

For evaluation only

**DIRECTOR GUIDE**  
**Sample**



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- Recruiting Quality 'Cast Members'
- Achieving Great Service
- Techniques for Training

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## ACHIEVING GREAT SERVICE

- ☆ The service plan
- ☆ Setting service goals
- ☆ Monitoring results
- ☆ Motivation
- ☆ Implementing service standards

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The checklist below can be used as a general overview of the areas that should be evaluated as part of a plan to improve service within your restaurant.

- The systems currently in place ensure that customers are served consistently high-quality food.
- Purchasing, receiving, storing, and issuing standards are effective in preserving the quality of food.
- Staff have the tools, equipment, and supplies they need to serve customers well
- Staff are well trained in serving customers and performing their jobs
- The facilities and equipment are maintained to ensure cleanliness and efficient food production

Using the checklist above as a guideline, list any relevant goals for improvement in each area.

Goal 1

Goal 2

Goal 3

Goal 4

Goal 5

From your list of goals, set priorities by differentiating between short-term and long-term goals. Decide which goals you can accomplish within the next month; within the next six months; within the next year; and within the next five years. You should review and modify your goals as necessary.

**Priority 1 :**

Time-frame:

**Priority 2 :**

Time frame:

**Priority 3 :**

Time frame:

**Priority 4 :**

Time frame:

**Priority 5 :**

Time frame:

### Determining and Applying Resources

Now that you have identified your restaurant's service goals, consider the resources you have to achieve them. Your job as manager is to utilise the available resources to achieve your goals. You have two basic types of resources:

- 1) Human resources- the people who work for you
- 2) Material resources- the equipment and materials used to operate the business. What food, equipment, and other material resources will you need to achieve your goals?

**Focus groups:** This is a group of customers called together regularly to brainstorm with you on how you can improve customer service. Many successful service managers have used weekly or monthly focus groups to make customer service improvements.

**Feedback from staff:** Staff are a source of many practical and innovative ideas. You may want to hold focus groups with key staff chosen from each department. At the focus group meeting, these staff should feel free to say anything about the restaurant without recrimination, and with the assurance that no one will repeat outside the meeting anything that was said inside. Many good ideas have resulted from employee focus groups. Varying the staff in the focus group periodically gives all staff an opportunity to contribute.

### The Service Guarantee

Many restaurants have begun to use service guarantees successfully. Examples of such guarantees include a guaranteed pizza delivery within 30 minutes or a guaranteed lunch within 10 minutes of being seated.

Guarantees enhance your image as an excellent business, and encourage people to try your service because you have reduced the risk involved. But you must be ready to meet your promises. Consider a guarantee only after you have the systems in place to meet it. Of course, on the rare occasion when you do not live up to your guarantee, the customer should get what's coming—the free pizza or free lunch—without question.

A service guarantee is the final system to put in place after you have identified your mission, established your goals, identified resources, and put your plans in motion. Implementing a guarantee is likely to uncover new problems you did not expect, setting into motion again the process of planning and managing customer service.

### Motivation

The most important thing you can do is to give your staff a reason to care about customer service. Their motivation is a condition of everything else you want from them. Even if they have training and know how to perform, if they do not care, they are not going to deliver outstanding service. Motivation is the key to excellent customer service.

By the way you react to their jobs, you show your staff that their work is important to the restaurant's success. Take the time to notice and comment on the staff's work, so he or she knows it is important.

As owners or managers of a business, your profitability is directly related to the performance of your staff. The key is to provide the environment which ensures that staff remain self-motivated.

Many restaurateurs introduce contests and incentives to improve service and boost average spend. Incentives can be quite effective for these purposes, as long as they aren't intended to eliminate the causes of poor staff motivation.

In order to pin-point the cause of poor motivation, restaurateurs should first ask this question- Does management effectively communicate the service methods, policies, and standards required, and do the staff understand the reasoning behind them? In addition, have the staff been trained in the proper skills to apply them?

The primary cause of poor or low motivation is based on a lack of communication. Before staff can meet or exceed the expectations required of them, they must first know what those expectations are. Without communication and training, any effort to improve motivation will have little or no impact.

## IMPLEMENTING SERVICE STANDARDS

Setting Service Standards- Worksheet

### ▶ INITIAL GREETING AND DRINKS ORDER

1. Greet your guests within the first \_\_\_\_\_ seconds of their arrival at the table
2. Offer minimum \_\_\_\_\_ possible DRINK selections- by name
3. Suggest still or sparkling water in addition to drink order
4. Drink orders should be delivered within \_\_\_\_\_ minutes of the guests being seated

### ▶ STARTER ORDER

5. Offer at least \_\_\_\_\_ choices for starters- by name
6. Starter delivered within \_\_\_\_\_ minutes of order being taken
7. Check-back made within \_\_\_\_\_ minutes to ensure Guest satisfaction
8. Clear starter plates within \_\_\_\_\_ minutes- when all guests have finished

### ▶ MAIN COURSE

9. Offer at least \_\_\_\_\_ choices- by name
10. Suggest \_\_\_\_\_ options for side order- by name
11. Drink refills offered for glasses below 1/2 1/3 1/4 full (select one)
12. Main course delivered within \_\_\_\_\_ minutes of order being taken
13. Check-back made within \_\_\_\_\_ minutes to ensure guest satisfaction
14. Clear plates within \_\_\_\_\_ minutes-when all guests have finished

### ▶ DESSERT ORDER

15. Present dessert menu within \_\_\_\_\_ minutes of main course cleared
16. Suggest dessert before coffee
17. Suggest \_\_\_\_\_ options for dessert order- by name
18. Dessert served within \_\_\_\_\_ minutes of order
19. Suggest after dinner drinks by name- before the coffee or tea

### ▶ THE CHECK / PAYMENT PROCESSING

20. Present the check when last dessert plate or after dinner drink is finished
21. Return with change within \_\_\_\_\_ minutes of receiving payment

It is much easier to prevent problems before they occur than to fix them after they make a customer unhappy. The best way to prevent most complaints is to ensure that all jobs are done with care.

### Recognising Problems

Some problems are easy to recognise, especially when a customer is shouting and demanding something of you. However, most problems are more difficult to recognise because the large majority of customers will not shout, or even complain, if they are unhappy.

What problems in your restaurant can be prevented by you and your staff doing things with more care or proper training?

What problems in your restaurant can be prevented by some changes in policy?

Train your staff to ask customers if everything was enjoyable in such a way that the guest feels free to answer honestly. Rather than ask "Was everything okay?" ask did you enjoy the food/service?" or "Were employees helpful?"

Be sure you and your staff never...

- Ignore customers
- Rush customers who want to linger
- Leave customers waiting without acknowledgement
- Serve substandard food
- Allow customers to sit at sloppy or dirty tables
- Allow unsanitary conditions anywhere in your operation
- Behave indifferently or rudely to a customer

If there is any indication in the guest's manner that something is lacking in service or the meal, encourage the customer to tell you the problem.

Teach your staff to be sensitive to some of the more subtle signs that indicate a dissatisfied guest:

Looking irritated or annoyed

Not finishing a meal

Avoiding eye contact with employees

Saying unconvincingly that everything was "okay"

### Handling Complaints

It is traditionally held that the customer is always right. A more practical dictum might be that even when the customer is wrong, the customer is always the customer. This means that because customers are the only reason you are in business, they all deserve to be treated respectfully and professionally, even when their demands seem unreasonable. The majority of customers with complaints do have a valid reason for being unhappy, which should be corrected.