

Madrona Manor

Employee Handbook



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OUR WORK PHILOSOPHY

Our guests will have the best experience, and we will be most effective, if we truly work as a team. We ask, and expect, that every team member will do more than the minimum required. Approach your work from the standpoint of “How can I help?” rather than “That’s not my job.”

OUR COMMITMENT

We (as a team) are committed to:

- ❖ EVERY GUEST COMING BACK, not only because of our amazing food, but because our service is exceptional. Each dish is intended to be a delight to the senses, combining well thought out combinations of flavors with an artistic visual presentation. Our front-of-the-house staff (captains, runners, bussers, hosts and bartenders) read each guest and modify their style of service to match, whether that be playful and engaging with laughter or quiet and unobtrusive.
- ❖ MADRONA MANOR BEING A PLACE YOU WANT TO BE. We want you to be involved in and excited about creating a stellar dining experience for our guests. Taking pride in what we do makes our jobs more fun (and means our guests will be happy too). We expect our team to communicate directly with each other to resolve differences that may occur during a shift. If you have a complaint or suggestion, please discuss it with your manager.
- ❖ BEING KNOWN FOR OUR STYLE AND QUALITY OF GRACIOUSNESS. While the guest may not always be right, we do always strive to keep them satisfied. No matter what we may personally think, if a guest feels they’ve had a bad experience, we want to fix it and make it right. If a guest has a specific request, never say “no.” Tell them you’ll check and see.

ABOUT CHEF JESSE MALLGREN:

Chef Jesse Mallgren was born in San Francisco and raised in Sonoma County. He grew up listening to stories told by his mother, a professional folkloric storyteller. As she learned each new story, she would immerse herself in the culture of its setting by preparing regional foods. As a result, Jesse was exposed to exotic flavors at an impressionable age. He took his first job in a kitchen washing dishes while still in high school. When a cook called in sick one night, the chef asked him to fill in. He was smitten and has been cooking ever since.

Jesse honed his culinary skills alongside some of the most esteemed names in the culinary world, including Jeremiah Tower and Gary Danko. He credits Danko, for whom he worked at Chateau Souverain, for guiding him with wine pairing. Jesse gained confidence in innovation from Tower at Stars in San Francisco where he served as Executive Sous Chef. Later, he received accolades as Chef de Cuisine at Syzygy in Aspen, Colorado for three years before returning to Sonoma County. At Madrona Manor, Jesse has made his own mark as one of Sonoma County wine country's most respected chefs.

Jesse wants to cook the food he likes to eat. His cuisine is based on a classic French foundation of sauces and stock punctuated by global influences. Ultimately, a healthy dose of his inspiration comes from the Madrona Manor garden itself. Jesse uses tomatoes, greens, vegetables, herbs and fruit grown in the garden and prefers seasonal ingredients from Sonoma County and California.

ABOUT MADRONA MANOR:

Nestled in the hills above the Dry Creek Valley of Sonoma County, Madrona Manor is an exceptionally lovely Victorian estate surrounded by eight acres of wooded and landscaped grounds.

In 1879, John Paxton, an extremely prosperous man engaged in many successful endeavors including mining, banking and lumber and a member of the State Legislature, bought 240 acres for \$10,500 as a site for his home. In March of 1880, the beautiful mansion was built, for \$12,000, just west of Healdsburg across the Dry Creek bridge. The place was known as Madrona Knoll Rancho, and it was the grandest of show places in the 1880's and 90's.

The property remained a private residence until 1981 when it was purchased and renovated into its new incarnation as a world-class country inn and restaurant. The Mansion has been a destination for discerning guests seeking a stay in the gracious wine country of northern California since then.

In April of 1987 the Madrona Manor was placed on the National Register of Historic Places as a Historic District. Bill and Trudi Konrad purchased Madrona Manor in April of 1999. They have undertaken further renovations to enhance the elegance of the inn.

GENERAL POLICIES

ORIENTATION PERIOD

All new and rehired employees shall serve an orientation period of ninety (90) calendar days of continuous employment, commencing with their first day of employment. During this period, the Company and the employee will have the opportunity to determine whether further employment is appropriate.

New employees are encouraged to engage in open, honest and direct communication with their manager during the orientation period regarding their progress, satisfaction and commitment to Madrona Manor. Once the orientation period has ended, any unsatisfactory job performance or related conduct will be dealt with according to the progressive disciplinary procedures outlined in this Handbook.

Notwithstanding the above, all employees, both during and after the completion of the orientation period, are “at will” employees and may terminate their employment or have their employment terminated with or without cause or notice. However, we request that if you plan to resign your employment, you provide us with **at least two weeks’** written notice to ensure a smooth transition.

USE OF TIME CLOCK AND PAYDAYS

An employee’s time card is an important legal record of the employee’s hours worked, from which a payroll check is computed. Care should be taken to see that each employee’s punched hours is an accurate reflection of the time worked. If for any reason an employee fails to punch his or her time, or punches it incorrectly, the employee should see their manager immediately so the error or omission can be corrected.

In accordance with state and federal law, the Company rounds time clock punches to the nearest quarter hour.

