



EDWARDIAN  
HOTELS

LONDON

# Sequence of Service Workbook

Steak & Lobster Heathrow

December 2020

*Steak & Lobster*

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# The Seven Steps of Service Excellence

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## 1. Make eye contact and smile

This demonstrates that you have acknowledged our guests and want to make them feel special. It sends a message that you know they are there.

This is the perfect way to have a "one second" interaction. Looking them in the eye and smiling is a positive interaction.

If we make this part of our day-to-day routine, our guests will feel like we are really going the extra mile.

## 5. Display appropriate body language

Do not lean. Keep your hands out of your pockets and never fold your arms.

Always smile and look happy.

Do not be distracted. Always focus on the guest with a pleasant look on your face.

As far as our guests are concerned, we are always happy because this is part of our **ROLE IN THE SHOW**.

## 2. Greet and welcome each and every guest

We are in the hospitality business. Smile!

When staying in one of our properties or visiting one of our restaurants or bars, our guests should feel like they are in a home away from home.

## 6. Preserve the remarkable guest experience

Be courteous, friendly and helpful - even under pressure.

Be professional at all times, no matter what. Never be defensive or rude with guests. The louder they get, the quieter and calmer you get.

Don't take it personally because they don't even know you. They are usually upset because we have not lived up to their expectations, reasonable or not.

Some guests will try and take advantage of you to get something but they really are the exception.

Treat them as you would a cherished friend and that is what they will become.

This is what sets us apart from the rest of the world. Remember that the "moment of truth" is when the guest comes into contact with you.

You are an Edwardian Service Excellence representative and should be very proud of that.

## 3. Seek out guest contact

Look for opportunities to approach guests during their experience without being intrusive.

Share your hospitality knowledge with your guests, as this is often the highlight of their visit.

Make them feel special and leave a memory or experience that they will remember for a long time.

## 4. Provide immediate service recovery

Find a way to make the situation better and always be sincere.

Say you are sorry and mean it, never be sarcastic, rude, or defensive, as this is not part of your role.

Look for some alternatives and ask your Manager for assistance.

Don't say "no" until you have tried everything else. Then it should be the Manager who says "no" as the last resort.

## 7. Thank each and every guest

This is a common courtesy that is not commonplace today and it really is appreciated by everyone.

Do it with sincerity and a smile.

## Conclusion

Always tell people why you want them to do something. This significantly encourages them to do it. Constantly remind the team of your expectations based on the enclosed guidelines.

**Always remember**

**"The standard you walk past, is the standard you accept."**

## Service & Hospitality

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Great service is reflected in the spirit of the restaurant. It is accomplished through the dedication of our staff to care for our guests in a gracious, humble and sincere manner.

Our restaurants can only achieve great service by understanding that we are here to serve and accommodate our guests.

Every single member of the team has to truly embrace the spirit of hospitality and have a sincere desire to please each and every guest who enters our four walls.

“A guest is the most important visitor on our premises, he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.”

Mahatma Gandhi

# Breakfast

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## Host

They will be the first point of contact for guests when entering the restaurant.

They must give a warm and welcoming greeting in a confident and professional manner, will have immaculate grooming and great personalities.

They will be required to wear masks; no other PPE is required. There will be an increase in hand washing and sanitisation as per the employee journey document.

Host dect phone is to be allocated to one team member only for the duration of a shift.

Key touch areas are to be sanitised every 60 minutes.

All verbal interactions with the guests are to take place adhering to social distancing guidelines.

- Guests are to attend the restaurant on reservation times only, or when called via the wait list system. Walk-ins will be accommodated if there is availability.
- Guests are to queue in the designated area when they arrive to the restaurant.
- Host/Maître D' to greet guest at the designated area.

"Good afternoon/evening Madame/Sir. Welcome to ...."

- Ascertain the guest's room number and reference via the breakfast app/booking system.
- Cross reference the guest's name and confirm back to them using the guest's name in a personalised manner. At the end of the shift post all the inclusive breakfast on POS system confirming the numbers via the breakfast app.
- Host to request the guest use of the hand sanitising station.

