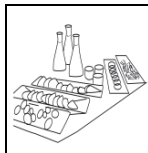


Standard



Set Up



Service



Restaurant

Restaurant

Published: April 2012

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Objective and Scope

This procedure defines all the **general procedures** and tasks relating to the operational management of the hotel restaurants within NH Hoteles.

This manual can only be supplemented with standards which expand on the specialisation in this document based on the BU's own legal regulations.

The Restaurant procedure includes all those gastronomic/ culinary services for food served at the table, during lunch and dinner time.

In some cases the Restaurant service includes spaces with extended opening hours allowing meal service to be provided throughout the day.

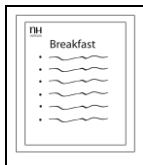
It includes all services within the Restaurant area.

The procedure guarantees a consistent service and a commitment to the highest standards of quality for our guests, and is supported by the values of the NH Hoteles hallmark.

Summary

1. Restaurant standard
2. Restaurant set-up
 - 2.1 A la carte
 - 2.2 Leisure Groups
 - 2.3 Banqueting and MICE
3. Restaurant service
 - 3.1. Opening tasks
 - 3.2. Service
 - 3.3. Closing tasks
4. Operational handling
5. Related procedures





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1. Restaurant standard

Responsible: Waiter, F&B responsible (and GM) department

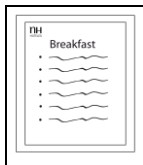
All restaurant services in NH Hoteles must comply with the following general standards:

- 1- Minimum duration of service from the time of opening: 2 hours for lunches and 3 hours for dinners.
- 2- At least one POS should be able to provide/serve lunch from noon and dinner latest from 7pm
- 3- The gastronomic offer available in the restaurants shall be defined and standardised by each BU based on:

	Type of family	Number of dishes per family	RRP
1 Menu	BU	BU	BU
2 Daily set menu	BU	BU	BU
3 Wine list	BU	BU	BU
4 Liqueur list	BU/Category	BU/Category	BU
5 Dietary products	BU	BU	BU
6 Children's menu	BU	BU	BU

- 4- All food offerings are collected for each BU in a standard **recipe book (example: Online, as menu engineering or similar)** (samples and methods of preparation) for usage as a guideline in the production and preparation of the dishes.
- 5- In order to guarantee the dynamization of the restaurants' offering, it will be standard procedure to carry out a revision and to implement obligatory changes, with an annual minimum change for each offer; there must be at least one annual menu change each year, accompanied by its corresponding support documents (standard, recipe book and training).
- 6- Depending on the period of year, a seasonal offer (Example: Asparagus, Spring, Easter, Mushrooms, Game etc.) has to be provided to the guest – a minimum of 2 seasonal offers throughout the entire year has to be provided to our guest.
- 7- The à la carte menu consists of a minimum of 2 Starters, 2 Soups, 3 Main courses and 2 Dessert corresponding support documents (standard, recipe book and training).
**(BU Italy: minimum 1 soup)*
- 8- The menus provided to the guests must be written in the mother language, translated into English and optional into another foreign language depending on the predominant guest nationality.
- 9- It is mandatory to provide a minimum of 1 dietary product or low-calorie product within each segment on the menu (Starter, Soups and Main course). It must be clearly identified on the menus with the following logo:





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All menu prices should include VAT and local taxes as well as service charge. Local legal guidelines for additions and or remarks apply accordingly.

2. Set-up of in the restaurant

Responsible: Waiter, F&B responsible (and GM)

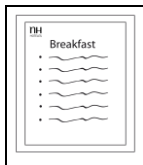
There are various restaurant set-ups, based on the category of service and guest.

2.1 A LA CARTE RESTAURANT SET UP

As a general rule, the tables in all the restaurants will be defined by means of the following basic features:

