

# ***LOBSTER POT EMPLOYEE MANUAL***

*for front of the house*



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## *Contents*

This Manual and Employment  
Our Philosophy of Customer Service  
Principles of Employee Conduct and Teamwork  
Hours and Schedules  
Training  
Policy  
Procedures  
Payment Methods and Comps  
Addendum

## *This Manual*

This manual is intended to:

- Provide an introduction to our philosophy and practices.
- Present the responsibilities and privileges of your employment at the Lobster Pot Restaurant.
- Clearly define the policies and procedures you are expected to follow.
- Help you achieve your best performance for the restaurant by letting you know what is and what is not expected from you.
- Along with its updates, establish on-going communication to achieve the most productive work environment.

You are responsible for:

- Reading this manual and understanding all its contents.
- Asking the Human Resources Manager to explain any material you do not understand.
- Complying with all the policies and procedures contained in this manual and any updates that are posted in the restaurant or communicated to you via e-mail or Lobster Pot Newsletter.
- Providing feedback to management that you believe could improve this manual.
- Signing and returning to the Human Resources Manager the acknowledgement form included in this manual.

This manual is the property of the Lobster Pot Restaurant and is intended for its staff only. Publishing, reproducing or sharing any or all of its contents is prohibited unless consented to by the Lobster Pot Restaurant.

This manual is not to be considered a contract.

The Lobster Pot reserves the right to deviate from, change, eliminate or add to any of the policies or procedures communicated in this manual at any time, for any reason, and without prior written notice.

## *Employment*

- The Lobster Pot is a seasonal restaurant that hires full time and part time employees.
- You are hired as a voluntary at-will employee. That means you or the Lobster Pot may terminate your employment at any time, for any reason, with or without cause, unless protected by law.
- The Lobster Pot does not discriminate against any employee in a manner that violates any federal, state or local law. We are an equal opportunity employer without regard to race, religion, national origin, gender, marital status, age, sexual orientation, gender orientation, disability or any other basis protected under law.
- The Lobster Pot supports a workplace free from sexual harassment, discriminatory harassment, illegal drugs, firearms and any dangerous items or behaviors.
- A sexual harassment policy statement will be distributed to every employee to read and sign.
- The Lobster Pot conducts workplace video monitoring to promote worker and customer safety, to detect theft and misconduct, and to discourage harassment.
- The Lobster Pot supports training and evaluation to help each employee set goals, achieve growth, meet performance standards and reach their potential.
- A full time employee works at least 35 hours weekly in at least 5 shifts weekly, during the months the restaurant is open. Because of seasonal flow of business, the hours of the shifts may not always be available for the full time employee, however the full time employee is consistently available for those hours or shifts.
- Any employee, whether full or part time, must be available to work during the high season as determined by management. Being unavailable during high season is cause for dismissal.
- After the restaurant closes for the season all employees must communicate their intention to return for the following season no later than March 15. Communication consists of an e-mail or written letter to the Human Resources Manager. Communicating that intention to return does not guarantee continued employment. Failure to communicate intention to return will result in employee being removed from consideration of employment.
- Employees must provide two forms of picture identification and complete and return all paper work in their hiring packet.

## *Philosophy of Customer Service*

- Besides being known for the quality, creativity, value, consistency and variety of our food, the Lobster Pot is recognized for our service. The hallmark of that service is exceptional focus on the customer from our entire team. We aim to exceed the customer's expectations, not merely satisfy them.
- A large percentage of our diners are repeat customers. We are dedicated to keeping them coming back as well as inspiring them to recommend us to others. That challenge begins the moment each of us greets the customer.
- Our customer base is diverse because we welcome everyone and treat all with equal respect. Your responsibility in responding to our diversity is to provide the same experience to all.
- The customer's perception of you will become your reality so always be aware of the kind of perception you are creating. If you are friendly, calm, attentive, and knowledgeable the customer will perceive you as trustworthy and you will have an easy time with that customer. If you are rushed, distracted, scattered, and confused the customer will perceive you as incompetent and you will have difficulty with that customer.
- It all begins with a friendly and hospitable welcome.
- Our building is large, busy and noisy. We must give clear information and direction to each customer, whether it's approximating a wait time, directing them to a dining room or bar, recognizing them when they arrive, seating them, serving them and acknowledging their departure.
- If a customer asks you a question you cannot answer, assure them you can get the person who can help them.
- We help our customers navigate our large food and drink menu with suggestions and explanations to insure a quality dining experience. Your patience and focus are necessary to direct the customer towards the best choices given their questions.
- Reading the customer is a skill. You must be able to grasp how much or how little attention the customer wants, how much direction, how to pace the dining experience. You must be able to gauge the right amount of attention. Too much or too little can equally cause problems.
- After feeling welcomed and appreciated, we want our customers to feel absolute trust in their dining experience. We all have a part in building that trust with on-going attention to the details of their experience. They should not be rushed by service, nor should they wait too long. They should be given the courtesy of sitting at a consistently well-maintained table. Their needs should be met with absolute good will.
- Should a customer be unhappy with any part of the meal, we are dedicated to correcting it and maintaining a hospitable attitude while doing so.
- The CUSTOMER is what matters – that is why our work is called hospitality. If we offer them the best food we possibly can for the best price, if we welcome them with warmth and enthusiasm, if we listen to them with the intention of understanding their needs, if we meet their needs with generosity and friendly efficiency, if they feel that we care about them because we truly do, then we have done our work well.

## *Principles of Employee Conduct and Teamwork*

- RESPECT all co-workers and act accordingly.
- RESPECT the policies that have been communicated to you. They come out of direct experience and are designed to help you do your job better and create a cooperative work environment.
- A POSITIVE ATTITUDE creates a productive and pleasant work environment.
- BE ATTENTIVE to all aspects of your work so you are prepared to succeed daily.
- WORK COOPERATIVELY to make all our jobs easier. Together we can accomplish more than any one working alone. Look out for each other, help each other.
- SOLUTIONS are the answers to problems. Complaining and undermining accomplish nothing but toxic negativity.
- COMMON SENSE is never under-rated. Use it.
- KEEP BUSY, even when business is slow. We are all here to work. There is no excuse for doing nothing but standing around and chatting.
- LEARN - the more you do it, the more you will accomplish.
- COMMUNICATE with each other to help, to improve, to support. Remember, it's not only what we say that has meaning, it's also how we talk to each other. Sarcasm, caustic words, raised voices can push people into defensiveness which defeats the purpose of communicating.
- ANTICIPATE the flow of business. Know that while we have a significant wait list during our peak times, we are confident that we have developed effective and proficient systems of handling our customers. Those systems are based on you preparing and being ready to meet the demand.
- BE RESPONSIVE to the needs of the customers and the needs of your co-workers to make your shift better organized and productive.
- BE AWARE of your surroundings and act accordingly. Unnecessary noise is an intrusive distraction to customers and co-workers.
- BE ACCURATE and TAKE RESPONSIBILITY. We all make mistakes, some way more than others. Whether its not listening carefully to a customer's order, ordering the wrong food or ordering incorrectly, dropping the wrong check, posting the wrong tip, processing the wrong credit card, dropping the wrong cash due, missing credit card slips, etc preventable mistakes compound daily. The bottom line is this: if you make a mistake, correct it before someone else has to.
- BE HONEST in all you do at the restaurant from the time you clock in to the time you clock out.

## *Hours and Schedules*

**1. Duration of Operation:** The Lobster Pot is a seasonal restaurant. Management reserves the right to adjust the duration of operation as needed. The hours below represent in season and off season holidays. Times may be adjusted as needed both seasonally and daily.