The following rules must be observed regarding the time clock:

1. Employees should not clock in before their scheduled start time.
2. Employees should only clock themselves in or out, never another employee. Violators are subject to immediate dismissal.
3. Overtime must be approved by your manager.
4. Employees will normally be paid on the second and fourth Thursday of each month.

As a matter of policy, the Company does not provide payroll advances or payments against earned or accrued vacation to employees.

CHANGE OF NAME OR ADDRESS

It is the responsibility of each employee to immediately advise your manager of any change in his or her name, address, telephone number and/or tax withholding status.

TARDINESS AND ABSENTEEISM POLICY

The success and smooth operation of our restaurant depends on employees being on time to work. Regular attendance and promptness are considered part of an employee's essential job functions. If you are unexpectedly absent or even late, or if you leave work early, you place an extra burden on your fellow employees.

All tardiness and unexcused absenteeism is an infraction of Madrona Manor's personnel policy.

Employees are required to be ready for their shift at their posted start time. If you are unable to work a shift for which you are scheduled, you must make every effort to call your fellow employees and get the shift covered.

If you are suddenly sick or have an emergency that prevents you from coming to work, call and speak with the manager directly to inform him/her of the situation. **PLEASE CALL AT LEAST SIX HOURS PRIOR** to your shift start time. If you are going to be absent for more than one day, your manager should be apprised of your situation daily. If you are going to be absent for more than three shifts in a row, a doctor's note is necessary.

Day-off requests are to be made, in writing, in the binder labeled as such.

There is a difference between an excused (with manager's permission) and an unexcused tardiness. All unexcused tardiness will result in a verbal notification of unacceptable behavior. If an employee is late a second time, the employee may be sent home for the day. If an employee is late for a third time, the employee may be terminated.

USE OF TELEPHONE

The business telephone is not for personal use. Employees are not permitted to receive calls during their shift (whether on the business phone or your personal cell phone). Emergencies are an exception; the employee will be notified of a call in case of an emergency.

Turn your cellphone off when you clock in. **It is not permissible to be texting, making or receiving calls or surfing the web during your shift, even briefly.** Employees who violate this rule will receive a reprimand.

EQUAL OPPORTUNITY EMPLOYER

We are an equal opportunity employer, and we make employment and promotion decisions on the basis of merit. In accordance with applicable law, Madrona Manor prohibits discrimination based on race, religion, color, creed, national origin, ancestry, physical or mental disability, medical condition, marital status, registered domestic partner status, veteran status, age, gender, sexual orientation or any other consideration protected by federal, state or local laws. Our commitment to equal opportunity employment applies to all persons involved in our operations and prohibits unlawful discrimination by any employee. It is our intent to comply not only with the letter of the law, but the spirit of inclusivity and acceptance.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with disabilities, we will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified applicant or employee unless undue hardship would result. The individual applicant or employee with a disability should contact the owners and request such an accommodation, specifying what modifications s/he needs to perform the job. The owners reserve the right to suggest an alternative accommodation.

IMMIGRATION LAW COMPLIANCE

We are committed to employing United States citizens and aliens who are authorized to work in the United States and do not unlawfully discriminate on the basis of ancestry or national origin.

We are committed to full compliance with federal immigration laws. These laws require all individuals to pass an employment verification procedure before being permitted to work. This procedure has been established by law and requires that every individual provide proof of both identity and legal authority to work in the United States no later than three (3) business days after that individual has begun work. Accordingly, all New Hires must go through this procedure.

UNLAWFUL HARASSMENT AND DISCRIMINATION

The Company expects all individuals to be treated with respect and dignity. Every employee has the right to work in a professional atmosphere that promotes equal opportunities and prohibits discriminatory and harassing conduct.

Any behavior, whether verbal, written or physical, that creates a harassing environment is strictly prohibited. This includes discrimination or harassment based on race, religion, color, creed, national origin, ancestry, physical or mental disability, medical condition, marital or registered domestic partner status, gender, age, sexual orientation or any other consideration protected by federal, state or local laws. All such behavior is unlawful and will not be tolerated. Using language or taking action that is inappropriate in this regard will result in disciplinary action up to and including termination.

Harassment involves creating any situation or atmosphere of intimidation, hostility, bullying or threatening of one employee by another. Sexual harassment is unsolicited and unwelcome conduct or contact that has sexual overtones. This includes, but is not limited to:

1. Written contact, such as sexually suggestive or obscene letters, notes or invitations
2. Verbal contact, such as sexually suggestive or obscene comments, threats, slurs, epithets, sexual propositions or jokes about gender-specific traits
3. Physical contact, such as intentional and improper touching, suggestive gestures, pinching, impeding or blocking movement, assault or coercing sexual relations
4. Visual contact, such as displaying sexually suggestive objects or pictures, cartoons, posters or magazines.

Sexual harassment also includes continuing to express social or sexual interest after being informed directly that such interest is unwelcome. It is not permissible to suggest, imply or threaten that failure to accept a request for a date, unwelcome sexual advances or sexual intimacy will affect the career, salary or work environment of another employee. Neither is it permissible to offer benefits such as promotions, favorable performance reviews or favorable shifts in exchange for sexual favors.

