

SERVICE PHILOSOPHY

It is everyone's responsibility to maintain a positive and upbeat environment. This is easily achieved with a simple smile; sincere eye contact; an informative food suggestion or taste of wine; walking the guests toward the restroom rather than pointing; rerolling their napkin when away from the table; always addressing the guest with "May I...", "Yes Ma'am or Sir". Create experiences and find personal gratification when doing so. You are the host of the party; take care of your guests.

THE PSYCHOLOGY OF SERVING

Each and every table and guest is looking for a different experience. It is your job to assess what type of experience that guest wants to have. Your assessment will allow you to engage the table appropriately. Anticipating, prioritizing, and solid execution are your tools to customize service for every guest. You will find success by adapting to your guests' needs.

SEE YOURSELF AS A GUIDE

Your job isn't merely to serve guests, but to be their guide, their host. Don't assume that people will know what they want. You have the product knowledge that they seek. Our guests have accepted our invitation to have us take care of them. Always offer suggestions that will enhance their experience.

THINGS TO PAY ATTENTION TO WITH EACH GUEST

Being able to anticipate what a guest needs is something that certain people have a "feel" for. Here are some concrete things to focus on that will enable you to anticipate their needs

- What's the weather like (If it's hot, they're looking to cool down. If it's cold, they want to warm up.)
- What are the guests wearing? (If they're dressed up, they may have arrangements somewhere.)
- Always ask guests if they have a time constraint. It is very important for you to know so you can guide them through a pleasurable dining experience.
- You should monitor their time so they don't have to.

PRODUCT KNOWLEDGE

It is required of all Rouge servers and bartenders to have in-depth knowledge of ingredients (origins), local farms, producers, and preparation methods for each menu item. You will also be required to understand and recommend all wines by the glass, signature drinks, and beers.

THINGS YOU NEED TO KNOW ABOUT EVERY DISH ON THE MENU:

- ✓ What it is
- ✓ How it is prepared
- ✓ What it tastes like
- ✓ What goes well with it
- ✓ What other guests have thought about it

THINGS GUESTS NEED TO KNOW ABOUT OUR FOOD

- ✓ We make our dishes from scratch
- ✓ We use fresh, high-quality ingredients
- ✓ We take pride in everything we have on the menu

HOW TO DESCRIBE DISHES

When a guest asks for recommendations, instead of telling them what to order, describe dishes as vividly as you can to help them make the best decision for their meal. Tell guests how we make the item and what makes it special. Describe the dish. Highlight product knowledge discussed at pre-shift.

ASSUMING RESPONSIBILITY

Think of yourself as a consultant rather than a salesperson. You are an advisor, so assume that responsibility. Instead of simply taking a guest's order, listen to see if it makes sense. Did they order too much? Has someone ordered an unnecessary side dish? Your guest will be grateful for your guidance.

GREETING GUESTS AT THE DOOR

If the hostess is away from her post and guests enter the restaurant, make eye contact with them; make them feel welcome. Because there is no hostess podium, the door can often be an awkward place for new guests.

If you do not have glasses or dishes in your hands, greet the guest; inquire about their plans: are they joining us for dinner or drinks? Seat them at a table if you are SURE it is not being held for another guest. Otherwise, feel free to reassure the guest the hostess will be there momentarily to take care of their seating arrangements. Check back to make sure the guest has been seated.

Because your gracious welcome was the first impression the guest had at Rouge, take advantage of that positive interaction by stopping by to inquire about their menu selections or cause of celebration. This familiarity heightens the guest's comfort & enjoyment.

Reservations

It is the policy of Rouge to NOT take reservations for dinner guests. There are exceptions; these exceptions are determined by the owner and managers of the restaurant. It is never our policy to turn guests away whom would like to make dinner reservations. Assure the guest that we will do everything to seat them as expediently as possible. We have a full bar for cocktails if there is a short wait for a table. Guests can also be encouraged to call ahead before leaving to come over to the restaurant; if there is a wait, the hostess will be more than happy to add their name to the list in advance.

We do accept reservations for lunch ONLY ON THE DAY OF. If a guest wants to come in for lunch on Tuesday, they should call on Tuesday morning to make the reservation.

Do not ever guarantee a guest a specific table. We will do our best to accommodate their request.