- The table is set up with a placemat. In hotels where tables do not apply for placemats a tablecloth or table runner or another alternative cover can be used. A linen napkin (size and colour depending on BU) shall be placed in the central position (Folding method defined and changed quarterly). If the restaurant uses presentation plates, the dining/presentation plate shall be placed in front of the guest's position, napkin on top.
- The fork is placed to the left of the plate and knife to the right, with a separation of a minimum of 25 cm between them, and at a distance of 1-2 cm from the lower edge of the table.
- If the restaurant has no presentation plate, the cutlery shall be laid at the same distances as specified above.
- The bread plate is placed at the top left of the convent, at a distance of about 4 cm from the top of the fork. A bread knife has to placed parallel to the fork, ending at the top of the fork.
- The water glass is placed at the top right, in line with the blade of the knife. The category of the restaurant may also include a wineglass. In this case it should be placed on the table in line with the blade of the knife and the water glass, with an angle of 45° above the top left of the wineglass.
- The table decoration shall be according to the type of table (round, square, rectangular, and others); its placement is next to the salt and pepper. Table decoration is a flower; ideally changing weekly although art and type of flower is not restricted, plastic flower should not be used. Furthermore decoration like dried flowers with decorative sand or similar can be used, they should be changed at least 4 times during the year – aligning with the seasons. A candle after sunset is mandatory
- Oil and vinegar is placed in bottles on tables.
- A real candle during the evening has to be placed in line after the flower and salt and pepper.
- Salt and pepper mill should always be placed in the central area of the table.
- The chair should be aligned with the position of the cutlery, and the edge of the chair should be in line with the edge of the table; if the table is covered with a tablecloth, the edge of the tablecloth should slightly touch the edge of the chair. The chairs should never be pushed in under the table. The tables must be arranged according to the layout plan for each restaurant.





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2.2 LEISURE GROUPS RESTAURANT SET UP

As a general rule, the tables set up for Leisure groups in restaurants will be defined by means of the following features:

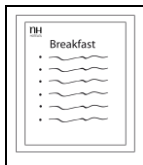
- The table is set up with a placemat. In hotels where tables do not apply for a tablecloth or table runner or an individual custom made cover of the table can be used.
- A Paper napkin shall be placed in the central position, with NH LOGO at the top. There should be no presentation plates used for Leisure groups
- The fork is placed to the left of the plate and knife to the right, with a separation of a minimum of 25 cm between them, and at a distance of 1-2 cm from the lower edge of the table.
- The bread plate is placed at the top left of the place setting, at a distance of about 4 cm from the top of the fork.
- The water glass is placed at the top right, in line with the blade of the knife, further wine glasses depending on the offer
- The table decoration shall be according to the type of table (round, square, rectangular, and others); its placement is next to the salt and pepper. Table decorations within Leisure groups are defined on hotel level, a flower is not mandatory.
- Salt cellar and pepper should always be placed in a central line with the flower on the table.
- The chair should be aligned with the position of the cutlery, and the edge of the chair should be in line with the edge of the table; if the table is covered with a tablecloth, the edge of the tablecloth should slightly touch the edge of the chair. The chairs should never be pushed in under the table.

2.3 BANQUETING AND MICE RESTAURANT SET UP

As a general rule, the tables in all the restaurants will be defined by means of the following basic features:

- The table is set up with a placemat, in hotels where tables do not apply for placemats a tablecloth or table runner or an individual custom made cover of the table can be used.
- A paper napkin shall be placed in the central position, with NH LOGO at the top. There should be no presentation plates used for Banqueting or Mice groups.
- The fork is placed to the left of the plate and knife to the right, with a separation of a minimum of 25 cm between them, and at a distance of 1-2 cm from the lower edge of the table.
- The bread plate is placed at the top left of the place setting, at a distance of about 4 cm from the top of the fork. A bread knife has to be placed parallel to the fork, ending at the top of the fork.
- The water glass is placed at the top right, in line with the blade of the knife. In some BU's may be also a wineglass included. In this case it should be placed on the table in line with the blade of the knife and the water glass, with an angle of 45° above the top left of the wineglass.





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- The table decoration shall be according to the type of table (round, square, rectangular, and others); its placement will be next to the salt and pepper. Table decoration for Banqueting and MICE groups is always a flower, Art and type of flower is not restricted, plastic flower should not be used.
- A real candle during the evening has to be placed in line after the flower and salt and pepper
- Salt and pepper mill should always be placed in the central area of the table.
- The chair should be aligned with the position of the cutlery, and the edge of the chair should be in line with the edge of the table; if the table is covered with a tablecloth, the edge of the tablecloth should slightly touch the edge of the chair.
- The chairs should never be pushed in under the table. The tables must be arranged according to the layout plan for each restaurant.

3. Restaurant service

Responsible: Waiter, F&B responsible (and GM)

3.1 OPENING TASKS

1- Person in charge of opening / pre-opening

This person is assigned to carry out the following tasks:

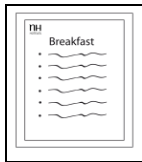
- Collect the change float for opening.
- Collect materials for the cash register (POS rolls, etc.)
- Collect keys (if applicable).
- Check the record of incidents from the session/day before.
- Check the reservations log.
- Distribute the tasks among the staff present, and be responsible for their result, carrying out an informative briefing with all the staff to notify them of all the key information for that day (new dishes, number of reservations anticipated...) as well as the service targets expected (speed of service, distribution of ranks, encouragement of attentiveness and courtesy from the staff...)
- Assign the location of the tables for the advance reservations.
- Sign and fill in the opening checklist depending on hotel and record this in the files assigned for each BU.