"If you would please use the sanitising station while I locate your reservation details"

"If you would please use the sanitising station while I check the availability for you"

- If the guest does not have a reservation, ascertain if there is room to accommodate the table.
- Do not seat guests on larger tables than their party. Parties should only sit at tables sized appropriately.
- Host will escort guest to the table and explain the concept and flow, demonstrating the following behaviours: smiling, making eye contact, being friendly and personalising the service.

"My name is ..., please follow me to your table (use their name Mr or Mrs/Ms)."

"Have you had breakfast with us before? We have our new selection available, with individual breakfast pots on our buffet for you to select as you wish. Our new à la carte menu will be available via the QR code on the table."

- Host to direct the guest to the table, allowing enough space for the guest to take their seat while adhering to social distancing guidelines. Chair assistance will not be offered.
- Host to inform the guest who their section waiter will be.

"... will be your waitress for today, please inform her of any allergies you may have. Enjoy your breakfast (use their name Mr or Mrs/Ms)."

Host to inform the waiter of non-inclusive breakfasts ONLY.

## Waiting On

Each waiting employee will run their own section. They will be the only point of service for their allocated tables, except for the food runner.

They are elegant, well presented, knowledgeable and efficient.

They will be required to wear masks; no other PPE is required. There will be an increase in hand washing and sanitisation as per the employee journey document.

Each member of employee will be allocated a specific waiter station to be used for the duration of their shift.

Key touch areas are to be sanitised every 60 minutes.

Items used by multiple people during a transaction should be sanitised after use, i.e card machines, trays, ash trays, tables and chairs.

All verbal interactions with the guests are to take place adhering to social distancing guidelines.

- Waiter/Waitress to acknowledge their new guest within 10 seconds of them being seated (with a warm smile and welcoming eye contact).
- The waiters are to attend each table within 60 seconds and greet the guest in a friendly, welcoming manner and introduce themselves by name.

"Good morning Madame/Sir. My name is ..., I will be looking after you today. Have you dined with us before for breakfast? "

"We have a new format for our breakfast, please take a selection from our individual breakfast pots, we have seasonal fresh fruit, strawberry yoghurt, coconut yoghurt and Bircher muesli. If you wish to have cereal, we also have our cereal box selection to choose from, including Dorset muesli and Special K. Once you are ready, I can take your order from our à la carte menu which is available on the QR code.

- Waiter to offer the guest a coffee, tea or juice to begin with, seeking preferences and offering recommendations.

"May I get you a tea, coffee or fresh juice this morning?"

"May I please check if you have any allergies?"

- Waiter to ascertain what the guest would like to order from the breakfast menu, including the condiments they may require. Waiter to ensure that ladies at the table are served first and that the cheque is written in the agreed format.
- Waiter to repeat the order back to the guest and thank the guest for their order.
- Waiter to process the order through POS system and double check the order before sending to the kitchen. They must ensure seat numbers are placed beside each order.
- All condiments are to be decanted to a fresh ramekin.
- Waiter to deliver drinks to the table on a non-slip tray within 4 minutes.
- Waiter to handle glasses by the stem or by the base, avoiding heavy hand contact around the body/rim of the glass.
- In the instance of a pot of tea or coffee, the waiter/commis is to leave the drink on the table and advise the guest on brewing time
- In the instance of a pot of tea or coffee, the waiter/commis is to inform the guest that the pot/cafetiere is hot.
- The runner is to deliver the food to the table, placing using the seat numbers provided.
- Ensure that the ladies' orders are placed at the table first and not auctioned off.

- Dishes to be placed on the table from the right-hand side – where possible.
- In instances of the plate being hot, the waiter/commis should inform the guest.
- Waiter to wish the guest a pleasant meal.
- Waiter to check back with the guest using open-ended questions, preferably using the name of the dish, within 2 minutes of it being served.

“How is The Continental for you this morning Madame?”