### **2. Work Shifts**

- Server:
  - AM Shift
    - 10:30 – 11:30: opening side work
    - 11:30 - 4:30: floor service
    - 4:30: - 5:00 drop bags
    - closing side work
  - PM Shift
    - 3:45 – 4:30: opening side work
    - 4:30 - 10:30: floor service
    - 10:30: drop bags
    - closing side work
- Bus person:
  - AM Shift: 11:00 – 4:30
  - PM Shift: 3:45 – 11:00
- Bartender (Top):
  - AM Shift: starts at 10:30
  - PM Shift: starts at 5:30
  - With variable hours according to season
- Bartender(Service):
  - AM Shift: starts at 11:00
  - PM Shift: starts at 4:30
- Host:
  - AM Shift: 11:00 – 4:30
  - PM Shift: 4:00 – 10:30
- Cashier:
  - AM Shift: 11:00 – 4:30
  - PM Shift: 4:30 – 10:30
- Guest Facilitator:
  - AM Shift: 11:00am – 4:00pm
  - 4:00pm – closing

### **3. The Schedule**

- The schedule is written by Rita. It is posted weekly. Schedules may change weekly until we go to full schedule. At that time, the schedule will change as little as possible. Shifts are determined by a combination of factors that include performance, seniority, availability and attitude. We cannot write a schedule around anyone's specific needs.
- No one "owns" any shift. No one should have any expectations about scheduling other than the stated Lobster Pot policy.
- Scheduling priority begins with full-time employees who are available to work from the day we open to the day we close. Those employees will be scheduled before part-time employees are given shifts. If you return to work sometime in May or June you will be added to the schedule only on an "as needed" basis until full time work is available.
- Full-time employees are scheduled for a minimum 35 hours weekly in at least 5 weekly shifts from restaurant opening day through closing day, as needed.
- Part-time employees are scheduled for less than 5 weekly shifts and/or not scheduled from opening day through closing day.
- We are aware that employees may have other work. We assume our scheduling needs take precedence.

### **4. Schedule Changes**

- We expect schedule changes to be kept to a minimum and reserved for significant occasions. We cannot allow schedule changes to accommodate the social life of employees.
- The schedule is written to create a balanced and productive floor, and to give each of you the opportunity to work full-time. Numerous schedule changes in any given day disrupts that balance. Also, requests that create additional doubles or take you away from your job for more than two days create chaos with the schedule. That is not in the best interests of the restaurant.
- We ask that you to plan your social activity around your days off.
- Reserve a schedule change request for a unique event like your parents 60<sup>th</sup> Anniversary or your child's graduation; or for a serious matter like a court date.
- While you are responsible for covering any shift you cannot work, you need to consult with management to find an appropriate and eligible replacement.
- All change requests must conform to policies regardless of what the employee you are switching with says. For example, we do not permit employees to work more than six consecutive days so don't ask for a change that would put the employee in that situation just because the employee tells you she or he is willing to do it.
- Change of Schedule form is available at the downstairs host counter.
- Do not verbally request a specific day off before the schedule is posted.
- A minimum of two day notice for requests is required.

- Filling out a request form does not mean that the change is automatically approved.
- Schedule changes need to be approved by Rita since she writes the schedule. Be aware of her days off and submit your requests when she is available. If you must submit a last minute request on her days off, you will need approval from Shawn.
- For emergencies that occur on the day you are supposed to work the manager on duty will help you.
- Once you fill out the form, you can give it to Rita or put it in your drop bag.
- When the request is approved you will see the change made on the posted schedule.
- **DO NOT** request a change that would put you or the other person in more than six consecutive days of work. That request will not be approved. In order to be accurate about the number of consecutive shifts you need to look at the prior week, the current week and the coming week.
- **DO NOT** request a change that creates any additional double. That request will not be approved.
- **DO NOT** request change of shifts that result in more than two consecutive days away from work or absent you over holidays. That request will not be approved.
- If you have trouble understanding how to do a schedule change, ask Rita
- Any emergency situation that requires exemption from the above policies must be approved by Rita or Shawn.
- Whenever possible, arrange day for day and night for night changes. Should you need to do a night for day change, the day person taking over the night shift must have night experience.
- Host and cashiers need to be covered by people who have experience in those positions.
- Make your arrangements for changes as soon as possible so you won't run out of options and be disappointed. Requests are handled on a first come, first served basis and multiple requests for the same date might not be feasible.

## *Training*

- Specific training procedures apply to specific job classes.
- Training needs to be approached in a responsible manner. That includes reading the employee manual before training begins, familiarizing yourself with the menu and wine/signature drink list, arriving on time and properly attired, being prepared, asking the trainer for clarification for anything you do not understand.
- At any time during training, management may determine that the trainee does not have the potential for a good fit and can terminate training and employment.
- Once training has been completed management will determine if the trainee is ready to fill the position. At that point management may determine there are certain conditions that must be met for the trainee to continue as an employee. Those conditions could be general or job class related. Those conditions may include but are not limited to:
  - Fluency with the Aloha system
  - Proficiency with the food menu
  - Proficiency with the wine list and signature drinks
  - Proficiency with basic alcohol service
  - Acceptable customer service
  - Acceptable teamwork
  - Fluency with the customer waiting computer system
  - Acceptable credit card and cash handling
- Regardless of specific job class, at the conclusion of training all employees are responsible for being familiar with the policies and procedures related to all job classes. Since we work together as a team to complete a successful shift, we all need to have an understanding of how the pieces come together to form the whole.

# *Policies*

## **1. Attire and Appearance**

- We require that you take pride in your professional appearance at work.
- Servers and bussers will be issued two Lobster Pot shirts. You may purchase additional ones at employee price.
- You must always wear the Lobster Pot shirt and it should be clean and pressed.
- You can wear khaki, black, navy or tan slacks, or black jeans. Blue jeans are not allowed.
- Shorts and skirts must be knee length.
- No cargo pants, cargo shorts, yoga pants, or tight fitting pants or shorts are permitted.
- All servers will be given two aprons. Aprons must be worn on the floor.
- If you arrive at work in wrinkled, stained clothes, or shorts or skirt above the knee, you will be sent home.
- During opening side work you may wear a presentable tee shirt until it is time for you come on the floor in your uniform. Tank tops are not acceptable.
- Sneakers or closed shoes should be worn. Sandals and boots are not allowed.
- Long hair must be tied back. Beards and moustaches should be neatly groomed.
- Proper body hygiene is expected which means controlling body odor and breathe so as not to offend customers. Any worker smelling of alcohol or drugs will not be permitted to work.
- Hosts, Cashiers and Guest Facilitators workers are not required to wear the Lobster Pot shirt, but are required to follow the other criteria,
- Nose, eyebrow, lip rings are not permitted, nor any adornment that detracts from a professional appearance.
- Chewing gum during shift is not permitted.
- All floor staff should change into street clothes before becoming a customer.
- Management will make all decisions regarding the appropriateness of appearance and take necessary actions.

## **2. Cell Phones**

- Turn off and put your cell phone out of your reach. Cell phones are not permitted on your person. Keep them in your locker or other safe place while you are working or leave them locked in your vehicle.
- If you are on your cell phone, you are not working, not paying attention to the customers or to on-going side work.
- If you have a particular emergency or urgent situation and need to use your cell phone while at work or have it ready to receive information, ask a manager for permission.
- We understand that sometimes a customer request or need may necessitate use of a cell phone. For example, a customer needs to translate from their language to English, or asks for a show time or directions, etc and the only available resource is a cell phone. In that case speak to a manager who may use their cell phone or authorize you to use yours for a specific customer issue.

### 3. Personal phone calls for you to the Restaurant

- None, unless it is an emergency.

