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INTRODUCTION

Staff organization is basically concerned with matters such as the decision of tasks within the restaurant, position of responsibility and authority and the relationship between them. It helps in introducing the concepts of span of control, level of management and delegation of power and responsibilities. All types of catering establishments require a variety of staff positions in order to operate effectively and efficiently. The food and beverage service department usually has the largest staff. Able leadership and supervision is required to effectively direct the department and guide the staff. The personnel in the food and beverage service industry require practical knowledge of operations as even a small error can cause displeasure to the guest.

Coordination of activities of all outlets is essential to provide the guest with quality service at all times. Teamwork is the watchword in any food and beverage service department. A dedicated and committed team, with able leadership, under ideal working conditions, helps in fulfilling the establishment's ultimate goal of guest satisfaction

The important **duties and responsibilities** of the restaurant staffs are discussed in this section.

Food and Beverage Manager

The food and beverage manager is the head of the food and beverage service department, and is responsible for its administrative and operational work. Food and Beverage Managers direct, plan and control all aspects of food and beverage services.

Food and Beverage Managers require excellent sales and customer service skills, proven human resource management skills, and good communication and leadership skills. Desired knowledge for this position includes knowledge of the products, services, sector, industry and local area, and knowledge of relevant legislation and regulations, as well. Hence it is said that food and beverage manager is a Jack-of-all-trades, as the job covers a wide variety of duties.

- Manages service aspects in all food and beverage assigned areas and events, and acknowledges, greets and thanks all members and guests
- Manages dining rooms, lounges, Catering and Cabana bars to ensure proper room preparation, including set-up of tables, chairs, linens, table settings, glassware, etc.
- Confirms that all service staff are in proper uniform and adhere to the hotel standards.
- Hires, manages and trains staff in all technical and non-technical aspects of their role including hotel standards of quality and service.
- Creates, maintains and distributes weekly schedules for staff and communicates changes as appropriate to all.
- Communicates with service and kitchen staff regarding reservations and/or special events.

- Evaluates and supervises performance and carries out disciplinary action as needed, in accordance with the hotel's policies and applicable laws.
- Make rounds of all food and beverage outlets to ensure member/guest needs are met.
- Responsible for employee relation issues and reviews incidents with HR Manager.
- Completes and administers employee performance appraisals.
- Controls costs of all food and beverage outlets by assisting management, as requested, in purchasing, maintaining effective profit and loss controls and monitoring labor costs following demand patterns, budget and local labor laws.
- Ensures a pleasant dining experience in all outlets by collaborating with Executive Chef in the creation of menus and menu pricing as requested.

Restaurant Manager

Restaurant Manager is responsible for directing and supervising all activities pertaining to employee relation, food production, sanitation, guest service and operating profits. The restaurant manager is either the coffee shop manager, bar manager or the specialist restaurant manager. The restaurant manager reports directly to the food and beverage manager and has overall responsibility for the organization and administration of a particular outlet or a section of the food and beverage service department. The restaurant manager's job includes:

- Recommend and monitor the budget and plan for the year.
- Lead, train and motivate a service team.
- Conduct daily briefings ensuring two-way communication, training and policy information.
- Check mise-en-scene and mise-en-place done by the team.
- Control expenses of the restaurant.
- Develop innovative ways to create sales of the restaurant by up-selling menu items, food promotion merchandising etc.
- Meet and greet guests and develop a personal guest database to ensure continued patronage.
- Schedule staff rotations and duties and organise extra hands when required.
- Ensure the safety and hygiene of the restaurant.
- Maintain discipline and conduct staff appraisals.
- Coordinate with the chef for menu offers and operational coordination.
- Coordinate with other departments for the smooth supply of operational supplies.
- Responsible for proper billing and cash recovery for services rendered.
- Resolve guest and staff complaints and grievances.
- Represent the restaurant in Food and Beverage meetings.
- Conduct periodic competition analysis.

Maitre D'hôtel

Maitre d hotel is senior captain in restaurant. He reports to restaurant manager and supervises captains and waiters in restaurant. His responsibilities are explained below.

- Schedule weekly/fortnightly staff duty shifts with the approval of the Restaurant Manager ensuring that work exigencies are met and the staff are rotated fairly.
- Allot daily duties to subordinate staff to meet work exigencies ensuring equity of work.

