



**CHURRASCARIA
SAUDADES**

BRAZILIAN STEAKHOUSE

HOSTESS TRAINING MANUAL

Version 4 – May 2019

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PURPOSE

The Purpose of this training module is to familiarize you with the standards and practices we have established at Churrascaria Saudades. We want to present to our guest the utmost in courtesy and professionalism and give them an experience worth repeating. This manual is designed to work equally well as viewed on a smartphone, tablet, laptop, or an actual printed version.

JOB DESCRIPTION HOSTESS

Immediate Supervisor: AGM or GM

Specific job prerequisites:

- Must be pleasant in dealing with guests and co-workers.
- Must be physically capable of performing basic chores.
- Must be able to endure prolonged walking and standing.
- Must be able to work under pressure.
- Must be well groomed, paying attention to hygiene and attire.

Major areas of duties and responsibilities:

- Be at work on time and in proper attire (all black pants or skirt, blouse, shoes including black socks or black nylons so that no skin is showing, maintaining an all black uniform appearance)
- Ensure that hostess area is clean, properly supplied and neatly organized. Dust & clean doors, windows and glass walls of entrance display. Check tables, chairs, floor, & plants to ensure clean and neat in appearance
- Be able to answer guest questions about the restaurant in a concise way
- Answer the phone
- Manage the reservations system (Desktop and Ipad versions)
- Be able to work on multiple tasks simultaneously
- Communicate any special events to manager
- Place/Remove "open" sign on sidewalk
- Greet every guest upon arrival and offer assistance
- Direct guests to their table and ensure proper sitting
- Make sure the guest is satisfied with their table and wish them an enjoyable experience
- Provide the highest level of courtesy & hospitality to guests waiting to be seated
- Help on the restaurant floor with table resets, etc.
- Help with other small side-work tasks (polish glasses at bar, etc. as needed)
- Thank every departing guest. Always smile. Always make eye contact
- Perform all tasks assigned by management

TRAINING

Training for this position consists of reading and studying this manual, watching a series of training videos, some online training, and, of course, participating in some on-the-job training which will include quizzing/testing on the training. Arrives in proper attire (all black pants/skirt/blouse). Observe and ask questions as necessary.

PRONOUNCING OUR NAME

FIRST AND FOREMOST is the pronunciation of our name: ***Churrascaria Saudades (shoo HA skah ree ah) (sawDAjeez)*** Practice this until you can say it perfectly.

The word SAUDADE (pronounced: saw' DA dee, or plural: saw' DA deez) is the Brazilian word that has no direct translation into English but is most accurately described as a deep emotional state of nostalgic longing for an absent something or someone. After a unique steak experience, as can only be experienced at Churrascaria Saudades, a guest will go away with a deep emotional state of nostalgic longing to return to the experience, hence the name SAUDADES.

KNOWING OUR PRODUCT

Knowing our product is important as you are the “first face” at Churrascaria Saudades, whether someone walk in the door to ask questions, be seated with a reservation, or calls to inquire about a reservation over the phone. What is our product? Our product is SERVICE. Our guests get the best salad bar, are cut the best meats, and are served the best beverages, all this from the best people. It is in this way that we won BEST NEW RESTAURANT in Delaware in 2017 & 2018, Best Restaurant in Newark in 2017, Wine Spectator Award of Excellence 2017 & 2018 and have extremely high marks in the social media circles.

PRICING

The full dinner experience is \$51.00. The Salad-Bar-Only option is \$25.50. Our young guests ages 7 to 12 are half price. Children 6 and under are free.

OVERALL CONCEPT OF OUR RESTAURANT

Our guests' adventures begins with our bountiful salad bar, which features garden fresh vegetables, imported cheeses, cured meats, unique salads, and a hot bar with rice and beans and any daily Chef specials. Of course, ordering from our full service bar is encouraged any time. Our specialty drink from the bar is the Brazilian Caipirinha but we also have 22 beer and wine taps, along

with an award winning wine selection. When ready for our rodizio (tableside meat) service our guest will flip over the table disk from red to green. At Churrascaria Saudades we are proud to offer fifteen varietal cuts. Seasoned to perfection and slow roasted, we offer beef, pork, chicken, lamb, & sausage carved tableside by our Gaucho chefs. Every meal is accompanied by unlimited hot side dishes of garlic mashed potatoes, crispy polenta, fried bananas, and our delicious Brazilian pão de queijo (cheese bread).