2- Setting up the restaurant area

This includes the following tasks:

- Visually inspecting the restaurant to ensure that everything is clean and in order as well as to check the state of the furniture.
- Resolving any anomaly detected with regard to cleaning, noting this as an incident in the *opening checklist depending on hotel* in order to avoid future deviations from the turnaround cleaning procedures.
- Arranging the furniture according to the layout plan or the diagram of the layout of the premises. (This should be displayed inside the premises and in a visible place). The arrangement of the furniture in the restaurant may vary with regard to the diagram, depending on the specific operating requirements.

Checking the menu cards and all other information supports (making sure they are clean and contain the correct information), paying particular attention to any



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variations in dishes and prices. Any anomaly must be reported to the person responsible for opening and be corrected, or else the support must be withdrawn (menu card, display unit...)

Any anomaly detected in the state of the furnishings (defective condition, unsightly appearance...) must be notified to the person responsible for opening, who will record it on the checklist and assess whether the item should be removed from service.

- Turning on the air conditioning/climatisation in the restaurant area according to the climate conditions (if necessary).

Setting up the support stations (*units of furniture within the restaurant area containing material used to facilitate the service at the tables*) according to the characteristics of the restaurants, as specified in the standard defined by each hotel.

This diagram will indicate, based on the furniture used, the arrangement to be used for the cutlery, glassware, table linen...

Clean and refill the oil and vinegar cruets, salt cellars, pepper mills, sauce containers, cocktail stick holders, wine coolers, trays, and ashtrays.

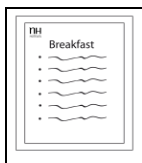
- Lay out all the items and tableware which will be required for service in the restaurant area, that is:
 1. Coffee service, which should be prepared (clean, checked and laid out neatly) with the number of coffee cups, coffee spoons, saucers, sugar sachets, herbal teas, cutlery and serving plates which are considered necessary for the session (this will be indicated by the person responsible for opening).
 2. Restaurant settings, which should be prepared (clean, checked and laid out neatly) with the number of glasses, cutlery, tableware, napkin, cloths for cleaning, spatulas and tongs for handling food, jugs and all the tableware considered necessary for the session (as indicated by the person responsible for opening).
- Set up the tables according to the characteristics of the restaurant. The light should be appropriate according to the time of the day.

3- Setting up the dishwasher

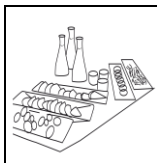
The following tasks must be carried out by the staff in order to set up the restaurant if there is not an assigned person within the dishwasher area

- The person responsible for opening will make a preliminary visual inspection to check the general state of the pantry (making sure everything is clean and in order) as well as any incident of note in the equipment or machinery which can be seen by merely looking (water leaks, breakages ...).
- Check that all the refrigeration machinery in the pantry (both refrigerators and cold storage rooms) is at the correct temperature.





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- Check the level of supplies of products and materials for the restaurant service (drinks, wines....). If any of these items need to be replaced, restock with material from the storeroom. If the article required cannot be found in the storeroom, contact the person responsible for opening.
- Turn on the necessary machinery for the restaurant service (coffee machine, thermos, juicer...)
- Check the correct functioning of all the necessary machinery for the service.
- In the case any anomalies are detected in the operation of any of the aforementioned machines (mechanical or electric), contact the person responsible for opening, who will carry out the required maintenance procedure (emergency or an incident report).
- The state of cleanliness and neatness must be impeccable.

4- Setting up the cash register position

This will be done by the person responsible for opening, who will set up the cash register position by carrying out the following tasks:

-The person responsible for opening will make a preliminary visual inspection in order to check the general state of the cash register position (ensuring it is clean and well ordered) as well as any incident worth noting with regard to the POS terminals and/or the power supply which can be seen at a glance (electrical current indicators, breakage, short-circuits...).

-After visually checking the cash register position, the person responsible for opening will proceed to OPEN THE BIRD-IPOS SYSTEM as indicated in the BIRD manual.

5- Visual check of the premises / Restaurant

Before opening the premises/ Restaurant to the public, the person responsible for opening will make a final check in order to make sure that everything is in a perfect state of presentation.

6- Opening to the public

Open the doors of the premises to the public at the scheduled time, record this time in the box provided for this purpose in the opening checklist, and have this checklist signed by the person responsible for opening.

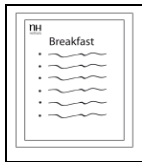
Any variation with regard to the established opening time will be considered as an incident and should be recorded as such.