- Conduct daily briefing using it as a vehicle for two-way communication, training and corrective action.
- Attend to guest complaints and ensure guest satisfaction through immediate action.
- Inspect the mise-en-scene and mise-en-place to ensure the smooth flow of operations.
- Ensure the maintenance and aesthetic upkeep of the restaurant in close coordination with engineering and housekeeping.
- Organize the training of staff for meeting the standards of service.
- Develop restaurant sales through upselling, guest contacts and ensuring good service.
- Ensure that the restaurant is free from work hazards.
- Supervise food service with a view to ensure speed, quality of service and personalization.
- Appraise staff performance and recommend rewards to the restaurant.
- Control costs by applying food control principles.
- Serve wines and beverages according to international practice.
- Motivate staff through fair leadership.
- Prepare flambé items, if applicable to the restaurant, with showmanship and authenticity.
- Maintain and control the par stocks of cutlery, crockery, linen, supplies and equipment.
- Assist the accounts department in stocktaking.
- Hand over lost and found properties to the Housekeeping as per rules.
- Deputies in the absence of the Restaurant Manager and ensure smooth functioning of the restaurant.

Station Waiter

Station waiter is captain. He heads one station that comprises a group of tables. He reports to Sr. Captain and supervises waiters and trainees working in restaurant. His responsibilities are

- Train and supervise restaurant servers to give high standards of service in terms of time, quality and personalization.
- Supervises mise-en-place of the assigned station to ensure a smooth service during operation.
- Inspect table layouts in the station ensuring that they meet the standards set.
- Check and ensure the serviceability of equipment and furniture.
- Sell food and beverages so as to meet restaurant budgets.
- Take food and beverage orders correctly.
- Give wine service according to international practices.
- Prepare flambé items, if offered by the restaurant, with showmanship and authenticity in preparation.
- Control the inventory of cutlery and service equipment allotted to the station.
- Assign duties ensuring equity of work.
- Ensure that staff meet hygiene and discipline standards.
- Ensure that the station is free from dust.

Waiter/ Steward

A waiter, also known as steward, is usually employed within the foodservice industry. A waiter works to create a positive experience for guests in a restaurant by meeting their needs. They use their knowledge of the menu to make recommendations and answer the questions. A waiter will take an order detailing the customer's requests and inform the back of the house staff of the new

order. They then will then deliver the plated food to the appropriate customer and see to it that the food was prepared to their satisfaction. His responsibilities are explained below in detail.

- Attend briefings prior to restaurant opening, well groomed and equipped with the basic aids of operations such as bottle openers, pens, pads and matches.
- Learn the du jour items, not-available items, menu preparations and their presentation.
- Complete mis-en-scene and mis-en-place before the restaurant opens.
- Check all the equipment and furniture at the station for their serviceability and maintenance requirements.
- Clean and polish allotted silverware, cutlery, glassware and chinaware.
- Stock the sideboard with proprietary sauces, jams, salt and pepper shakers, butter dishes, linen and other service ware.
- Lay table covers as per standards set.
- Fold napkins as per prescribed attractive styles.
- Requisition fresh linen and flowers from housekeeping.
- Air the restaurant and ensure that the station is clean.
- Serve food and beverage by the standards of the restaurant.
- Upsell food and beverage.

Debarrasseur (Apprentice)

Apprentice is a trainee waiter is in the restaurant. He assists waiter in all his jobs. His responsibilities are explained below.

- He is a learner having just joined the food service staff.
- He will keep the side-board well filled with equipment during service.
- He may help to fetch and carry items as and when required.
- He would carry out certain cleaning tasks during pre-preparations.

Reception Head Waiter

He is a host in the restaurant and his responsibilities are explained in detail.

- He is the man with tremendous responsibilities.
- He has complete knowledge of the floor plan.
- He is responsible to maintain and update all different registers like the cover register & sales register.
- He also maintains a separate register for staff absentees and sends it to the personal department from time to time.
- He welcomes the guests at the entrance.
- He informs the staff during the briefing about the possible arrival of VIP's/celebrity persons.
- In the absence of the restaurant manager and the head waiter (Maitre' de Hotel), he is in charge of the restaurant.
- He presents the menu to the guests.

- In the absence of the restaurant manager, he is responsible for the public relation activities of the restaurant.
- In a formal banquet he decides the seating arrangement on the main table.
- He maintains the guest comment card.

Wine Waiter

Wine waiter up sells and serves wines in restaurant. His responsibilities are:

- Requisition the wines and spirits from the bar.
- Display wines and spirits on the trolley.
- Stock the trolley with the accessories
- Present trolley to the seated guests and upsell the wines
- Prepare and serve ordered beverages as per international standards
- Replenish orders and remember guest preferences.
- Raise Order Tickets for billing

The Carver (Trancheur)

Trancheur does carving of meat products in classical restaurants. His responsibilities are explained below.

