pre-clear the table making sure only what the guest is using remains on the table.
- Present check. When picking the check up, ALWAYS let the guest know you will be right back with their change.
- Return with change, use guests name when returning the credit card.

Basic Steps of Service

Correct Table Set-Up

- Square tables should be set with a table cloth. One piece of butcher block paper should then be placed on top.
- All silverware should be polished and rolled in a blue linen napkin
 - o Two forks, one knife to each roll-up
- Each roll up will be placed at a seat on top of a bread plate.
- Salt and pepper shakers
- Sugar caddies for lunch service only
- Candles for dinner service only

The Way to Bus a Table

Plates should be stacked neatly according to size, silver should be separated from between the plates. Most importantly you should not over stack or stack unevenly. You should never stack the plates on the table in front of the guest. You should always be comfortable and in control of the dishes. NEVER put your fingers on or inside the rim of the glass- when serving OR clearing (NO glass towers). Pre-busing is extremely important! All unnecessary items are to be cleared from the table between each course.

DO NOT WALK BY A DIRTY TABLE EMPTY HANDED.

FULL HANDS IN AND FULL HANDS OUT!

Always Pre-Bus

Pre-bus anything on the table that is not being used and is not needed, i.e. empty glassware, used sugar packets, empty bread plate. Always replace beverages with a fresh glass. The table should be clear of any unnecessary items 100% of the time. Remove bread and oil/butter/etc. after entrees are finished. Crumbers should be used whenever needed to clear the table of debris. Remember to restock your stations throughout the shift.

Replacing/ Coursing Silver

Always replace silver between courses, and remove all silver after the meal is finished. A guest should never use a knife or a fork twice. Some extra clean and polished silver ware should be located at each server station.

Position Numbers/ Pivot Point

Position numbers are used to indicate the proper location of food. This system is used to eliminate the need for auctioning food. All items rung into the computer should have a position number on them. It is very important to understand and use position numbers, because auctioning food is unacceptable. Position numbers start with the first chair to the left of the servers "Pivot Point". Simply, in our restaurant, when your back is to the booth, your seat one is the seat to your left and it goes clockwise from there. The booth has seat one to the left when you are facing it. Do not count an empty seat as a number.

Serving Food

Whenever possible follow the general rule of serving food from the left and clearing from the right. Always serve drinks from the right. Most importantly, always use good manners when reaching in front of a guest never put your elbow or underarm in their face. Always try to serve and clear ladies first. When delivering extremely hot plates, be sure to warn the guest that the plate is hot. Make sure to say the name of all food being presented. Always ask the guest if they need anything else before you leave the table. If you don't have time to actually go and get what the guest needs, be sure to let the assigned server know.

What To Do if Prior Course is Not Completed

Never rush a table during their meal. If the prior course has not been completed always check with the table and ask if they would like their food now or if they would like it held. If the order came up unusually fast, allow the guest to enjoy their current course before offering the next. Make sure to return the food to the hot line, write "hold" on the ticket, and let the server know, so they can promptly bring the food out when the guests are ready.

TWO MINUTES OR TWO BITES

After serving a course it is extremely important to check back with the guest in either two minutes or two bites. This is done to ensure the guests satisfaction with their dish. During lunch (Monday through Friday) it's important to always check back, check down. This will give the guest plenty of time to pay for their check.

Dissatisfaction

If for any reason a guest should complain about the food, remove the item immediately, apologize, and go directly to the chef so the problem can be remedied as quickly as possible. Then always remember to tell a manager, no

matter how small the problem or how quickly it was taken care of. Small problems can turn into larger problems and the manager on duty needs to be aware of every guest's satisfaction.

Notify a Manager of Any Problems

Always let a manager know if there are any problems, regardless of how small, so that they may ensure our guests have the best possible experience. A minor incident can accelerate into a larger one if not taken care of in a timely manner.

-Notifying a manager is the single most important thing that needs to happen if a problem arises. Your management team has been trained to handle difficult situations that arise in the restaurant. More often than not, a guest will be more apt to speak with a manager than to communicate with you. We all have one goal in mind, and that is to WOW our guests and hope that they will visit us again soon, management has a way to always turn a bad situation around to a positive.

-Notify a manager when there is a good situation too! A first visit to the restaurant, satisfaction with our food, or maybe an anniversary are great examples of times to WOW the guest.

Yield to Guests

Always yield to our guests and give them the right of way. Always give the team member seating the guest the right of way. Avoid "tunnel vision" and be aware of where others are around you at all times. If a guest asks where the restrooms are located, never point; always walk them to their destination.

Extra Steps of Service for Children

It is very important to accommodate and even entertain our children guests. Crayons will be provided and they can color right on the butcher paper on the table. Offer to fire kid's food first so they can start eating before the parents, allowing them to enjoy appetizers and salads.