Harassment of any kind on the job is unlawful whether it involves coworker harassment, harassment by a manager, or by persons doing business with or for Madrona Manor.

If you feel you have been the subject of unlawful harassment or discrimination, or if you are aware of the harassment or discrimination of other employees, you should take the following steps:

1. Talk with your direct manager or a manager of your choice. Give them as much information as possible.
2. If you are unwilling to speak with a manager, or if the manager you have spoken with is not able to address the situation to your satisfaction, direct your complaint in writing or request an interview with the owners.

All complaints will be handled seriously, although absolute confidentiality is not promised nor can it be assured. If we determined that harassment has occurred, the Company will take remedial action commensurate with the circumstances.

Discipline: Any employee found to have engaged in unlawful discrimination or harassment shall be subject to appropriate disciplinary action up to and including discharge according to the findings of the complaint investigation.

If unlawful harassment has occurred, the harasser may also be personally liable for his or her actions under state and federal anti-discrimination laws or in separate legal actions. The Company will not pay such damages assessed personally against an employee.

Retaliation: Any employee reporting unlawful harassment or assisting in investigating such a report will not be adversely affected in terms and conditions of employment or discriminated against or discharged because of the complaint.

Additional Enforcement Information: In addition to our internal complaint procedure, employees should also be aware that the federal Equal Opportunity Commission (EEOC) and the California Department of Fair Employment and Housing (DFEH) investigate and prosecute complaints of discrimination and harassment in employment. Employees who believe they have been discriminated against or harassed may file a complaint with either of those agencies. Both the EEOC and the DFEH serve as neutral fact finders and attempt to help the parties voluntarily resolve disputes.

ALCOHOL AND DRUGS

The use, possession, distribution, transfer or sale of drugs or alcohol, or being under the influence of drugs or alcohol, is strictly prohibited while on duty, or while operating a vehicle or potentially dangerous equipment owned or leased by the Company. Any employee reporting to work under the influence of non-prescription drugs or alcohol or in possession or engaged in the distribution or sale of same shall be terminated immediately.

Employees who are using prescription drugs that may impair their abilities are required to notify their manager before commencing work. Employees have a responsibility to report any drug, alcohol or controlled substance situation which affects the workplace.

If a guest offers a sample of wine, you may take a sip in order to respond in a gracious manner. Any more than that may not be consumed until you have punched out. If a guest, as a tip or otherwise, leaves wine, the staff may consume only after they have punched out.

Any violation of these policies will result in disciplinary action up to and including immediate termination.

SAFETY

In compliance with California law, and to promote a workplace free of safety hazards, the Company maintains a written Injury and Illness Prevention Program. This program is provided to all employees upon date of hire and is posted on Employee Bulletin Board for employees' review. It is your responsibility to read, understand and observe the safety guidelines and provisions of the Company to ensure the wellbeing of all employees and guests. If you see unsafe conditions or potential hazards, please report them immediately to your manager.

All on-the-job injuries that occur while the employee is at work MUST be brought to a manager's attention immediately, even if you think no medical attention is necessary.

STANDARDS OF CONDUCT AND WORK RULES

Employees are expected to meet acceptable standards of conduct and performance. The Company views compliance with these common sense rules to be an important responsibility of every employee.

It is impossible to identify in advance every type of possible misconduct, infraction or performance issue that can result in disciplinary action. The following is therefore a partial list of types of conduct that may result in disciplinary measures, up to and including termination:

1. Insubordination, including improper conduct toward a manager or refusal to perform tasks assigned by a manager in an appropriate manner.
2. Providing inaccurate or incomplete information on an employee application or during the application process.
3. Theft, removal, misuse or destruction of Company funds, property, supplies or personal belongings of other employees or guests.
4. Falsifying Company records, or giving false information to other employees or managers.
5. Disregard of safety procedures.
6. Intentional or grossly negligent damage to Company property.
7. Reporting for work under the influence of non-prescription drugs or alcohol, or engaging in the sale, purchase or distribution of same during work hours.
8. Altering or falsifying any time-keeping record, intentionally punching another employee's time, allowing someone else to punch your time, removing any time-keeping record from the designated area without proper authorization, or destroying such a record.
9. Failure to appear for your shift without notice (you must call at least six hours in advance), unless an emergency has occurred and a reasonable excuse is offered and accepted by the Company.
10. Fighting on Company property.
11. Rude, discourteous or inappropriate conduct toward a guest.
12. Unlawful, violent or discriminatory harassment or treatment of fellow employees, guests or others associated with Madrona Manor.
13. Over-serving of alcoholic beverages.
14. Unsatisfactory work performance.

This statement of prohibited behavior does not alter the Company's policy of at-will employment.

DISCIPLINARY PROCEDURES

It is important that all employees perform to the best of their abilities at all times.

As previously noted, employment may be terminated at will by the employee or by the Company at any time with or without cause and without following any system of discipline or warnings. Nevertheless, if an employee should perform at an unsatisfactory level, violate a policy or

commit an inappropriate act, the Company may choose to exercise its discretion to utilize progressive forms of discipline less severe than termination in certain cases.