KNOW what our side dishes are: crispy fried polenta, caramelized bananas, garlic mashed potatoes, and Brazilian pão de queijo (cheese bread).

THE MEATS

The cuts of meat on offer can be reviewed on our table tent card. KNOW the cuts of meat. Be able to answer guest's questions about the meats. If a customer asks what cuts are offered, you may pick up a tent card and show them what cuts of meat are available by opening a tent card to the center section and showing the pictures and names of the cuts.

TEAM PLAYER

A person that is always willing to lend a hand even when no one asks is a Team Player. All departments work together to provide an extraordinary dining experience by delivering exceptional food and service to our guests.

THE SPEECH

The following script is for a SERVER. But in the role of hostess, knowing this speech will aid in understanding the service structure of our restaurant. A hostess need not memorize this speech, but need only be familiar with it.

Thank you for coming to Churrascaria Saudades. My name is _____. Have you dined with us before? We are an authentic Southern Brazilian Steakhouse. The meal takes place in two parts. The first part is our salad bar. Help yourself whenever you're ready. Go as often as you like. When you are ready for the main course, take the little red disk to your right and flip it over to the green side. This lets the gauchos know you are ready for any one of 15 cuts of beef, chicken, lamb, or pork, which they will bring right to your table, one at a time, in no specific order. So they are going to walk up with large skewers of meat. They will tell you exactly what they have. You can say yes or no. All we ask is that you grab the tongs and help guide that meat to your plate. On the table right now is pão de queijo (gluten free cheese bread). When the meat comes out we bring caramelized bananas, crispy polenta, garlic mashed potatoes, and we keep them coming. If you need to take a break, just flip that little disk back to the red side. We will stop offering you the meat, but you can go back and forth, red to green, all night long. Please pace yourselves. This is a marathon not a sprint. My name is _____, but we all work as a team.. If you need anything at all, grab the first person that you see.

Of course, use hand gestures to aid in communicating, for example, point at the salad bar when speaking about the salad bar (with four fingers, not with one finger), motion to the table card and tongs when speaking about them, etc. This speech is available as a print out (training aid) on our intranet website.

Important is to cover all of the following points:

- Authentic Southern Brazilian Steakhouse
- Two Part Service
- Gourmet Self Serve Salad Bar
- Unlimited servings of 15 cuts of meat, & side dishes
- Red and Green disc
- Brochure (Table Tent Card)
- Tongs
- Work as a Team
- Beverage Offer

TERMINOLOGY

Typically this section would be at the back of the book but knowing these terms ahead of time will greatly enhance training. Following are terms frequently used on the floor.

- **2 -TOP, 6-TOP, etc.** Table for two, table for six, etc
- **BAR TAB-** Beverages a guest orders in the lobby or bar area while waiting. We offer to transfer those beverages to the guest's table.
- **BEHIND** - what a server would pronounce loudly when behind someone who may not know they are there and needs to know to avoid traffic conflict when carrying heavy tray, etc.
- **BIG TOP** Large party (9 or more guests)
- **BOH** Back of house (Kitchen)
- **CAIPIRINHA** Our signature drink is the Caipirinha. It is the Brazilian version of a margarita; made with lime, cachaça, sugar cane liquor) and sugar.
- **CHURRASCARIA** Barbecue house
- **CHURRASCO** Pronounced(shoo - ras - ko) has been a culinary tradition for more than three centuries in Rio Grande do Sul. The Gauchos pierced large pieces of meat and slowly roasted them over open flamed pits.
- **COMING IN, COMING OUT, CORNER** - what one would say when exiting or entering a blind area to avoid a traffic conflict when carrying large tray, etc.
- **FOH** Front of the house (Lobby & Dining Rooms)
- **GAUCHO** Southern Brazilian Cowboy; chefs who cook and serve meats according to Southern Brazilian tradition.
- **GUARANA** Brazilian soft drink, made from the Guarana fruit found in the Amazon, it is very similar to cherry ginger ale or cream soda.
- **ON A WAIT** We have multiple guests in the lobby waiting for tables.
- **PRE-BUS** Removing unwanted plates, silverware trash, and glasses.
- **REGULARS** Guests who dine with us frequently,
- **RUSH(or PUSH)** The busiest period of the shift.
- **RODIZIO** This is the Brazilian word used to describe the continuous rounds of delivery of meats to the table - rounds of meat
- **SPLIT CHECK** When guests request to pay separately.