OUR VOCABULARY

In a restaurant setting, you can be sure of one thing: you never know who is in front of you. Do not be presumptuous or draw conclusions about guests based on the way they are groomed or their behavior. This person could be a food critic for the Philadelphia Inquirer, a major meeting planner, or someone that will offer you a part in their next movie. You really never know. This is why we feel that your vocabulary is very important.

VOCABULARY TO AVOID:

- "No." OR "You can't."
- "How is everything?"
- "Are you still working on that?" or "Are you finished yet?"
- "Do you want your change?" or "Should I bring you your change?"
- "I don't know."
- "I don't like that menu item."
- Negative gossip about guests or coworkers

VOCABULARY TO IMPLEMENT:

- "Certainly", "Of course", or "It's my pleasure"
- "Is every thing to your liking?" or "May I bring you anything else?"

- "May I clear that away for you?"
- "I'll be right back with your change."
- "Please allow me to find out for you"
- "I hope you enjoyed your evening. We look forward to seeing you again soon."

Focus on keeping your vocabulary positive and upbeat at all times.

SERVING THE ORDER

Here's how we do it:

1. Take your time.
2. Know position numbers **BEFORE** you approach the table (runner & server).
3. Make sure the appropriate utensils are at the table before serving the food (server).
4. Remove any excess plates or silverware that won't be needed for the rest of the meal.
5. Crumb between courses. In hot weather, remove condensation.

HANDLING SILVERWARE AND DISHWARE

Be aware of how you handle silverware or china when you're serving. Make sure the silverware is clean and free of smudges. When you're setting it down, do so by holding it at the base. Never handle the part that touches the food. Full plates of food should be handled as follows: with your hands cupping the plate (be careful if the plate is hot) - with four fingers underneath and the base of the thumb gripping the rim. If you are carrying more than one plate in your hand, hold one plate with your thumb and first two fingers and rest the second on your wrist and your last two fingers. With practice, you can rest a third plate on your forearm and have a fourth in your other hand.

AFTER THE FOOD HAS BEEN SERVED

Once everyone at the table has been served, you still have work to do.

Here are the guidelines:

1. Be observant. Pay attention to guests' initial reactions. If they seem confused or upset, ask if there is anything you can do (not, "Is there anything wrong?")
2. Ask for additional requests. Once you've served the food, pause a moment and ask if there is anything else the guest needs.
3. Anticipate future needs. As any good host would, see if you can offer anything else:
 - Water or wine glasses that need refilling
 - Bottles or utensils that should be removed
 - Beer or wine that might need to be reordered

CHECKING BACK:

Once the party has begun to enjoy their meal, it is important to stop back to check on them. You do not want to have guests searching for you, should there be a problem with the food. Rather than asking "is everything all right," better alternatives are:

"Is there anything else I may bring you at this time?" OR

"Is there anything I can do for you at this time?"

Also, be mindful to:

- ❑ Refill water
- ❑ Pour wine
- ❑ Freshen drinks

MAINTAINING YOUR STATION AND TABLES

It is important that your tables and service station be as clean, neat, and well-organized as they can possibly be. The specifics of table set-up will be explained to you during your on-the-job training. Here are some key considerations: an "inventory" you should take before and during the meal.

SIDE STATIONS:	Clean, stocked, and well organized
TABLE MAINTENANCE:	Remove empty bottles, excess utensils, napkins plateware and debris (straws, sugar packets, etc.)
TABLES AND CHAIRS	Positioned properly and crumb-free, including bases
BANQUETTES	Crumb free
FLOOR	Scrupulously clean.

Detail your section (& the entire restaurant) at the beginning of every shift. Bissel. Check candles. Make sure side stations are well stocked, clean & offer the impression of abundance & organization. Essentially, make sure your real estate is looking its best.

CLEARING PLATES

Unless a guest requests specifically that you remove a plate, always wait until all the guests at the table have finished eating before clearing. Start with the women when possible. Here are the procedures:

1. Clear from the right with the right hand whenever possible
2. Make sure silverware is in the middle of the plate so that the plate won't tilt when you lift it. Clear silverware separately if it is not resting on the guest's plate.
3. Never stack plates on the table. Never scrape food from one plate onto another.
4. Clear everything except beverage glasses that are still being used.
5. Clear soiled dishes and glasses to the kitchen.
6. Use trays when clearing glassware.
7. Return to crumb the table.