Although progressive disciplinary action may be taken in connection with a particular employee, no formal order or system is necessary. A manager has a variety of options open to address job performance and job behavior problems. Employees will be clearly informed whenever disciplinary action is taken, including verbal corrections.

Verbal Correction: The first step in the progressive disciplinary procedure is for the manager to meet with the employee to discuss the behavioral issue. The manager will explain what the problem is, what changes are required and offer assistance if necessary. A written record of the verbal notice will be placed in the employee's personnel file.

If, in the manager's judgment, the situation does not improve within a reasonable period of time, the manager may repeat the warning or take the next step.

Written Correction: For repeated or more serious infractions, the manager may prepare a written summary of the inappropriate behavior and the corrective action desired. This notice may include placing the employee on probation for a specified period of time. The employee will be given the opportunity to comment in writing. The manager will place a copy in the employee's personnel file. The employee will be given a copy and will be asked to sign the notice, acknowledging receipt.

If, in the manager's judgment, the situation does not improve within a reasonable period of time, the manager may repeat the measure, may issue a final warning or may take steps to discharge the employee.

Discharge: For major infractions or failure to respond appropriately to prior disciplinary actions, an employee may be discharged. Notwithstanding the above and consistent with its at-will employment policy, the Company reserves the right, in its sole discretion, to determine that immediate discharge is warranted in a given case, regardless of whether the employee has been disciplined previously.

Nothing in this policy shall be construed as a change in Madrona Manor's policy of at-will employment.

PERSONAL APPEARANCE

Personal Hygiene: Due to the nature of our business, we are closely regulated by state and local health codes. We expect all employees to be clean and well groomed at all times. Pay close attention to your personal daily hygiene; this means showering, brushing teeth and using deodorant. You must appear and smell clean.

Fragrances: Because we are serving food and wine and smell is a key component of taste, perfumes, strong aftershaves and cologne may not be worn at work.

Hair: For both men and women, all hairstyles longer than shoulder length must be pulled back into a ponytail or bun during your shift. Facial hair must be cleanly shaven or neatly trimmed.

Smoking and Gum: Smoking is not permitted while on duty (even on your break). If you do smoke, please use mouthwash or breath freshener before arriving. Your breath and clothing must be pleasant with no cigarette odor. Chewing gum is not permitted.

UNIFORM REQUIREMENTS

At Madrona Manor, the front-of-the-house uniform is a black suit, white dress shirt and tie (tie provided by the Company). Your uniform must be clean, pressed and well-fitted (baggy or tight clothes are not permitted). Shoes must be clean and polished.

A wine/bottle opener and crumber are part of the uniform for Captains, back waiters and bussers.

REITERATION OF KEY POLICIES

1. Time off happens after a request, on a first come, first served basis. It is never guaranteed until your request has been approved by a manager.
2. Texting and cell phone use are not permitted during your shift.
3. The use, possession, distribution or sale of non-prescription drugs or alcohol is strictly prohibited during work hours.
4. Tardiness is not acceptable. Inform your manager directly if you think you'll be late for your shift.
5. Your personal appearance is vital. Your uniform must be clean and pressed at all times.

JOB DESCRIPTIONS AND EXPECTATIONS

SERVERS/CAPTAINS

Madrona Dining Room Captains. . .

- Are constantly curious and learning about our food and wine
- Care about the dining room's appearance, and take initiative to "clean as you go"
- Maintain good check averages (\$132 per guest as a minimum goal)
- Are honest with money
- Develop a friendly, professional style at table, always endeavoring to match the guests' style (e.g., playful, subdued, formal)
- Know the proper way to present and pour wine (*See Appendix A*)
- Know when to ask for help and communicate needs well with coworkers – delegate when necessary in a kind way
- Take ultimate responsibility for their tables and ALWAYS think about how to make the guests' experience truly memorable
- Smile, smile, smile

Your individual style is part of the Madrona experience and is crucial to your success as a server. Here are a few guidelines we request you follow:

- ✓ Read your table. Know your "audience" and adjust your dining suggestions and timing accordingly.
- ✓ Be well informed about the food and wine. Use appetizing descriptions with specific adjectives. For example, "The Chef is excited about the truffles tonight" or "The cherry tomatoes are all picked at peak ripeness from our garden" rather than "It tastes great."
- ✓ Never hard sell – we don't want our guests feeling pressured. Don't oversell (or overpour) alcohol. Offering a taste is acceptable, when appropriate.
- ✓ After each use, replace wine bottle, with its cork, back in proper area right away. (Others shouldn't have to hunt for it.)
- ✓ If a guest is unhappy, never argue. Apologize, ask how you can make it right, then let the manager know even if you resolved it yourself.

Timing:

- Greet the table within 90 seconds, even if all you can say is "I'll be right back to go over the menu with you."