TELEPHONE ETIQUETTE

When speaking on the telephone there are some basic principals with which you, as a professional hostess, must adhere. There are some DO's and DONT's. Follows is such a list:

Answering the phone: "Hi, thank you for calling Churrascaria Saudades. This is ___ how may I help you?"

Avoid, "I don't know": It's common for a customer to ask a question for which we don't have an answer. Instead of saying "I don't know," respond in the positive: "That's a great question. Let me go find out for you." If we simply say, "I don't know" this leaves the customer frustrated. Turn the negative "I don't know" into a positive.

Be careful how you transfer customers

Saying "Let me transfer you" or "let me put you on hold" is a negative. How many times have you been transferred, only to start over on an automated system, or to have the call dropped? While you may not be able to avoid having to transfer your customer to a different department, you can make it a positive by explain your next move. "Please let me transfer you to our general manager, who will take care you right away. Would you mind holding for a brief moment?" Putting a positive spin on the transfer will expose you as making the customer your number one priority.

Make the best of a bad experience

If a customer calls to complain about something, know that you are already dealing with a frustrated customer who does not think very highly about their last visit. Try your best to make lemonade out of lemons, using the following key concepts:

- **Be empathetic:** Communicate that you understand the problem is frustrating and that the guest is upset.
- **Try to remedy the problem:** If you are able to solve the customer's complaint, please do so. But if you cannot, you should tell the customer you will get your manager right away. Bad experiences on busy nights can sometimes be an oversight, but losing an angry customer because of it is never acceptable. How you handle the situation can make all the difference.

When you can't bend the rules, offer a winning alternative

There are certain rules that you can't break for a customer, but instead of leaving the customer frustrated and disappointed, offer an alternative so that

the customer still feels like he is still getting what he wants. For example, if a customer is requesting a discount on their meal because they “will not eat a lot” Be positive with your response, “Sir(Ma’am), I’m really sorry. There is no discount on the full dinner experience (15 meats, salad bar, and hot sides for), however we can accommodate you by offering you unlimited trips to the salad bar half the price of the full experience and you may order from our meat sampler appetizers that range from \$7 to \$9.” In this scenario, you are not breaking rules and you are not ending on a negative with the easier answer by having simply said, “no”. You are offering an alternative that still gives the customer the option he is looking for (a lower final guest check total).

Don’t hang up until you know your customer is satisfied

How you end a call is extremely important. Before you let the customer hang up, take the small step of asking if there is anything else that you can assist with or ask if they have any additional questions. Here is a fantastic way to wrap up a call:

“Thanks for calling, Is there anything else I can help with? I’d be happy to assist in answering any other questions you may have.”

“Thank you! Have a great day and we hope to see you soon.”

A closing line such as this shows your appreciation for your customer, makes sure the customer is satisfied, and it communicates your willingness to keep helping (if needed). This type of closer is especially effective if you have had an angry customer – Always end your conversations on a positive note.

When you are taking a reservation: Customer: “Hi, I would like to make a reservation for this evening.” You: “I will gladly help you with that! How many people are in your party?”

Check current and future availability for the party size. Confirm whether or not we can accommodate the party of that size on that date and at the specified time that the customer is requesting and record their reservation in the reservation system. If you cannot accommodate their reservations request, avoid the negative answer of “NO” and offer an alternative. “May I take your information in case we have a cancellation? I will call you as soon as possible, if we have any tables open up.” [take their information] Thank them very much and apologize for the inconvenience. Or you might say, “May I offer you a reservation tomorrow? We usually have more availability on _____”

After you have ironed out whether or not they will be making a reservation, go ahead and add it to the reservation system but before hanging up, ask the following questions:

- Is this a special occasion, anniversary or birthday?
- Are there any dietary restrictions or allergies of which we should be aware?
- Are there any children included in your party that will need a high chair, booster, or infant sling?
- Is there anyone in your party that is unable or unwilling to walk up a flight of stairs?

Be sure to add any special notes/requests/preferences to the reservation notes area.