ROUGE'S CYCLE OF SERVICE

INSIDE TABLES

Please note that the inside tables are for dining only. Guests who are just drinking are more than welcome to join us at the bar, behind the bar at the banquette or at an outside table. If the restaurant is slow, or if the kitchen is closed feel free to offer guests a table for their comfort. With that being said, always attempt to accommodate guests whenever you can.

Whenever possible, leave the POS closest to service bar open for outside servers to use.

1. Approach the table within 2 minutes of the guest being seated. Remove the paper Rouge napkin ring; this is a signal to your fellow employees and management that the guest has been greeted.
2. Welcome guests and offer water. We offer ice, still and sparkling water. Ice water gets a lemon wedge garnish. Bottled water only gets garnish upon request.
3. Inform the guest of any items in our food and beverage program that we are not featuring for the evening. Give menu additions and highlights.
4. Offer a drink beside water: Use this opportunity to engage your guest. Are they unsure about what wine they'd like: offer them a taste. Interested in a bottle of wine: show them a comparably priced one that may be more to their liking on the reserve list. Recommendations on which specialty cocktail to try: describe the drinks & ask questions about what the guest is looking for. Not in the mood for alcohol, pregnant or does not drink: offer a soft drink, Limonada or a 'mocktail'.
5. Enter the beverage order into the computer and *promptly* receive beverages from the service bar.
6. Does the guest have any other questions about the menu? Would they like some suggestions? Would you like to go into more detail about a menu addition? Allow yourself to dine vicariously through every guest's meal
7. Take food order when guest is ready, making sure to clarify order & with understanding of your guest's time & dietary constraints.
8. Enter food order into the computer. ALWAYS use proper POS ringing techniques.
9. Mise en place the table with the silverware & plates necessary for the first course; all utensils are brought on a mise plate (DO NOT carry silverware in your hands.) If guests are sharing a first course, place a share plate in front of each guest.
10. Refill wine, water, beer (remove bottle from table) as necessary). Make sure table has bread & butter service.
11. First course is delivered to the table (All staff members are responsible for running food!) describing each dish as it is presented to each guest.
12. Check back to ensure guest satisfaction with the first course (3 bites). Survey table for beverage levels and table maintenance.
Dialog "*Is everything to your liking?*"
13. Fire next course approximately (5 - 7) minutes before you would like it to be served. Keep in mind preparation times and the status of the kitchen when firing the food.
14. Clear first course.
15. Crumb table and mise table for the next course.
16. Continue to refill wine and other beverages. TABLE MAINTANENCE!
17. Second course is delivered to table (All staff members are responsible for running food!) each guest naming each dish as it is presented with a concise description.

18. Second check back is made to insure guest satisfaction with second course (3 bites).
19. For the third course, crumb and mark the table. If the guests are ready for the dessert course, *completely* clear and crumb the table.
20. Present dessert menus and offer coffee and tea service. Elaborate on desserts, including flavors of gelato & sorbet.
21. Return to table with coffee/tea service and take dessert order. Suggest after dinner drinks to accompany the dessert course.
22. Mise the table for dessert.
23. Runner delivers dessert course to guests naming the dessert with concise descriptions.
24. Refresh coffees/teas. Remove French press from table when empty.
25. Clear dessert course. Crumb table & remove all linen, sugar packets & everything wise not in use. Ask guests if they would like to order additional items from the menu. If guests do not wish to order further from the menu, present the check.
26. Take payment and promptly return with change and/ or credit card slip and pen. PLEASE DO NOT ASK THE GUEST IF HE/SHE WOULD LIKE CHANGE.
27. Return to the table and pick up remaining cash or credit card receipt. Make sure the credit card was signed properly and all payment is intact.
28. Thank the guests. Remain attentive to the guests until they walk out the door. This includes: filling water, remaining available for further rounds of drinks, coat check assistance, and a final farewell as guest exits. The business of the restaurant will always have an impact on need to turn tables.
29. Close check and assist busser with resetting table.

OUTSIDE TABLES

Because of Rouge's status as the premier 'see & be seen restaurant', the level of service outside is at an extremely quick pace. Multi task, write orders down & stay calm; keeping a clear head will allow you to know how to allocate requests to your support staff for help.

The general steps of service & qualities that make you an effective representative of the Rouge standard are expected of you outside as much as they are inside, though you have to adapt your steps of service to meet the needs of your guests & the influx of business.

Greet guest. If guests do not have menus, please confirm with the hostess that the guest has been approved to sit at the table; people often unknowingly seat themselves at outside tables.