Running Food

Running food is not only an assigned position but also a shared responsibility. It is extremely important to run not only your food but also any food that is in the window. Running food for others and having your food delivered makes it absolutely necessary to always have the right table and position numbers. It is also very important to use your modifier keys whenever possible so that special orders are recognized appropriately. Running salads and desserts is also a shared responsibility. The only time running food is not your responsibility is when it is a re-fired item. All re-fired items must be run to the table by a manager. This is signified by a re-fire ticket. This ticket needs to be filled out by the server and given to the chef at the time the item has been returned to the kitchen. This

ticket includes the name of the item, position number, table number, server, and reason. (ALWAYS let a manager know when there is a re-fire, obvi.)

EXTRA NOTES

- Communication: Managers should know of all positive and negative comments from guests.
- If you don't like a dish, recommend another, never tell a guest you do not like that dish. Think of a good comment about that dish from a guest and use that. "I have had guests tell me they love it!"
- Always give correct change, and double check your tip input into the computer to assure it is correct. If you ever have questions about a tip written on a credit voucher ask a manager.
- Pre-bus, people will sit longer with something to play with, i.e. straw wrappers, empty sugar packets, etc. (This will lower your ability to turn tables, thus lowering your tip money!)
- In order to serve a guest they have to be seated! It is the entire staff's responsibility to seat.
- There are few managers compared to a lot of you, your help is essential to the running of the restaurant.
- You will work with everyone at one point or another, therefore lack of training will find it's way back to you!
- It is a circle, you clean for the next shift, they clean for yours.
- Exceed guest expectations!
- Guests come to a restaurant because they are hungry, when you are hungry anything over a minute seems like an eternity, remember that!
- Hot food hot, cold food cold. If we don't run food everything will be lukewarm and unacceptable.
- Learn a wine a day. Pick one wine to recommend every shift and before you know it you are a wine expert.
- Some servers may be uneasy about dropping the check down at check back during lunch. Express the courtesy it is to our guest and the repeat business we are building.
- This is a teamwork environment. We rely on each other to help service our guests. Teamwork would include: greeting a table that is not yours, running food, grabbing dishes out of someone else's hands or off of someone else's table.
- **SENSE OF URGENCY:** there are two topics under Sense of Urgency;
 - The sense of urgency at your tables- what is two minutes to you is ten minutes to the guest.
 - Sense of urgency within the restaurant- remember leisurely walking through the dining room could be holding other team members up, imagine how much food you could run by briskly getting those tasks done, as opposed to doing them leisurely (side note: this does not

mean to rush around the restaurant like a crazed loon. There is not a fire, so there is no need to run, rush, push, etc. it is a fine balance between being efficient, and not being a bull in a china shop).

STANDARDS

Key Elements of a Great Server:

Anticipatory

Being able to anticipate the needs of your guest, before they mention anything.

Knowledgeable

Being knowledgeable of the product, i.e. the food and beverage you are recommending and presenting them with confidence.

A Good Salesperson

Consistently use the power of suggestive selling. Suggestively sell appetizers, beverages, desserts, etc. If a guest asks for a "gin and tonic" ask if they would care for a particular brand. Know the brands we carry. Upsell!

Responsible

Another element of being a great server is being responsible. What I mean is if someone orders another round and a member of the party declines, you should not bring that person a drink. A great server will be respectful if someone doesn't want a drink just as much as a great server is respectful to honor someone who does want a drink.

Another element of being responsible is protecting the guest as well as yourself from potential legal problems. If you feel a guest has had too much to drink, you should immediately get a manager. You are responsible for the safety of your guests and you must make that call when you don't wish to serve them any more alcohol. Get a manager to handle that situation; many times an intoxicated person becomes unruly when you tell them you cannot serve them any more drinks. It is the manager's job to handle that situation, not yours. Remember, if you continue to serve a guest who is intoxicated and then they get into a car and injure themselves or someone else, you are legally liable for their actions while intoxicated. If you feel you have a guest who is underage it is your responsibility to ask them for ID. Make sure the person giving you the ID matches the picture and description on the ID. This is not meant to harass our guests, so please be pleasant about it. We will cover this more thoroughly later.

SALESMANSHIP

In any full service restaurant there are two kinds of servers and bartenders:

1. Order takers
2. Service-oriented salespeople

Restaurant “order-takers” treat their guest as an interruption of their job, rather than the focus of their job. The bad news is that order-taking is a habit forming behavior. The good news is that so is selling. You are a salesman and your income is based on your sales.

Here are four steps to being a successful salesman:

1. Being able to anticipate the needs of your guests
2. Being sure of the product that you are selling and not hesitating to inject that personal recommendation about a product.
3. Constantly use the persuasive powers of suggestion. Many times making a sale is a product of direct conditioning that can be induced by the art of suggestive selling.
4. Remember that your guest feels more comfortable trying something that is familiar.

Server Job Description

Servers are responsible for the satisfaction of all guests at all times. As our main contact with our guest, the success of our restaurant is significantly based on your ability to please our guests. You have only one major responsibility: service, service service!

Specifically:

- To smile
- To call guests by name (if they are regulars and you are familiar with it)
- To open doors for guests
- To lead them to their table
- To pull out their chairs for them
- To remember regular guest’s favorites, etc.