- Introduce the menu options, offering specific suggestions if guests desire.
- Ask for a beverage order.
- Give guests adequate time to review the menu and make selections. You may check back to answer any questions.
- Watch table for indications that guests are ready to give you their order. Always endeavor to get complete order at one time (politely let guests know that the pastry chef needs their dessert order now in order to prepare).
- Pour wine pairings before food arrives whenever possible. The proper pour for a 5-course pairing is about 3 ounces; for a Grand Dame, it's 2 ounces.
- Pay constant attention to table maintenance, removing dirty plates, glassware and silverware, refilling water and wine. Handle glassware by the stem or base. Fold guest's napkin if they get up from the table.
- Collaborate with Back Waiter in making sure coffee or tea (and the after-dinner drink menu for those not having wine pairings) are offered during the dessert course.
- Bring the day's lagniappe when dropping the check. Always say "thank you" with a smile.
- Continue to watch table maintenance even AFTER the bill has been paid.

We want our guests to feel pampered without being intruded upon. We would rather you be too formal than too informal. Be gracious and smile, treating diners as you would a special guest in your home.

PRE-SERVICE SIDEWORK

- Check that all wines needed for pairings are put out
- Fold wine serviettes
- Fill wine buckets, if bartender is busy

POST-SERVICE SIDEWORK

- Gas and put away all wines
- Clean service table on patio (if used)
- Assist in changing tablecloths in your section
- Fill glassware shelves on patio and in Poppy, depending on where service will happen

BACK WAITERS

Madrona Back Waiters. . .

- Maintain grace under pressure
- Pay attention to detail and organization
- Understand the function and proper usage of each piece of silverware, and know the proper placement of silverware (*see diagrams in Appendix B*)
- Are honest with money

- Know the proper way to present and pour wine for pairings (*See Appendix A*)
- Know when to ask for help and communicate needs well with manager and coworkers
- ALWAYS think about how to make the guests' experience truly memorable
- Smile, smile, smile

As the person responsible for entering and firing the orders, your ability to stay focused and organized is crucial to our guests' experience. We ask that you follow these guidelines:

- ✓ Recognize that the order tickets (post its) are a method of communication between you and the Captain, not just a memory tool for you. It's vital that you keep the order tickets organized and up-to-date.

Keep the tickets neatly laid out, in numerical order. Use the following symbols to mark activity:

- Stars above and below a course indicate it has been fired – for granite and pre-dessert, circle the letter
- Line/slash through a course indicates it has been delivered
- Line through a wine/beverage item indicates it has been keyed into the check
- Hash mark indicates multiples of that item
- Seat number circled indicates Wine Pairing
- If hotel guests, indicate room number at bottom left

EXAMPLE POST IT

1 - no onion
2 - bd

(G) PD

(1) Mac	Vel	Salm	B-M	chz	cart
2 Cru	Cr	Scal	B-MR	---	mou

Btl Rochioli PN
Comp corkage
11 Pellegrino

41
202

In this example for Table 41, Seat 1 wants no onion, and it is Seat 2's birthday. All three amuse bouches have been delivered, the first three courses have been fired and delivered and granite has been fired. Seat 1 is having wine pairings, two bottles of water have been poured, and the bottle of Rochioli Pinot Noir has been keyed onto the check. They are staying in Room 202.

- ✓ Communicate allergies and special requests to the kitchen both on the initial fire ticket and verbally when appropriate
- ✓ Verbally let Captain know when each course has been fired for any table with wine pairings
- ✓ If a Captain is unavailable to pour a pairing, please find someone else to do it (even yourself)
- ✓ Send the kitchen a “Hold Fire” when a guest gets up from the table
- ✓ Bring Coffee/Cordial menu to table when you fire Pre-Dessert (unless they have wine pairings). Take a coffee/tea order when you put down the dessert silverware (let Captain know so they can follow up)
- ✓ Prepare the guest check and place in wallet, on right side. Fold under the guest room signature area if not hotel guests. Put post it on wallet and place where Captain can review before dropping.

PRE-SERVICE SIDEWORK

- Restock silverware in drawers
- Prepare silver trays
- Wipe adequate supply of bread plates
- Have adequate supply of “Madrona” pens
- Have small container for trash

POST-SERVICE SIDEWORK

- Clean area, empty trash container
- Restock silverware in drawers

BARTENDERS

Madrona Bartenders. . .

- Are knowledgeable about wine as well as our current cocktail offerings
- Assist the host/manager in welcoming guests when able
- Take responsibility for wine and beer inventory, keeping stock replenished
- ALWAYS think about how to make the guests’ experience truly memorable
- Smile, smile, smile

Because cocktails are such an integral part of any fine dining experience, we ask that you follow these guidelines:

- ✓ Keep the Hobart stocked with all current beer and wine. Check nightly. Place bottles on shelf with label facing forward for easy recognition.

- ✓ Alert manager as soon as you recognize we are low on a particular item (before we get to the last bottle).
- ✓ Bring newly delivered cases of wine/spirits down to cellar.
- ✓ Use the most current wine pairing “cheat sheet” and the current Grand Dame menu to know what wines to put out for service. If a bottle is open and less than ½ full, put out an additional bottle.
- ✓ Always endeavor to make and deliver cocktails as quickly as possible. Balance the desire to “get it perfect” with a sense of timing. Guests don’t want to wait for their drinks (and if they’re having wine pairings, it’s crucial to get their cocktails out promptly).
- ✓ Begin guest check for bar patrons who will be dining. Make note of guest check number on appropriate table’s post-it so Back Waiter can transfer it over.