If guest will be dining outside, bring roll-ups of silverware with you when greeting.

Take water order. Offer drinks besides water if guests appear ready. If they are ready to order food, always confirm that there are no questions about the menu.

Dogs get water from bowls located at the hostess station. Offer treats if you are so inclined; dog owners love attention for their dogs.

No matter how busy you are, or how wildly another table tries to wave you down, give each guest calm, considerate service.

Mise soup spoons for chilled soups or any plates or silverware that could be immediately necessary BEFORE ringing order in.

Bring dining guests bread & butter. Remove empty bread & butter plates that clutter the small tables.

Maintain an attentive water service, especially on hot days.

Anticipate beverage refills while monitoring the amount of alcohol your guest has consumed. Encourage snacks. Bring drunk guests bread & butter if they refuse to order food.

Crumb tables & keep them free of debris & condensation.

Always check with hostess before adding chairs to your outside table's party. We have to, at all times, maintain a clear sidewalk walkway.

A steam grate is covered by a rug in the 90's. If a woman's handbag or shopping bag is there, offer a chair to elevate. Warn guests whose dogs sit on the grate. The steam grate generates heat & will cause avoidable damage.

BEVERAGE SERVICE

- Open all bottled beverages (with the exception of wine) before you get to the table
- Always bring beverages on a cocktail tray.
- If there are women at the table, serve them first.
- Pay attention to how you handle the glassware, making sure that glassware is clean and you don't create smudges
- Handle all wine glasses by the stem / Handle other glasses near the base
- Pour all beverages for the guest
- In most cases, serve beverages to the right of the guest
- Never marry beverages at the table

POURING PROCEDURE FOR BEER

Beer should be poured along the side of the glass until about halfway full. Pour the rest of the bottle straight down in order to create a one-inch head. Take the time to pour your guest's beer for them initially & throughout the course of the meal; you maintain an attentive presence while maintaining a clean table.

COCKTAIL SERVICE

You will need to ask questions in order to know exactly what the guest wants to drink: what kind of liquor do you normally drink? Are you into sweet or tart drinks? What flavors do you like? If you are unclear about something, always ask, never assume. Guests can be very specific about their drinks. Never pass up an opportunity to "upsell."

IF GUESTS COMPLAIN ABOUT ANY BEVERAGES

Never challenge or argue, even if you know the beverage in question is perfectly fine. Simply remove the beverage and ask (always graciously) whether they would like order another beverage. Instead of immediately trashing a drink, try & diagnose the guest's complaint in an attempt to 'fix' what it is they aren't enjoying about their cocktail; it may just be it needs more simple syrup.

WATER SERVICE

Every guest that comes to Rouge is offered water, including guests who are dining and cocktail guests. Always bring water for the whole table. Offer iced, still or sparkling water. Do not use terms such as: "regular" water, "Philly" water, "municipal" water, "bubbly or fuzzy" water.

ROUGE WINE SERVICE

Transporting

- Observe label (confirm producer, vintage, varietal and region)
- Use serviette to wipe bottle, removing any fingerprints and condensation
- Older bottles should be handled with care so sediment is not disturbed

Guest Confirmation

- Use serviette as backdrop for bottle when approaching table
- Announce producer, vintage, varietal and region

Free-Hand Opening

- Avoid shaking wine as much as possible
- Always have label facing table
- Avoid holding bottle from neck

Foil Removal

- Use sharp knife
- Always cut foil below lower lip
- Never turn the bottle when cutting foil, turn the knife, label should always face table
- Put foil in your pocket
- With serviette wipe area where foil was removed

Cork Removal

- Insert auger of corkscrew into center of cork
- Insert auger completely into cork
- Remove cork
- Inspect briefly, place in pocket

Tasting

- Pour one-ounce taste into glass of taster
- With the serviette as a backdrop for the bottle, show label to taster
- Wait for confirmation

Pouring

- Always clockwise
- Always have label in view of guest you are pouring for
- In ideal circumstances pour women first, then men
- With large parties (8 or more) disregard gender, serve clockwise
- Serve guest who ordered wine last
- Never fill glasses more than half-way

- ❑ Keep pours consistent among glasses
- ❑ Make sure everybody at the table gets wine
- ❑ Place bottle in front of guest who ordered, wine label facing them

Notes

- ❑ Avoid placing white wine in wine buckets after opening (only on guest request)
- ❑ Never wrap bottle neck with a serviette
- ❑ When opening another bottle of the same wine bring fresh tasting glass
- ❑ Remove glassware of guests not drinking
- ❑ With parties of eight or more suggest bringing more than one bottle
- ❑ Never bring wine bucket to table, bring wine to bucket

Decanting. Why? (UPON REQUEST ONLY)

- ❑ To separate sediment from wine
- ❑ Breathing
- ❑ To bring wine to the right temperature

Sparkling Wine Service.