Operational Responsibilities:

- To always please the guest
- To represent yourself in a professional manner at all times
- To work with our managers/chefs to ensure a smooth running restaurant
- To proudly sell all of our menu items
- To assure the proper payments according to our Cash Control System
- To clear and maintain your station at all times
- To serve as a host/hostess when necessary
- To assist management with additional duties when necessary

- To train all new team members and help them excel at their new job
- To make sure the entire restaurant is immaculate and ready for the net shift
- To work towards the goal of making Matteo's the best restaurant it can be
- To always greet guests according to the One Minute Rule
- To run food as needed
- To know all of your menu items and to describe them well to all guests
- To know all of your wines and be able to match them with our food
- To arrive to work on time and wear the proper uniform
- To responsibly serve all alcoholic beverages

One-Minute Rule

Every table seated in the restaurant must be approached within one minute. If for some reason you are unable to greet your table within that one-minute period ask for help!

- We are a teamwork orientated restaurant and if it is not possible to greet your table it is the responsibility of everyone else in the building, never be afraid to ask for help, it is a sign of a good server.
- Likewise if you see a table that does not seem to have been greeted, do not hesitate to approach them and ask if they they have been helped yet, etc. Do not waste time to hunt someone else down to do it!
- When busy, it is appropriate to stop by a table and say, "I'll be right with you!"

Beverage Service

Coffee Service

- Do not carry a cup full of hot coffee through the dining room, you could get bumped and spill hot coffee on yourself or a guest. Coffee should be poured at the table.
- Carry the coffee cup right side up and do not carry the creamer inside the cup, carry it on the side.
- Pour the coffee into the cup on the table, not while holding it in your hand.

Water Service

Water will be brought to the guest only if requested. Lemons are by request as well.

Hot Tea Service

- Hot tea is served with a coffee cup on a saucer brought to the table, with a lemon and a coffee spoon.
- Hot water in a pot and the tea box are brought to the table.
- Let the guest select their choice tea.

Soft Drinks

- Soft drinks are served in a beverage glass.
- Glass should be full of ice, unless otherwise requested.
- Always leave the drink on the table while getting the refill. Deliver the refill and then remove the empty glass. A new straw should be delivered with each refill.

Bar/Wine Service

- Handle all glasses well below the rim. Never touch the top of the glass.
- When pouring a beer bottle for a guest, always ask the guest first if they would like a chilled glass. If the answer is yes then bring it to the table and ask if they would like you to pour it for them. If yes, pour the beer into the glass (tilt the glass slightly while pouring), and then set the glass and any remaining beer on the table.
- When opening wine, the following are steps of service:
 - Make sure the wine you receive from the bar is the correct vintner and vintage.
 - If you are serving white wine remember to bring a wine chiller to the table; red wine bring a charger.
 - Present the bottle of wine (label facing the guest) to the guest who ordered the wine, by stating the winery.
 - Once the wine is open pour the guest whom ordered the wine approx. two-finger width of wine so that person may sample the wine.
 - If the guest has approved the wine, pour the ladies (if there are any at the table) a glass first, then the gentlemen, finishing with the original guest who requested the wine. Note- a bottle of wine will pour five glasses, if you have a party larger than five, be aware to under pour so the final person will have more than a drop in their glass when you are done pouring
 - If there is wine left in the bottle after everyone has received a glass, place the bottle on the table.
 - When serving red wine, after all glasses have been poured, linen should be folded around the neck of the bottle in a professional manner in order to catch any drippage.
 - When pouring champagne, the process is the same except, the cork should be removed silently by twisting the bottle, not the cork with a napkin over the cork.
 - If you have a bottle that is a screw top, present the bottle as you would a corked bottle. When you twist off the top of the bottle, put the packaging in your apron. Do not put it on the table as you would a cork.
- **Remember these hints when opening wine:**
 - Read the label on the way to the table, it might have some good info.

- Always keep the label facing the guest.
- Never let any part of the bottle touch any part of your body.
- The cork should be pulled out slowly and cupped by your hand. It should never “POP”.
- Always pour the person who ordered the wine a sample, regardless if it is a woman.
- Once approved, pour women first, clockwise, go back and pour the men clockwise, ending with the person who ordered.
- When pouring champagne remember to pour slow or it will bubble over.
- Liquor ordered with a mixer (i.e. juice or soda) will be served in a highball glass
- Liquor ordered on the rocks will be served in a rocks glass

Bar Terminology

Back or Chaser: Water or Soda or another beverage served on the side.

Chill a Glass: Before making a drink, fill the glass to be used with ice and soda and let chill as drink is made.

Warm a Glass: Before making a hot drink fill the mug with hot water and let it warm for 30 seconds, then dump the water and make the drink.

Dirty: With olive juice.

Dry: Use only a dash of vermouth.

Extra Dry: Use no vermouth.

Highball: Liquor and a mix with cubed ice served in a beverage glass

In and Out/ Wash: Pour the liquor into the glass and swirl around and pour it out.

Naked: Use no garnish.