### 4. Eating and Non-Alcoholic Drinking

- Eating a meal is not permitted during a shift. If you need to eat, limit yourself to fruit, granola bars, snacks - and clean up after yourselves.
- If there is a medical reason that necessitates eating during a shift on a particular day, please give the medical documentation to the manager before the start of the shift. If you require a long-term exemption for medical reasons and have proper documentation, you need to make arrangements with management.
- When on a shift you may drink soda, juice, coffee or tea at no charge. However, hot chocolate, espresso, cappuccino and blender drinks using these items are not available free of charge.
- AM shift can eat during set-up until the first customer is sat in the dining room. Eating during set-up is not a social activity; you need to get your work done. You cannot order food from the kitchen as an employee meal because the kitchen is busy setting up.
- PM shift can eat once the last customer has been served. Since space to eat is limited and you will be eating in the dining rooms, please choose a table away from customers and refrain from loud talking.
- PM shift should order food **before** the kitchen closes and indicate “**employee meal**” on the order.
- Eating in the bus station or service station during a shift is not allowed.
- All food mistakes must be returned to the kitchen.
- All beverage mistakes must be returned to the bar that made them.
- The Lobster Pot makes bottled water available to staff free of charge. Please use that courtesy responsibly by labelling your bottle, disposing of it when done or taking it with you if not finished. Don't leave your water bottle in the wait stations or elsewhere for others to cleanup.

### 5. Employee Meal and Beverage Policy

- As employees you have the benefit of a 50% discount on all food and beverage. We ask that you respect the following food policies in order to receive that discount.
- Order items that are on the menu, exclusive of add-ons, substitutions, modifications and special requests.
- ALWAYS use the “**EMPLOYEE MEAL**” modifier when you order.
- All food that is ordered at employee pricing or for double meals is to be **eaten in the restaurant, not taken to go**. Since the food cannot be taken to go, try to order appropriately to avoid wasting food.
- For the night shift, order your employee meal prior to 10pm. Again, use the “**Employee Meal**” modifier.

- The day shift cannot order food before their shift since the kitchen is prepping to open and does not have time to cook. Day shift can order food after the shift.
- Remember, you can always order whatever you want and take it to go if you **pay full price**.
- We know that everyone works hard in this building to produce the best experience for our customers and we want everyone to have the benefit of employee meals without excessively burdening the kitchen. The above policies, along with thoughtful respect, make that possible.
- Please order your food from a server, bartender or manager.
- To get your discount, print a copy of the check and give it to a manager.
- The employee food discount is a benefit that allows you to eat cheaply and to become familiar with the variety of food you serve.
- Alcoholic beverages can be ordered for discounted prices when not on shift.

## 6. Alcohol and Illegal Drug Use

- No alcohol or illegal drug use is allowed.
- Attempting to work under the influence of alcohol or any substance that alters or effects ability to perform in a professional manner is unacceptable.
- Anyone impaired will be sent home and not permitted to return until management determines you are ready.
- If illegal drug or alcohol use when not at work affects your ability to work you will be removed from the schedule until management determines you are ready to return to work.
- If you are taking prescription medication that effects your ability to perform your job in a professional and reasonable manner, please talk with management about your limitations.

## 7. Smoking

- Use of any tobacco product, electronic cigarette, or nicotine delivery device is not permitted during your shift.
- The Lobster Pot is a non-smoking environment. If a customer chooses to smoke they can use the decks provided their smoking does not interfere with customers in the dining room.

## 8. Illness or Injury

- If you are ill or injured, notify the office at 487-0842 immediately.
- Do not wait until the last minute, arrive at work with less than peak ability, and request an easy station or position. If you are too sick to do your best, notify early so that we can best cover. If you arrive at work too compromised to do your best, we will send you home and cover that shift.
- In order to return to work you will need authorization from a doctor. This authorization form typically reports reason for absence, duration of absence and return to work date, with or without restrictions. Give it to the manager on duty.

## **9. The Time Clock**

- You are responsible for clocking in and clocking out on time.
- When you clock in or out, the computer will print a chit. Check it to make sure you have clocked yourself in and out, and not another employee by mistake. If you have made a mistake, show it to a manager immediately for correction.
- Under no circumstances can you knowingly clock in or clock out another employee. Such action will be subject to discipline.
- If you forget to clock out and phone the restaurant, ask for the manager who can adjust your time clock. Do not ask any other employee to clock you out.
- If a tipped employee forgets to clock out, they must declare the tips earned for that shift at the clock out for the next shift they work, and in addition to that next shift's tips.

## **10. Lateness**

- You are expected to arrive on time to complete your set-up work. If you know you are going to be unavoidably late, please phone the office.
- You are expected to arrive on time ready to work. That means clocking in and beginning work, not socializing, sitting down for breakfast, making phone calls, etc.
- Chronic lateness will result in termination.

## **10. Injury on the Job/Workers Compensation**

- If you are injured on the job, you must report the incident to a manager immediately. You are required to complete a workers compensation report within 24 hours of the injury even if medical attention is not necessary. Failure to fill out a workers compensation form may result in loss of coverage by our insurance carrier. The office will supply you with the form and handle it after you have completed your portion.

## **11. Problem Solving**

- If you have a problem with a customer, let the manager know immediately. Trying to hide the problem is not a solution since a dissatisfied customer often registers a complaint with management. It is easier to solve a problem when the manager knows the facts from you first.
- Remember, we are dedicated to satisfying all of our customers, not just the easy ones. To that end, there is always someone present to help you.
- If you have a problem with food (over-cooked, under-cooked, wrong item ordered, too spicy, etc.) immediately remove the food from the table, assure the customer we will correct the problem, order the correct food in Aloha, and bring the food to a manager. The

manager will interact with the kitchen to correct the problem and then approach the customer to assure them we are fixing the problem.

- We need to void the original item as “waste” and thereby have it accounted for in inventory. You must print a copy of the check, circle the item to be voided and give it to the manager.
- If you have a problem with a drink (customer doesn’t like it, too spicy, too watery, spilled, etc.) follow the above procedure outlined with food.

## **12. Voids**

- A void is the process whereby an item needs to be removed by a manager from a customer check and accounted for in inventory cost.
- The two main categories of voids are Waste and No Waste.
- The category of Waste has specific reasons such as “server error”, “undercooked”, “customer dissatisfied”, “object in food”, “cracked glass”, etc.
- All voids must be tracked through the computer system so that inventory is properly managed. If you spill a drink and simply ask the bartender to make another, and the bartender does, we have no way of accounting for the cost of the lost product. Therefore, we have simple procedures in place that meet our needs.
- If there is a problem with a food or beverage item, get a manager who will interact with the kitchen or bar to correct the problem. In the meantime, you must print the check, circle the item to be voided, write “waste” on the check and give the check to the manager to complete the void. The manager will supply the reason. These checks are saved on a daily basis and reconciled with a daily Void Report from the computer system.
- All waste items are returned to the kitchen or the bar and are not to be consumed by service staff.
- If you have a No Waste void print a copy of the check, circle the item, write No Waste and give the check to the manager. You must be absolutely certain that the void is No Waste. Examples of No Waste: (1) you fire a drink, the customer changes his mind and wants something else, you catch the bartender before she makes the drink and you order the new one (2) you order a cup of soup for a charge, the customer changes order to a clambake which include soup, you need to void the charge soup and add the clambake soup.

## **13. Guest Count**

- Employees are responsible for entering the correct guest count on each check.
- It’s simple: if someone is eating they count as a guest. Two people sharing a sandwich count as two guests. A child eating a kiddie meal counts as a guest.
- If a table is transferred to you, make certain the guest count is correct.
- If 3 people order their meals and a fourth person later joins them and orders food, change the guest count.
- After you have closed the last check of your shift, review your guest count and head average before print your server summary. If the guest count seems incorrect, review

your checks. You can find the over-ring or under-ring. Ask a manager to open the check, correct the count, then close the check.

