Hospitality Training Handbook

it's not about how bad you want it...

it's about how hard you're willing to work for it.
Welcome to the Weraetalent Hospitality handbook.

This is not a definitive guide to working in hospitality, it is a guide to the standards and performance expected by our clients in general with an overview of some of our key client needs.

Use this as a guide in your training and also as tool after you have completed training to keep your skills and knowledge refreshed.

*Talent, Attitude and Motivation* are key to a successful working life with us.

Talent - This is something everyone has, we will help to ensure you use it to the best of your ability.

Attitude – You can choose this every day, a ‘Can do Attitude’ is fundamental to working for Wearetalent.

Motivation – You need to want to work, and want to be part of what we do.

If you display these 3 key attributes you will have an enjoyable time with us at Wearetalent, and hopefully you will learn new skills and meet new people.
Uniform and Presentation

Wearetalent Recruitment and our Clients require the highest standards of presentation at all times. Therefore it is mandatory that all staff adhere to the following uniform and presentation standards at all times.

Please find below uniform and presentation policies:

**Personal Presentation:**
Arrive at every event looking smart and in a presentable state ready to work.

1. High standard of personal cleanliness
2. No jewellery permitted with the exception of a wedding band. (Small stud earrings girls only some events) no chains or necklaces under shirts.
3. No visible piercing permitted including tongue piercing. Any piercing will be asked to be removed on site (but please don’t turn up with them in the first place).
4. No nail varnish or false nails.
5. No excessive make up or perfume.
6. Hair – must be clean, tied back with black band. (Blond or hair toned if applicable) Coloured hair bands are not permitted.
7. Men must be clean shaven that day. Including no beards or designer stubble
8. No chewing gum at any time.

**Uniform:**
Wearetalent requires that ALL STAFF at EVERY EVENT to arrive with the following uniform.

1. Black trousers pressed for Boys and Girls. (Girls will be told in advance if they are required to wear skirts instead.) – NO jeans, no combat trousers and no pinstripes.
2. Tights Girls with skirts - skin / nude coloured tights (occasionally black if so, 15 denier opaque from M&S) always bring a spare pair.
3. Clean and ironed white shirt (business) with full long sleeves, normal collar and cuffs. You will be told in advance if the client has specified if they are providing a different top eg. Black shirts or other, smock or jackets fancy dress etc.
4. Shoes - plain polished black leather shoes lace up or slip on (closed toe, not sling backs or high heels) NO TRAINERS. Must be comfortable as you will be on your feet for a long time. Some clients do not allow the current ballet shoe style. Check with We Are Talent Management beforehand. (Girls may be asked to wear a black shoe with a heel however this will be specified beforehand).
5. Waiters friend, pen and matches/lighter
7. **SMILE.** This is the most important part of your uniform and should be worn with pride at all time.
8. If you do not arrive on site with the correct presentation or uniform then you will not be permitted to work and will be sent home without pay.

Clients will often provide accessories and extras to your uniform, shirt, apron, tie, waist coats, fancy dress etc. depending on the event. Please make sure any borrowed items are returned to the relevant places after an event.
The Event Day

The Briefing

- Each event will have a full briefing where you will be informed of service format, menus, timings and other relevant information including your table numbers and partners.
- It is your responsibility to be aware of all items that are being served (both food and drink) and the emergency procedures.
- If you do not understand something, do not hesitate to ask.
- Briefings can be rushed and unclear and it is crucial you understand your role at the event.

Staff Breaks

- Any breaks taken must be agreed with your manager.
- Never leave the room to go for a break without asking anyone.
- Breaks will be given at reasonable times that fit in with the event timetable.
- If you smoke, make sure you have one before you start work. It will be some hours until you get to have another one.
- Smokers wash hands after smoking and keep mints (not gum) on you at all times as there is nothing worse than being served by someone stinking of smoke.
- Failure to comply could result in your termination of work.
Bar

Setup

 Position the table not too close to walls or surfaces that could be damaged by moisture. Always allow 4 feet of working space between walls and table.
 Carefully box the table ensuring that all bar stock will not be visible and cloth edges are in-line with the floor, even and not sagging.
 Make sure you have sufficient boxes for icing down drinks, and that these boxes will not leak over valuable surfaces.
 Always cover the floor with Screening to protect it if it is available.