3.2 SERVICE

The general and basic chronological sequence of the tasks to be carried out in the

Organization Department – Restaurant





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restaurant service at NH Hoteles is as follows:

1- Telephone service and table reservation

- All the restaurants must have a reservations book.
- The telephone will be answered before four rings, with the following standard response: "Restaurant *name*, My name is *waiter's name*. How can I help you?"

The guest's reservation must be written down, including the full name of the guest, contact number (if they are not staying in the hotel), number of diners, time and date of the requested reservation, and any other special requirement (special menus, gastronomic offering...)

- Confirm the information obtained with the guest, thank them for their reservation and politely conclude the call.

2- Restaurant service:

The general tasks to be carried out by the staff for the restaurant service are as follows:

RECEIVING, SEATING AND SERVING GUESTS (*according to the category*)

Personal reception and service: when due to the structure of the hotel there is a person designated for greeting the guests, this person will be the *maitre* or the restaurant manager, who should follow this sequence:

-Greet the guests and attend to them in less than one minute from the time of their arrival.

-The greeting should be cordial and warm, and there should be no physical barrier between the guest and the manager.

-The person responsible must confirm whether they have a reservation, and if so the entry should be confirmed with the guest.

-Whenever the name of the guest is known beforehand, it should be used in order to offer a more personalised greeting.

-The following courtesy phrases are recommended for the greeting:

"Good afternoon/evening, welcome"

"Do you have a reservation?"

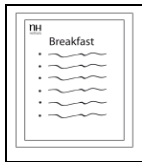
"For how many people?"

"Please be so kind as to follow me. Thank you"

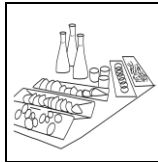
-Show the guests to their table, and confirm that they find it to their approval before proceeding to seat them.

-Help the guest to be seated, giving priority to the ladies.





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-Indicated to the guests that there is a cloakroom service available in order to keep their coats or possessions (if necessary)

-As soon as they are seated (in less than one minute), offer the open menus from the guest's right side, observing the order of courtesy (older ladies, younger ladies, older gentlemen, younger gentlemen).

In the case that there is a host and you know who it is, give this person the menu last. If the meal is in honour of a particular person this person should be served first.

-When you present the menu, inform the clients of the restaurant's recommendations, as well as any special dishes available. Offer the special offers (snacks, more drinks,...).

-The *maître* should stand back slightly from the table in order to allow the guests to think about their choice, but he or she should remain attentive to their gestures in case they require additional information about any particular item on the menu or in the recommendations.

All the restaurant staff should be trained in the composition, ingredients and method of preparation of all the dishes on offer, as well as in the most suitable combinations of wine to complement each one.

-Once the food order has been taken, offer the wine list to the host, recommending the options which best combine with the products selected.

-Taking the orders:

The orders should be divided into a maximum of five parts or blocks, separated by a straight line. From top to bottom, we should note down the order in these subdivisions as follows:

Top: table number, number of diners, and name of the *maître*/waiter taking the order.

Starters

Main courses

Desserts

Drinks

Criteria for taking orders

-Any article requested implies an order.

-If there is a shortage of one of the items included in our offer, this should be notified to the guest before they make their order.

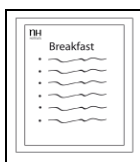
-Note down the description of the article in the centre part.

-In the right margin, make a note of any particular specification or requirement for the item in question. (Medium, rare, well done...)

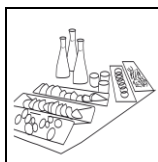
-Use legible writing and numbering.

-When one of the subdivisions is not used, leave it out. In other words, if we take an order which includes only main courses and drinks, we would have three blocks.





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-Once the order has been taken, dispose of the copies as follows:

- cash register, where it will be entered in the system following the steps described in the BIRD Manual
- kitchen (in case there is no kitchen printer)
- Serving counter, placed on the auxiliary unit for the waiters so they know at all times the order and the state of service.

Standard service times:

The speed of service stipulated for each dish ordered should be as follows:

Starters	Between 0 and 10 minutes after taking the order
Main courses	Between 5 and 10 minutes after removing the starters
Desserts	Between 5 and 10 minutes after ordering
Coffee	Between 0 and 5 minutes after removing the desserts
Drinks and wine	Immediate
Bill	Immediate

Setting up the table

After taking the order, check that the diners have all the utensils they require to eat what they have ordered, according to the specific characteristics of the service, correcting any items of crockery, glassware and crockery and noting any additional items that may be necessary. See detailed within purchase corporate manual

Producing and serving the order

-All the items served must be produced following exactly the technical instructions for each dish; there will be a copy of the technical instructions for the items on the menu available at all the production and service points.