- Waiter must ensure empty plates are cleared within 3 minutes of all guests finishing their course.
- Waiter to ascertain if the guest would like any further drinks, and tea or coffee.
- If the guest would like a tea or coffee, then the waiter should follow previous service standards and timings.
- If the guest requests the bill, then the waiter should collect the bill and present to the guest within 2 minutes of requesting, if the breakfast is not inclusive.
- Waiter to ask guest what their method of payment will be.
- Waiter should give the guest a further 2 minutes before returning to the table and collecting payment, taking a PDQ machine with them in instances of a card payment.

Contactless payment will be encouraged wherever possible.

If the guest is paying by cash:

- Take cash to the allocated POS system with a float
- Complete transaction and return the change and receipt to the guest
- Sanitise the bill holder and hands

If guest is paying by card:

- Take PDQ machine to the table
- Take payment and issue the card and customer receipt back to the guest
- Close bill on POS system
- Sanitise PDQ machine, bill holder and hands

If guest is closing to a room:

- Ensure guest has credit on the room prior to closing the bill
- Provide the guest with a company pen and ask them to print and sign the receipt along with their room number
- Close in POS system, checking that details match
- Sanitise pen, bill holder and hands

In all instances, the waiter should depart on a warm, friendly note, thanking the guest, wishing them a good day and saying they hope to see them again soon.

## Lunch and Dinner

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### Host

They will be the first point of contact for guests when entering the restaurant.

They must give a warm and welcoming greeting in a confident and professional manner, will have immaculate grooming and great personalities.

They will be required to wear masks; no other PPE is required. There will be an increase in hand washing and sanitisation as per the employee journey document.

Host dect phone is to be allocated to one team member only for the duration of a shift.

Key touch areas are to be sanitised every 60 minutes.

All verbal interactions with the guests are to take place adhering to social distancing guidelines.

- Guests are to attend the restaurant on reservation times only, or when called via the wait list system.
- Guests are to queue in the designated area when they arrive to the restaurant.
- Host/Maître D' to greet guest at the designated area.

*"Good afternoon/evening Madame/Sir. Welcome to Steak & Lobster."*

- Ascertain if they have a reservation or if they are a walk in. Ask the guest's name and use in conversation.
- Host to request the guest use of the hand sanitising station.
- If the guest has a reservation in the restaurant, cross reference with details in the reservation system.

*"If you would please use the sanitising station while I locate your reservation details"*

*"If you would please use the sanitising station while I check the availability for you"*

- If the guest does not have a reservation, ascertain if there is room to accommodate the table.
- If a guest does not have a reservation, they will be required to provide the name and contact details of one of the party before they can be allocated a table, this is for track and trace purposes as well as our own database.

*"Sir/Madame, I do require your name and contact details before I allocate your table this evening."*

- If there is no table available, add the guest to the wait list in the reservation system while giving a rough estimate of how long the wait will be; also enter a brief description of the guest (Red dress & black high heel shoes, white tote bag, short blonde hair etc). Should there be a table available in the bar and the guest wishes to enjoy pre-dinner drinks, they should be escorted to an available table. If the guest does not wish to have pre-drinks or there is not the space to accommodate, they are to be informed they will be called when the table is available and may re-enter the restaurant.
- Referrals are to be complete for all walk-in guests.
- No cloakroom service will be offered; guests will have available space at the table to store coats and bags.
- Host will escort guest to the table, engaging them in conversation and demonstrating the following behaviours: smiling, making eye contact, being friendly and personalising the service.

*"My name is ..., please follow me to your table (use their name Mr or Mrs/Ms)."*

*"Have you dined here before? /How was your day? /Are you staying with us?"*



- Host to direct the guest to the table, allowing enough space for the guest to take their seat while adhering to social distancing guidelines.
- No chair or table assistance is to be offered to reduce the number of surfaces touched by employees.
- Host to inform the guest who their station waiter will be, while explaining to the guest how to access the menu.

"... will be taking care of you this afternoon/ evening. While you await her, if you would like to use the QR code you will be able to start to view our menu."

