



TIMELESS INNS

P U B S & R E S T A U R A N T S

Staff Handbook

Contents Page

Introduction	Page 3
Our Vision	Page 3
Our Mission	Page 3
Our Values	Page 3
Disciplinary Action	Page 4
Grievance	Page 5
Training and Development	Page 6
Training Procedure	Page 6
Induction	Page 7
Food Safety Policy	Page 7
Allergens	Page 7-9
Health & Safety	Page 9-10
Personal Hygiene	Page 10-11
Fire Safety	Page 12-13
Manual Handling	Page 13-15
COSHH	Page 15-17
Licensing Law	Page 17-18
Bar Standards & Service	Page 18-19
Cellar Standards	Page 20-21
Food Service	Page 21
Handling Complaints	Page 22-25
Product Knowledge Dispense and Service	Page 25-27
Customer Service	Page 27-29
Induction Check List	Page 30

Introduction

Welcome to Timeless Inns, our success depends on people like you who are committed to serving our customers. It is our policy to maintain high standards of customer service through the provision of coaching, training and development of our staff. This handbook is given to you to explain your conditions of employment and any other rules necessary for you to know in order that you can operate within the framework of current legislation.

Our Vision

Our Vision is to ensure the pub industry is kept alive and serving good home cooked food daily. We work closely with pub companies such as Punch Taverns and Enterprise Inns and have a fantastic management team that can turn pubs around within a small-time frame, open them to the public and put the pub back into the heart of the community.

Our Mission

To provide all customers with good homemade food within a clean relaxing environment, and excellent customer service’.

Our Values

- ✓ **Commitment** – we are committed to providing an excellent experience for all stakeholders
- ✓ **Leadership** – our leadership team will work closely with all staff at all levels to ensure they are happy, safe and developing within their role
- ✓ **Quality** – we ensure we provide our customers with the best quality of food & Drink available for the price that they pay
- ✓ **Passion** – our leadership team is passionate about the sector; their knowledge is excellent and they will work hard and closely with their staff to ensure the business is a success.

Disciplinary/Dismissal Procedures

Disciplinary

1. Minor problems will be dealt with informally.
2. In cases of more serious problems or repeated minor problems including breaches of your contract, poor conduct or poor performance of your duties, one of the following disciplinary actions may be taken:
 - a. A verbal warning which will be confirmed to you in writing and recorded in your personal file.
 - b. A first written warning which will be confirmed to you in writing and recorded in your personal file.
 - c. A final written warning which will be confirmed to you in writing advising you that further misconduct could lead to dismissal and recorded in your personal file.

Dismissal

1. In the case of gross misconduct there will be no period of notice given. If you are in your probationary period only one warning is required before dismissal.
2. Before any of these actions are taken you will receive a letter setting out details of the alleged misconduct and inviting you to a meeting to discuss the matter. You will have the right to attend the meeting with a work colleague or trade union representative.
3. After the meeting, you will be informed if any further action will be taken, you have the right to appeal but must do so within 10 days of receipt of notification of the decision. Gross misconduct can come under any of the following:
 - a. Breach of health and safety
 - b. Anything avoidable that could put customers or colleagues at risk
 - c. Verbal abuse to customer or colleagues
 - d. Physical abuse to customer or colleagues
 - e. Any sort of harassment to customers or colleagues
 - f. Walking out of work
 - g. Breach of legal requirements for safety of customers and colleagues
 - h. Bullying
 - i. Discrimination
 - j. Stealing/Fraud

Grievance Procedures

1. Let one of your superiors know the nature of the grievance, if it is not possible to resolve the matter informally we will;
2. Hold a meeting to discuss your grievance, you can bring a colleague or trade union member with you to the meeting.
3. We will then investigate the grievance and decide on the appropriate course of action.
4. We will then hold a second meeting to discuss the outcome and any further action that may be required. If you are not happy with the outcome you have the right to appeal in writing. Where deemed necessary information and progress will be recorded in writing.

Training and Development.

We want to ensure staff understand the importance of delivering great service with speed and quality, as well as highlighting ways to ensure the pub is set up to help achieve great service always. A clear procedure for opening and closing a pub will enable staff to maximise sales and project a professional image.