#### 14. Charge Backs

- Each server is responsible for his/her own money, including charge slips.
- If there is an error with a charge slip and the charge is successfully disputed by the customer, the server is responsible for the charge amount.
- The most common mistake occurs with split checks. Two (or more) charge cards are to be used to split one check. Instead of swiping the different charge cards, only one charge card is swiped multiple times. When the customer receives his credit card statement and notices the additional charges, he denies those charges. Since the customer did not sign both charge slips, he refuses to pay for both charges. In that case the server is responsible for the disputed amount.
- **Charges for split checks should be processed by the server only.**
- The server will have to pay the money for the charge back when he receives notice from the office.
- To avoid this kind of charge back, the server should carefully match the charge slips with the charge cards before returning them to the customers for signature.

#### 15. Voiding Credit and Debit Card Payments

- **Do your absolute best to avoid making a mistake with processing a credit card payment.**
- If you do make a mistake and have to void the payment and process the card again, you can run into all kinds of problems for yourself and the customer.
- Understand that once you process a credit or debit card that amount is subtracted from the customer's available credit or debit line. If you then void that transaction to correct a mistake, it can take 2 to 5 days to process. That process is controlled by the banks, credit card company, and the intermediary processor. So lets say you run a debit card for a \$200 check, but it's the wrong check; the correct check is for \$50. So you void the wrong \$200 payment and attempt to process the correct \$50 payment, but the card is now declined because the \$200 was subtracted from available credit, the void can take up to 5 days to process, and there's no longer enough balance to process the \$50. You now tell this saga to the customer who doesn't have another credit card and is angry that he can't use this debit card till he puts more money in the account or the void processes and he's on vacation. We may never be able to get that \$50 in which case you'd be responsible. **So best to be very careful when processing any card.**

## **WHEN VOIDING A CREDIT PAYMENT IS NECESSARY:**

1. Tell the manager.
2. Acknowledge your mistake to the customer and apologize.
3. Tell the customer that the voided transaction will take between 2 and 5 days to be completely processed. That process is controlled by the banks, credit card companies, and the intermediary processor. We have no control over it once you process the credit card.
4. Give the customer the “customer copy” of the voided transaction and explain that our system does not print copies of a voided transaction.
5. Tell the manager on duty while the customer is still in the building.
6. Put the “merchant copy” of the voided transaction in your drop bag and write “voided” on it.

Please understand now since customers review their credit card statements on line with great frequency that they can see mistaken transactions immediately. In many instances they phone the office and are quite disgruntled by what they consider a bogus or a dishonest charge. We then have to calm the customer, research the transaction and give them the proper information. This interaction with the customer would be much easier to handle if we are aware of a voided charge before we are contacted.

### **16. End of Shift Reconciliation**

- Once you have closed your last table you are ready for your end of shift reconciliation.
- Your goal and responsibility is to prepare a drop bag that is in order and free of mistakes. During this process you have the opportunity to correct any mistakes before you drop your bag in the safe. If you do not correct your mistakes, someone in the office will have to do that for you.
- Servers and bartenders are responsible for depositing their individual drop bags in the safe drop outside the office and signing the Daily Sign Out Sheet.
- Drop bags with your names are provided by the office.
- What goes in your Drop Bag:
  - Server Checkout Summary
  - Cash Owed
  - Credit Card Receipts
- Begin your reconciliation by sorting your credit card receipts by kind in the order they appear on the Checkout Summary: Amex, Visa, MC, Diners, Discover.
- If you have not posted all your credit tips in Aloha do so.
- Then compare the tips you posted in Aloha to the tips on the credit card receipts and correct any errors.
- Make certain that you have a credit card receipt for each transaction that appears in Aloha.
- If you are missing a receipt and cannot find the original signed one, reprint a receipt to include in your drop.

- If you lost a signed credit card receipt or if the customer took that receipt with them, you cannot post a tip based on what you think it should have been. So you are incentivized to be careful with your credit cards receipts or risk losing tips.
- What all of your tips have been posted and you have all of your credit card receipts, print a Server Checkout Summary, but do not clock out.
- On the Checkout Summary look at SALES DETAIL and find your PPA. The “Per Person Average” is your head average. If it is unusually high or low most likely you have an incorrect guest count that needs to be corrected. Look at your checks to find the mistake and get a manager to help you correct it.
- Now you are ready to move on to credit cards.
- Under the PAYMENTS heading of your Checkout Summary you will see the number of credit card transactions by kind that you entered. Compare the number of listed transactions for each kind to the credit card receipts you have in hand. Again, if you are missing a receipt and cannot find the original signed one, reprint a receipt to include in your drop.
- Under the CREDIT CARD TIPS heading you will see the tips you entered by transaction. Compare those entries to the credit card receipts for accuracy.
- If you find a mistake ask a manager to delete your Checkout so you can correct the mistake. Then start the Checkout Process from the beginning.
- Once you have completed all the credit card receipts reconciliation place them in your drop bag, keeping them in order.
- You are now ready to move on to Cash Owed.
- Under the TOTAL CASH OWED heading your amount will be a positive or a negative.
- If it is a positive amount arrange your cash owed with bills in order of denomination, include exact change or round-up, and place in drop bag.
- If your Cash Owed amount is negative, find a manager to receive your pay-out from either the office or the cashier. Indicate on your Server Checkout that you received payment from the office or the cashier.
- Fold the Server Checkout Summary so that your name is visible, add it to your drop bag.
- Deposit your bag in the safe drop outside the office, and sign the Daily Sign Out sheet.
- Begin the clock out process at an Aloha terminal. Declare the correct amount of tips.
- When you complete your clock out, a dupe prints showing hours worked, sales and declared tips. Make certain you entered the correct tip amount.
- This clock out dupe is a useful place to record your tip out amounts to the bus and bartender.

## **17. Tip Reporting for Directly Tipped Employees**

- As an employee of a food and beverage establishment, the tip income you receive, whether cash or charge, is taxable income. As income, these tips are subject to federal income tax, social security and Medicare taxes, and state income taxes. If you a directly tipped employee, you should report only the amount of tips you retain after your tip-outs to indirectly tipped employees such as bussers and bartenders.

- You should retain records of your tip income and your tip-outs. The federal government has a form you can order. A copy of it is included in the addendum.
- All tipped employees should report tips earned daily after each shift.
- If you are working a large party with a number of servers, the check will be processed by management. Your portion of the tip will be paid out to you by management and must be declared by you in its entirety after tip-out.
- If, on a given shift, you declare tips but neglect to clock out, the computer system does not retain that tip information. To be sure that you have clocked out, retain the dupe that prints after the clock out. That dupe will show you the date, the shift, the hours worked, the credit card charges and your declared tips.
- If, by the next shift you realize you did not clock out on the previous shift, add the tips for the shift you missed reporting to the current shift report.
- It should be noted that the federal law states that all citizens should report 100% of their earnings, and those found in violation of the law are subject to fines, penalties and possible prison sentencing. A copy of the Internal Revenue Service guide to tip income is included in the addendum section of this manual.
- You will be required to sign a Tip Reporting Statement that we keep on file.

## **18. Tipping Out**

- Servers should tip a minimum of 15% to the busser and 5% to the bartender at the end of each shift. Please respect your co-workers by being conscientious about tipping out.
- If a busser or bartender believes a server is not tipping out properly, talk to a manager.

## **19. Tip Reporting for Indirectly Tipped Employees**

- As an employee of a food and beverage establishment, the tip income you indirectly receive is taxable income. As income, these tips are subject to federal income tax, social security and Medicare taxes, and state income taxes.
- You should declare tips daily after each shift.
- You should maintain records of your tip income.
- If you neglect to clock out, the computer system does not retain that tip information. Add the tip income that did not get reported to the tip income on the next shift you work.
- It should be noted that the federal law states that all citizens should report 100% of their earnings, and those found in violation of the law are subject to fines, penalties and possible prison sentencing. A copy of the Internal Revenue Service guide to tip income is included in the addendum section of this manual.
- You will be required to sign a Tip Reporting Statement that we keep on file.