"If you would like to place your coats on the available chair"

"My name is ... and should you need any further assistance, please do let me know."

Host to provide waiter/kitchen notes where necessary.

### **Waiting On**

Each waiting employee will run their own section. They will be the only point of service for their allocated tables, except for the food runner.

They are elegant, well presented, knowledgeable and efficient.

They will be required to wear masks; no other PPE is required. There will be an increase in hand washing and sanitisation as per the employee journey document.

Each member of employee will be allocated a specific waiter station to be used for the duration of their shift.

Key touch areas are to be sanitised every 60 minutes.

Items used by multiple people during a transaction should be sanitised after use, i.e card machines, trays, ash trays, tables and chairs.

All verbal interactions with the guests are to take place adhering to social distancing guidelines.

- Waiter/Waitress to acknowledge their new guest within 10 seconds of them being seated (a warm smile and welcoming eye contact).
- Waiters to attend each table within 60 seconds and greet the guest in a friendly, welcoming manner and introduce themselves by name. They are to confirm the QR menu or ask if the guest would like a single use printed copy.

"Good afternoon/evening Madame/Sir. My name is ..., I will be looking after you today. Our menu is available on the QR code, would you like assistance in using this?"

"Our menu is based around taking fine ingredients such as Steak and Lobster, creating dishes throughout to showcase them. We would recommend one of our signature steaks with fries or spicy lemon salad, or if you wish to have something lighter, we have a fantastic Steak Brioche Roll, Philly cheese steak with creamy spicy mayo and jalapeños."

- Waiter to offer the guest an aperitif or cocktail to begin with – seeking preferences and offering recommendations. They should also offer still or sparkling water and suggest the guest starts with appropriate pre-dinner bites.

"Perhaps you would like to start your day with one of our fantastic signature cocktails or a glass of Moët & Chandon? I can highly recommend The Strawberry and Rhubarb Fizz. It is a light cocktail topped with Prosecco, fruity and refreshing with a slight dryness from the Prosecco."

"If you would like some bites while you browse the menu, the beef flat tacos would be great for the table. Would you like any still or sparkling water for the table?"

- Napkin service should not take place.
- Waiter to put the drinks and any pre-dinner bites order through the POS system using the seat number facility.

“Ladies, your cocktails will be with you shortly. In the meantime, if you have any questions regarding the menu, I am here to assist you. Before I make any recommendations, may I please check if anyone has any allergies.”

- Waiter/commis to deliver drinks to the table on a non-slip tray within 4 minutes from the dispense bar (unless cocktails, in which case allow 7-8 minutes).
- Waiter/commis to handle glasses by the stem or by the base, avoiding heavy hand contact around the body/rim of the glass.
- In the instance of a bottle of still/sparkling water being ordered, the waiter/waitress is to attend the table with a serving of sliced lemon/lime. Waiter to serve to the guest using metal tongs, always placing lemon for still water and lime for sparkling water. The bottle is water is to be appropriately placed on the table.
- In instances of a bottle of wine/champagne, the waiter is to follow the standards for wine presentation, handling and tasting. The guest who has ordered should be given the option to sample the bottle first. If the guest is happy with the selection then the waiter should pour, starting with ladies first, then gents, finishing with the person who has ordered.
- Wine buckets are allocated per section. The bottle should be placed in the appropriate bucket and be kept topped up for the guest. The table number should be written on the top left corner of the label.
- Waiter to take food order within 10 minutes of guest being seated – offering suggestions based on personal experience and recommending individual or sharing dishes which complement each other in the style of the menu.

“The crispy steak rolls and the surf and turf croquettes are fantastic to start, either individually or on the table to share. They have contrasting flavours and pair well.”

“The ribeye steak is a cut that hold itself very well to strong sauces due to its natural flavour, such as the jalapeño or chimichurri.”

- Waiter to upsell any additional drinks – wine, cocktails and champagne.
- Waiter to repeat the order back to the guest and thank them for their order.
- Waiter to process the order through POS system and double check the order before sending to the kitchen using seat number facility.