The reputation of pubs is founded on providing a service that exceeds our customers' expectations. Our key objective in achieving this is by improving your skills and knowledge through a series of training sessions.

Training Procedures

Induction, Internal Training and 6 monthly Training Reviews

The kitchen manager and pub manager have the responsibility in ensuring inductions have taken place, internal training is identified and 6 monthly training reviews are completed. Internal training is to be organised with the Area Manager.

HACCP/ Safer Food Better Business

It is the Kitchen managers responsibility to ensure all staff are aware of HACCP and completed the Safer Food Better Business Training Guide. This includes both Kitchen and Front of house staff.

Level 2 Food Safety

It is the Kitchen managers responsibility to ensure all kitchen staff have a minimum of L2 food safety that is in date.

The Area manager is responsible in ensuring all training is taking place, relevant training is sourced and every member of staff is developing within their role. The area manager is to oversee the internal and external training that is taking place ensuring it is beneficial to the individual and organisation.

Steps to Requesting Training

- Step 1 - Identify the training need via performance reviews
- Step 2 - Set up a meeting with Staff Member and Area Manager to discuss reasons for training and how this training has been identified
- Step 3 - Area Manager is to source the training internally or externally meeting the requirements of the identified area for development
- Step 4 - The candidate is to carry out the training within the time frame agreed.

External Training

External training is available to all staff, the Kitchen Manager and Front of House Manager need to identify these needs through performance reviews. The Area manager will source the relevant training for the staff members and try to ensure all training is done via work based learning. Training such as Customer Service, Professional Cookery, Food Safety, Hospitality Supervision is available all year round.

Induction

As a new member of the team it is important that you are introduced to all of your colleagues; the procedures of the house and that you understand your responsibilities under the Health & Safety at Work Act. It is also important that you fully understand your terms and conditions of employment here. If you are not sure about anything then please ask questions.

Food Safety Policy

Timeless Inns ensures food safety; safety of customers and safety of staff are at the heart of our business. Through various methods we ensure our food is received, stored, prepared and served legally and we accept our legal duty to comply with The Food Safety Act 1990.

Timeless Inns uses the Food Standards Agencies guidelines to ensure personal hygiene, cross contamination, cleaning, chilling, and cooking are all managed correctly through methods of data collection and analysis.

This statement is available in all Timeless Inns kitchens and available to staff on induction and on request.

Food Allergens

Timeless Inns are committed to ensuring all our customers and staff can eat safe within our pubs. Every member of staff will receive Allergen training within the first 12 weeks of employment. Your manager will sign post you to the next available course. All the management team will have additional Allergen Training at Level 2 external to Timeless Inns. On your first day your manager will give you an overview of how to handle customers with allergens. Below is some information on Allergens.

A food allergy is an abnormal response to a food triggered by your body's immune system. Allergic reactions to food can sometimes cause serious illness and death.

In December 2014 it became a legal requirement that food businesses must provide information about the allergenic ingredients used in any food they sell or provide.

There are 14 major allergens which need to be mentioned (either on a label or through provided information such as menus) when they are used as ingredients in a food.

Below are the 14 main allergens.

Celery - This includes celery stalks, leaves, seeds and the root called celeriac. You can find celery in celery salt, salads, some meat products, soups and stock cubes.

Cereals containing gluten Wheat (such as spelt and Khorasan wheat/Kamut), rye, barley and oats is often found in foods containing flour, such as some types of baking powder, batter, breadcrumbs, bread, cakes, couscous, meat products, pasta, pastry, sauces, soups and fried foods which are dusted with flour.

Crustaceans - Crabs, lobster, prawns and scampi are crustaceans. Shrimp paste, often used in Thai and south-east Asian curries or salads, is an ingredient to look out for

Eggs - Eggs are often found in cakes, some meat products, mayonnaise, mousses, pasta, quiche, sauces and pastries or foods brushed or glazed with egg

Fish - You will find this in some fish sauces, pizzas, relishes, salad dressings, stock cubes and Worcestershire sauce.