## 20. Tip Manners

- Please do not discuss tips in any public area of the restaurant.
- Remember, tipping is voluntary, and while expected, it does not entitle you to anything. Tipping percentages vary from region to region in this country, and from country to country throughout the world.

## 21. Service of Alcohol

- **The service of alcohol is a licensed privilege that requires responsibility from the restaurant, the bartender and the server.** As responsible members of the community, we do not take lightly the serving of alcohol.
- You will be given a handout detailing the law and issues of alcohol service pertinent to you as a bartender or server. You are required to read it thoroughly and understand its contents. You will be asked to sign an acknowledgement that you have done so.
- It is against the law to serve a minor, to serve an intoxicated person, and to serve more than two drinks to one individual at a time. Breaking any of these laws will result in loss of employment. If you are in doubt or need help with a customer in regard to alcohol service, call a manager. Remember, at any time the Provincetown Police or the ABCC can spot check the restaurant.
- We recognize that carding customers takes time. However, the small amount of time is worth more to us and you than the amount of time we will not have a liquor license if we are found in violation of the law.
- The legal drinking age in Massachusetts is 21 years old.
- The Commonwealth recognizes the following proofs of identification:
  - a. A valid Massachusetts driver's license.
  - b. A valid Massachusetts Liquor identification card.
  - c. A Massachusetts Identification card
  - d. A valid Military Identification for active duty personnel only
  - e. A valid passport from a country that the United States recognizes.
- If we violate the laws regarding service of alcohol our license can be suspended or revoked, and servers can be held personally responsible, fined up to \$2,000, and/or imprisoned for up to one year.
- If you have asked a customer for identification and they do not have a valid one with them, you cannot serve them.
- If a person is intoxicated, you must stop serving them. Any manager will back you up. You cannot accept other employees or customers vouching for someone who does not have identification. You must make your own decisions because you are the one who will be held responsible. If you feel you cannot make a good judgment call, please ask a manager to do so.
- Read our handout on alcohol service carefully and ask a manager if you have any questions.

## 22. Social Media

- Social media like Trip Advisor, Yelp, Facebook, Pinterest, etc., make it easy for customers to communicate about their dining experience to a large, public audience.
- Our management team regularly reviews these sites for feedback on how to improve our customers' experience.
- Be aware that when you are interacting with a single customer in real time, thousands of others can now witness that experience, be it bad or good. So let's always aim for the best.

### **23. Station Assignments**

- Stations are assigned by the manager before the start of the shift. Please do not change stations without the approval of the manager.
- There are 6 stations downstairs (A-F), 3 upstairs (H-J) plus one cocktail station in the bar. Tables are numbered within each station and those numbers must be used consistently. Floor plans are posted on each floor. In season all stations will be assigned.
- Not all stations are assigned servers depending on the time of the year..
- Consult the posted charts for table assignments depending on number of servers working.
- **Keep in mind that the hosts or managers have the authority to change any table delegation when he or she deems necessary.**
- At times, to create seating arrangement for large parties tables are used from different sections assigned to different waiters. The manager will tell the servers how such situations will be handled.

### **24. Noise**

- Noise travels easily from work areas into the dining rooms and becomes an unnecessary distraction for our customers. Please contain noise.

### **25. Music/Lighting/Heat/AC/Windows**

- Managers are responsible for adjusting all of the above. If you have a concern about a specific condition regarding one of the above, report it to the manager who will make any necessary decision.

### **26. Conserving supplies**

- Try to conserve the amount of condiments, creamers, butters, napkins served to a person. Do not throw out what can be saved.

### **27. Working Doubles**

- If you work a double at the request of management you are entitled to a meal.
- The choice of food is found on the "Employee Doubles" screens in the computer.

### **28. Carrying of trays**

- While we understand there are times when you want to carry two trays for efficiency and speed, we ask you not to for your physical safety.

## 29. Pay Day

- Payday is every Thursday.

## 30. Personal Checks

- We do not accept personal checks as a form of payment. If you take a personal check from a customer, you will be responsible for the entire amount of the check if it bounces.
- Occasionally for old customers a manager will approve a check. The manager will initial the check to indicate that.

## 31. The Lobster Pot Newsletter

- Our weekly newsletter is a communication tool. Since information important to performing your jobs properly is included in each issue it is mandatory that you read the newsletter.
- A report is generated each week detailing who did not open the email containing the newsletter.
- Failure to consistently read the newsletter indicates you are not properly informed to do your job and will result in loss of shifts.

## 32. Unemployment Insurance

The following are highlights from the Massachusetts Division of Employment and Training policy on unemployment benefits:

- Eligibility for unemployment benefits is based on two general criteria: earnings and the reason for separation.
- The law bases **earnings eligibility** on wages paid to a claimant during the first four of the last five completed calendar quarters preceding the effective claim date. This period is defined as the primary base period. An employee must have earned at least 30 times his/her weekly benefit rate and no less than \$2,400 during the primary base period.
- For **separation eligibility**, the law requires that a worker be totally or partially unemployed through no fault of his/her part; able to work; and available for and actively seeking employment.
- Voluntarily quitting without “good cause” attributable to the employer disqualifies an employee from receiving unemployment benefits. If an employee voluntarily chooses to end employment when work is still available that employee has, in fact, quit.

- Quitting a job to join one's spouse or any other person at a new location disqualifies an employee from receiving unemployment benefits
- Being discharged by the employer for deliberate misconduct on the job, in willful disregard of the employing unit's interests, or a knowing violation of a reasonable and uniformly enforced rule disqualifies an employee from receiving unemployment benefits.
- Job loss due to conviction of a felony or misdemeanor disqualifies an employee from receiving unemployment benefits.
- Other reasons for disqualification may include the employee's lack of availability to work; being unable to work; limitation, without good cause, as to work hours or shift; withdrawal from labor market, such as vacationing; failure, without good cause, to accept an offer of suitable employment.
- An employee whose work schedule had been reduced by the employer may claim partial unemployment benefits. While collecting, the claimant must report any earnings from employment on the weekly certification form used to determine ongoing eligibility.
- Reported earnings are subject to verification via a quarterly crosshatch system. In order to detect fraud, weeks with earnings are matched to weeks of unemployment benefits.
- A claimant is entitled to earn up to one-third of his/her weekly benefit rate before a reduction in benefits is made. Thereafter, there is a dollar for dollar reduction.

**PLEASE NOTE:**

You are not entitled to partial unemployment benefits if **you choose** to work less than full-time, which is considered five shifts, when full-time work is available and offered to you. Therefore, if in any week when full time work is available, **you ask for shifts off** for any reason, you are not entitled to **also** claim partial unemployment benefits.

### **33. Health and Dental Insurance**

Please be aware that you must meet State and Federal requirements for carrying health insurance.

Health Insurance- Clambake Inc., dba Lobster Pot Restaurant provides its regular full-time (defined as working an average of 30 hours a week or more or 130 hours a month) who are within the first 90 days of employment OR during its annual open enrollment period(1), the option of participating in its health insurance programs available through Harvard Pilgrim Health Care (HPHC), our health insurance carrier(2). The Lobster Pot is required to follow federal guidelines set forth with the Affordable Care Act (ACA) in determining the level of financial participation required in the calculation of each employee's premiums. Medical plan benefits for eligible employees are described in detail in the Summary Plan Description (SPD) prepared by the insurance carrier that is available to all eligible employees and available from the HR/Payroll area.

Dental Insurance- Clambake Inc., dba Lobster Pot Restaurant provides its regular full-time (defined as working an average of 30 hours a week or more or 130 hours a month) who are within the first 90 days of employment OR during its annual open enrollment period(3), the option of participating in its dental insurance program available through Delta Dental, our dental insurance carrier. Dental plan benefits for eligible employees are described in

detail in the Summary Plan Description (SPD) prepared by the insurance carrier that is available to all eligible employees and available from the HR/Payroll area.