### Allergen orders

- If a customer has an allergy, all FOH and kitchen employee must be informed. The information must be communicated verbally, via waiter’s/kitchen notes as well as on every POS system check for that table.
- For non-sharing experiences, the seat number and allergen must be written on the kitchen note and waiter’s note. The allergy and seat number must be posted on the POS system with each dish that the guest has ordered, using the food prep function on the POS system.
- For sharing experiences, the seat number and allergen must be written on the kitchen note and waiter’s note. The information should also be entered onto the POS system when ordering dishes that are suitable for the person with the allergy, along with the seat number, using the food prep function on the POS system.

- In the instance of shared dining, a share plate should be provided to each guest, the share plate and cutlery should be changed prior to the main course
- The runner is to deliver the food to the table fully explaining the dish.
- Dishes are to be placed in the centre of the table with serving cutlery if required.
- Waiter/runner is to explain each dish to the guest and their key ingredients.

#### Allergen dish delivery

- When collecting dishes for the table commis/runner must confirm with the chef whether the dish contains that allergen.
- When placing the dish on the table, the person who took the order must be present to clarify that the allergen is not present (where possible).
- Each dish must be announced to the guest also stating if it contains the allergen that cannot be consumed.

"This is you Philly cheese steak roll with creamy spicy mayo and paprika fries."

- In instances of the plate being hot, the waiter should inform the guest.
- Waiter to ascertain if the guest requires further assistance.
- Waiter to wish the guests a pleasant meal.
- Waiter to check back with the guest using open-ended questions, preferably using the name of the dish within 2 minutes of the first dish being served.

"Mr/Mrs..., how is your steak roll?"

- Waiter to clear the rest of the table within 3 minutes of the final dish being completed by all guests, or when space on the table is required to place further dishes.
- Waiter to ascertain if the guest would like one of our signature desserts.

"May I recommend that you finish with our signature mason jar? Soft brownie, crunchy honeycomb, sweet caramel sauce and creamy vanilla ice cream together in a dessert, indulgent and full of flavour. Also excellent with an espresso macchiato."

- Waiter to also ask the guest if they would like a tea or coffee. If yes, then the waiter should follow previous service standards for ordering.
- If the guest denies and requests the bill, jump to payment SOS.
- If the guest accepts, waiter to confirm dessert and/or further drinks order with guest and thank them.
- Waiter to place order into POS system using seat number facility.
- Waiter to deliver correct cutlery to the table for dessert and in the instance of hot drinks provide milk and sugar selection if not present already.
- Waiter to deliver drinks to the guest within 4 minutes of ordering.
- In the instance of a pot of tea or coffee, the waiter/commis is to leave the drink on the table and advise the guest on brewing time
- In the instance of a pot of tea or coffee, the waiter/commis is to inform the guest that the pot/cafetiere is hot.
- Waiter to deliver dessert to the table within 8 minutes of ordering.

- The runner is to deliver the food to the table.
- In non-sharing instances, ensure that the ladies' orders are placed at the table first and not auctioned off.
- Dishes are to be placed in the centre of the table.
- In instances of the plate being hot, the waiter should inform the guest.
- Waiter to ascertain if the guest requires further assistance.
- Waiter to wish the guest an enjoyable dessert.
- Check back within 2 minutes using open-ended questions.

#### "How is your Mason jar?"

- Waiter to clear the table within 3 minutes of all guests finishing their course.
- Waiter to ascertain if the guest would like any further drinks. If yes, follow same standards as above.
- If the guest requests the bill, then the waiter should collect the bill and present to the guest within 2 minutes of requesting.
- Waiter to ask guest what their method of payment would be.
- Waiter should give the guest a further 2 minutes before returning to the table and collecting payment, taking a PDQ machine with them in instances of a card payment.

Contactless payment will be encouraged wherever possible.