If you must place someone on hold: “Hi, thank you for calling Churrascaria Saudades, would you hold for one moment please?” Wait for a response, don’t just hit the hold button. Say, “Thank you, one moment please”, acknowledging their response to your question. Note: Putting someone on hold without asking them ahead of time AND waiting for a response is RUDE. **DO NOT FORGET ABOUT THE CUSTOMER ON HOLD.** *If you are busy, have someone else answer the phone. Don’t forget that WE ARE A TEAM!*”

Leaving a message for a late or “NO SHOW” reservation: “Hello, this message is for [name of customer]. My name is ___ and I am calling from Churrascaria Saudades Brazilian Steakhouse in reference to your reservation with us this evening at ___ for ___ people. Please call us at back at 302-355-5551 at your earliest convenience to confirm whether or not you will still be dining with us this evening. Thank you and we hope to hear from you soon”

Leaving a message for a customer about upstairs seating: “Hello, this message is for _____. This is _____calling from Churrascaria Saudades Brazilian Steakhouse in reference to your reservation with us tomorrow evening at ___ for ___ guests. We are calling to ask if there is anyone in your party that is unable or unwilling to walk up a flight of stairs. Please call us at 302-355-5551 to confirm at your earliest convenience. Thank you, we look forward to speaking with you. Have a great day [or evening].”

Taking a customer cancellation call: Customer: “Hi, I have a reservation tonight at 6:30 that I need to cancel.” You: “Ok no problem. What is the last name?” Customer: “Doe” You: “Ok I will cancel that for you. We are sorry to hear that you will not be joining us for dinner. Can I make a reservation for a future dining experience with us?” Or you can end the call with, “We hope to see you soon. Have a great day [or evening].”

Taking a customer inquiry call (how does it work at a Brazilian Steakhouse?): The full dinner experience begins with unlimited visits to our 40+ item salad bar. When ready, with the flip of the signal card from red to green, the meat service will begin which involves an endless supply of chicken, beef, lamb, pork, and sausage delivered and carved tableside, right off the skewer, by one of our gaucho chefs. We also bring as many side dishes of caramelized bananas, parmesan topped crispy fired polenta, garlic mashed potatoes, and our signature pão de queijo (cheese bread) as you like. All of this is included in one price. We offer a salad-bar-only option for half the full experience price.

Taking a call with a customer inquiring about dining at the bar: We offer the salad-bar-only option at the bar and we have a small plate appetizer offering at the bar as well. However, the full experience meat service is only available in the dining room.

Taking a call when the customer wishes with a manager: Customer: “Hi. May I please speak with a manager?” You: “Is there something I can help you with?” Then try to help. If this is a matter for a manager, then: “Please let me transfer you to [know who is on duty and to whom you should transfer the call] May I place you on a brief hold?” Wait for a response, don’t just hit the hold button. Say, “Thank you, one moment please”, acknowledging their response to your question. Note: Putting someone on hold without asking them ahead of time AND waiting for a response is RUDE.

REMARKABLE SERVICE

What makes **Remarkable Service** remarkable?

Remarkable Service begins with the developed understanding and capabilities of his or her job requirements. At the same time, the attitude should be to strive at all times to actually provide remarkable service. One thing “remarkable service” does have at its core - is simply a desire to make it happen. The following are the attributes of remarkable service:

- **Remarkable Service is welcoming, friendly, and courteous.** Courteous behavior creates an atmosphere of comfort. A warm friendly “welcome” assures our guest they can relax and enjoy their dining experience.
- **Remarkable Service is Being Knowledgeable.** A knowledgeable server displays confidence in his or her abilities; this confidence

results from becoming familiar with all aspects of the restaurant from concept and service to food and wine.