Neat: Liquor served straight from bottle without ice or mixer.

On the Rocks: A drink served over cubed ice.

Pony: One ounce of liquid.

Shaken: Shake drink hard in a metal shaker or glass.

Straight up: Usually a drink made with ice, strained, and poured into a chilled glass.

Tall: In a larger glass, allows for more mix (not more alcohol).

Up: A drink (2oz.) mixed and served with no ice (may also be chilled).

With a Splash: Liquor served with cubed ice, with a very small amount, usually less than $\frac{1}{4}$ of an ounce of a specified mixer.

Alcohol Responsibility

Service, Responsibility and Liability:

By law, servers, bartenders, and managers have the right and responsibility to refuse service of alcohol to any person who appears to be intoxicated, who is under the legal drinking age or who is a known, habitual alcoholic. We also have the responsibility to make sure guests do not become intoxicated in the first place. If someone enters your operation visibly intoxicated, you are obligated to try and prevent that individual from driving away. If he/she insists on leaving the manager must call the police.

Responsible Alcohol Service

Alcoholic beverages are rated by both proof and percentage of alcohol. The percentage of alcohol can be determined by dividing the proof in half (ex: 80 proof liquor is 40% alcohol). There is almost exactly the same amount of alcohol in the following drinks: 12oz beer = 4oz wine = 1.25 oz liquor (80 proof) = 1oz liquor (100 proof). These are considered one drink and contain approximately $\frac{1}{2}$ ounce of pure alcohol. Although beer and wine have a lower alcohol content than most spirits, they are consumed in larger quantities and can cause intoxication just as quickly as more concentrated distilled spirits. It is important for all servers and bartenders to be able to estimate how much alcohol a guest has consumed. The liver metabolizes alcohol at a constant rate, approximately one drink per hour. If there is excessive alcohol in the blood, the liver cannot speed up. Allowing the liver enough time to metabolize the alcohol is the only way to remove alcohol from the body. Coffee, cold showers, or exercise do not speed up the rate at which alcohol leaves the body.

How alcohol works in the body when a person drinks at a rate greater than one drink per hour:

Once in the blood alcohol is carried to the liver where it is broken down and passed from the body. The liver can process only one drink per hour. If a person consumes more than one drink per hour, the amount of alcohol in those extra drinks is backed up and remains in the bloodstream. It begins to affect the brain and the guest's behavior.

There are many factors which influence how rapidly alcohol is absorbed in the body:

- The amount of alcohol consumed and the time period over which the alcohol has been consumed. Remember, the liver can only metabolize about one drink per hour.
- Food- food slows down the absorption of alcohol. When the stomach is digesting food, it closes the valve leading to the small intestine and holds

any alcohol with the food, slowing the rate that alcohol is absorbed into the blood. Good foods to suggest to someone drinking are foods that take time to digest, such as fatty and high-protein foods slow the absorption of alcohol even more. Guests who are relaxing and eating snacks or food may not be drinking as much or as quickly. Offer food suggestions to accompany their drinks.

- Water dilutes alcohol and relieves thirst. Water should be offered when a guest appears thirsty or when you are attempting to slow down alcohol service.
- Carbonation speeds alcohol absorption. Drinks with carbonated beverages (champagne, tonics, sodas), pass through the stomach to the small intestine where they are absorbed into the body more quickly.
- Body size, type, gender- a person's body weight, fat to muscle ratio of body tissue, and gender all affect absorption. Women are normally smaller than men, have less water and a higher percentage of body fat. Because of this, women have a tendency to become intoxicated with less alcohol than men.

Generally, to keep a person's BAC (blood alcohol content) below 0.08%, the rule of thumb is:

- Small person: 1-2 drinks the first hour, one drink per following hour.
- Medium person: 2-3 drinks the first hour, one drink per following hour.
- Large person: 3-4 drinks the first hour, one drink per following hour.
- Moods- A person that is stressed or depressed may build up a lining in the stomach that prevents rapid alcohol absorption. That person may drink more, and when the lining dissolves, become quickly intoxicated. Fatigue causes more rapid absorption. Fatigue may also affect judgment.
- Drugs, Medication, Dieting- Drugs magnify the effects of alcohol. Even over-the-counter medication may be dangerous when consumed with alcohol. Guests using any drugs or medication maybe dangerous when consumed with alcohol. Guests using any drugs or medication may become intoxicated more quickly. Special care must be observed. Dieting people will usually have less food in their systems and become intoxicated quickly. All of the areas above indicate a "high risk" when consuming alcohol, and servers/bartenders should exercise extra caution when serving guests under any of these conditions.

Changes in behavior are a warning sign of the amount of alcohol in a person's body. Caution signs to look for are:

- Relaxed inhibitions: becoming overly-friendly, brooding, quiet, using foul language, becoming loud and obnoxious, making loud comments about others.

- Impaired judgment: complaining about the strength of a drink, drinking faster or changing to stronger drinks, making argumentative/irrational statements, becoming careless with money, buying rounds of drinks.
- Slowed reaction time: difficulty maintaining train of thought, slurred speech, loss of eye contact, drowsiness.
- Loss of motor coordination: staggering, falling down, bumping into things, spilling drinks, slipping off bar stools, etc.