- (1) Health Insurance, October of each year.
- (2) Assuming certain underwriting guidelines.
- (3) Dental Insurance, July of each year.

### **34. Evaluations**

- Shift managers complete daily evaluation forms for each employee on each shift including servers, bartenders, bussers, hosts, cashiers, etc. Evaluations record any issues specifically related to individual employees such as customer compliments or complaints, outstanding or deficient teamwork, infractions of any policies, voids, food and beverage errors.
- When drop bags are reconciled in the office, individual sales and head averages are then added to the daily evaluations, creating a full picture of each employee who worked the shift.
- Management also uses computer data to create monthly performance profiles for servers and bartenders. These performance profiles include head averages, turn times, tip percentages. This information can then be used to help employees focus on specific areas of sales and service to improve overall performance by setting goals that can be consistently measured and analyzed to evaluate progress. Most typically this process is handled in individual meetings scheduled by management or requested by employees.
- All employees are expected to maintain a positive attitude about evaluation, understanding that its purpose is to support the employee by providing information helpful to individual professional growth.

### **35. Our Warning System**

- Disregard or disrespect for established policy and procedure, or customer complaint will result in disciplinary action.
- The process of disciplinary action is as follows:
  - First Incident: a verbal Warning and/or a written warning
  - Second Incident: a written Warning
  - Third Incident: a last chance Warning with a loss of shift
- Termination if the disregard or disrespect for policy and procedure continues or customer complaints accrue.
- The warnings becomes part of the employee's file.
- Specific behaviors that will result in an immediate verbal and/or written warning include but are not limited to:
  - Improper appearance
  - Lateness, without notification
  - Incorrect tip reporting
  - Fighting with co-workers
  - Rudeness to customers
  - Cell phone use
  - Failure to report for a shift

### Smoking

Attempting to work under the influence of any substance that alters or affects ability to Perform your job in a professional manner.

Failure to consistently read the newsletter.

Persistent errors in drop bag procedure.

Recurring errors in ordering food and beverage resulting in waste and loss of revenue.

### 36. Personal Possessions.

The Lobster Pot is not responsible for the personal possessions of its employees. We have limited locker space. We recommend you bring no items of value.

### 37. Service Animals.

- The Americans with Disabilities Act (ADA) is a federal act that applies to service animals. The ADA is enforced by the Department of Justice. The ADA requires State and local government agencies, businesses and non-profit organizations that provide goods and services to the public to make **reasonable modifications** in their policies, practices or procedures when necessary to accommodate people with disabilities.
- The service animal rules fall under this general principal. Accordingly, restaurants that have a “no pets” policy generally must modify the policy to allow service animals. Under the ADA a service animal is defined as a dog that has been individually trained to do work or perform tasks for an individual with a disability. The tasks or work performed must be directly related to the person’s disability. People with disabilities have the right to train the dog themselves and are not required to use a professional service dog training program.
- **Staff may ask only two specific questions:**
  1. is the dog a service animal required because of a disability? And
  2. what work or task has the dog been trained to perform?
- Staff are **NOT allowed** to request any documentation for the dog, require that the dog demonstrate its task, or inquire about the nature of the person’s disability.
- Service animals are **NOT required** to wear a vest, ID tag or specific harness.
- If a particular service animal is out of control and the handler does not take effective action to control it, or if it is not housebroken, staff may request that animal be removed from the premises.
- The ADA **DOES NOT require** that service animals be seated on chairs or allow the animal to be fed at the table. Seating, food and drink are provided for customer use only. The ADA gives the customer with a disability the right to be accompanied by their service animal, but the restaurant is not required to allow the service animal to sit or be fed at the table.
- Emotional support, therapy, comfort or companion animals **ARE NOT** considered service animals under the ADA. These terms are used to describe animals that provide comfort just by being with a person. Because the animal has **NOT** been trained to perform a specific

job or task, they **DO NOT qualify** as service animals under the ADA. Additionally, under Massachusetts law these animals **ARE NOT considered service animals**.

### **38. Personal Hygiene**

- Because you interact with the public in a food service business, careful personal hygiene is not only expected, it is considered a responsibility of your job and is part of your performance evaluation.
- Hand washing is one of the easiest, most effective ways to establish good work hygiene. Hands must be washed before and after opening side work, after rest room use, after blowing your nose or coughing into your hand, and after clearing dirty plate, utensils and glass before you serve food again. Effective handwashing includes the backs of hands, palms, between fingers and under fingernails. Hands should be rubbed vigorously with soap for a minimum of 20 seconds, then rinsed and dried with a clean paper towel or under an air blower.
- Additionally, hand sanitizer dispensers are located in service stations and throughout the building. **USE THEM**
- When you sneeze or cough, you release thousands of bacteria-ridden water droplets into the air around you. If you don't catch these droplets with a handkerchief or tissue any food nearby is at great risk from contamination. If you are about to cough or sneeze and can't get to a tissue quick enough, direct it into your upper arm to prevent the droplets from spreading. Always wash your hands before continuing to serve food. If you are at a table and about to sneeze or cough, excuse yourself.
- Do not come to work if you are sick. You can infect your co-workers and customers. Call the manager to report your illness. You cannot return to work until you have written clearance from your medical provider. Such clearance can be delivered to the manager by you or faxed to the manager by your provider.
- Employees with the following symptoms should notify the manager immediately:  
Sneezing, coughing, fever, vomiting, diarrhea, sore throat. Jaundice.  
They cannot return to work until they present a clearance from their medical provider.
- Hair should be clean, well trimmed, and tied back if long.
- Nails should be trimmed and clean.
- Excessive perfume and aftershave should be avoided.
- Breath, body and uniform must be free of any odor.
- Any cut, wound or open sore must be cover by a waterproof bandage.

### 39. Targeted Menus

- **Gluten Free Menu.** To better serve the growing number of diners who choose gluten free diets and to expedite your taking an order we have produced a version of our menu suitable for gluten free dining. The menu is available from the cashier and the Top dining room host. If a customer wants to dine gluten free and enquires about an item not on the gluten free menu, ask a manager for the correct response.
- **Chinese Language Menu.** We have experienced a large increase in Asian customers, particularly Chinese. When we noticed that many of them do not speak English or are only partially fluent we translated our menu to accommodate them. The menu is available downstairs from the cashier and upstairs from the host.
- We do not have a separate children's menu, but we offer items suitable for children. Please know these items and be ready to offer them.

### 40. Sexual Harassment Policy

- You have been given a copy of the Lobster Pot's Sexual Harassment Policy to read and sign. This information becomes part of your employee file.
- The Lobster Pot acknowledges that sexual harassment of employees occurring in the workplace or in other settings related to their employment is unlawful and will not be tolerated.
- The definition of sexual harassment and the procedures for complaints are detailed in the Sexual Harassment Policy document you have been provided.

# *Procedures*

## **1. Teamwork and Positive Attitude**

The foundation for a successful and professional dining room is teamwork and positive attitude. Common courtesy and respect should shape all your interactions with the floor staff, the kitchen staff and management. Help each other to provide the best service possible. A positive attitude creates a productive and pleasant work environment.

## **2. Staffing the Shift.**

- From mid-June to mid-September we require full staffing for both AM and PM shifts.
- Full staffing in the main dining room area consists of:
  - 1 shift manager or 1 FOH, HR, etc. manager
  - 1 host
  - 1 cashier
  - 6 servers
  - 2 bussers
  - 1 service bartender
  - 1 soup station attendant
- Full staffing for the Top of the Pot area consists of:
  - 1 shift manager or 1 FOH, HR, etc. manager
  - 1 host
  - 4 servers
  - 1 busser
  - 1 bartender
  - 1 soup station attendant.
- The Guest Facilitators are stationed where customers enter the building. During season we staff two, each with specific job descriptions.
- 1 food runner works both floors.
- In the “shoulder” seasons staffing is adjusted down to reflect what business requires.
- Always be aware of the staff with whom you are working.