If the guest is paying by cash:

- Take cash to the allocated POS system with a float
- Complete transaction and return the change and receipt to the guest
- Sanitise the bill holder and hands

If guest is paying by card:

- Take PDQ machine to the table
- Take payment and issue the card and customer receipt back to the guest
- Close bill on POS system
- Sanitise PDQ machine, bill holder and hands

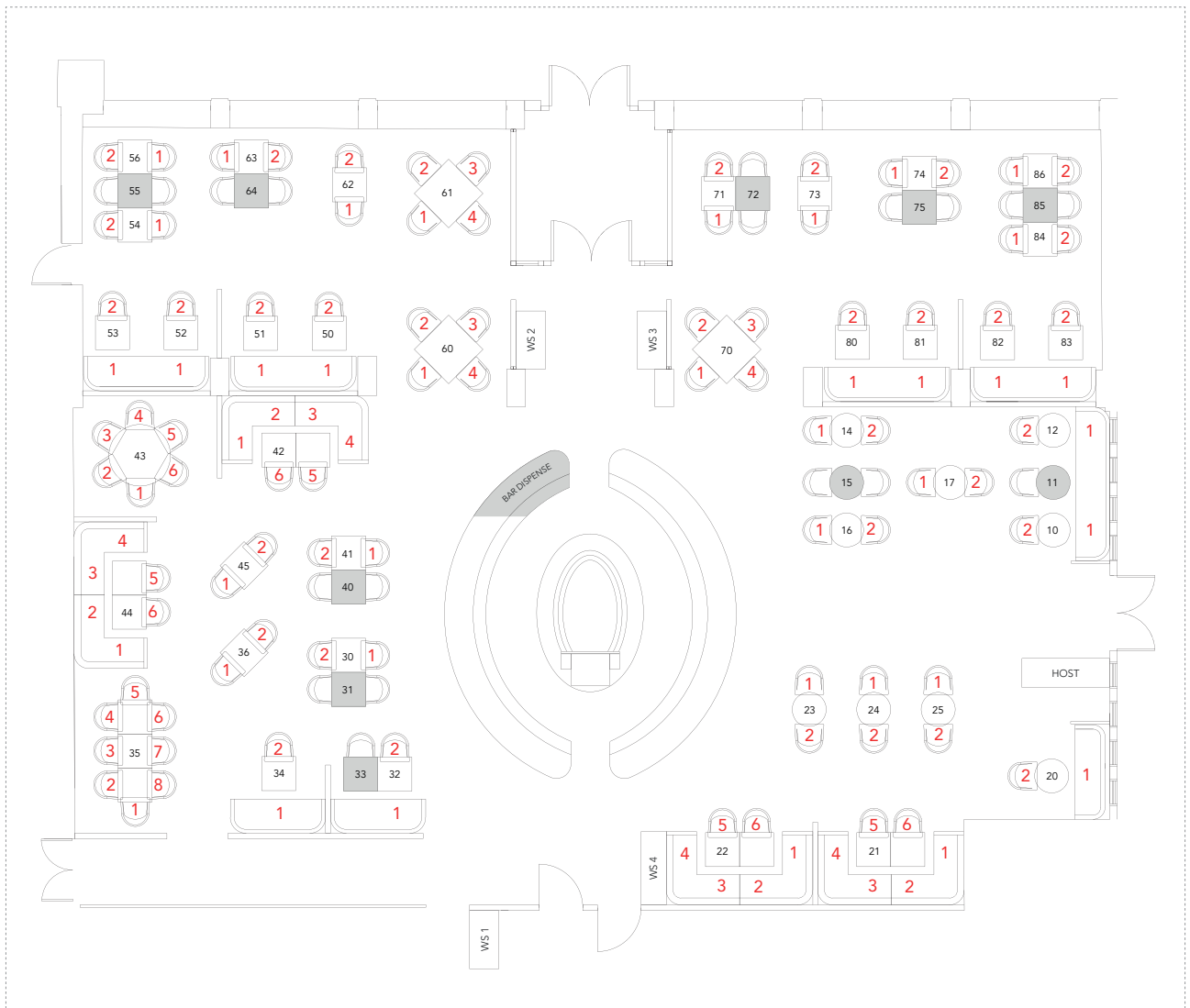
If guest is closing to a room:

- Ensure guest has credit on the room prior to closing the bill
- Provide the guest with a company pen and ask them to print and sign the receipt along with their room number
- Close in POS system, checking that details match
- Sanitise pen, bill holder and hands

In all instances the waiter should depart on a warm, friendly note, thanking the guest, wishing them a good day, and saying they hope to see them again soon.