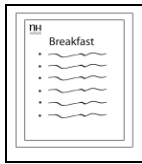
-All the local standards of hygiene and handling of food must be observed. The restaurant manager should have on file all the documentation officially required in the matter of food hygiene.

-Before serving the dishes (starters or main courses), the drinks and bread must be served / replenished.

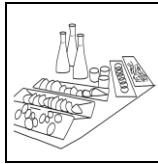
-All the dishes will be served from the kitchen already on the plate, except in the case of dishes which according to the category of the restaurant, require a final procedure in sight of the guest (filleting fish and preparing shellfish, carving meats, sauces...).

-Serve and remove all dishes always from the right.





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The bread plate should be removed from the left.

-Serve the cutlery from the left. Always move the cutlery using a napkin on a plate.

-The bread should be served from the left (bread selection defined by each BU), always in a basket/tray, with tongs, and before the guest requests it. (Offer the guests more bread when they have only 1/3 of the original piece remaining).

-Serve the dishes according to the order of the group that was established at the time of ordering (starters, main courses and desserts), collecting the order from the serving counter set up in the kitchen for this purpose.

No plate should remain on the counter for more than one minute from the time it is placed there by the kitchen manager, in order to prevent any loss/increase in temperature.

-Once all the guests have all finished eating, and unless they indicate otherwise, before serving the following round of items, remove the previous course setting and reset the table with the material required to consume the items to be served next (plates and/or cutlery).

Between the removal of settings for the main course and before serving the desserts service, all the other items should also be collected from the table (salt cellar, pepper mill...), as well as any leftover bread, and the bread tray. The area can be cleaned with a crumb sweeper.

-When removing the glassware, always pick the glass up by the base and place it on a tray.

Wineglasses should not be removed until the coffee and liqueurs are served.

-The material removed from the table shall be sent to the unloading zone set aside for this purpose in the kitchen before being moved to the washing tunnel/glass washer where it will be cleaned.

Nearby tables should never be used for unloading a table being cleared.

-If the guests did not order desserts in their initial order, encourage them to order one now by offering them the menu again once they have finished their meal.

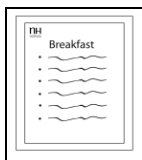
-Invite the guests to consume coffee and liqueurs after their meal.

-Liqueurs should be served directly in sight of the guests.

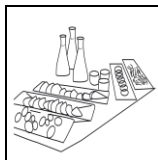
-All the restaurants should have available a list of basic phrases in a range of languages (English, French, German, Italian and Spanish) that can be consulted by the serving staff in order to guarantee that they can communicate with guests of other nationalities on matters relating to food and drink.

-Never make a journey empty-handed, and always take advantage of your movements between the restaurant and the pantry.





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Special characteristics of service for certain particular types of dishes

FOOD SERVICE	HOW TO SERVE
Shellfish	Accompany with shellfish pincers and a knife
Meat and poultry	Serve with serrated knives
Side salad	Place left of the guest, moving the plate slightly forward, and serve with a dessert fork.
Dishes to be eaten with the fingers (oysters, clams, mussels, asparagus...)	Place a finger bowl with warm water and a slice of lemon, together with a napkin, to the right. Also place the moisture towel on a plate in the centre of the table.
Cheese for dessert	Accompanied by bread service and a dessert knife
Fruit for dessert	Always serve peeled and sliced, except in the case the guest indicates otherwise.

Serving wine (basic techniques)

-Present the selected bottle to the guest, showing him or her label and resting the bottle on a folded cloth on your left hand.

-Cut around the seal below the neck and clean the rim with the cloth.

-Uncork the bottle by turning the corkscrew, never the bottle.
Hold the bottle from the bottom and pour a sample for the host to taste.

-Depending on the age (Reservas and Gran Reservas over 5 years old), the wine should first be decanted in order to avoid any sedimentation and dregs when serving the guest.

Young wines can also be decanted in order to allow them to breathe before drinking, although this is not mandatory.

This process should be carried out slowly, keeping the bottle tilted and making sure not to pour the liquid too fast in order to avoid forming bubbles.

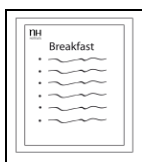
-Once he or she is satisfied, fill the glasses half full.

-Red wines should be left on the support table, white wines and rosé wines in a wine cooler on a stand (50% water and the rest ice), placing the bottle in a tilted position and with a folded cloth through the ring and with the label facing upwards.

-The wine service requires the waiter to be constantly attentive to the table in order to refill the diners' glasses whenever necessary.