PRE-SERVICE SIDEWORK

- Set up bar area
- Put out wines for service, icing down white wines
- Fill wine buckets ½ full with ice

POST-SERVICE SIDEWORK

- Clean bar area
- Lock wine cabinet when Captains have returned all red wine

RUNNERS

Madrona Food Runners. . .

- Are knowledgeable about each food dish, including ingredients and “interesting facts”
- Care about the dining room’s appearance, and bring dirty dishes and glasses back to the kitchen
- Pay attention to special requests and allergies so food can be properly described
- Check with Captain or Back Waiter with every course to ensure wine pairings have been poured before food is delivered
- Develop a friendly, professional style at table
- Move and speak with confidence, loudly enough for each guest at the table to hear
- ALWAYS think about how to make the guests’ experience truly memorable
- Smile, smile, smile

Here are some important guidelines that we request you follow:

- ✓ Make sure you know how the dish is to be oriented in front of the guest (e.g., meat at “5 o’clock” or foie gras on the left)
- ✓ Repeat back to Expediter any special instructions given
- ✓ Use “open hand” service (e.g., serving with left hand to guest on right, so palm rather than elbow is facing guest). Avoid putting thumb on top of plate or bowl. Instead, have thumb just along the edge (fingernail is facing out, not up).
- ✓ Do not let the plate hang over the edge of the table when you place it in front of a guest
- ✓ Ideally, begin food description as you set the dish in front of guest (don’t wait until everything is dropped), but always make sure you have guest’s attention before describing their dish. Use abbreviated descriptions provided by Jesse; avoid starting with “This is…” or “Here is your…”. Simply say “Japanese mackerel, ripe and fried green tomatoes, red okra.”
- ✓ **Never return to the kitchen with empty hands** - as you drop food, scan the table for any empty dishes or glassware, and clear bussing area of dirty dishes every time you leave dining room
- ✓ If guest is up from seat at any table you pass by, fold napkin and return chair to correct position
- ✓ Check for wine pairings before dropping the food
- ✓ Alert Back Waiter when clearing any course, including pre-dessert. Make sure you get a confirmation that they heard you.
- ✓ If you can take care of a guest’s request (bringing a wrap, getting more butter, answering a question), do so. Please do not pass the task onto a Captain or manager unless necessary.
- ✓ If you’re in the dining room watching a table for an absent guest to return, don’t stand idle – pour water, fold a napkin, clear empty plates, clear empty glassware, mark a table with silverware (see Appendix for correct placement of silverware).

SPECIAL NOTE: There are always more Runners scheduled than any other position. Therefore, it is imperative that each of you strive to assist on the floor as much as possible, at all times.

Do not stay back in the kitchen, talking, when not actively running food. Take a quick “tour” through the dining room, looking for small tasks you can do.

EXPEDITER ROLE

The Expediter is in charge of ensuring the food is delivered flawlessly. It calls for a level of responsibility above that of a “regular” runner. To support your ability to provide proper and timely delivery of food, it is requested you follow these guidelines:

- ✓ Stay at your post, not leaving to run food unless absolutely necessary
- ✓ Think ahead – keep at least three steps ahead of the flow so you can anticipate what happens next and be prepared to adapt if issues arise
- ✓ Make sure the runner delivering a specific dish is aware of any allergies or special requests so they can properly answer guest questions. Wait for confirmation that they heard
- ✓ With each course, remind the runner to check that wine pairings have been poured, when appropriate (don’t assume that because you told them once, they’ll remember every time)
- ✓ Post 86 notices where runners and captains can see AND verbally inform all captains, back waiters and manager
- ✓ As available, send a Runner out to give some quick assistance on the floor (pouring water, clearing a table, helping with wine pairings)

CHEESE AND CART *A GLACE* PRESENTATION

Remember, the guests can’t start enjoying the food until you’re done serving it. It’s great to give a little “show” as you prepare the dish, but keep it brief and to the point.

Develop the ability to modify your patter to fit the time frame and guests’ interest. Keep the description concise, only embellishing if the guests ask questions.

Cart presentation should be no longer than 3-4 minutes. If desserts are delivered while you’re still talking, finish as soon as possible. (This is because the other guests will likely be polite and wait to eat their food until “your” guest has been served.)

Cheese presentation should not be more than 10 minutes.

PRE-SERVICE SIDEWORK

- Prepare underliners
- Fold hot plate serviettes
- Prepare coffee station (cups, saucers, creamers, sugar bowls, etc.)

POST-SERVICE SIDEWORK

- Clean coffee station, make sure lids are on teas
- Empty and wipe wine buckets
- Clean cheese and ice cream carts
- Stock to-go boxes and bags (above silverware shelf), and paper cups and lids

BUSSERS

Madrona Bussers. . .