Lupin - Yes, lupin is a flower, but it's also found in flour! Lupin flour and seeds can be used in some types of bread, pastries and even in pasta

Milk - Milk is a common ingredient in butter, cheese, cream, milk powders and yoghurt. It can also be found in foods brushed or glazed with milk, and in powdered soups and sauces

Molluscs - These include mussels, land snails, squid and whelks, but can also be commonly found in oyster sauce or as an ingredient in fish stews

Mustard - Liquid mustard, mustard powder and mustard seeds fall into this category. This ingredient can also be found in breads, curries, marinades, meat products, salad dressings, sauces and soups.

Nuts Not to be mistaken with peanuts (which are actually a legume and grow underground), this ingredient refers to nuts which grow on trees, like cashew nuts, almonds and hazelnuts. You can find nuts in breads, biscuits, crackers, desserts, nut powders (often used in Asian curries), stir-fried dishes, ice cream, marzipan (almond paste), nut oils and sauces

Peanuts - Peanuts are actually a legume and grow underground, which is why it's sometimes called a groundnut. Peanuts are often used as an ingredient in biscuits, cakes, curries, desserts, sauces (such as satay sauce), as well as in groundnut oil and peanut flour.

Sesame seeds - These seeds can often be found in bread (sprinkled on hamburger buns for example), breadsticks, houmous, sesame oil and tahini. They are sometimes toasted and used in salads.

Soya - Often found in bean curd, edamame beans, miso paste, textured soya protein, soya flour or tofu, soya is a staple ingredient in oriental food. It can also be found in desserts, ice cream, meat products, sauces and vegetarian products.

Sulphur dioxide - (sometimes known as sulphites) This is an ingredient often used in dried fruit such as raisins, dried apricots and prunes. You might also find it in meat products, soft drinks, vegetables as well as in wine and beer. If you have asthma, you have a higher risk of developing a reaction to sulphur dioxide.

Health & Safety

Your employer aims to provide healthy and safe working conditions for all employees by implementing safe working practices. There is a shared legal obligation under the Health and Safety at Work Act 1974 to maintain a healthy and safe work environment by both Employer and Employee. All employees must familiarize themselves with all Health and Safety Procedures. It is YOUR LEGAL DUTY to take care of your own health and safety together with that of your colleagues. Failure by an employee to comply with these procedures will be considered an act of gross misconduct and will result in disciplinary action. You need to familiarize yourself with the information in this booklet and pay attention to the contents of any statutory warning notices displayed in the pub.

Your Responsibilities

- ✓ Working safely in the interest both yourself and any others who may be affected by your working activity
- ✓ Complying with health and safety procedures and standards
- ✓ Making appropriate use of equipment and personal protective clothing
- ✓ Reporting any hazards, accidents and near misses

Accidents

An accident is any unplanned, unforeseen event that results in injury, damage to equipment or property or some other loss.

- ✓ You must immediately report any accident or dangerous incident at work, however minor or trivial, particularly where any personal damage or injury is involved. It is your duty also to report any safety hazard such as defective equipment or apparatus, and to warn others if necessary.

- ✓ A report of ALL accidents MUST be recorded in the Accident Book.

Reporting procedure

- ✓ Record ALL accidents in the Accident Book
- ✓ Know where the First Aid Box is and what it contains
- ✓ Inform the manager of all accidents and dangerous occurrences
- ✓ Know whom the First Aid appointed person is

Remember – it is your responsibility to report any accidents to your manager, who will then make sure that the information is recorded in the accident book

Broken glass - Broken glass must be disposed of safely by wrapping it in plenty of thick paper or cardboard, dispose of broken glass separately from all other rubbish or litter

Electricity - Always check equipment before use, if equipment appears defective DO NOT use it, never carry out electrical repairs yourself, Inform your manager of all dangerous/defective equipment

Personal Hygiene

Your hands

- ✓ Keep your hands clean
- ✓ Wash your hands regularly
- ✓ Use the wash hand basin and soap provided
- ✓ Wash your hands before you handle food or serve drinks
- ✓ Always wash your hands after you have visited the toilet, handled raw foods, handled chemicals, handled rubbish or blown your nose
- ✓ Keep cuts and sores covered with a highly visible waterproof plaster