- ❑ Never open an un-chilled bottle
- ❑ Follow same foil removal steps for still wine
- ❑ With thumb over top of cork and hand on bottle loosen cage
(Do Not Remove Cage)
- ❑ Place bottle at 45° angle for 5 seconds after de-corking to prevent overflow
- ❑ Sparkling is different from still wine in that it is not appropriate to taste the guest unless they specify the need to, rule is "if it bubbles it's good."
- ❑ Always complete filling each glass
Always place sparkling wine in wine bucket

DESSERT SERVICE Here, again, your job is to promote without pressuring. Encourage sharing. Inform guests of our gelato & sorbet selection. Enthusiasm for dessert sells dessert.

Too full for dessert or on a diet? How about a glass of port or an espresso martini. Tap into the guest's personal decadence.

COFFEE SERVICE

- Prepare the French press coffee pot in the service bar. Be sure to push plunger down before going onto the floor.
- Bring over the French press coffee, cups, saucers, silver, sweetener and creamer on a tray (the sweetener and creamer should be in the middle of the table).
- Pour the coffee, taking care not to spill coffee into the saucer. Leave enough room for guests to add cream

POURING BEVERAGES

COFFEE AND TEA: Pour coffee and tea carefully at the table. Always pour away from guests using a shield or guard when reaching.

There are no free refills on our French press coffee & tea service. You can refill their current grounds with hot water for free, but each fresh pot is a new order.

PRESENTING THE CHECK AND COLLECTING PAYMENT

OVERVIEW

How we present and collect payment will determine how smoothly and easily we're able to move guests in and out. We don't want to push guests out the door, nor do we want them to linger.

HERE ARE THE GUIDELINES:

CLOSING OUT THE TABLE

Closing out the table is as important as starting the table. You must be as attentive and maintain the table as you did during service. The following is the sequence of service for ascertaining whether a table is ready for their check:

- If it appears that the guest is finished, inquire if there is anything else you may bring them. Offer another pot of coffee or after dinner drinks/cordials.
- If the guest declines, ask if you may prepare the check. Always be polite and never let the guest sense that you are anxious for them to leave.
- Maintain a HEIGHTENED AWARENESS of tables that are closing out, particularly if the check is already on the table. After all your hard work, how you end the service could be the way guests remember you and our restaurant. **STAY FOCUSED ON HOSPITALITY.**

PRESENTING THE CHECK:

The end of the dining experience is as important as the beginning. Have the check ready for them before they ask, be prompt and attentive.

1. Once the guest has asked for the check or has declined further service and has given permission for you to prepare the check, bring the check and present to the guest who "called" for it. Otherwise, place check in the center of the table.
2. Look the guest in the eye, smile, and thank them, letting them know that we hope to see them again soon. Request that they kindly fill out our guest card for our mailing list when applicable.
3. Pause a moment to see if the guest takes out a credit card right away or wants to peruse the bill. No matter how busy you are, it is not fair to drop a check and then become a stranger.
4. Process the transaction as quickly as you can. Repeat your thanks mentioning the guest's name (if you know it). Wish the rest of the table farewell.
5. Retrieve the check promptly, verifying that they have signed any vouchers.
6. Never ask a guest if they want their change, always offer to bring it.
7. Offer to retrieve your guest's coat check yourself or to give ticket to hostess.

ADDING THE GRATUITY FOR LARGE PARTIES

Our policy is to add a gratuity of 18% to parties of 6 or more persons. We are permitted to add gratuity to our own tables; do not take advantage of this. Also, confirm with your guest that they are aware of the added gratuity.

PAYMENT METHOD

As of now these are all the possible payment methods at Rouge. All of these methods have specific procedures, which must be observed very carefully. Please be advised that as a FOH

employee, you are personally and financially responsible for all of your check transactions. Your compliance to these procedures will insure you and the restaurant against any financial loss.