Glassware

 When handling glassware always hold by the stem or the base. We do not want fingerprints all over pre-polished glassware.
 Never put glass boxes on table clothes...they are usually dirty as they have been sitting in trucks and warehouses.
 It is often easiest to place glassware for the reception drink close to the guest’s entrance point, e.g. champagne flutes, so they are conveniently located for the guest’s arrival. It also assists in the replenishment of trays.
 Always place glasses at least a finger width from the edge of the table.
 Where possible ensure glass basses are almost touching as this helps maximise space.
 Keep different glass types in separate rows, but keep them tidy and well presented.
 Jugs are best kept at the centre of the table or at one end.
 Keep clearing space for dirty glasses at the most discreet point of the bar.
 Ensure waiting staff are clearing your dirty glasses regularly...if they are not ask someone to do it for you.
 Always replenish the glassware...never let it get to having a few glasses left on the bar.
 Do not hesitate to ask for assistance if the bar gets too busy.
 Never leave the bar unattended whilst the bar is open.

Ice Buckets

 We generally use plastic or metal ice buckets.
 Make sure you have ice tongs or spoons to serve the ice with...Never use your hands or another glass.
 Place a cloth, napkin or plate underneath the ice buckets to absorb moisture.
 Always ensure your bar is regularly wiped down and dried.
 Use cocktail napkins where appropriate.

Ice Bins

 Always check that bins are clean before filling them with any bottles or ice.
 Make sure ice bins are always obscured from client’s vision.
 Try to maximise space under the bar by carefully arranging where ice bins will go.
 Fill ice bins neatly lined with stock before icing.
 Do not ice drinks until approximately 1 hour before service.
Bar cloths, Napkins and openers etc.

- Always make sure you have a number of cloths or napkins available to wipe spillage or moisture from the bar.
- If the bar is not clothed then make sure you have cleaning spray to hand, to stop the bar getting sticky.
- Always check you have enough bottle openers and cocktail shakers etc where necessary.
- Ensure all fruit and garnish is prepared and on the bar when service commences.

Service Points

- Pre pour 15% of drinks 10 minutes before guests arrive.
- Wet 25% of Champagne flutes and have soft drinks available.
- Never fill a glass more than 3 quarters full.
- Never put more than 10 glasses on a tray.
- Before a tray is sent out ensure it is clean, polished and no spillage has occurred.
- Trays must be used when clearing, not fingers in the top of glasses.
- Neatly foil bottles using waiters friends, knife or foiler.
- White wine – dry the bottles before dispensing, check for cork in bottle and smell if corked or not, avoid serving bottles where the label has come off. White wine should be opened then re-corked before icing.
- Red wine – check the amount of sediment at the bottom of the cork and smell if corked or not. If aged wine we may need to flick the top layer of wine out of the bottle to remove cork or sediment. Remind the waiting staff not to fully empty the bottle if there is sediment.
- If bottle have a screw cap, remove these before guests arrival and never leave them on the table. ALWAYS store them in a glass behind the bar. Do not throw them away until told to do so by a manager.
- Spirits – do not serve more than a double measure if 25ml = total 50ml not 2x 35ml as always one serving).
- Decanters/Jugs – do not fill more than 75% - 80%.
- Never fill glasses form cartons in front of a client or guest always decant into a jug first.
Room Set up

Tables
- Get a copy of the table plan, set all table position according to the table plan.
- When erecting tables make sure all tables are locked in position and they are on a level floor and all aligned correctly.
- These are normally 5'6" or 6’ tables for 8 or 10 guests.