Your appearance

- ✓ Always wear clean protective over clothing
- ✓ Clean overalls not only protect you from spills but also protect the food you handle

- ✓ Long hair must be tied back and kept covered
- ✓ Remove all jewellery - it can harbour bacteria, which may transfer onto food

Personal habits

- Do not eat or smoke in a food preparation area or whilst serving drinks
- Do not cough or sneeze over or near food
- Do not lick fingers
- Do not touch glasses where people will drink from
- Do not touch cutlery where people will eat from

Personal Hygiene Questions

1. When should you wash your hands?
2. Where should you wash your hands?
3. What should you do if you have a cut or sore?
4. What state should your clothes be in and why?
5. How should long hair be worn?
6. Why should you not wear jewellery?
7. List 3 bad habits you should refrain from doing?
8. What should you tell your doctor if you are unwell?
9. Why should you not smoke or eat in a food area?
10. Where are you allowed to eat/drink when at work?

Fire Safety

Fire Extinguishers

<u>Colour</u>	<u>What to use it on</u>	<u>Content</u>
Red	Soft furnishing, paper, wood	Water
Cream	Flammable liquids, fat, oil, fires in containers e.g. deep fat fryers	Foam
Black	Electrical flammable liquid/gas	Co2 Warning: CO2 extinguishing can cause freeze burns if the nozzle comes into contact with skin. take great care.
Blue	Electrical, flammable liquid/gas, soft furnishings, paper, wood	Powder Warning: Dry Powder does not readily penetrate the inside of electrical equipment. take extra care and re-apply dry powder if the fire re-ignites.
Yellow	Depp fat fryers and cooking oil fryers	Wet Chemical

Fire Drill

- ✓ Know the evacuation drill, escape routes, fire exits and assembly points
- ✓ Understand the course of action if someone sounds the fire alarm
- ✓ Remember to close all doors after evacuation
- ✓ Know how to operate the fire alarm
- ✓ Know where the nearest telephone is

Fire Questions

1. What is the first thing you would do on discovering a fire?
2. What do alarm boxes look like and where would you find them?
3. Where are all the fire extinguishers located?
4. What type of fire extinguishers are suitable for electrical fires?
5. Why is it important not to use water on electrical or oil fires?
6. Why must you be careful when using CO2 extinguishers?
7. When evacuating a building, what must you remember to do?
8. Where are the fire exits/escapes located?
9. Where is the fire evacuation assembly point for the premises?
10. How can you help prevent fires?

Manual Handling

Typical Manual Handling Tasks

- ✓ Moving kegs or casks
- ✓ Bottling up
- ✓ Putting deliveries away
- ✓ Moving containers of chemicals

- ✓ Moving containers of cooking oil
- ✓ Removing filters from extractor canopies

Basic lifting and carrying

- ✓ Check that your route is clear of obstructions
- ✓ Stand as close to the load as possible
- ✓ Spread your feet to create a stable base
- ✓ Bend your knees and keep your back in a natural line N.B. Do not bend your knees fully as you will have too little power to lift
- ✓ Grasp the load firmly
- ✓ Raise your head as you start to lift
- ✓ Lift with your powerful leg muscles in a smooth movement
- ✓ Keep your back straight
- ✓ Hold the load close to your body
- ✓ Avoid twisting, leaning backwards or stooping
- ✓ Reverse the procedure for lowering the load
- ✓ Be careful not to trap fingers or toes when setting a load down

Manual Handling Questions

1. List 3 key points to remember when lifting?
2. Describe the “Basic Lift”?
3. What manual handling tasks do you do in your job?
4. What should you do if an accident occurs in your workplace?
5. Where is the Accident Book kept?
6. Who is the appointed First Aider in your pub?
7. Where is the First Aid box kept?

8. Why must you report all accidents to the manager?
9. What should you do with broken glass?
10. What must you do if equipment appears faulty or defective?

COSHH

What you need to know

During your work, you will come across chemicals and cleaning materials. It is very important that you understand how these substances are controlled so they do not become hazardous to either you, your colleagues or anyone else.