Charging and setting up the table

-Whenever the guest request, bring the bill to the table.



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-Bills should always be presented from the right, using the bill support defined by the BU, and based on the restaurant category.

-Charge the bill according to the steps described in the BIRD Manual

-Help the guest out of the chair and accompany him or her to the exit, saying goodbye courteously and enquiring as to the quality of the service received.

-Once the guests have left the table, clear the table, and clean and rearrange the furniture within a period of five minutes.

-As soon as the table is ready, indicate its availability and the type of table to the person responsible.

-Whenever your work permits, you should help any co-workers who are busier than you.

Non-personal reception and service:

In the case of restaurants which, according to the definition of their BU and/or category, do not have a person specifically assigned to the duties of receiving and greeting guests, we should aim to engage with guests once they have entered the restaurant area and direct them to a free table according to their needs and our operational requirements.

The *maître* or the person responsible for the service will be constantly alert to the arrival of guests in order to avoid people from entering unattended.

Once the guest's arrival has been processed, the levels of service should be the same as those described in the case of operative reception.

3- Office service:

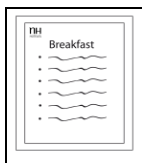
The tasks to be carried out by the staff for the scullery service in the restaurant are as follows:

-The orders for both the drinks and the items from the menu required for serving in the restaurant area are relayed through the dish washer, and are then sent from the kitchen to the dish washer through the passing area designed for this purpose. The dish washer is also where the wines are stored, and is where all the wines and drinks necessary for service in the restaurant are kept. The dish washer should contain all the tableware necessary for service in the restaurant.

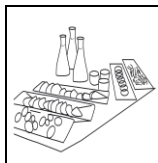
4- Cash register service:

The specific instructions contained in the POS Bird manual must be followed with regard to the selection, recording and charging of the tables in the restaurant.





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The person in charge of service operations at the cash register position should NEVER leave the drawer open after carrying out an operation.

Once the order has been received from the waiter in the restaurant, the transaction should be recorded, identifying the waiter according to the Bird manual.

At the request of the diners, print out a guest invoice corresponding to their order. This invoice will be given to the guest so he or she can pay for their order.

Once the guest has paid, charge the amount according to the steps described in the Bird Manual.

There are manual sales forms available in case of an incident with the Bird system, and all sales carried out during this time period must be noted in this format. Once normal service is resumed, the sales must be entered in the system.

5- Maintaining the premises:

Throughout the course of the service in the restaurant the following tasks must be carried out if necessary:

Restocking the material

Routinely review the material available in each work place.

Tableware, crockery and china (plates, cups, trays...).
Glassware.
Cutlery.
Kitchen and serving utensils (food tongs, wine coolers...).
Other (cruets, napkin dispensers, trays...)

Identify the needs of each workplace (restaurant and pantry), and notify the manager of these requirements.

Restock immediately according to requirements.

Restocking the products

Review and be continuously aware of the amount of products that are currently in stock (cold boxes and refrigeration machinery, bottle racks, kitchen work benches, soft drink and beer dispensers, coffee machine and milk thermos).

Identify the requirements for each work place (restaurant and pantry), and notify the person responsible of these requirements.

Restock immediately according to requirements.

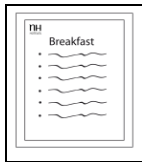
Maintaining the correct order

At all times the pre-established order for each work place must be maintained, and this should be the same as in the diagram or explanatory chart (see annex 6), which will be available in a folder beside the cash register position.

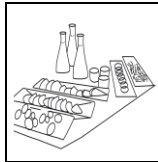
Maintaining cleanliness

At all times the cleanliness established for each work place must be maintained according to the Manual for Food Hygiene and the Cleaning Schedule authorised by





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the BU.

The cleaning of the machinery and facilities will be carried out according to the specifications in the Hotel Cleaning Schedule, both with regard to its frequency and to the materials used, critical points...

6- Service for groups

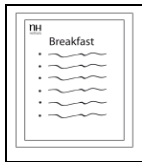
For special services in which the menu is known beforehand (group menus-orders for gala events), the service must be provided giving particular attention to:

- Number of persons expected, special table decoration, and protocol.
- Printing of the menu according to NH standard with a description of the food to be served, which are placed at each diner's place set.
- Appropriately greeting and accompanying the guests to the reserved table/s.
- Identifying the top table/host and the start of the service, always serving this top table/host in first place.
- The speed of service should be similar to the standard speed for the traditional service.
- Making provisions for menu changes and options according to taste, religion or medical requirements (vegetarian, fat-free, kosher, food allergies...)
- Specific set-up for each prearranged set menu, providing the appropriate cutlery, glassware and tableware for that particular menu.