Clothing
- If available cover table with bumf (specific events only ensure seams are all pointing the right way).
- Then cover each table with a base cloth. These are round but can sometimes be distorted so check that they sit at the correct height from the floor, no legs are showing and the cloth is not touching the floor (if too big and there is no alternative, tuck under the table). Ensure seams are all pointing the right way (usually at 12 o’clock).
- Depending on the event, slip cloths can be used on top of the base cloth. Make sure these are all aligned with each other if they are square or patterned (seams facing at 12 o’clock).
- Team up with someone else when doing this, shaking or waving the cloth into position never pull.
- Always ensure the hems are facing inwards.

Laying the tables
Each service and client may have different criteria so always check before starting a room, however this is the general rule for most:
- When setting a table with even numbers they should all be opposite each other and have even spacing between each other.
- It is often a good idea to set one piece for each place (e.g. side plate) to get the positioning before you lay everything else and then have to move it again.
- Try to use a clock method where ever possible. Think of the table as a clock and ensure that every table clearly has one guest at 12oclock, as this helps with service and continuity... Insure all clocks have the same 12oclock.

Cutlery
- When laying the cutlery, start with the first course (usually starter) cutlery on the outside and work inwards, so middle cutlery is inside this and the main cutlery is in the middle. Some lay-ups may have the dessert cutlery positioned 90° at the top of the setting remember this by placing the handle of spoon and fork to the side they will be used with spoon on top.
Lined up approximately 1” up from the edge of the table all vertically parallel, and lined up from the outside in. Makes sure you leave room for the plate as some can be up to 12” wide.

Most lay-ups will have side plates. Ensure these are place to the left and in line with the cutlery the same 1” from the edge of the table.

All cutlery should already be polished so remember to hold it on the edge so as not to leave fingerprints and polish when placing to ensure that any fingerprints are removed.
Glassware

- Most setups are a three glass lay-up, all glasses are placed in a triangle inline and pointing to the large knife, close but not touching.
- The largest glass is the water glass and is placed at the top left corner, then the medium sized glass for the red wine is placed in the top right, the smallest glass is for the white wine is placed at the front in the middle.
- All glass must be polished as they are placed on the table or place upside down to know they are not polished.
- Use a tea towel to polish and to place glassware.
- Steam the glass if it is marked.

Napkins

- All napkins to be folded exactly the same (preferred method will be specified depending on the event and client) but as a standard folded in 1/3 lengthways bottom then top, fold each side in and then fold in half but to the left of centre leaving 1 ½” pleat down facing right hand side.

Extras

- Condiments, Salt and Pepper to be place at 12 o’clock.
- Butter at 6 o’clock.
- Table numbers (if not central) 3 o’clock to centre piece all facing the door.

Chairs

- Chairs at each placing should be up to, but not touching the table cloth. This should be the last thing done.
- Each table must look identical.
Canapés & Drinks Service

Canapés

 Always check with the chef before taking a tray EXACTLY what the canapés you are serving and what is in them. They may look the same as something you have served before but may not be.
 Ensure that you have napkins and/or forks.
 Hold the tray slightly out from your body level with one hand. Fingers and palm spread flat underneath it and in the other hand carry paper napkins to offer to guests at the same time.
 When guests are entering the room do not stand by the door. Stand away from the entrance to draw the guests over to you to avoid a bottle neck by the door.
 Do not be afraid to politely interrupt guests conversations, they will not complain about too much service.
 Make sure you circulate the room and that special attention is paid to the hosts of the party.
 If the tray is beginning to look empty return to the kitchen to replenish them. Do not approach a group if you do not have enough canapés to feed them all.
 Hot canapés should always be replenished, if they are going cold.
 Remember to smile at all times. You are interacting with the client in close quarters...they will notice.

Topping Up

 Bottles should always be held at the bottom and with the label facing out towards the guest.
 Politely ask the guests if they would like a top-up.
 Pour carefully to avoid any spillage never touch their glass with the bottle.
 Ensure a member of your team is always in the room topping up. There is always someone in the room who will want a drink.
 Make sure guests are aware of the drinks that are available to them.