Hazardous substances can cause damage to the body when they...

1. Come into contact with the skin and eyes
2. Enter the body through cuts in the skin
3. Are breathed in
4. Enter the body through the mouth

The substances can be:

1. Liquids
2. Solids
3. Dust
4. Powders
5. Gasses

When handling hazardous substance, you must...

- ✓ Understand the need for care when using cleaning substances
- ✓ Remember the need for storing substances in separate lockable cupboards/rooms
- ✓ Become familiar with each product, their safety precautions and possible hazards
- ✓ Learn the importance of not mixing cleaning agents, and that they should never be put into drinking vessels or bottles

- ✓ Remember that gas cylinders must be secured upright when in use and horizontally when not in use. Understand that these cylinders are high-pressure vessels
- ✓ Report any suspected leakage of gas and always vacate the cellar immediately if a leakage occurs
- ✓ Remember CO₂ is toxic and will cause asphyxiation and bare skin must not be allowed to come into contact with the gas because it may cause a freeze burn

Remember

- ✓ Follow manufacturer's instructions
- ✓ Never store chemicals near/next to food
- ✓ Never mix chemicals
- ✓ Always add chemicals to water and not water to chemical
- ✓ Do not put chemicals in unmarked containers
- ✓ Wear personal protective clothing when required by COSHH information

COSHH Questions

1. What do the initials COSHH stand for?
2. What areas of your work relate to COSHH?
3. Whose instructions will you follow when using and storing chemicals?
4. Where should you never store chemicals?
5. When should you wear protective clothing?
6. How should gas cylinders be stored when in use?
7. What does "Corrosive" mean?
8. What does "Harmful" mean?

9. What does "Irritant" mean?

10. What should you do if you experience a reaction to the chemicals you use?

Licensing Law

What you need to know

- ✓ Who you can't serve
- ✓ When you can serve (your permitted opening hours)
- ✓ What you can serve (your measures of dispense)
- ✓ Passing off (substituting one product for another)
- ✓ Your licensing conditions
- ✓ Who the DPS is

Weights & Measures

Beer / Lager / Cider - 1/3rd of a pint and multiples of 1/2 pint

Spirits - Multiples of 25ml or 35ml

Wines - 125ml / 175ml / 250ml

Under 18

- ✓ It is an offence to sell intoxicating liquor to a person under 18 years of age or to permit a person under 18 to consume intoxicating liquor in a bar.
- ✓ If you think somebody is under 18 or is buying for somebody who is under 18, you must not serve them without having seen a valid form of proof of age.
- ✓ All cards must have the PASS hologram on them.
- ✓ Operate Challenge 21
- ✓ Check the conditions of your premises licence relating to underage sales.

Passing off

We are legally bound to tell the guests that the product we offer is different to the one they have asked for as we must seek their approval prior to dispensing the drink.

Passing off is illegal and you could be fined. e.g. A customer asks for Pepsi and we serve Coke

A customer asks for a Bell's whisky and we serve Teacher's. Ensure you are familiarised with the product range

Bar Standards & Service

The good & bad practice

Good

Staff are smart, professional and prepared for opening and provide our customers with:

- ✓ Friendly service
- ✓ Great atmosphere
- ✓ Fast service
- ✓ Cold drinks
- ✓ Product knowledge
- ✓ The bar is ready for business and eye catching

Bad

Staff have poor communication, look untidy, not professional and a lack of enthusiasm.

- Dirty glasses left on tables
- Dirty bar top - spillages left
- Glasses not clean, cool and dry
- Customers moving debris from tables or chairs before sitting down
- No lemon, lime or oranges freshly prepared and stored in appropriate containers
- Complaints from customers
- Untidy bar
- Chillers/shelves not stocked/stock not rotated
- Empty ice bucket/ice scoop is kept in ice bucket
- Spirit measures not cleaned every fortnight

Bar Standards Questions

1. Why is it important to have all areas ready for service?
2. How often should we clear tables?
3. What would you do/say in the following situations?