If you observe any of these signs, inform a manager immediately!

Laws Pertaining to Alcohol

In all US states you must be 21 to purchase alcohol. Ohio allows servers 19 years and older to carry alcoholic beverages to a table. However it does not allow servers under the age of 21 to pour these beverages. If you are under 21 and your table orders a bottle of beer, just do not pour it for them. If they order a bottle of wine find an older server or bartender who is not busy, or grab a manager to do the wine service for you (remember... we are a team!)

Verifying proper ID

Guests can look older than they are, for this reason we always encourage our service staff to check an ID on anyone that appears to be under 30 years of age.

Remember that we have the legal right to refuse alcohol service to anyone. Please consult with a manager when in doubt. Also remember that you can be held criminally liable for serving a minor.

Typically acceptable forms of ID include:

- Driver's license
- State ID card
- Military ID
- Passport
- Immigration card

When checking an ID, make sure to look for the following items:

- The owners birth date.
- It is current (an expired license is never valid).
- And owners signature.
- Is it genuine? (Take all reasonable measures to check this, check things like holograms, layout, etc.)

Dealing with Tough Situations

Unfortunately, there may be times when a situation arises that will involve a guest who has too much to drink. Always make sure to get a manager involved at

the earliest suspicion of such a situation. The manager is responsible for making the decision to stop service.

The proper way to stop alcohol service to a guest would include:

- Make sure there is more than one person aware of the situation. When the manager goes to the table to talk to the guest, there should be a secondary person near by to assist if needed. Make sure this person is not so close as to pose a threat but is close enough to react if necessary.
- Ask for the help of a friend or someone else at the table. If you have to stop service, this individual may be able to get the intoxicated guest to stop drinking or at least, smooth things over if you have to stop service.
- Wait until the guest orders another drink. If they do not, stopping service may be unnecessary (although transportation home may still be an issue).
- If service has to be stopped, keep the conversation as low key and quiet as possible. Be very conscientious of possibly embarrassing the guest. Do this by:
 - Showing concern: let the guest know that you care about their well-being and you want them to get home safely.
 - Don't be judgmental: make the guest aware that you and the establishment are legally responsible for alcohol service and that the law and company policy would prohibit you from serving any more alcohol. Take the focus off of you and put it somewhere else.
 - Be sincere: let the guest know that you care about their well-being. Listen well and express your understanding of the situation. Maintain eye contact.
 - Don't back down: remember that it is against the law to serve an intoxicated guest and that both you and the restaurant could be held accountable. Repeat your decision and don't let threats, aggressiveness, or foul language change your mind. "Just one more, please" is not a good enough reason to change your stance.
 - Offer other non-alcoholic drinks in place of the alcohol: this will allow the guest to still be part of the group that might still be drinking. Additionally, this will offer time for the alcohol to process within the body.

If another guest continues to pass alcohol to the guest that was stopped, we must remove all alcohol from the table. Remember that this pertains to a regular guest as well. Even if there is a friendly relationship between the staff and the regular, you must remain firm and know when to draw the line. Use the relationship you have formed as a tool to help convey the care and concern that motivated the decision.

So What Do You Do If a Guest is Attempting to Leave The Restaurant and They are Obviously Intoxicated?

If the guest arrived at the restaurant with others, who are capable of driving, then ensure that the guest is leaving with those others as well. If not, find out how the guest was planning on getting home.

- Try to convince the guest not to drive.
- Offer to call a friend or relative of the guest.
- Offer to call a cab.
- Warn the guest that you will have to call the police if they insist on driving.
- Call the police with:
 - Make of car
 - Model of car
 - License plate number
 - Direction guest was heading

If a guest arrives at your location and has already had too much to drink someplace else, make sure that all concerned are aware and that no one serves the guest a drink. Even if the guest does not have a drink at your location, they cannot drive away from the restaurant!

Other Points to Remember

- Guests who consume alcohol until they become intoxicated, guests who are allowed to drive away drunk and minors who are served alcohol are considered to be a danger to themselves and others.
- Intoxicated guests must not be served alcohol and they must not be allowed to drive away drunk.
- 25,000 people a year are killed in alcohol-related crashes.
- Over half of these drivers have had a BAC of twice the legal limit.
- 10,000 of these deaths are young people between the ages of 16 and 24.
- 37% of all alcohol consumption takes place in bars and restaurants.
- Servers and managers may be held responsible under criminal law if they serve someone to the point of intoxication who then has an accident and injures himself or someone else.
- Likewise, servers and managers may be held financially liable under common law or state legislation. The victim, or the family of the victim can sue the server, the establishment, and/or the owner. This is called third party liability.
- Policies and procedures not only help prevent incidents, but also help establish a defense against action or civil liability.
- Responsible beverage service need not mean lower check averages and tips for servers.