- **Remarkable Service is Efficient.** Efficient service is calculated and seamless; it's working quickly, smoothly and easily creating a feeling of ease for the guest.
- **Remarkable Service is well timed.** Remarkable servers anticipate the dining needs of the guest. This means providing just the right items or service before the guest may even realize they need an item.
- **Remarkable Service is Flexible.** Remarkable service accommodates guest requests even if they do not adhere to regular dining principles, ... such as a guest request to start with dessert, or having his or her Red Wine poured over a glass of ice.
- **Remarkable service is consistent** People go to a restaurant the first time for many different reasons. They come back for only one: They like the restaurant, its food, and its service. The key to long-term success is "remarkable service", delivered to every guest, every day, every week, every month, and every year.
- **Remarkable Service Communicates.** Effectively the art of communication consists of transmitting the right amount of information exactly when it is needed. Remarkable servers recognize what guests want to know and provide the information in an unobtrusive manner. Remarkable servers adapt their communication style to the situation and the guest with whom they are speaking. Remarkable servers are always "reading" the table.
- **Remarkable Service Instills Trust.** A state of trust must be established between the server and the guest. The guest wants to feel secure with the server's recommendations. A bond of trust is central to return business and return business is typically looking for the same level of enjoyment and satisfaction experience as before.
- **Remarkable Service Exceeds Expectations.** Repeat guests expect the same level of service each time they visit, but remarkable servers are constantly seeking ways to better the experience. The best service is constantly improving service. Remarkable service must be consistent and logical, yet flexible. Do whatever is necessary to help out.

COMMUNICATION/COURTESY

Communication by definition is a verbal or written message, but there are other factors that come into play when people communicate face to face. Communication is:

- 5% Words
- 35% Tone of Voice
- 60% Body Language

Hospitality Words - Hospitality is the relationship between a guest and a host, or the practice of being hospitable. Specifically, this includes the reception and entertainment of guests. Hospitality words are words chosen in order to be more hospitable, or welcoming.

Greeting a guest who is checking at the host stand

- "Good evening!"
- "Good afternoon!"
- "How may I help you?"
- "Welcome to Saudades!"

Seating a guest

- "Enjoy your meal!"
- "Have a wonderful evening!"
- "Please allow me..." (when pulling out chairs)

If asked "Where is the... (bathroom, bar, lobby)

- "Here let me show you"
- "Right this way"

Saying Goodbye

- "Thank you for coming"
- "Please come back again"
- "Thank you for choosing Churrascaria Saudades!"
- "It was a pleasure to have you dine with us"
- "We look forward to serving you again!"

DON'T FORGET TO ALWAYS SMILE

FOOD SAFETY

Churrascaria Saudades is committed to providing the best quality food in a sanitary work environment. Proper safety and sanitation begins with each team member. Eighty percent of all food-borne illness can be traced to cross-contamination from unclean hands. Follow the simple guidelines to ensure the most healthy, safe environment for our guests:

All team members are required to wash their hands after:

- Using the restroom
- Handling raw food product, touching un-sanitized work surfaces, or clothes
- Eating or drinking
- Touching your face or hair
- Coughing or sneezing
- Taking out the trash or touching dirty food surfaces (such as clearing tables).
- Picking up debris off the floor (preferred method is with a broom/dust pan).

Proper Hand Washing Technique

Scrub hands for at least 20 seconds with an approved hand cleaner. A good rule of thumb is to sing "Happy Birthday", twice.

- Use hot water
- Apply soap
- Wash up to your elbows
- Scrub fingernails
- Rinse hands and dry them
- Apply hand sanitizer

Be familiar with the Food Worker Reporting Policy in our Employee Handbook (hint: you will be quizzed about this)

FAQ – (GUEST QUESTIONS)

Follows is a list of frequently asked questions, the foreknowledge of which will be very helpful:

- Is the restaurant family-friendly? **Yes**
- What are options for vegetarians? **Our gourmet salad bar, as well as hot side dishes.**
- What are the major roads or landmarks in relation to the restaurant? **Newark Shopping Center on Main Street in Newark**
- Is it OK to wear jeans/shorts? **Yes**
- What kind of wines do you offer? **We offer an excellent selection of wine on tap and a full wine list featuring a wide variety of foreign and domestic vineyards.**
- How can I buy a Gift Certificate? **In the restaurant or online (visit our website at www.EatSteaks.com)**
- Do you offer carry out? **We feature a prix fix, all-you-can-eat menu. We do not offer takeout for our main course, however we do offer takeout dessert.**
- Do you cater? **Yes, Please call _____ for details.**
- Can we have separate checks? **Absolutely**
- Do you give discounts for large parties? **Let me put you in touch with a large party coordinator. Give them contact information and let them know someone will call them back right away.**
- Anything special for holidays? **We offer special events for New Year's Eve, Valentine's day, Mother's day, and Father's day**
- Do I need reservations? **We do not require a reservation, however it is highly recommended.**
- Do you have a private room? **Yes, 2 rooms fully equipped with multi-media equipment.**
- How soon can I make a reservation? **I can make one for you.**
- What information do you require for a reservation? **Name, Phone number, party size, date and time, special event, and allergies.**
- I tried to book my reservation online and it said the date was not available? **Then this date may be fully booked. Let me see if I can help you. For what date were you looking?**
- Do you require a deposit for large parties? **It depends on the size, date, and package options for the event**
- Will I still get the full menu if I come in late? **Always**
- What do you do for birthdays? **We offer a complementary dessert, but we do not sing**