- Understand their role as a support to the Captain and actively look for ways to help, and willingly carry out tasks requested of them
- Care about the dining room's appearance and creating a pleasant experience for the guests
- Learn to anticipate what will need to be done next and prioritize their actions accordingly (e.g., "Table 3 is two bites from finishing, Table 7 needs more water, Table 4 has empty plates in front of them." Your plan of action should be to clear Table 4 first, re-water Table 7 and go back to clear Table 3)
- Consider economy of motion (never an empty hand, no wasted steps) and continually scan each table for low water glasses, dirty dishes, unfolded napkins
- Know how to answer common guest questions (e.g., What's in the smoked sabayon? When was Madrona Manor built? When is breakfast served?)
- Remain unobtrusive but speak clearly and confidently when appropriate
- ALWAYS think about how to make the guests' experience truly memorable
- Smile, smile, smile

As a busser, you are an invaluable asset in creating a stellar fine-dining atmosphere. To that end, here are a few important guidelines we request you follow:

- ✓ YOUR PRIMARY RESPONSIBILITY IS IN THE DINING ROOM. Only leave the floor when necessary. If you need to go back to the kitchen with dirty dishes, return as quickly as possible. Let the Captain or manager know if you need to leave the floor for any other reason.
- ✓ Water and bread are your responsibility. NEVER let a water glass get less than 1/2 full. The exception is when pouring sparkling water; then only fill glass halfway. When offering water to a new table, approach with the water pitcher, smile and confidently ask, "Would you like filtered estate water or a bottle of sparkling water?" When you bring additional bottles of sparkling to a table, record it on that table's post it.

- ✓ Pay attention to detail. Learn to scan the dining room so you always know what is happening with each table.
- ✓ Know how to prioritize tasks. Here is the order of importance:
 1. Pour water for newly arrived guests
 2. Clear empty plates in front of guests
 3. Serve bread
 4. Refill water glasses
 5. Clear bussing area of dirty dishes
 6. Clear tables after guests have left
- ✓ Clear dishes at the table as quietly as possible. Don't allow dishes or silverware to clank together.
- ✓ Alert Back Waiter when clearing any course, including pre-dessert. Make sure you get a confirmation that they heard you.
- ✓ When clearing an empty table, be sure to:
 - return chairs to original "squared" position
 - remove everything from table top (leaving only candle and flowers)
 - remove wine bucket and/or shawl (if used)
- ✓ Never return to the kitchen with empty hands – constantly scan the dining room for any empty dishes or glassware and clear bussing area of dirty dishes regularly as needed
- ✓ If guest is up from their seat at any table you pass by, fold napkin and return chair to correct position
- ✓ If you can take care of a guest's request (bringing a wrap, answering a question), do so. Please do not pass the task onto a Captain or manager unless necessary.
- ✓ Continue to refill water until the guests leave (don't forget about it once their meal has been cleared). If you are called away for other tasks at the end of the night, let the Captain know you're no longer on the floor.

PRE-SERVICE SIDEWORK

- Put out water pitchers and trays (both small and large)
- Prepare butters and bread baskets
- Check tables – napkins and glassware aligned, table not wobbly, linens smooth and flat
- Set out lemon and lime wedges in bus station, with 3-4 bread plates underneath

POST-SERVICE SIDEWORK

- Make sure all tables have clean tablecloths
- Reset tables for breakfast, as needed
- Clean bus station

HOST/HOSTESS

Madrona hosts. . .

- Smile and greet guests with a calm appearance (despite what may be happening)
- Answer the phone within three rings and make a good first impression
- Strive to recognize repeat guests
- Take initiative to keep the front hallways and restrooms clean and neat
- Communicate VIP locations to Captains and kitchen
- Communicate birthdays, anniversaries, and any other special information to Captains before they greet the table. (Take Table Notes card with you as you set the party and deliver to Captain as soon as guests are seated.)
- Willingly perform other tasks as requested

Your job title says it all – you are the first person our guests come in contact with. We ask that you take your role of the gracious host to heart. Here are some guidelines we request you follow:

- ✓ As a guest enters, smile and make eye contact. If you are on the phone, make eye contact and signal you'll be with them right away. Always help the guest physically in front of you before dealing with a phone call.
- ✓ If you must put a caller on hold, politely ask them if you can place them on hold. WAIT for a response. Do not cut them off before they've responded.
- ✓ If a guest has a complaint, be calm, offer an apology and do not argue. If you're uncomfortable, get a manager. Always inform the manager of the situation, even if you resolved it yourself.
- ✓ Prepare special occasion and wine list menus for guests having pairings. If "5 Course," check with Captain for unorthodox pairing. Deliver to the guest as soon as you can.
- ✓ When calling for a taxi, please use the Taxi Call form. Indicate which company was called, get estimated arrival time and communicate that to the Captain or Back Waiter.