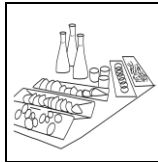
7-Half-board/full board service

For guests who have booked half-board or full-board, the procedure for the restaurant service will be as follows:

- Identify the dishes on the menu which are included in this arrangement at no extra cost, as well as the cost increments for each dish which is not included.
In some cases, and based on the category, there may be a special menu for full/half-board guests.
- Special wine list included in full/half board arrangements which include wine in their price.
- All the products offered within the arrangements should be calculated according to their suitability for management.
- The rest of the service follows the same standards as those applied in the traditional service.
- The set-up should be the same.
- Correctly take the order and write down any extra services which are not included in the price and must be paid separately by the guest. Always notify guests before serving whether the item they have requested is included in the arrangement they have booked or not.



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8-Standard service ratio for waiters/guests and cooks/guests

For the purpose of unifying the service criteria and human resources available according to the hotel category and also to the expectations of service, attached here is a chart with the ratio of staff to guests that should be used to optimise the resources/expected numbers as a guideline for use:

	5* GL hotels	5* hotels	4*Sup hotels	4*-3* hotels
No. waiters x guests	1 x 15	1x 20	1 x 30	1 x 40
No. cooks x guests	2 x 30	2 x 40	2 x 50	1 x 50

3.3 CLOSING TASKS

1- Person responsible for closing

This is the person assigned to carry out the following tasks:

- Transferring funds and administrative documentation for closure.
- Closing the shift in the Bird system
- Closing up the restaurants (if applicable).
- Filling in the incident report for the session/day.
- Preparing the reservations log for the following day.
- Distributing the tasks between the staff present and being responsible for their result.
- Signing and filling in the closure checklist according to Project One, recording this in the folders assigned by each BU

2- Closure to the public

-Once the last guest has left the restaurant, the staff must proceed to carry out the tasks for closing the restaurant.

-In the case that there are guests remaining in the restaurant near the defined closing time, the manager should inform them very politely that the restaurant are about to begin closing, so that in the case they wish to order anything else they can do so within the time schedule.

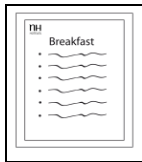
-In specific cases, the manager will be permitted to authorise the presence of guests after closing time, always accompanied by service staff.

-Once all the guests have departed, the staff can proceed to close the doors to the restaurant to the public at the scheduled time, recording this time in the box provided for the purpose in the closing checklist, and having this checklist signed by the person responsible for closing.

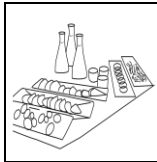
-After the doors have been closed, the remaining closing tasks can be carried out.

3- Visual review of the Restaurant





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Once the premises have been closed, the person responsible for closure will carry out a review of all the premises in order to check whether any possible damage has occurred during the session, lost property...

4- Tasks for closing the restaurant

The tasks to be carried out by the staff in order to conclude the closure of the restaurant are as follows:

-The person responsible for closing will carry out a preliminary visual inspection in order to check the general state of the restaurant area (cleanliness and tidiness) as well as any incident worth noting in the furnishings.

-Any anomaly detected must be corrected.

To prepare for the restaurant cleaning services, the furniture must be placed in such a way as to facilitate the turnaround cleaning.

- Arrange the furniture according to the explanatory plan or diagram on display at various points throughout the bar.

Any anomaly in the condition of the furniture (defective state, unsightly appearance...) should be notified to the person responsible for closing, and if this is the case, it should be treated as an incident. Any item of furniture in this condition should be removed.

The arrangement of the furniture in the restaurant may be varied on specific occasions according to the operational requirements.

The person responsible for closure must turn off the air conditioning/climatisation in the restaurant area if necessary.

Clean and restock the support stations (furniture units within the restaurant area containing material to assist in serving the tables) according to the characteristics of the restaurant, following the explanatory diagram available at the information points.

This diagram indicates, depending on the item of furniture used, the arrangement to be followed for the cutlery, glassware, table linen...

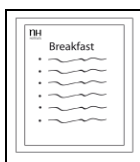
Clean and fill vinegar cruets, salt cellars, pepper mills, sauce containers, cocktail stick holders, wine coolers, trays and ashtrays.

- Restock the implements and tableware which will be required for the restaurant service on the following day, that is:

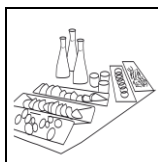
-Coffee service, replacing (clean and arranged neatly) the number of cups, teaspoons, saucers, sugar sachets, herb teas, cutlery and plates considered necessary for the service.