CASH

You simply close the check out to cash and return change when appropriate. There is no need to retain the closed check for a transaction that is solely cash. Please be mindful of your cash 'bank'; you are responsible for the management of the cash you take in.

CHARGE CARD

All charge cards are run through the POS system. Two copies of the charge receipt will print: One copy must be signed by the guest which is then stapled to the closed copy of the check. The other copy is the guest's receipt. We accept American Express, Visa, Master Card, Discover and Diners Club (if attached to one of the aforementioned credit cards).

CHECK

Our policy is to not accept personal checks, but if a guest asks, excuse yourself politely, explaining that you need to speak to your manager.

GIFT CERTIFICATE

Guests may use gift certificates to settle their check. Guests may apply any balance towards the servers tip. Cash refunds are never given to gift certificates. Otherwise, a new gift certificate will be issued.

HOUSE ACCOUNT/COMPS

Only a manager can assign these payment methods. Copies of checks are to be submitted with closing paperwork. A brief explanation/name should be noted at the top of the check.

Should you be unsure of how to close a check, please ask the floor manager to assist you.

SPECIAL PAYMENT-RELATED PROBLEMS

WHEN A GUEST CAN'T PAY THE BILL

Notify the manager so that they can handle the situation as they have been trained.

WHEN THE CREDIT CARD COMPANY DENIES THE CARD

Do your best to keep the guest from being embarrassed. Do not tell him his card has been denied. See if they have another card or **let your manager handle the situation.**

WHEN A GUEST LEAVES WITHOUT SIGNING THE CREDIT CARD VOUCHER

It is up to you to make sure the guest signs the voucher. If it's an innocent mistake, write "signature on file" on the bottom of the charge and submit as you would normally signed vouchers. If the guest leaves with both copies of the credit card slip, tips will be forfeited.

WHEN CHARGES ARE RETURNED UNPAID

Be careful of multiple credit cards so as not to charge the same card twice.

HANDLING SPECIAL SERVICE PROBLEMS

WHEN PLATES DO NOT LOOK THEIR BEST

Never serve anything that doesn't look as good as you think it should look on the plate. Inform the chef or floor manager about the problem immediately.

WHEN WE'VE MESSED UP AND THE GUEST MAY HAVE TO WAIT AN INORDINATE

AMOUNT OF TIME

Inform the floor manager so that he or she can decide the appropriate response.

IN CASE OF SPILLS

Regardless of who spills it, you or the guest, here's what to do:

1. Get club soda, a napkin or any other stain remover we use
2. Help the guest deal with the spill
3. Get the person's name and address on the check
4. Inform the manager RIGHT AWAY

GUEST COMPLAINTS

Our guests have a right to complain, and we welcome their feedback. Remember that a guest who has a complaint but doesn't get a chance to voice it, will probably never return to dine with us and likely to will tell friends about the "bad" experience.

At the first sign of trouble, inform your manager. Don't let a bad situation escalate. Trust your instincts. No potential problem is too small or trivial.

OTHER GUEST-RELATED ISSUES

IF YOU THINK YOU'VE BEEN UNDER-TIPPED

If we do our jobs well, under-tipping should rarely be a problem. We understand and sympathize with any disappointment you may have if you've done your best to give good service and you feel as though you've been under tipped. Always alert your manager of any such situation. What you must never do, under any circumstances, is make your dissatisfaction known to the guest. Do not openly display a negative attitude or make negative comments. Doing so is a fundamental violation of our philosophy and is grounds for immediate dismissal.

UNRULY OR INTOXICATED GUESTS

Inform the manager, but handle it discreetly. Offer coffee or food. Serving alcohol to an intoxicated guest is in violation of PA state law and grounds for dismissal.

UNRULY CHILDREN

Tread with care. If the child (children) is clearly disturbing guests, inform the manager, who will determine if it is prudent to ask the parent or parents to calm the child down.

STOLEN ITEMS

When a guest reports that an item has been stolen, notify your manager immediately to directly call the police to report the crime

Note: *Never frighten a guest by relating negative experiences that have taken place in our establishment. On the flipside, please know that pickpockets frequent the Rittenhouse Square area. If you see a purse left on the back of a chair, suggest that the guest put it somewhere safe. Guests at window tables should be advised not to place handbags/shopping bags between themselves and the outside tables. Guests on the short stools at the bar facing the window have also been targeted by people posing as guests sitting behind the bar on the banquette. Also, never assume the responsibility of "keeping an eye" on anyone's anything. Urge guests to maintain control over their own possessions or check them in the coat check.*

LOST ITEMS

All items left behind by guests are to be handed over to the manager's lost and found.