- May I have flowers delivered? Yes
- Can I bring my own wine? Yes (for a minimal corkage fee of \$25), however, we an award winning winelist.
- May I bring my own cake? Is there a cutting fee? Yes you may bring in a cake, there is no fee.
- I am going to be late, is it OK? (It depends on the situation. Always use your best discretion to satisfy the party without interrupting another)
- I am gluten intolerant. What can I eat there? Our gourmet salad bar features over 30 gluten free items and our meat selection is completely gluten free except for the chicken which is marinated with beer. Our famous Brazilian Pao de Queijo (cheese bread) is also gluten free.
- Do you have a seafood option? No, but we do have smoked salmon.
- Can I write a personal check? No, but we do accept all major credit cards.
- Can my company write a check? No, unless it is for a private party or event and it has prior manager approval
- Can I do a direct bill? Yes (see manager)
- Can you take my CC # over the phone to pay for my guests? We can handle this on a case-by-case basis. Please check with a manager
- Can you take my CC # for a gift card payment? YES, but this sale must be a card-present transaction with as signature on the receipt. However, online purchases are available if the customer cant be physically present for the purchase.

STANDARD TABLE SET

As a hostess, you will be expected to help reset tables between seatings in the area near the hostess stand, in order to help expedite the seating of new guests. Tables are set with the following:

- Napkins
- Forks
- Knives
- Tongs
- Disk
- Wine glasses
- Salt and pepper shakers
- Table tent card
- Water glass

OPENING/CLOSING PROCEDURES

There are established opening and closing procedure to follow with a checklist to back up each step. Trainer will go over each step.

TABLE NUMBERING SYSTEM

The standard table number layout has some protocols (i.e. what number to use when tables are joined together to make a larger table) and there are holiday variations (Valentine's day, Mother's day, etc). Trainer will go over these details with trainee.

RESERVATIONS SYSTEM TRAINING

We accept reservations online (customer access), we can accept reservations over the phone, and we accept reservations in person. We also accept walk-in guests when we have the capacity. All reservations (including walk-ins) are stored in our reservations system called Yelp Seat-Me. Trainee needs to know that if a party is larger than 12 guests, a credit card number is required of the guest has to hold the reservation. Host will enter the credit card info into the system. Host shall let the guest know that the info is confidential, that the numbers once entered are no longer visible to anyone, not even managers. The card will only be used to charge a fee if the guest does not show up for the reservation.

Complete the online training module on our company intranet website called SeatMe Training. Trainer will demonstrate the reservations system, in real time, during shift-shadowing on Day1.

HOMWORK ASSIGNMENT

Alysa needs to input here: what homework to assign

-----END OF DAY ONE-----

REVIEW RESERVATIONS SYSTEM

Trainer will go over the eleven training modules for SeatMe during the training session before the shift (12th module not applicable to our service) Trainer and Trainee shall complete the SeatMe Exercise Sheet. Trainer will review and answer any questions.

ADD THE FOLLOWING TO THE TRAINING SHEET THEN DELETE

Day 1

Arrive 2 hours before opening. Trainer will go over the training manual with the trainee in the allotted time, up to the red line in the manual.

Day 2

Arrive 2 hours before opening. Trainee (under supervision) shall perform the open and close procedures (following the checklist), seat all tables, answer the phone, and take any reservations. The trainer should guide the trainee and answer any questions they have and help them through the night but still allow the trainee to perform independently. Quizzes on table numbers should be given and fake scenarios should be presented to the trainee to see how they will react. For example, "what would they do if a party of 9 walks in on a busy night?"

Day 3

Trainee shall open and close and be able to fully run the host stand without the guidance of the Trainer. Trainer will observe and be available should the need arise.