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Introduction to FOH Server Manual

Welcome to the FOH

Welcome to 3 Stacks Smoke & Tap House! As the newest addition to our Front of House (FOH) team of servers, we here at 3 Stacks would like to congratulate you. As a server of an up and coming restaurant chain, we want you to take pride in your position and realize the opportunities ahead of you. We opened the doors of our first and only location to the public in February of 2013. By February of 2014, we reopened those same doors with a completely remodeled, full-service restaurant even better than before, as you see in Figure 1. Without hardworking employees like you contributing to our success, our dream of establishing a chain of 3 Stacks would never come to be. Once again, welcome and we look forward to having you on our team.

Figure 1: 3 Stacks Smoke & Tap House

Overview to FOH Server Manual

This employee manual was developed to explain some of the common responsibilities for our FOH servers and to outline daily procedures related to opening and closing the restaurant. As a newly hired server, you should read through the entire manual prior to your first training shift. Any questions you may come across can then be brought up to your trainer or management as needed. You can prepare for your first training shift by familiarizing yourself with the procedures illustrated in this manual. Although we will cover your job expectations while opening, working your shift, and closing, you should avoid interpreting this employee manual as a comprehensive handbook that covers every aspect of company policy. Situations in the service industry commonly arise that require management to make decisions specific to the circumstances at such time.
Overview to FOH Server Manual (Continued)

Consequently, it is your responsibility to follow the directions of our management should a situation occur that this manual fails to cover. 3 Stacks Smoke & Tap House reserves the right to change any material covered in this manual as deemed necessary. Our management team will inform you in the event that these changes take place. It is your responsibility to comply with the instructions we present to you.
Chapter One: Overall Job Expectations
Overall Job Expectations

Uniform Expectations

We will provide you with 2 of our company shirts, 2 aprons, and 1 server book to hold your orders, receipts, and any cash paid to you by our guests. In order to complete your uniform you will need at least:

- 1 pair of blue jeans
- 1 pair of black non-slip shoes
- 1 black belt
- 1 pair of black socks

Your blue jeans must be free of holes, colored designs, or any tears. Your uniform should be clean and free of any wrinkles, stains, or holes. The company shirt we provide to you must be tucked in and the apron we provide must be tied snugly around your waist, as shown in Figure 2. If you lack a pair of non-slip work shoes you will be sent home until you have a pair as the kitchen, expo, and dishwashing station floors generally remain slick and dangerous.
Uniform Expectations (Continued)

We also expect an acceptable level of hygiene when you come to work. This includes showering, grooming any facial hair appropriately, and avoiding any excessive cologne or perfume. For employees with hair to or past your jawline, we require that you pull or tie your hair back to avoid any food contamination. When you come in for your scheduled shift you must be prepared to work. This means that you must be in full uniform prior to entering the building.

Conduct Expectations

Here at 3 Stacks we expect our employees to be professional in their appearance and also in their work ethic. Below we will outline some of our founding principles of conduct that we expect you to maintain. This outline is an incomplete representation of our expectations and any questions should be directed to your management team or your General Manager

Communication in FOH

Always communicate with your coworkers and management team. If you find yourself becoming overwhelmed or unable to handle a particular situation you must communicate this to the appropriate person. Avoid waiting until the situation gets out of control before communicating the circumstance to someone. We all hold each other accountable to help one other but without the proper communication, problems that we can avoid escalate unnecessarily.

Attitude in FOH

We expect you to come to work with a positive attitude. We all have our own life and stress outside of 3 Stacks but, to maintain professionalism, we expect you to leave it at the door. Always greet our guests with a smile and in a polite, respectful manner. We expect you to provide exceptional service and maintain a calm demeanor.

Assistance in FOH

What we mean by assistance is that we require you to help our guests and fellow coworkers, but also know when to ask for assistance. Working in the service industry is a team effort and we all have to work together. If you find yourself with spare time, make sure that you assist your coworkers by running food, taking drink orders, or anything else they may need. Also, if you find yourself presented with a question you lack the knowledge to answer or need help in general, make sure you seek another coworker’s assistance.