# Floorplan

# Steak & Lobster Floorplan

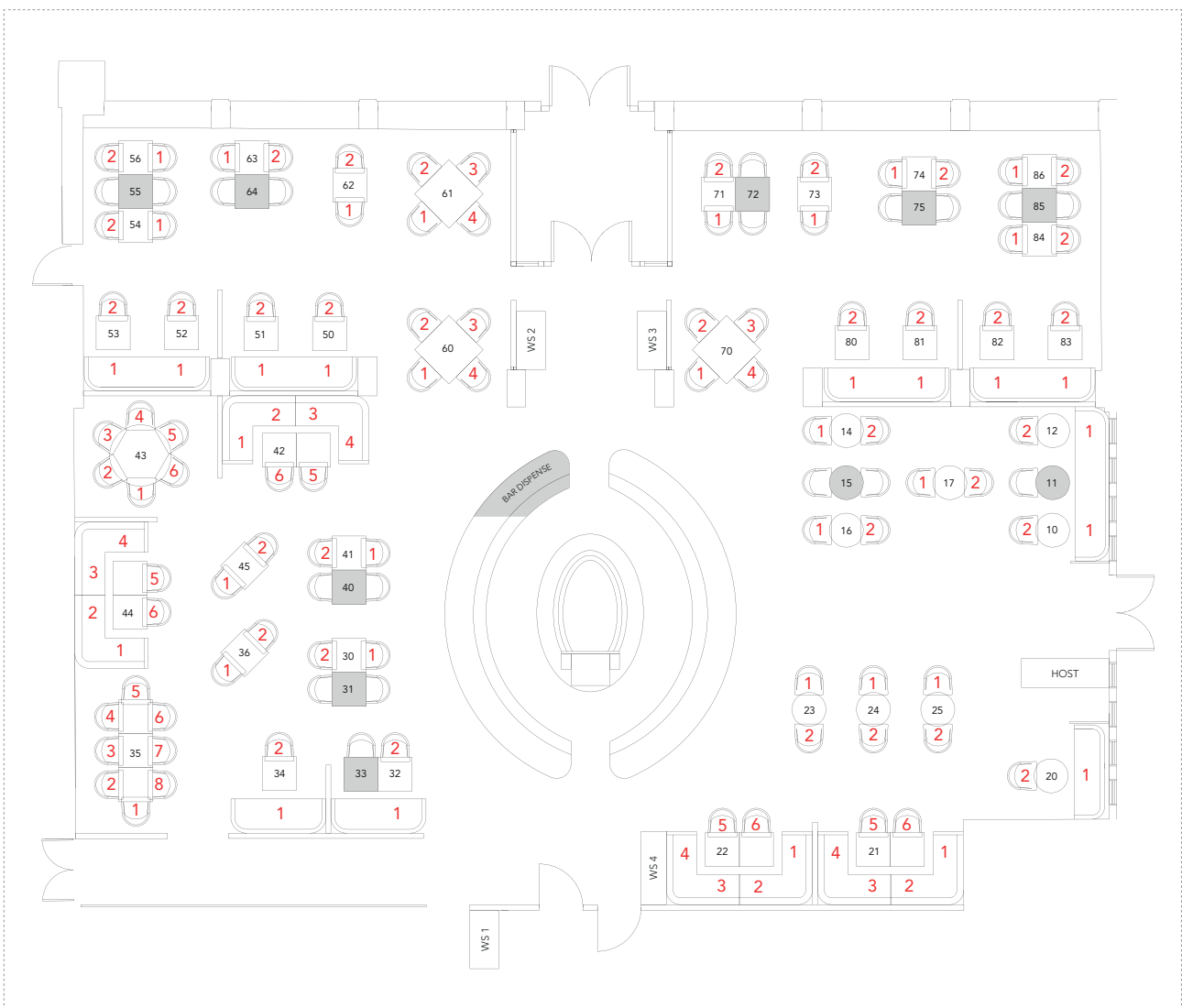


# Briefing Notes

# Steak & Lobster Floorplan

Shift \_\_\_\_\_ Date \_\_\_\_\_

|            |  |
|------------|--|
| Manager    |  |
| Host Team  |  |
| Floor Team |  |
| Expeditor  |  |
| Bar        |  |
| Still Room |  |
| Runners    |  |
| Commis     |  |
| Kitchen    |  |











Waiter's Notes

|   |   |
|---|---|
| Name:   |   |
|   |   |
| Regular <input type="checkbox"/>                | VIP <input type="checkbox"/>                  |
| Covers  | Table No                                      |
| Time In   | Return Time                                   |
| 1st Round of Drinks <input type="checkbox"/>    | Manager Fully Comp <input type="checkbox"/>   |
| Dessert Comp <input type="checkbox"/>           | Voucher <input type="checkbox"/>              |
| 30% Staff Discount <input type="checkbox"/>     | Dietary Requirements <input type="checkbox"/> |
| Fam Trip <input type="checkbox"/>               | Special Request <input type="checkbox"/>      |
| Special Occasion Plate <input type="checkbox"/> |   |
| Comments:                                       |   |
|   |   |
|   |   |



Waiter's Notes

|   |   |
|---|---|
| Name:   |   |
|   |   |
| Regular <input type="checkbox"/>                | VIP <input type="checkbox"/>                  |
| Covers  | Table No                                      |
| Time In   | Return Time                                   |
| 1st Round of Drinks <input type="checkbox"/>    | Manager Fully Comp <input type="checkbox"/>   |
| Dessert Comp <input type="checkbox"/>           | Voucher <input type="checkbox"/>              |
| 30% Staff Discount <input type="checkbox"/>     | Dietary Requirements <input type="checkbox"/> |
| Fam Trip <input type="checkbox"/>               | Special Request <input type="checkbox"/>      |