- He is responsible for the carving trolley and carving of joints at the table.
- He will plate up each portion with appropriate accompaniment.
- He has to be very skilled so as to get maximum number of portions from each joint and minimize wastage.

Room Service Manager

The room service manager reports directly to the food and beverage manager and is responsible for the room service outlet. The room service manager checks that the service rendered to the guests conforms to the standards set by the hotel. He also monitors all operational aspects of the outlet such as service, billing, duty charts, leave and absenteeism, in addition to attending to guest complaints regarding food and service.

The room service manager is also in charge of the sales and expenditure budget. The room service is most liable to have problems. The room service manager should ensure coordination among the room service order taker, the captain and the waiter. It is necessary for the room service manager to be present in the outlet during peak hours to interact with other departments of the hotel and to take regular momentums of all the equipment used In the event of the hotel offering valet service and the room service manager takes charge of that service as well.

Room Service Order Taker

Room Service Order Taker (RSOT) works in room service basically taking orders from house guests and ensuring that the orders are delivered in rooms to appropriate guests. His responsibilities are explained below.

- Responsible for answering all telephone calls and prioritizing said calls.
- Should have very good telephone etiquettes.
- Directly involved in the order taking and order placing process while dealing with guest requests and orders, courteously, efficiently and promptly.
- Should have good knowledge of room service menus and ongoing promotions in other F&B outlet.
- Should be able to provide recommendations and suggestions to guests upon request.
- Be knowledgeable of all services, facilities and products offered by the hotel.
- Consider the satisfaction of all guests by ensuring prompt, courteous and efficient service at all times.
- Display excellent conversation skills and selling techniques at all times.
- Pay attention to guest orders, and know the menu thoroughly.
- Write down all informations clearly. Highlight special requests.
- Communicate with the kitchen regarding menu questions, the length of wait, re-cooking orders, and product availability.
- Approximate delivery time is given to the guest according to the time evaluation system established by the Outlet Manager and the Sous Chef.
- If the order has not been sent up by this time, a call must be placed to the guest to apologize and re-evaluate the delivery time.
- Ensure correct posting in POS system for communication to the service and kitchen department.
- Able to perform all duties and tasks as per the tasks required by the outlet.
- Assist the department to drive guest satisfaction by providing consistent guest experiences.
- Coordinate with Room Service Waiter / Waitress, Captains & Minibar Attendant.
- Report positive and constructive guest feedback to the manager.
- Promptly handle guest queries, complaints and all issues in a professional manner.
- Have the knowledge and understanding to explain and perform up-selling all items offered by the department assigned as well as offering alternatives or suggestions to guests.
- Ensure proper handover is given to the next shift and also to the IRD manager.
- Report cleanliness and maintenance issues to the immediate supervisor.
- Assist in carrying out scheduled inventories of products and operating equipment.
- Ensure that the place of work and surrounding area is kept clean and organized at all times.
- Ensure proper appearance and grooming while on duty.
- Perform any other assigned reasonable duties and responsibilities as assigned.

Banquet Manager

Banquet Manager is the overall in-charge of all the banquet operations that takes place in the hotel. His responsibilities are;

- The banquet manager supervises the banquet operations, sets up break-down service according to the standards established by the hotel. He co-ordinates the banquet service in conjunction with other departments involved and prepares weekly schedules for the banquet personnel.
- From the time the bookings are done till the guest settles the bill, the banquet manager is in charge of all aspects of banquet and conference operations. He supervises the work of the banquet sales assistants, who do the banquet bookings and the captains and waiters

who perform the food and beverage service activities under his guidance. He is responsible for organizing everything right down to the finest detail.

- The banquet manager projects the budget of the banquets, and works in close coordination with the chef in preparing menus. He is responsible for making an inventory of all the banquet equipment and maintaining a balance between revenue and expenditure.
- Banquet managers may also be designated as assistant managers in the food and beverage service department.

Barman

Barman is mainly responsible for preparation and service of beverages in bar. He should be highly skilled in mixing drinks.

- He is responsible for service of all alcoholic beverages in a bar.
- He is responsible for maintaining all paper work relating to the bar.
- He is in charge of inventory.
- He is responsible to make cocktails and mix drinks and invent new ones during sales promotion/food festivals.
- He is responsible to ensure that the drinks are appropriately served.
- He is responsible for training the new recruits in the bar.