## **3. Opening Procedures for Servers**

- You are responsible for clocking in on time.
- Check your station assignment and clock in for the assigned location, either “server Down” or “server Up”.
- Servers are responsible for the dining rooms, service stations and expediting area.
- Opening sidework is assigned by station. A posted list is in the downstairs and upstairs service stations.

- Tables and chairs in the dining rooms should be set according to the posted floor plans. All tables should be washed, set with napkins, silverware, bread plates, salt and pepper, sugars, and table tents.
- Coordinate with the soup station staff to stock everything that will be needed for the shift: teas, lemons, creamers, bread, crackers, soup ladles, butters, napkins, oil and vinegar, soy sauce, ice, wines condiments. Have back-ups for everything. Check supply of soup cups and bowls, glasses, monkey dishes, etc.
- Stock Expediting area with all condiments and back-ups.
- Assemble Lobster baskets.
- The wine coolers in the downstairs service station and in the upstairs bar should be stocked with house pour white wines. House pour red wines should be stocked in the appropriate areas. Do not overstock wine. If you do not understand the wine stocking guide ask a manager. House pour white wines must be stocked in the upstairs walk-in. Always rotate wine when stocking.
- In both the downstairs and upstairs service stations the small refrigerators should be stocked with milk, juice, butter, condiments, wine chillers.
- When stocking refrigerators, rotate all items so that oldest is used first.
- Prep Bloody Mary garnishes, mint and all other drink garnishes.
- Collect your beeper from the host.
- Make certain one server has posted an updated available lobster size sheet along with anything 86'd.
- Check you station for proper spacing and table set-up.
- Always communicate with co-workers about opening side work to confirm that all preparations are complete.

#### **4. Opening Procedures for Bussers**

- You are responsible for clocking yourself in on time.
- Wipe down the bus station.
- Prepare bus towels and place on tray stands.
- Rotate silverware in bus station, if necessary.
- Stock: napkins, to-go containers, paper bags, etc.
- Check bathrooms. They should be clean. Soap dispensers should be filled. Toilet paper filled in each stall. Paper towels in dispenser. Back-up toilet paper, soap, and paper towels should be stocked.
- AM bussers wipe windows and the upstairs plexiglass in the service station.
- Wipe all windowsills and tray stands.
- Rinse out soaking towels and place them on try stands. Replace towels that are not usable with new ones.
- Dust chairs and wipe seats as needed.
- PM bussers remove all used towels from tray stands and soak them in bucket with hot, soapy water and bleach. Replace with clean towels on tray stands.
- PM bussers communicate with manager when all the opening side work is complete and busser is ready to come on the floor.
-

## **5. Opening Procedures for Bartenders**

- You are responsible for clocking yourself in on time.
- Pick up bank (and bar keys if a.m. shift) from the office
- Set up bar including wiping of bottles
- Stock back up
- Get beeper
- Check 86 board

## **6. Opening Procedures for Hosts**

- You are responsible for clocking in on time
- Check the staff for the shift to make certain all are present and in clean uniforms.
- Assign beepers.
- Check to make certain that the cashier has stocked back-up supplies:  
Aloha printer paper, to-go menus, cookbooks, mints, pens, staples, wikki sticks, crayons and coloring books, staples, note pads, etc.
- Wipe all menus.
- Upstairs host stocks all supplies for upstairs host station.
- Check music for appropriate selection and volume
- Adjust AC, heat, windows, as necessary
- Check waiters' station for cleanliness and supplies
- Clean host station
- Check bathrooms for cleanliness and supplies.

## **7. Opening Procedures for Cashiers**

- You are responsible for clocking in on time
- If working a.m. shift, get bank from the office
- Count cash and coin, and place it in drawer.
- Fill out daily reconciliation with opening back amounts
- Check supplies and stock

## **8. Shift Procedures for Waiters**

- Be clear about how many servers are assigned to each floor and your station assignment. How we handle station assignments will vary during the year according to business flow. Charts are posted.
- The manager and host always have the right to delegate tables when she or he thinks necessary.
- Report any problems to the host or manager
- Remember that side work is on-going
- All food, beverage and retail must be ordered on the computer. Do not verbally order from the kitchen staff, soup station, bartender, or cashier.
- Use "Check Pantry" and "Cold Only" modifiers appropriately.
- Do not enter the soup station to serve yourself. If the soup person is temporarily unavailable and you need help, ask a host or manager.

- Do not leave the dining room empty-handed. There is always something to pick up.
- Do not wait in the kitchen for your food. You will be paged when your hot food is ready. For cold pantry food, you need to know timing. If you go to the pantry and the food is not ready, return to the floor.
- Do not wait for the bartenders to make your drinks. Bartenders make drinks in the order in which they receive dupes. When your order is ready it will be placed on the counter with its dupe. Staring at the bartender or making comments will not get you the drinks any faster.
- When bringing dirty dishes to bus station, separate silverware, plates and glasses. All trash in barrels.
- The primary job of bussers is to bus tables, not get water, run for ketchup, breadbaskets or be at the mercy of the waiters. Bussers are responsible to the host and manager. If a waiter is having a problem with a busser, talk to a manager about it.
- Waiters are responsible for their checks at all times. Bring your own starting bank. Do not use the cashier as your assistant for paying checks. If a customer chooses to pay at the cashier or asks the host to deal with the check, the waiter is responsible for collecting the money from the cashier as soon as possible.
- If you need to void an item from a check, print a copy of the check, circle the item, and indicate if the void is no waste or waste. If it is a waste, write a brief reason for the void and give it to the host or manager. If you do not know whether the void is waste or not, do not make up the answer.
- Separate checks is a courtesy we extend to our customers. You are expected to know how to create separate checks and to do so without complaint. When serving large groups or bus tours, it is a good idea to ask when you take the order if they want separate checks.

## 9. Maintaining Your Station for Servers

- Our customers deserve to dine at properly maintained tables. That means removing used dishes, glasses, utensils, napkins as the dining experience unfolds. Think about how you like to be served as a customer. Don't serve the entrées if used appetizer plates are still on the table. A table crowded with dirty dishes is not an appealing way to begin an entrée.
- You **share** the responsibility with the busser to maintain clean tables. Servers work **with** bussers to remove plates, utensils, napkins, bread baskets, glasses, mugs, bowls, and condiments.
- Servers should be guided by the principle of **Never Leave the Dining Room Empty-Handed**.
- When a customer is finished with their meal all plates and utensils should be removed along with bread baskets and used napkins. The table should then be wiped before you present the dessert menu.
- If a customer orders coffee or dessert, use a doily for presentation.
- Never drop a check on a dirty table.

## 10. Controlling Waste

- **WATER:** We serve water on request only, and only in water glasses.  
We do not serve lemon with water unless requested, and then a wheel, not a wedge.  
We do not serve straws with water unless requested.
- **BREAD:** We serve a bread basket when we serve salad unless the customer requests it earlier.
- **NAPKINS:** Tables are set with a napkin at each seat.  
If a customer requests extra napkins, we provide them.  
We use judgment and do not bring a stack of napkins.
- **CONDIMENTS:** We do not over-serve.
- **TABLE ITEMS:** Take care not to throw in the trash small items such as cocktail forks, monkey dishes, silverware, lobster crackers.
- **ROTATING:** Stock according to expiration dates, rotating newest to the back.
- **PREP:** Do not over prep lemons or condiments.  
Open wine as needed.