4. My beer doesn't taste right
5. The fridge light is out
6. Name 5 'opening duties'
7. The Ice scoop missing
8. Name 5 'on shift' duties
9. The drip trays are full
10. Name 5 'closing duties'
11. What time do you close?
12. My beer is warm
13. What signs should you look for to ensure the glass you're about use is in a good condition?

How to go the extra mile

- ✓ Check glasses and ashtrays are cleared regularly
- ✓ Check the toilets every 20-30 minutes for toilet paper, soap, cleanliness etc.
- ✓ Check outside areas and smoking shelters
- ✓ Asking customers if you can get them drinks, when clearing glasses and plates
- ✓ Clearing debris from the floor inside and out, putting seats back under tables, menus always clean and not ripped or tatty
- ✓ Check merchandising is in place, clean and up to date with current promotions
- ✓ Mop up spills immediately
- ✓ Offer beer mats/coasters
- ✓ Upsell bar snacks where appropriate

Cellar Standards

It is important to maintain high standards within the cellar environment. Although a number of staff are rarely required to go into/work in the cellar, it is still important for them to be aware of the standards required.

What's stored in the cellar:

- ✓ Kegs
- ✓ Casks
- ✓ Bottled drinks
- ✓ CO2 gas bottles etc

Cellar Temperature

Why do we keep a strict control of the temperature in the cellar?

- ✓ In order to preserve beers and lagers in optimum condition prior to and during dispense
- ✓ It's the temperature cask ale conditions at
- ✓ Helps to keep bottled drinks as cool as possible prior to being put into the front fridges

What is the correct temperature for the cellar to be kept at?

- ✓ 11°C-13°C

What simple things can you do to ensure that a temperature of 11°C-13°C is maintained

- ✓ Keeping the cellar door closed at all times
- ✓ Hang two thermometers from the ceiling or 1 inch from the wall – 1 above the kegs and 1 above the casks
- ✓ Check the thermometer reading daily and reporting any suspicious readings
- ✓ Clean the vents on the cellar cooling (the equipment must be switched off when cleaning). Vents must be free from obstruction

Changing a keg

- 1) Go to the cellar and ensure the keg is fully empty
- 2) Switch off the gas supply
- 3) Always take care the disconnecting and reconnecting a keg. Have your head to one side and NEVER DIRECTLY OVER THE CONNECTOR – as ejection of the extractor tube could occur

- 4) Left the handle upwards and twist the connector anti-clockwise by a quarter turn
- 5) Lift the connector
- 6) Release the gas from the line by holding the connector in one hand and depressing the handle
- 7) Inspect the connector to ensure its clean and working properly
- 8) Select the next OLDEST full keg from stock
- 9) Remove the tamper proof cap and inspect the keg connection for cleanliness, making sure there is no plastic debris from the cap
- 10) Locate connector lugs to the 'lug slots' in the kg connector well
- 11) Twist the connector clockwise by a quarter-turn until a firm connection is made
- 12) Depress the handle
- 13) Switch on the gas supply
- 14) Open the gas release valve on the beer monitor until gas is exhausted from the beer line and the monitor fills with beer. Collect any fob in a bucket rather than letting it spill onto the cellar floor
- 15) Use the beer monitor 'plunger' to be sure that the ball floats to the top of the monitor
- 16) Pull the 'plunger' out if you don't do this, the whole line will fill with gas when the keg is empty and this wastes beer

NEVER ATTEMPT TO DE-GAS OR FILTER BACK TO A KEG

AIM TO EMPTY A KEG WITHIN 5 DAYS

Note: there are slight differences in the way that different supplier's fittings actually connect, but all of the principles listed above apply

Food Service

Signs of good service

- ✓ Staff know the menu so they can offer advice and extra items
- ✓ Good sales of desserts and coffees
- ✓ When an item has sold out, customers are informed of this before the chance of ordering it

- ✓ All meals served within 15 minutes of ordering. If not customers are advised when ordering
- ✓ All diners have all the condiments they need
- ✓ Staff check that customers are happy with their food
- ✓ Before serving food, staff check that it is well presented & as it should be served
- ✓ Staff clear there