IN CASE WE ARE ROBBED

Don't be a hero. Give them whatever they want.

IN A MEDICAL EMERGENCY

Inform your manager immediately.

UNDERAGE GUESTS When someone who looks underage asks to be served wine or liquor, always ask for ID. (Very few people get insulted when you think they're younger than they really are.)

Number 1 Rule: *When in doubt, check them out. We can be slapped with a substantial fine and possibly lose our liquor license for serving alcohol to minors. You could be terminated for serving underage guests alcohol.*

KEY ELEMENTS

1. Expand your definition of service

"Service" should provide the guest with more than a product on his/her behalf. It should provide satisfaction. In essence, the guest should walk away pleased. Not just content, but actually happy. A happy guest will be your returning guest.

Two main tasks of successful guest relations are to *communicate* and *develop relationships*. Positive dialogue and developing ongoing relationships with your guest are the most important qualities to achieve. Collecting business cards is a great way to get to know our guest and a great method for the guest to know you. This type of exchange and self-promotion will not only help you make money, but us as well.

2. Who are your guests

Getting to know your guest is critical to success. Superior service starts with the ability to listen to the guest and find out what he/she needs or wants through polite questioning. As the old saying goes, "*Find out what they like, how they like it, and let them have it, just that way!*" For the most part, our guests are here to celebrate something (i.e. birthday, bachelor/ette party, anniversary, engagement, reunion, romantic evening). It is your duty to find out what they are celebrating so that you can best accommodate them. Think of yourself as the host of the party and celebrate with them. Keep in mind that you are there to make sure guests are having a good and memorable time.

Rouge is an upscale restaurant & charges accordingly. Make sure every guest gets their money's worth; demonstrate to them what it is they are paying for & what makes Rouge "worth it".

Also, because of the renown of Rouge because of its status as first outdoor dining establishment in Philadelphia, its unparalleled location, superior food and beverage programs & world famous Rouge burger, we have many 'tourist' guests. Rouge is featured in every Philadelphia travel guide; it is a dining destination. Be happy that your guest has the opportunity to try the Rouge burger, don't be upset because you'd like a higher check average; if it wasn't for their desire for the burger, they may not have come to Rouge at all. When they leave satisfied, you better believe when someone they know is coming to Philadelphia, they'll tell them to come try the Rouge burger.

Many of Rouge's regular guests live on Rittenhouse Square or are Philadelphia's 'power players'. Treat everyone like a VIP. Be accommodating. Notice the regulars & take care to give them the attention they require.

3. Develop a guest-friendly approach

Friendliness – the most basic quality and associated with courtesy and **politeness**.

Empathy – the guest needs to know that the server appreciates their wants and circumstances.

Fairness – the guest wants to feel they receive adequate attention and reasonable answers.

Control – the guest wants to feel his/her wants and input has influence on the outcome.

Alternatives – most guests want choice and flexibility. They want to know there are many avenues to satisfy them.

Information – guests want to know about products and services in a pertinent and time-sensitive manner. Too much “selling” can put off guests.

Simple Actions = Huge Returns

You should emulate the following traits of exceptional service to all patrons:

1. Establish close rapport with your guests
2. Maintain an up-beat and gregarious relationship with patrons
3. Follow through and deliver your promises
4. Go the extra mile for your guest
5. Maintain table appearance
6. Provide ideas, solutions, and alternatives
7. Express empathy to distressed guests
8. Give guests your name and Rouge’s contact information so that can return without difficulty

1. **Non-Verbal Communication**

Positive non-verbal communications

Smiling – there is nothing like a smile and pleasant face when greeting guests and co-workers

Eye Contact – always look into guests’ eyes. Directly address guests

How you look – personal appearance has a big impact on your guests. Clean and pressed shirts and pants, clean apron, hair, makeup and nails should properly maintained.

Shaking hands – when shaking hands with a guest, a firm and professional handshake is expected.

Be attentive – when listening to a guest, slightly lean towards your guest and nod your head ever so slightly to indicate you are listening. Be aware of alcohol consumed and refreshing of drinks.