Quality in FOH

You make up our last line of defense when it comes to the service industry. As a 3 Stacks server you will be one of the primary employees to deliver food, which means you are the last person to see the food before your guests do. We hold you responsible for double-checking the quality of everyone else’s work before the food reaches our guests. You must be conscious of any modifications to your orders that the cooks may have accidently overlooked. Also beware of any dishes or glasses the dishwashers cleaned inadequately. We ultimately hold you accountable for the overall quality of our guests’ experience.
Chapter Two: Shift Expectations
Shift Expectations

Running Side Work

We expect you to do more than simply take our guests’ orders and refill drinks. Figure 4 displays a properly maintained station which aids in the smooth progression of a shift. We hold you accountable for keeping the shift running smoothly. This includes all of the expected responsibilities of a server such as:

- Refilling drinks
- Assisting guests
- Running food
- Refilling ice at beverage stations
- Changing empty soda cases
- Restocking glasses
- Pre-bussing all tables
- Replacing the sanitizer solutions

We avoid including a complete list of your responsibilities, because circumstances may arise that are not commonly found in our daily routine. You may be required to clean an unexpected spill or broken dishware, roll silverware, or any number of things as necessary during the shift. Your management team will designate responsibilities to the entire FOH serving staff as required each shift.

Figure 4: Properly maintained station
Time Management

Your ability to manage time appropriately is one of the most crucial responsibilities we will hold you accountable for. Everything in our restaurant is centered on time, how long our guests have to wait for a table, how long it takes a table to order, how much time it takes to prepare our guests’ order, and so on. Generally we give you a section with 4 to 5 tables like those displayed below in Figure 5. During peak times the majority of your tables, if not all of them, quickly fill.

![Figure 5: 3 Stacks FOH](image)

We expect you to manage these tables and your timing accordingly. You will have to learn when to submit appetizer orders and how long to wait afterwards before you can enter the rest of the guests’ order. If you fail to do this correctly our guests’ meal could arrive at their table before the appetizer is even finished cooking. You will also have to time your actions and prioritize according to the guests in your section and their needs. For example, if you already started your first table with drinks and were on your way back to take their order when you noticed another table arrived, you would have to prioritize one table over the other.

Your ability to multitask becomes very important here, as you save time by grabbing the new table’s drink order on your way to take the food order of the first table. At this point it would be most efficient for you to enter the food order of the first table so that the cooks can arrange the order while you prepare the 2nd table’s drinks. Although this is only one example, the fundamentals of managing your time and multitasking will be important throughout all the circumstances you will encounter while working.

Ultimately practice makes perfect and you will develop your own personal methods of meeting these expectations of proper time management, as well as the ability to multitask effectively. Our goal is to provide you with the tools and resources necessary to succeed.

(* * * Opening/Closing Expectations cut to meet page limit requirements * * *)
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1. **Dishwasher** - A “Back of House” (BOH) employee responsible for cleaning all silverware, utensils, dishes, and glasses.
2. **Expo** - The “pass bar” area between the kitchen and server station, where the BOH employees set the food down on trays as they complete the order for the server to then take out to the floor.
3. **FOH** - Acronym that stands for “Front of House”, or the area of the restaurant consisting of the tables, patios, host stand, and bar area.
4. **General Manager** - The highest management position in the restaurant below the owners. Any problems you encounter that lower management is unable to solve should be brought to the General Manager’s (GM) attention.
5. **Guest** - In the context of this manual, we consider the customer coming in to eat at our restaurant our “guest”.
6. **Management** - Refers to all of management staff in the FOH and BOH including the Floor Manager, Assistant Manager, Bar Manager, Line (BOH) Manager, and the General Manager.
7. **Server** - A FOH employee responsible for taking guests’ order, refilling drinks, running food, accepting payment, and several other FOH responsibilities.
8. **Server Book** - The small black book we will provide you to keep track of your orders, receipts, tips, and cash paid to you by our guests.
9. **Service Industry** - In general, the Service Industry is compiled of any business that centers around customer service, whether it is retail, food, job services, etc. In the context of this manual, the Service Industry is defined as the food or restaurant business.
10. **Shift** - Your scheduled time to work each individual day. An example of a closing shift would be from 4:00 P.M. to 11:00 P.M.
11. **Roll Silverware** - “Rolling silverware” is a daily responsibility for servers in which you place a set of silverware in a linen cloth, and then roll it in a presentable fashion for the guest.