PRE-SERVICE SIDEWORK

- Update and print menus
- Replace votives, as needed, and light candles
- Check with manager about guest notes/VIPs

POST-SERVICE SIDEWORK

- Tidy front area

CORE RESPONSIBILITIES

IT IS EVERYONE'S RESPONSIBILITY TO:

- Fold napkins, refill water, clear dirty dishes and relight candles. If you see it, take care of it. Don't expect someone else to do it. Every guest deserves star treatment (that will increase our tips!).
- Say "behind" and/or lightly touch the shoulder when passing a coworker from behind. We're all moving quickly and often step back or change direction unexpectedly. Give each other warning when you're passing.
- PUT EYES FIRST, THEN FEET. Always look in the direction you are walking; do not look over your shoulder or down at your feet as you walk. If you need to speak with someone behind you, STOP MOVING and step out of the path of others.

The details matter!

When it comes down to it, every restaurant is offering the same thing - food and beverages.

What makes the difference between Denny's and fine dining is the attention to detail. And you are the one who makes those little details -like full water glasses, vividly described menu items, dishes placed correctly, and prompt coffee service- happen.

Take ownership of making brilliant service our standard.

APPENDIX A - How to Present, Open and Pour Wine Tableside

1. Holding neck in one hand and cradling bottom in other, present wine bottle, label facing guest (who ordered). Announce vintage year, winery, appellation and varietal.
2. With label still facing guest, grasp neck of bottle with non-dominant hand. With dominant hand, use blade or foil cutter to remove top of capsule (the foil covering the cork). Place foil cap in pocket, not on table.
3. Insert tip of corkscrew at an angle into center of cork, twist slightly and bring to vertical position. Continue twisting, keeping label facing guest, until corkscrew is in cork up to final spiral.
4. Tilt wine opener back so metal flange rests against lip of bottle. Bracing thumb against flange to keep it in place, lift/pull up on handle of wine opener so cork is almost entirely pulled out of bottle. Remove final centimeter of cork from bottle by hand, with as little sound as possible.
5. Remove cork from corkscrew. Place in front of guest or in wine coaster (for reds).
6. Pour small amount (1/2 to 1 oz) in glass for guest to smell/taste. Twist bottle slightly at end to prevent dripping. Can use serviette to wipe lip as well. Hold bottle with label facing guest as they sample.
7. Moving clockwise, pour for each guest at the table who is drinking (pour size will depend on number of people, but never more than half full), ending with person who ordered the wine.
NOTE: When possible, pour for women first.
8. If white wine, place bottle with remaining wine in ice bucket, near host. If red wine, place in center of table, label facing host.

How to Present Wine for Pairings

Holding neck in one hand and cradling bottom in other, present wine bottle and with label facing guest, announce:

- Vintage year
- Winery
- Varietal
- Appellation

Pour 2 oz. for Grand Dame pairing, 3 oz. for 5-Course pairing.

APPENDIX B – Place Setting Diagrams

Caviar Setting

- Bread plate
- Bread knife
- Teaspoon



Appetizer Setting

- Bread plate
- Bread knife
- Small knife and fork



Small Bowl Setting

- Bread plate
- Bread knife
- Teaspoon



Large/Sauce Bowl Setting

- Bread plate
- Bread knife
- Big fork and knife
- Sauce spoon



Entrée Setting

- Bread plate
- Bread knife
- Big knife and fork



Cheese Setting, Shared (for individual, delete bread plate)

- Bread plate
- Small fork and knife



Dessert Setting

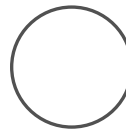
- Small fork
- Dessert spoon (not sauce spoon)



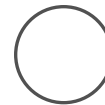
Coffee/Tea

When more than 4 guests are at a table, and at least two of them are having coffee, always take two creamers and sugars.

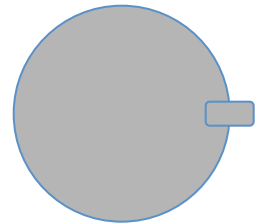
Sugar



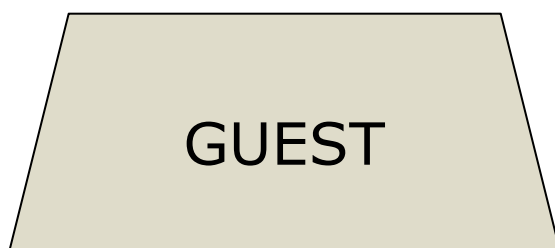
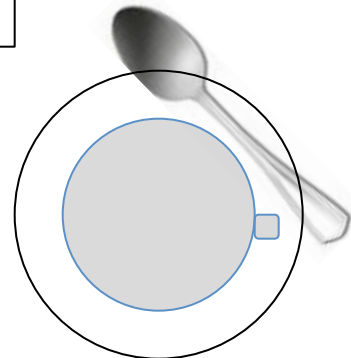
Cream



Coffee/tea pot



NOTE: Handles on cup and pot at 3 o'clock



By signing below, I acknowledge that I have been given a copy of the Madrona Manor Employee Handbook.

_____ I confirm that I have read the entire Handbook, understand the guidelines and
Initial expectations stated therein, and am willing to comply with the accepted standards.

_____ I confirm that I have carefully reviewed the guidelines and expectations for my
Initial specific job duties. I agree to learn and perform those duties with competence.

Print Name

Signature

Date