Clearing Canapés and Glasses

 ALWAYS use a tray to clear glasses and canapé debris.
 Remove dirty glasses from the bar.
 All items are to be taken to back of house and put in the appropriate places.
 Be aware of any napkins or rubbish on the floor that could be a hazard. If you see something then pick it up and take it to the clearance area.

Service Tips

 When ever addressing a guest always address them as Sir or Madam.
 Know what you are serving at all time, what the wine is where it is from and how sweet or dry, bold or light it is etc.
 All glassware to be carried on clean trays at all times during service including clearing which is normally NOT back to the bar.
 If napkins are found on the floor or the guest is away from the table at any time during the service they should be folded neatly and placed on the back of the chair.

TALENT, MOTIVATION, ATTITUDE
Meal Service

Water & Wine

- Before the guests arrive ensure that all necessary wine and water has been placed on the tables.
- Once guests have sat down, offer them wine and water. Do not fill the glass more than 2/3rds full (only to the widest part of the glass).
- All drinks should be poured with the right hand on the right hand side of the guest. Do not lean across guests.
- If a guest asks for an alternative drink then get it from the bar once the rest of the table has been served.
- Ensure that guest’s drinks are regularly topped-up during the meal.

Presenting and serving a bottle of wine ordered by guests

- Presenting bottle (is this the [...wine and the year...] that you ordered?)
- Opening wine (demonstrate corkscrew step away from the table)
- Offering a taste (would you like to taste the wine? Do not let the bottle touch the glass, pour a small amount)

- Pouring a small amount to taste (label facing customer)
- Offering and pouring to other people around the table, only ever to widest part of glass.

- Finishing with the person who ordered/tasted the wine

- Place bottle on table (label facing) or in Ice bucket
Food Service

- Do not carry more plates than you are comfortable with. This applies to both serving and clearing.
- During the briefing you will have been told which tables and groups you will be working with. This usually means you will have a team leader or manager to direct you to the guests you are to serve. It is important you do not break this trend.
- If the plates are hot then make sure you have a clean service cloth or heat proof gloves.
- Make sure you are taking a completed plate out to the guest and that it has gravy etc...be aware of what you are serving.
- Once you have collected your plates you should follow your team out of the kitchen in a line and under the direction of the manager/team leader place the plates in front of the guest. Always say what the dish is as you place it even if the guest is not listening.
- If a guest says they are vegetarian, vegan etc (politely tell the guest what the alternative dish is or say you will collect the alternative dish). Return to the kitchen and tell the manager running the pass, or the chef that you need the dish and what table number it is for. It is then your job to ensure that guest gets their dish as quickly and professionally as possible.
- As soon as the course is served, you are to return to your tables to offer bread.
- Bread is served from the left hand side of the guest and should be explained what type of breads are on offer.
- Once all the guests have their food, return to your tables to offer water and wine.

Clearing

- Do not try and clear more plates than you are comfortable carrying.
- Check that all guests on the table have finished eating.
- Pick up the first guests plate from the right hand side and work round the table in an anti-clockwise direction.
- Each waiter should be able to clear between 5 and 10 plates.
- Remember to clear any unused cutlery from the course you are clearing.
- If the wrong cutlery has been used e.g. main course cutlery with the starter, take away both used main cutlery and starter cutlery and return with clean mains cutlery. (N.B. It is important to ensure the guest has the correct cutlery for each course).
- If for any reason you do start clearing and a guest has not finished leave the plates either side of them so they don’t feel rushed.
Clearing guide:

1. The first plate is to be placed in your left hand with the thumb and little finger above the plate, and the remaining fingers below it. Place the 1st fork handle under the thumb, Scrape the leftovers into one corner of the plate and put the knife under the fork at 90° to it facing you.

2. The waiter will then move anti-clockwise to the next guest and pick up their plate. This is to be placed onto the thumb and wrist of the left hand. Scrape off any leftovers onto the bottom plate with the cutlery then place cutlery as before.