Service Until the End

We deliver 100% service until all of our guests have finished and left. This includes guests that have paid and are still seated. The only exception to this is by management approval. In the case that management has approved a server (or even more rarely a bartender) leaving before all of their guests have left, the server or bartender leaving must find another server or bartender to take responsibility for their remaining guests and introduce them.

Random Additional Information and Reminders

- Never stack more than two glasses together (no glass towers).
- Always check your section first, side work second, silver third, check out last.
- Never call behind the line if there is an expeditor present. Always communicate with the head chef/cook or expeditor.
- Never put spoons or knives directly into the food. Deliver them to the table before the food arrives on a napkin.
- Try to never talk at length to a table with dirty dishes in hand. A quick ‘I’ll be right over!’ is fine.
- Never stack dishes on the table. In fact, never set anything on a table that is not being consumed.
- Always ask permission to use the phone. Inform a team member if you need to use the restroom and have them watch your section. Never leave the dining room without asking a manager.
- A server is to be in uniform from the time they get out of their car to the time they get back in it.
- Never go behind the bar or crowd the expeditor (if there is one)
- Read your tables, some guests love the interaction, and others don’t want any interaction. When you first greet a table you can usually tell if they want you to be a big part of their experience or not
- If your table wants you to interact a few ice breakers are:
 - Ask them if they have been to our restaurant before
 - Tell them about our restaurant
- Remember to serve food from the left of the guest and remove food from the right when possible
- All beverages should be served and removed from the right when possible
- If your guest happens to be left handed, do not move all of their drinks back to their right side, go the extra step and serve them to the left.
- When serving dishes, remember the meat or fish, or “main” part of the dish should face the guest, or be closest to the guest
- Try not to reach in front of or across a guest, reach and serve or remove from the side of the guest
- We are ladies and gentleman, serving ladies and gentlemen, not “guys”, “dudes”, “chicks”, etc.

- Remember our goal for lunch service is to get our guests in and out in under an hour

Host/Bartender Standards:

Black pants, dressy black top. Hostesses may wear black dresses on approval. A neat, professional appearance is important.

Server Uniform Standards

Shirt:

Long sleeve black shirt, clean and lint free. Guy's shirts must have a collar (long sleeve polo).

Pants:

All black- no faded, stirrups, stretch or denim. Pants must reach to the top of the shoe. We recommend a cotton/poly blend that will not fade as easily. Pants should fit well and not cling tightly to the body. Just like with the shirt no wrinkly, messy pants please. If you have belt loops, a black belt should be worn.

Shoes:

All black, clean, and in good shape with rubber soles. No platforms, high heels, boots, or open toed or topped shoes. If we can see your socks they must be black. Otherwise nothing too flashy, crazy, or bright.

Apron:

In addition you will be provided with an apron that you are responsible for keeping clean and neat at all times (again, no messy wrinkly ones please!)

Additional Items:

Pens, wine key, crumber, lighter, and a \$25.00 bank of change are also part of your uniform and you will be expected to have these at all times.



Kitchen Communication

It is extremely important to communicate with the kitchen when a guest has allergies and/or dietary restrictions. Always check that the kitchen is able to provide a special request. Always use the “allergy” modifier to ensure that the chef takes all the precautionary measures.

Timing/Table Turns

Getting the guest in and out as quickly as possible is important but it is equally important not to rush your guests through their meal. The most important thing to do is to keep the timing and the flow of the meal in control. Kitchen communication is essential. Communicating special requests, long ticket times, etc. will keep you and the kitchen in control of the timing of the table; therefore allowing you to turn the table as quickly and smoothly as possible.

Ticket Times

If you have a table with a long running ticket time always make a manager or supervisor aware ASAP. Certain items will automatically run longer (i.e. a Steak and Pasta well done) it is necessary to adjust your timing to ensure your food comes out in a timely manner.

Multiple Seating

Being double or even triple sat is never a planned occurrence but it is bound to happen at times. The most effective way to handle a double seating is to handle them as one table. Take drink orders for both tables, then go to the bar, deliver drinks to both tables, then take orders at both tables, etc. If you cannot get to the second table within One Minute, ask for help! Everyone is bound to get busy at times- just slow down and think before you act, consolidate steps, and always ask your neighbors for help.

Unhappy Guests

Always listen to your guest, try to anticipate their needs. An error in service may cause a guest to become unhappy but genuine kindness and immediate attention generally will remedy any situation. Be sure to always let a manager know of any problems or POTENTIAL problems.

Answering the Phone

When answering the phone we say “(Good Afternoon/Morning/Evening), thank you for calling Matteo’s, this is (your name), how may I help you”? It is everyone’s responsibility to answer the telephone within three rings.

- If the phone is ringing and there is not a host at the host stand, it becomes the server’s responsibility to answer the phone.
- Always ask who is calling, the first question a manager is going to ask you is “Who is it?”