Tone of voice – always convey friendliness and amicability. Do not raise voice in frustration or anger no matter how difficult or tiresome a guest may behave.

Posture – slumping, crossing arms or leaning against a wall while interacting with a guest are sure signs of disinterest. Your pose, posture, and walk should express attention, confidence, friendliness and openness.

Observation – notice how your guest behaves and what he/she reacts positively to while you are providing service

2. **Tone Of Voice & Attitude**

Nothing affects the results you will achieve as much as your attitude.

We all have bad days. This can be a stressful and difficult business. A positive attitude toward guests, management, and your co-workers is a

requirement to work here and will be enforced. We expect everyone to help one another remember this policy. It is amazing how contagious negativity can be, but even more amazing is how contagious being positive is.

Here are a few things to always keep in mind:

Our guests are not dependent on us; we are dependent on them.

A guest asking for something can never be an interruption of our work; our jobs do not exist without guests asking us to help them.

Guests deserve to be treated with kindness and respect; they pay our salaries. Without them, we would have to close our doors.

The only person who is allowed to have an attitude is the guest.

Those things being said, the management here feels that our employees being treated with kindness and respect by our guests is just as vital for us to continue operating successfully. Things go wrong, guests get mad – it happens. If at any time you feel the guest is being mean, vulgar, or overly disrespectful and difficult – tell a manager immediately. We will remedy the situation.

3. First Impressions *You only get one*

Salespeople know their success and livelihood will depend on how their potential guest perceives them in the first 30 seconds of interaction. Good salespeople develop an almost instantaneous rapport with potential guests. Guests like, them follow their advice, and then come back to them. As the old saying goes, "You will never get a second chance to make a first impression."

Here are some ways of creating positive impressions, some of which have already been discussed:

- Thoughtfulness in meeting the guest's needs
- Personal responsibility for a guest
- Quick problem-solving for a guest
- Offering immediate assistance
- Friendliness
- Using the guest's name in a conversation
- Polite and courteous manners
- Pleasant tone of voice
- Neatness
- A genuine smile

Here are some factors that create a negative impression:

- Making the guest wait without any acknowledgement
- Not saying "please" and "thank you"
- Making faces, frowning, acting distant, and not smiling

- Looking disheveled, stressed, rushed, or annoyed
- A poor handshake, or failure to make eye contact

4. **The Don't and Don'ts of Guest Service**

No: Everyone hates the word "no." It is de-motivating, discouraging, and distrustful. Admittedly, there are times when you will have to say "no," but focus on what you can do for the guest (accentuate the positive) and not the negatives of the situation. Better to say, "What I can do is..." and demonstrated that you want to provide quality service despite your current limitations. Always offer solutions.

I don't know: Good service means never saying, "I don't know." When a guest hears "I don't know", they hear, "I don't feel like finding the information you need." Better to say, "I'll find out" or "let me speak to the chef and see what he has available."

Calm down: When guests are upset or angry let them vent (within reason) and they will eventually calm down. Telling them to "calm down" is belittling, and often serves only to infuriate them. Better to say, "I apologize." And begin the process of solving a guest complaint or "meet him/her half way." Apologizing does not mean you agree with the guest but it is a means to empathize and move beyond the emotion or the moment and negative impact.

I'm busy right now: It is not easy to juggle guests especially when they are demanding of your time. Asking a guest to be patient or politely asking them to wait is very different than putting them off and saying you are too busy to help. Let the guest know they are important and you are aware of their presence. Better to say, "I'll be with you in one moment"

5. **Running Sidework:** Clean up after yourself! Instead of checking your text messages, fill an empty work station, check a bathroom, polish glassware, polish silverware, help bartenders, etc. Stay constantly moving & your floor presence will be noticed by

6. **Teamwork and Professionalism**

Teamwork is a cooperative group of people working together towards a common goal. Our common goal here is total guest satisfaction. In order for this to happen, everyone must pitch and help each other.

We all need to keep in mind that our particular job is not more important than anyone else's job. We are all under pressure at some point. Take the time to get to know your coworkers and the jobs that they do. If you see that someone needs assistance, help them. Helping one another automatically, without a second thought is essential for the level of service we provide.

Teamwork is not only helping others. It is equally important to ask for help when you need it. Someone is always there to help you. Asking for assistance is not a sign of weakness, not asking is. There will usually be someone there to help you. At no time should you appear flustered or rushed.