3. The waiter should continue to the next guest and place their plate on the clear plate balancing on their wrist and repeat stage 2. This should be done until the waiter can carry no more plates or the table is cleared.

Breakages

- Any breakages must be cleaned up immediately, and put in a box or glass / crockery bin, NOT the normal bins.
- Any spillages should also be cleaned up immediately and marked with wet floor sign if available.
- If you drop a piece of cutlery do not bend to pick it up with a stack of plates, return to pick it up after you have cleared.
Coffee Service

Coffee Station Preparation
- Make sure that the coffee earns have been filled and switched on in the kitchen.
- Ensure enough coffee cups, saucers and teespoons are laid out on the table. Cups and saucers are usually neatly stacked up on the coffee station tables with the teespoons in 10s in the cups. Milk and sugar should also be present...enough for each table. This makes it easy to get enough equipment to do a table of 10 then re-stock before going to the next table.
- Any coffee cups laid up have the cup handles pointing to the right with the tea spoons above the cup also pointing to the right.
- Put coffee into cafetières.
- Ensure you have a full selection of teas available.
- Prepare the petit fours dishes (if applicable) and cover with cling film.
- Just before desert clearance fill all the cafetières and stir with a spoon.
- Remove cling film from the petit fours and pour milk into the jugs. (Milk will be in the kitchen...ask back of house manager or chef).

Coffee Service
- You will usually be divided into pairs for coffee service. Make sure you remember who your partner is.
- The first member of staff is to collect a tray with 10 cups, saucers and teespoons as well as milk, sugar and petit fours dish.
- The second member of staff collects a full and hot cafetières.
- Place the petit fours dish on the table in the centre.
- Offer the first guest coffee
  - If yes, ask if they would like milk/sugar
  - If no, offer tea or decaf coffee if available.
- Pour coffee into a cup whilst it is still on the tray then place it in front of the guest. DO NOT pour coffee into a cup on the table as you could burn the guest.
- Complete the table then go and collect any requested tea or decaf coffees.

Cloakroom

Cloakroom Set-up
- This is usually the first point of contact with the client and first impressions are vital, so always greet every guest with a warm smile.
- Good organisation is crucial here. For large events (100+ guests) then make sure there are at least 2 of you working on the cloakroom.
- Set up the rails and place the coat hangers on them.
- Place the coat tickets on each of the hangers in the correct order, removing the part that will be handed to the guest and again keeping it in corresponding order.
- Always keep spare tickets for bags etc.
• Allow an area for wet umbrellas if the weather is poor.
• Have a bin available to keep the area tidy.
• Check with manager to see if a disclaimer is required.

Running the Cloakroom during the Event
• If the coat rails are not near the reception then ensure you have runners available.
• Take your time and make sure you have handed the guest the correct ticket that corresponds with their jackets and umbrellas or bags.
• If a ticket has been lost then ask the guest to describe their coat/missing item and what is in their pockets or bags. Never allow guests to search the cloakroom.
• If the item is still missing then ask the manager for assistance.
Working Guidelines

- Always arrive early to work.
- Have pride in your appearance.
- Listen carefully what is said to you by other staff members, customers and managers. If in doubt, ask.
- Be attentive, courteous and polite to staff and guests alike.
- Be friendly but never over familiar with the customers and never ask for autographs of photographs.
- NO eating or drinking of the clients’ food or drink at any time.
- Staff food and drinks will be provided and anyone caught eating or drinking the client’s food and drink will be immediately dismissed from sight and is liable not to be paid for the days work.
- No smoking unless permitted to by your direct supervisor, only smoke in designated areas.
- First aid box normally found in the kitchen and all accidents must be noted in the book.
- ABSOLUTELY NO ALCOHOL TO BE CONSUMED BEFORE OR DURING AN EVENT. FAILURE TO COMPLY WILL RESULT IN IMMEDIATE DISMISSAL.
- Never leave a venue without obtaining permission from your manager.
- Enjoy the work as much as possible and always SMILE.