Tips for Answering the Phone

- Always sound like you are smiling when answering the phone.
- Always state your name when answering the phone!
- Remember this maybe a guest's first impression of our restaurant, so always be courteous, friendly and patient as possible.
- Always know the daily features and prices and be able to recite them.
- Be knowledgeable about the menu.
- If a guest is present at the hostess stand always put the guest on the phone on hold.
- Always wait for the guest's response before putting them on hold.
- Be familiar with directions to the restaurant from around the city.
- When the caller asks to speak to a manager/chef, always ask "May I tell them who is calling?"
- If the hold button starts beeping and you are not sure who is on hold, pick up the call and say "Thank you for holding, may I ask who you are holding for?"
- Always take accurate messages and be sure they are delivered to the appropriate manager

Reservations

When a guest is calling for a reservation:

- Ask how many will be in their party, if it is larger than six then it will be referred to a manager.
- Find out:
 - What day and time they are interested in.
 - First and last name.
 - Phone number with area code.
 - Number of guests.
 - Any special requests or special occasions, or other items of note.
- Find a manager or host that can determine if we have availability for that time.

Tipping out Support Staff

Our tip out policy is based on a percentage of sales, not a percentage of your gratuity made. Servers must use the following tip out guidelines:

Lunch 5% of beverage sales to bartender

Dinner 5% of beverage sales to bartender

1.5% of total sales to server assistants (if there is one)

If you are on a double and you have cashed out and tipped out at lunch, you must clock out before you start your dinner shift to clear your report so you can start a new shift.

Tip Claiming

By Federal Law employees must claim 100% of their tips. As a server Micros (our POS system) will claim all of your credit card tips for you. Cash tips on the other hand, are not claimed for you. Servers are responsible for claiming their cash tips at the end of their shift when clocking out. During the clock out process Micros will prompt you to declare your “direct tips earned”. This is when you entered any cash tips earned. The computer will then prompt you for “indirect tips” earned. Do not enter anything for “indirect tips”.

Please try your best to claim as close to what you have made in a shift every shift. If you consistently do not we can be flagged by the IRS and audited, and if one of us is audited, the entire restaurant is audited, and being audited as a server is no fun at all.

Cell Phone Policy

There are to be NO cell phones on the floor, no exceptions. If there is an emergency the restaurant is equipped with plenty of phones

Schedules

Schedules are prepared to meet the work demands of the restaurant. As the work demands change, Matteo’s reserves the right to adjust working hours and shifts. Schedules will be posted weekly. Each employee is responsible for working his or her scheduled shifts. Keep in mind the weekends are our most crucial shifts.

You should arrive for your shift with enough time to make sure you’re ready to work when your shift begins. We suggest that you arrive 10 to 15 minutes before your shift begins so that you have time to get settled and ready for your shift. You should clock in when your shift begins and be ready to start work immediately. Employees must enter and exit through the back door during business hours, not the front door.

The restaurant will require high levels of staff on or around holidays, and other special events. We understand that you have a life outside of the restaurant and we will always try to find a way to work with you on your schedule requests.

Schedule changes may be allowed only if you find a replacement and get management’s approval. Schedule requests need to be submitted at least 2 weeks in advance. We do ask you to remember just how crucial each position is to the proper functioning of the restaurant. Please remember that even though we will try to accommodate your requests, there is no assurance that you will get the requested time off.

Standards of Conduct

It is important for all employees to be fully aware of the rules, which govern our conduct and behavior. In order to work together as a team and maintain an orderly, productive, and positive working environment, everyone must conform to standards of reasonable conduct.

SOME EXAMPLES OF CONDUCT THAT MAY RESULT IN DISCIPLINARY ACTION UP TO AND INCLUDING IMMEDIATE TERMINATION:

1. Not showing up for a shift without covering it or letting us know you have a valid reason to be excused.
2. Clocking another employee "in" or "out" or having someone do the same for you.
3. Leaving your job before the shift is over without permission.
4. Use of abusive language around guests.
5. Disorderly or indecent conduct.
6. Theft of customer, employee or restaurant property including items found at the restaurant.
7. Theft or mishandling of restaurant funds.
8. Refusal to follow instructions.
9. Engaging in harassment of any kind toward another employee or customer.
10. Failure to consistently perform job responsibilities in a satisfactory manner.
11. Use, distribution or possession of illegal substances on restaurant property or being under the influence of these substances when arriving to work or during work hours, or having alcoholic beverages before, during or after shift or anywhere on the property of the restaurant. This is a zero tolerance policy.
12. Intentional waste or destruction of property.
13. Actions or threats of violence to another employee or customer.
14. Excessive tardiness.
15. Habitual failure to clock in or out.
16. Disclosing confidential information including policies, procedures, recipes, manuals, or any information to anyone outside the restaurant.

17. Rude or improper behavior with customers including the discussion of tips.
18. Failure to comply with the restaurant's personal cleanliness and grooming standards.
19. Failure to comply with restaurant's uniform and dress requirements.
20. Improper serving of alcohol, including checking for proper identification and serving intoxicated guests.