-Restaurant service, replacing (clean and arranged neatly) the number of glasses, cutlery, crockery, napkin dispensers, cleaning cloths, spatulas and tongs for handling food, jugs and all the tableware considered necessary.





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Restaurant

5- Closing tasks for the office/counter:

The following tasks must be carried out by the staff responsible for closing the scullery in the restaurant:

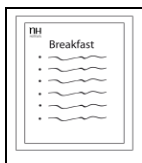
- The person responsible for closing will make a preliminary visual inspection to check the general state of the scullery (cleanliness and order) as well as any incident of note in the equipment or machinery which can be seen merely by looking (water leaks, breakages ...).
- Check that all the refrigeration equipment in the scullery (cold storage chest) is at the correct temperature, and that the ice machine is operating perfectly.
This refrigeration machinery **MUST NOT BE TURNED OFF**.
- Replenish stocks of products and materials for the restaurant service. In the case that any replacement items are required, restock with material from the storeroom. If the item cannot be found in the storeroom, contact the person responsible for closing.
- Turn off all non-refrigeration machinery for the restaurant service (glass washer, coffee machine, thermoses...)
- Restock the implements and tableware that will be required for the next day's service, that is:
 1. Coffee service, replacing (clean and arranged neatly) the number of cups, teaspoons, saucers, sugar sachets, herb teas, cutlery and plates considered necessary for the service.
 2. Restaurant service, replacing (clean and arranged neatly) the number of glasses, cutlery, crockery, napkin dispensers, cleaning cloths, spatulas and tongs for handling food, jugs and all the tableware considered necessary for the service.
- The state of cleanliness and order must be impeccable.
- The cleaning of the machinery and the restaurant must be carried out according to the specifications of the Hotel Cleaning Schedule, both with regard to the frequency and to the materials used, critical points...

6- Closing tasks for the cash register position:

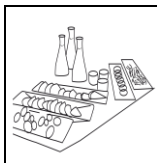
This must be done by the person responsible for closing, who will comply with all the requisites for shift closing in the BIRD-POS system with regard to:

- Cash check out (cash, invoices billed to room numbers and to credit cards)
- Detail of invoices
- Summary of invoices
- Revision of deductions – HT23
- Cash count
- Start of the BIRD closure process





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Service



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All the documentation necessary for the administration must also be handed in to the reception:

- For reception: checks for charging to room numbers
- For the administration:
 1. Closure for the day
 2. Partial closure or change of shift
 3. Cash count
 4. Day's takings
 5. Closure of POS terminal
 6. Cash orders
 7. Credit card copies
 8. Free items

4. Operational handling

Responsible: F&B Responsible (and GM) / Shift leader

4.1 Daily preparation for restaurant service

Front Office will print out the following informative lists regarding the number of meal services expected in restaurants (HB, FB) and/or reservations for group meal services:

- CRS Meetings – Service inventory –pre-booked board service (select period type)
This shows the predicted number of guests with board arrangements for a period of one week without the need to check in
- Merlin / NHS – Lists – Food&Beverage- *ekstatus2*
This shows the predicted number of services after the daily check in.
- CRS Meetings - Book File –Select day –CONFIRMED SERVICES
This shows the possible tables for group reservations in the restaurant.

These three lists, in combination with the reservations log for the restaurants, will provide the information for the estimated number of confirmed meal services.

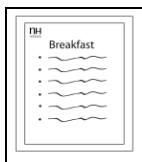
4.2 Review guest information

The waiter should welcome the guest and ask him/her for their room number and surname. The waiter must check the information received with the NHS report *ekstatu2*

Once the waiter has matched the name and the room/s he will check if the MP/PC service is included in the room rate or not.

The waiter must also check that the number of people matches.





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4.3 Daily restaurant closure

This is done by the person responsible for closing, who must comply with all the requisites for shift closing in the BIRD-POS system with regard to:

- Identification of the shift to be closed
- Cash check out (cash, invoices billed to room numbers and to credit cards)
- Detail of invoices
- Summary of invoices
- Revision of deductions – HT23
- Cash count
- Start of the BIRD closure process

5. Related procedures

Shift Change handling

6. Procedure validation

Version	Corporate area	Approved by:		Approval date
1	Operations (Process Owner)	F&B Operation Manager Operations Control Director Chief Operations Officer	Thomas Bartz Anja Loijens Ramón Aragonés	March 2012
	Internal Audit	SVP Internal Audit		
	Resources	SVP Human Resources SVP Purchasing		
	Strategy & Development	SVP Quality & Competition Chief Commercial Officer		
	Management Committee			Steering Minutes 16/04/2012