ATTRIBUTES OF WAITER

The personnel who wishes to progress in service industry must attain certain standards. The quality of service staff in any establishment reflects the quality of the establishment itself. No matter how good the food and ambience are, poorly trained, untidy or rude staff can antagonize customers. On the other hand, if the staff is well-trained and efficient, they can, to a certain extent, make up for other shortcomings in the services provided. It is most important that the service staff create a good impression on the customer. The following points will help him in achieving these standards.

Professional and hygienic appearance: This is of the utmost importance as the waiter is constantly handling food and working near the guest. Personal freshness is of great importance and he should be shaven, his hands immaculately clean with well trimmed, clean nails and his hair must be short and well groomed. For waitresses, the hair should be short or it should be tied up; no excessive make-up or jewellery should be worn. The waiter should not sneeze, cough or blow his nose near the food whether in preparation or service.

The uniform must always be clean and well pressed especially trousers and jacket. Shoes should be well polished and black socks worn. For waitresses, blouses and skirts or dresses, whatever type of uniform is required, as well as the appropriate aprons, should always be clean and smart. Being clean and smart in appearance gives one the confidence to work well and first impression.

Menu Knowledge: A server must have full knowledge of the food and beverage that are being offered in the menu. Which of the menu items are spicy, less spicy or medium spiced; how a particular item is prepared etc. Proper menu knowledge helps in suggestive selling and up-selling. A server must be aware of the special items for the day/month in the menu. Apart from the knowledge about food preparation, the server must have thorough knowledge about the different service styles chosen as per the menu/occasion/establishment.

Sense of urgency: The food and beverage operations demand a high amount of hard work and multi-tasking abilities are a must. The maximum amount of business is done at the high turnover hours, and a server must have sense of urgency to execute the operations flawlessly.

Punctuality: Punctuality is all important. If the staff is continually late on duty it shows lack of interest in work and lack of respect for management and customers.

Local Knowledge: In the interest of his guests the waiter should have certain knowledge of the area in which he works so that he may be able to advise the guests on various forms of entertainment offered, the best means of transport to places of interest and so on. This knowledge shows that the waiter is doing his utmost to give the guest satisfaction.

Personality: The waiter must be tactful, courteous, good humored and of an even temper. He must converse with the customer in a pleasing and well spoken manner and the ability to smile at the right time pays dividends. With these attributes the waiter will help the management by becoming a good salesman.

Attitude towards Guests: The correct approach to the customers is of utmost importance. This must not be servile, but anticipate the guest needs and wishes. A careful watch should be kept on the guests at all times during the service without staring. Care should always be taken when dealing with the guest who will only aggravate the situation, but refer all complaints to someone in authority in the food service area, i.e., Restaurant Manager and/or Head Waiter. Positive attitude towards guest will make the service staff successful in their career.

Guest satisfaction: The food and beverage staff must see that the guest's wishes and needs are completely satisfied. It is of great importance to anticipate guest's needs. If a guest is comfortable in his/her surroundings, then this is because of the warm and friendly atmosphere in the food service area, and the team spirit among the waiting staff.

Memory: This is an essential asset to the waiter. It may help him in various ways in his work if he knows the likes and dislikes of his guests, i.e., where they may like to sit in the food service area, what are they favorite drinks and so on.

Honesty: This is all important to the food service professional in his dealings with both the customer and the management. If there is trust and respect in the waiter-customer-management relationship, then there will be an atmosphere for work which encourages efficiency and a good team spirit amongst the food and beverage service operators.

Loyalty: The staff's obligations and loyalty are firstly to the establishment in which they are employed and its management. They should not bad mouth the organization or colleagues to any one or promote the competitors' business.

DO'S AND DONT'S OF WAITER

DO'S

- Do utilize equipment properly.
- Do pay attention to your work.
- Do know the menu.
- Do always smile.
- Do wear polished shoes
- Do have a good breath
- Do speak politely with the guest
- Do answer promptly to the guest needs
- Do maintain the same interest on the guest till he leaves restaurant
- Be punctual at all times

DONT'S

- Don't sit down in the restaurant
- Don't eat the food of the guest when returned to kitchen
- Don't chit-chat with your colleague in front of the guest
- Don't speak loud or shout.
- Don't run in the restaurant
- Don't scratch your head
- Don't bite your nails
- Don't gossip about the guest
- Don't laugh at guest
- Don't speak about the company with the guest
- Don't sleep.
- Don't put your finger in your nose
- Don't use your mobile phone
- Don't touch the guest
- Don't put your hands in the pocket