Going the extra mile

- ✓ Check at the beginning of every shift of specials for the day, soup of the day
- ✓ Check all menu items are available
- ✓ Ensure food is presented attractively and it is how the customer ordered it e.g. if they ask for a sandwich with no butter, ensure they receive their sandwich with 'no butter'
- ✓ Let customers know if there will be a wait for their food when ordering
- ✓ Sell up extras
- ✓ Make suggestions, offer specials
- ✓ Encourage customers to eat 'grazing food' during the times the menu operates. Be flexible

Handling complaints

This guide is about handling customer feedback and ensuring you can take action to rectify any problems so that complaints are not repeated. Research shows that 69% of customers would not return to a pub due to the indifferent attitude of staff and so we must all look for ways to handle complaints professionally, consistently and quickly.

Why staff should be able to handle customer feedback?

- ✓ They are your pub!
- ✓ They represent everyone in the pub to a customer when they complain
- ✓ Opportunity to turn a bad experience into a good one straight away
- ✓ Diffuse customer arguments and to encourage our customers to return

If a customer comes into the pub and has a bad experience they are likely to tell 10 more. They in turn will tell a further 6 people and these 6 people will tell a further 3 people. In total 180 from just one bad visit!

In contrast one person will only tell 3 people of a good visit. So, it takes a long time to build up a good reputation but overnight to damage that reputation.

Why People Complain

Cold food, not cooked as liked, wrong food delivered

Beer flat, warm, sour

Dirty toilets

Dirty tables

Rude team

Slow service

Dirty Glass

Only 3% of customers will complain actively the other 97% will simply walk out and not return and so we need to look for the nonverbal clues to a dissatisfied customer

Good & Bad Practice

Signs of Bad practice.

- ✓ Failure to build rapport with customer's new customers are not returning Number of regular customers declining
- ✓ Member of your team being rude or abrupt with customers
- ✓ Slow service

Signs of Good practice

- ✓ Identifies signs of a potential complaint and pro-actively seeks to rectify it promotes high standards of service and encourages colleagues to do the same Actively listens to a customer complaint without interrupting
- ✓ Presents themselves with positive body language; maintains eye contact and shows interest
- ✓ Uses open questions to establish the exact problem
- ✓ Informs customer what action will be taken to rectify the situation
- ✓ Notified manager on duty of the complaint

Customer complaints could be about food, customer service, cleanliness, in fact a customer could complain about absolutely anything. All staff must know how to deal with a customer complaint. It is up to the management team to ensure the complaints are recorded and

dealt with professionally. A customer complaint must be reported to either the Front of House Manager or Kitchen Manager immediately. The flow chart below ensures you know how service recovery is managed at Timeless Inns.



Questions

1. How can you make our customers feel welcome?
2. How can you exceed their expectations? Why is it important that you are smart?
3. How well do you know who our regular?
4. Customers are and what they expect?
5. Why do you think customers choose our pub?
6. What occasions can you think of that customer's come to our pub for?
7. How can we ensure we offer what they expect and more?

What would you do/say in the following situations?

1. My glass has lipstick on
2. This food is cold

3. My steak is not cooked properly
4. How long will our food be? This beer is flat
5. That's very expensive!
6. Customer waving money at a busy bar

Product Knowledge, dispense and service

Bad Practice

- Beer quality is poor
- You have had a poor stocktake
- Staff are not confident to promote and merchandise
- When a glass is re-used

Good Practice

- ✓ Offer our range of products to customers
- ✓ Dispense each product into the correct glass
- ✓ Demonstrate checking bottle/glass prior to service
- ✓ Offers correct products to avoid 'passing off'
- ✓ Offers correct accompaniment where applicable
- ✓ Demonstrates correct dispense procedures to achieve
- ✓ 95% liquid in draught products
- ✓ Full measure from optic/free pour and thimble measures

Being the Best

- ✓ Every glass is checked - clean, dry, not warm, smear free, not chipped, correct glass to product
- ✓ No lipstick marks