Doing your job well means working both efficiently and consistently.

Working efficiently means being productive all of the time. Accomplishing more work gives you a chance to better please the customer.

This does not mean you have to kill yourself with hard work. Working efficiently means you have to think ahead and plan your work, so you accomplish more than you otherwise would in the same amount of time.
Client Specific Training:-

**Wembley 4ke**

Wembley (DNC) have launched 4 key elements to service which are below for all members of the staff. These are the basic service standards they wish you to follow. On top of this Hospitality staff will be brought in and trained on The Guestpath 10 universal Service standards and Restaurant specific training.

**4ke**

1. **Being prepared to work**
   - Uniform cleaned and pressed
   - Shoes clean and polished
   - Name badge worn and Visible (alert staffing/manager if you don’t have one)
   - No visible piercings
   - Hair natural and neatly groomed
   - Facial Hair, neat and well groomed
   - Posture – attentive, friendly, and eager to serve
   - Courteous and professional demeanour and language
   - Displays a team effort
   - Demonstrates product knowledge

2. **Greeting**
   - Smile and make eye contact with the guest
   - Acknowledge a guest within 10 feet
   - Great the guest within 5 feet by speaking first
   - Make an “offer of service”

3. **Using name**
   - Use the guest name at least once, if known

4. **Thanking**
   - Thank the guest for opportunity to serve
   - Provide a farewell wish
Twickenham Stadium

Twickenham stadium is run by the Levy restaurant company, part of the compass group. They have several values that will be shared with you on site by the management team.

Here is an overview of the key points they would like you all to know

- WOCAT (winning one customer at a time)
- It's all about the food, food, food – they want you embrace the products you are serving and be confident in talking about them
- We are a family of restauranteurs – they want you to treat your area of work like it was your own restaurant.
- The difference is everywhere, in everything and everyone.

Box training will be delivered separately contact the office to discuss.

Goodwood

Goodwood food operate the catering at Goodwood. They have 1 clear message:-
“we want every customer and guest to leave us like they feel part of the family”

The joint partnership between Goodwood food and compass is all about creating a team environment where everyone works together. Try and remember this when on site as this will help to create the team they are striving for.

Tottenham - One Hotspur welcome - This is the tottenham training programme that is delivered on site pre game

it is based around and "Iconic venue" and "Sparkling Service"

TALENT, MOTIVATION, ATTITUDE
Responsible service of alcohol

It is against the law:

to sell alcohol to someone under 18 anywhere, and can lead to a maximum fine of £20,000 (1) for bar staff/managers or premises may eventually be shut down.

for an adult to buy or attempt to buy alcohol on behalf of someone under 18.

for someone under 18 to buy alcohol, attempt to buy alcohol or to be sold alcohol.

Retailers can reserve the right to:

refuse the sale of alcohol to an adult if they’re accompanied by a child and think the alcohol is being bought for the child.

The police have the power to:

confiscate alcohol from someone, no matter what their age, if they believe it has been, or will be drunk by, someone under 18 in a public place.

Acceptable forms of ID to prove you are over 18 include:

a photo driving licence

a passport

a proof of age card, such as the PASS card from the national Proof of Age Standards Scheme.

It’s a criminal offence to use false or borrowed ID to gain entry to licensed premises or to buy alcohol. The maximum penalty is a £5,000 fine and up to 10 years in prison. (2)

Challenge 25 is a scheme that encourages anyone who is over 18 but looks under 25 to carry acceptable ID when they want to buy alcohol. Challenge 25 builds on the Challenge 21 campaign introduced by the British Beer and Pub Association, who represent the beer and pub sector, in 2005. It’s now run by the Retail of Alcohol Standards Group, which represents alcohol retailers.

Several sites you work at have a variety of different initiatives - our over riding philosophy at wearatalent is that if you are unsure before serving ask a supervisor or manager. Look for the early warning signs - unsteady on feet, slurring of words - sometimes aggressive behaviour. If in doubt don’t serve.