Absences

1. All employees are expected to work on a regular consistent basis and complete their regularly scheduled hours each week. Excessive absenteeism may result in disciplinary action, up to and including termination. Disciplinary action taken because of absenteeism will be considered on an individual basis, following a review of the employee's absentee and overall work record.
2. If you are going to be late or miss work, employees are expected to cover their shift and call the restaurant or manager on duty and let them know who will be covering.
3. Any employee who does not call or report to work for two consecutive shifts will be considered to have voluntarily resigned employment at our restaurant.
4. Prior to taking a leave of absence for purposes of vacation, personal leave, military or jury duty, or other planned absence, an Employee Leave Request must be made. An Employee Leave Request shall be submitted via email or in writing to the proper manager and consist of your name, dates requested off, and the reason for the request.
5. Employee Leave Requests should be submitted at least two weeks prior to the scheduled leave date, unless the request is due to an unexpected emergency. The nature of the emergency should then be shared with an owner/manager.
6. To return to work from an accident or medical leave, all employees must present a doctor's release.
7. Any employee who fails to return to work at the expiration of a personal leave of absence will be deemed to have abandoned their job, unless our restaurant is notified of a satisfactory reason for not returning.

Tardiness

Employees must be prepared to start work promptly at the beginning of their shift. Your scheduled time is the time you are expected to be ready to work, not arrive at the restaurant. Repeated tardiness is grounds for termination. If it is not possible for you to begin work at your scheduled time, call the restaurant and speak to the shift leader on duty.

Resignation

You are requested to give a two-week notice of your plans to leave the restaurant. A notice is important so that we have time to hire someone to take your place. Giving a two-week notice is a professional courtesy and assures that you are eligible for re-hire.

Time Clock Procedures

You may clock in within 5 minutes of the start of your shift. All hourly employees are given an employee ID number to clock in and out on the Restaurant's POS system. If you do not clock in or out you will not get paid. If you forget, tell the manager on duty so that it can be corrected in the computer.

Tampering, altering, or falsifying time records or recording time on another employee's ID number is not allowed and may result in disciplinary action up to and including termination.

Workers Compensation

Workers' compensation provides benefits for employees who suffer personal injury from accidents or illnesses arising out of, and in the course of, their employment with the restaurant. An employee who is injured on the job, regardless of the severity of the injury or illness, should:

1. Immediately report the occurrence to the manager on duty.
2. The manager on duty will need to obtain information as to exactly what happened, how the injury or illness occurred, the exact time and location, as well as any witnesses to the occurrence.

If an employee experiences a disabling work injury, the nature of which necessitates an absence from work, a manager will provide the employee with information concerning his or her lawful benefits.

Handling Customer Complaints

No one enjoys being the recipient of customer complaints, but complaints are to be expected as part of being in the hospitality business. Complaints can even be viewed in a positive light if they are handled properly, as they can give us insights as to how to make our restaurant better. A demanding customer forces us to be

our best, and resolving complaints satisfactorily can even increase customer loyalty IF they are handled properly.

When faced with a customer complaint:

1. Don't get defensive, apologize and remove the offending item immediately. Be sure you listen to the customer and acknowledge the issue.
2. Explain how you can rectify the problem. If you are unsure of how to properly rectify the problem, seek out your manager on duty as quickly as possible. Don't hesitate to seek out a manager if you feel the situation is out of your control.
3. Always, ALWAYS, inform the manager on duty of any incidents involving customer complaints, even if you believe you have resolved the issue.

Do everything you can to let the customer know you care and that this isn't the kind of experience you want them to have at our restaurant.

Meetings

Meetings are held for a variety of reasons and can include new menu offerings, upcoming promotions and events, training, policies, etc. Such meetings are treated as a shift and attendance is mandatory. Only manager-approved absences will be accepted. These meetings also offer employees the opportunity to provide valuable input for feedback and provide suggestions to enhance our working environment and the operation of the restaurant.

Safety

Our restaurant is committed to maintaining a safe workplace for all of our employees. The time to be conscious about safety is before an accident happens. Safety is everyone's responsibility and is a regular, ongoing part of everyone's job.

Sanitation

We are obsessed with sanitation and food safety! Due to the nature of the restaurant business, it is ABSOLUTELY ESSENTIAL that EVERYONE follows safe food handling procedures. This is one area of the restaurant where there is absolutely no compromise. NEVER take shortcuts on food safety and handling. Every day we are entrusted with the health of our customers. This is a huge responsibility, one that we must never take lightly.

HANDWASHING: Always wash your hands after using the restroom, smoking, touching your hair or face, eating, sneezing or coughing, touching raw proteins, or any other time they become dirty.

SANITIZE: Everything. Besides clean hands, use sanitizing solution to frequently clean counters,

HANDBOOK RECEIPT

This Employee Handbook does not constitute a contract of employment either in whole or in part. The restaurant reserves the right to add, delete, or change any portion of the Employee Handbook with or without notice.

Your signature below indicates:

I acknowledge receipt of, and have read, the Employee Handbook that outlines my obligations as an employee of Matteo's restaurant. I understand the Standards of Conduct and each of the rules and regulations which I am expected to follow, as well as the additional policies. I agree to abide by all of them.

Employee Signature/Date

Manager or Owner Signature/Date