- ✓ All drinks are served at the correct temperature and with the correct accompaniments (i.e. ice and fruit)
- ✓ Labels face customer
- ✓ Glass offered on all bottled products
- ✓ Glass held by base, stem or handle - not rim
- ✓ Neck of bottled products does not touch the glass
- ✓ Optic chamber is full before serving
- ✓ Dispense from thimble measure is in full view of customer
- ✓ Hit taps are used (where installed)
- ✓ Glass is not swirled to create a head when dispensing
- ✓ Use a nucleated glass when dispensing lager to ensure a good head retention
- ✓ Glasses are stored using lattice sheets allowing air to circulate and glasses to dry
- ✓ Serve the correct drink in the correct glass, branded where possible

Questions

1. What is our product range?
2. What premium lagers do we sell? Which are our preferred brands?
3. What are the correct accompaniments to serve with a Bombay Gin and Tonic?
4. When should you serve a cask ale when serving a round of drinks?
5. What are the implications of selling one product for another without telling the customer?
6. What checks could you do to ensure a glass is clean?
7. How much ice would you put in a spirit & mixer?

What would you do/say in the following situations?

1. Can you top my beer up please?

2. Two glasses of wine please
3. Pint of lager please
4. What Cask beer do you sell?
5. Orange and soda water please
6. Half of lager shandy please

Customer Service

The good & bad practice

Bad

- Did not acknowledge a customer
- Did not make eye contact or smile
- Is not of smart appearance
- Forgot to say hello or good evening etc.
- Failed to build rapport with customers

Good

- ✓ Greets customers in a friendly manner, smile and make eye contact
- ✓ Acknowledge customers waiting at the bar
- ✓ Serve customers at the bar in turn
- ✓ Is polite to customers and uses appropriate language
- ✓ Communicate to customers when there may be a problem e.g. out of stock
- ✓ Interacts with customer while serving
- ✓ Is of smart appearance
- ✓ Keeps a tidy work area
- ✓ Looks for opportunities for 'table service' when appropriate
- ✓ Has product knowledge, can answer customers questions
- ✓ Recommends drinks/helps customers to make informed purchase decisions

- ✓ Delivers a great looking drink - correct, clean glass, garnish (where appropriate)
- ✓ Looks like they are having fun whilst doing all of the above

Going the Extra Mile

Service & Sales

- ✓ Make recommendations about the lagers on offer
- ✓ Take a drinks order at the table when clearing glasses, take the drinks over to the customer
- ✓ Find out why customers choose your pub - ask them - do you live locally etc.
- ✓ Demonstrate your knowledge on all our products
- ✓ When a customer leaves - acknowledge, say thank you, hope they come again

Atmosphere and Promotions

- ✓ Check the lighting isn't too bright or dark, check the music isn't too loud or quiet and check it isn't too hot or cold
- ✓ Talking to customers as you walk around
- ✓ Creating atmosphere 'on purpose' with a suitable promotion
- ✓ Talk to customers about current and future promotions
- ✓ Find out what interests them

Questions

1. How can you make our customers feel welcome?
2. How can you exceed their expectations?
3. Why is it important that you are smart?
4. How well do you know who our regular customers are and what they expect?
5. Why do you think customers choose our pub?
6. What occasions can you think of that customers come to our pub for?
7. How can we ensure we offer what they expect and more?

What would you do/say in the following situations?

1. Are you serving food?
2. Can we sit outside?
3. How long will our food be?
4. That's very expensive!
5. Customer waving money at a busy bar
6. A glass of wine please.

Declaration of Training

General Induction					
	Date	Initials		Date	Initials
Hours of work			Absenteeism		
Rate of pay			Contract of employment		
Notice period			Sickness / Maternity / Paternity		
Method & timing of pay			Time Keeping		
Holiday entitlement			Transport & parking		
Grievance Procedures			Disciplinary Procedures		
	Date	Initials		Date	Initials
Health & Safety Policy			Location of first aid box		
Fire Alarm System			Accident reporting		
Means of Escape			Manual handling		
Responsibilities in the event of a fire			Personal hygiene		
Assembly point(s)			COSHH		
Location of extinguishers			Protective Clothing		
Food Hygiene training			Safe systems of work		
Permitted hours			Opening hours		
Underage drinking			Drinking up		
Passing off			Safer food better business		
If Required completed L2 Food Safety Course			Completed Internal Allergen Induction Training		
If required completed L2 Allergen Training					