| Special Occasion Plate <input type="checkbox"/> |   |
| Comments:                                       |   |
|   |   |
|   |   |



Waiter's Notes

|   |   |
|---|---|
| Name:   |   |
|   |   |
| Regular <input type="checkbox"/>                | VIP <input type="checkbox"/>                  |
| Covers  | Table No                                      |
| Time In   | Return Time                                   |
| 1st Round of Drinks <input type="checkbox"/>    | Manager Fully Comp <input type="checkbox"/>   |
| Dessert Comp <input type="checkbox"/>           | Voucher <input type="checkbox"/>              |
| 30% Staff Discount <input type="checkbox"/>     | Dietary Requirements <input type="checkbox"/> |
| Fam Trip <input type="checkbox"/>               | Special Request <input type="checkbox"/>      |
| Special Occasion Plate <input type="checkbox"/> |   |
| Comments:                                       |   |
|   |   |
|   |   |



Waiter's Notes

|   |   |
|---|---|
| Name:   |   |
|   |   |
| Regular <input type="checkbox"/>                | VIP <input type="checkbox"/>                  |
| Covers  | Table No                                      |
| Time In   | Return Time                                   |
| 1st Round of Drinks <input type="checkbox"/>    | Manager Fully Comp <input type="checkbox"/>   |
| Dessert Comp <input type="checkbox"/>           | Voucher <input type="checkbox"/>              |
| 30% Staff Discount <input type="checkbox"/>     | Dietary Requirements <input type="checkbox"/> |
| Fam Trip <input type="checkbox"/>               | Special Request <input type="checkbox"/>      |
| Special Occasion Plate <input type="checkbox"/> |   |
| Comments:                                       |   |
|   |   |
|   |   |





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