## 11. The 4:30 Turnover

- The turnover requires good judgment and a concern for what is best for the customer.
- Both day and night servers need to respect the process of turnover, the instructions of the manager or host, and the experience of the customer.
- We do not want the customer to feel rushed.
- We do not want the customer to feel obligated to pay the check early.
- We do not want the customer to feel abandoned, neglected, ignored.
- Tables are turned BEGINNING AT 4:15 and NO LATER than 4:30 unless a manger tells you otherwise.
- When a night server has completed all their opening side work and has check with other night servers to see if additional side work help is needed, they then communicate to the host or manager that they are ready to come on the floor.

- The host or manager will talk with the day and night server about which tables will turn and which will be completed by the day server.
- It's not up to the day waiter and the night waiter to negotiate when a table is turned.
- There may be a significant reason a manager will tell a day server to keep a table past 4:30 or have a night server come on early. Respect the decision.
- When turning over a table, print a copy of the check, circle the items that have not been served, give the check to the night waiter, and review the table status.
- The rule of practice for tips and the turnover is the following:
  - If food and dessert have been served, tip goes to day waiter
  - If entrée is served, waiters split tip
  - If entrée has not been served, tip goes to night waiter
- Please respect our customers and do not rush the service because you want to claim the tip.

## **12. Shift Procedures for Bussers**

- Your primary responsibility is to bus and set tables, and keep the dining room clean.
- Clean, hot bus towels should be used to wipe tables
- Clean, dry bus towels should be used to dry tables.
- Don't overload trays with dirty dishes
- Do not leave trays filled with dirty dishes in the dining room
- Return trays to dish room or bus station.
- Do not bring bus tubs into the dining rooms.
- Sort silverware, plates, glasses and trash
- Sweep floor when necessary
- Set tables with clean silverware, returning salt and pepper, sugar caddy and table tent to proper place
- Bathrooms need to be checked for cleanliness and stocking during the shift.

## **13. Shift Procedures for Top of Pot Bartenders**

- Greet customers
- Make drinks for servers as dupes print
- Do not take verbal orders from servers
- Serve customers
- Keep bar clean and organized

## **14. Shift Procedures for Service Bartenders**

- Make drinks for servers as orders come through Aloha
- Do not take verbal orders for drinks

- Keep bar clean
- Change soda and juice bags for both bags when necessary
- Fill ice
- Do to-go orders
- If you have time, make bread baskets, coffee, fill water glasses for servers

### **15. Shift Procedures for Hosts**

- Greet Customers in a friendly manner.
- **When seating customers, tell them the name of their server, point out the wine and specialty drink list, suggest a drink, give them a recipe hand-out and inform them what it is and that a cookbook coupon is included.**
- Communicate to supervisor any problem with staff or customers
- Coordinate with supervisor, cashier and rope.
- Update cashier with available tables
- Be attentive to customer needs and quality of waiters' service. If a waiter is not getting to a table in time or is weeded, assign table to another waiter
- Monitor AC, heat, windows, music and adjust when necessary
- Monitor noise level of staff
- Communicate to dish runners when low on stock
- Stock items in or out on Aloha
- Have an awareness of wait list and be prepared to tell manager and rope how long the rope is.
- Be aware of large parties waiting for tables
- Check bathrooms
- Make sure tables are turned no later than 4:30

### **16. Shift Procedures for Cashiers**

- Keep waiting list current
- Coordinate with supervisor, host and rope
- Sell retail
- Answer telephone
- When needed, get change from office or ask supervisor to
- Servers are expected to manage their own checks, whether cash or charge. At times, customers will come to the cashier to pay a check and, if the server is not available, you can run the charge or make change. Please give the charge or cash to the server as soon as possible.

### **17. End of Shift Procedures for Waiters**

- Return beeper to host
- Side work
- Cash-out:

Post all tips  
Sort charge slips into types: visa, mc, amex, diners, discover  
Print a server summary  
Check your guest count  
Check your charge slips against the server summary  
Sort your money into denominations  
Place your money, charge slips, voids, comps, summary in your bag  
Drop your bag and sign out  
Clock out

### **18. End of Shift Procedures for Bussers**

- Soak all dirty towels in warm bleach water
- Empty all trash
- Separate beer bottles
- Empty broken glass bucket
- Carpet sweep dining room
- Pm busser locks all windows

### **19. Closing Procedures for Bartenders**

- Stock what items you have used
- Clean bar
- Empty garbage
- Follow waiters procedure for cashing out
- Return beeper
- Am bartender fills ice
- Pm bartender removes everything from bar floor, locks bar, cleans bar and tables, turns off lights and music
- Clock out

### **20. End of Shift Procedure for Host**

- Clean host station
- Check with shift manager
- Clock out

### **21. End of Shift Procedures for Cashiers**

- Count cash drawer
- Run server summary

- Place summary, charge slips, voids, comps, etc. in dining room bag
- Fill out daily reconciliation
- Clean and stock station
- Clock out

**22. End of Shift Side Work for Servers**

- Side work is assigned by stations. A sheet listing stations and side work is posted in both waiters' stations
- Please check each other's side work to make sure nothing slips through the cracks

## ***ALOHA PAYMENT METHODS***

- We accept cash.
- We accept Mastercard, Visa, Diners Club, Amex, Discover credit cards
- We do not accept all debit cards
- HOUSE CHARGE: Used for when an approved customer is paying at a later date. A manager must approve the use of House Charge
- GIFT CARD: The Lobster Pot Gift Card is a form of payment processed like a charge card. Select the form of payment and swipe the card.
- Whale Watch: Seasonal, in conjunction with Provincetown Inn, in the amount of \$10. The coupon should be stapled to the check and put in your money bag.
- Lobster Pot Coupon: Seasonal. A copy of the coupon should be attached to the check and put in you money bag.
- Cookbook Coupon: a \$5.00 off coupon on our recipe hand-out.
- Bus Discount: \$7.50 for escort or driver. You can apply the discount yourself from the Aloha screen. A copy of the check goes in your bag.
- **You are responsible for your cash and credit cards.**
- **Split checks should be handled by you and only you.** Be very careful to run the correct credit cards with each split payments. Check the credit card slips against the credit cards themselves to be certain. If you make a mistake, you are liable for it.

**LOBSTER POT**

*“A Provincetown Tradition”*

*Harborside at 321 Commercial Street*

*PO Box 1367*

*Provincetown MA 02657*

*Phone: 1-508-487-0842*

*Fax: 1-508-487-4863*

*Email: rita@ptownlobsterpot.com*

*www.ptownlobsterpot.com*

I understand that being given this handbook and its policies should not be considered a contract and that employment at the Lobster Pot dba Clambake, Inc. is at will, which means that either I or the Lobster Pot can terminate the employment relationship at any time, with or without prior notice, and for any reason not prohibited by statute. All employment is continued on that basis. I understand that no supervisor, manager, or executive of this company, other than the president, has any authority to alter the foregoing.

By signing this page I acknowledge that I have read the Employee Manual for the front of the house at the Lobster Pot Restaurant. I understand all the policies and procedures stated in the manual. I understand it is my responsibility and my terms of employment to follow those policies and procedures.

Employee \_\_\_\_\_  
Print Name

Employee: \_\_\_\_\_  
Sign Name

Date \_\_\_\_\_

Manager \_\_\_\_\_

**In addition to this manual, you should have received the following in your New Hire Packet:**

1. Employee New Hire Information Worksheet
2. IRS Form W-4
3. USCIS Form I-9
4. Memo to Directly or Indirectly Tipped Employees, if applicable
5. Employee Direct Deposit Enrollment form
6. Lobster Pot Sexual Harassment Policy (signature required)
7. Lobster Pot Service of Alcohol Policy (signature required)

**If you did not receive all of the above, please see the Human Resources Manager.**

## *Addendum to Employee Manual*

The following section contains this additional information

1. Pamphlet: “The Power of Professional Service: How to Exceed the Guests’ Expectations.”
2. Pamphlet on Tip Reporting.
3. Sample of IRS form 4070A: Employee’s Daily Record of Tips.

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