

Leatherby Server Manual

Day 1 Training: Intro to Serving

Menu Knowledge Test (Ice Cream & Grill)

- To be taken in the creamery without any notes.
- Trainee must pass with a score of 90% or better. **(Must be done before 1st day of training)**

Trainee Name: _____

Date: ____/____/____

Trainer Name: _____

- | | | |
|--|------|------|
| • Arrived in uniform and on time for shift | pass | fail |
| • Attire/Grooming 100% | pass | fail |
| • Sundae Abbreviation/Grill Knowledge Test | pass | fail |
| • Read and understands the Leatherby Server Packet | pass | fail |

Welcome to your first day of server training! For the first hour or more, you and your trainer will sit down to discuss the ins and outs of serving. Listen, take notes, and ask questions!

- You will need to have this packet with you throughout your training and it will need to be turned in to your manager upon completion on the final day.
- Your trainer(s) will decide if you can progress to the next day, or if he/she thinks you might benefit from repeating another day.
- On the final day of your training you will be required to serve a manager or trainer.
 - They will then decide if you are ready to join the Leatherby's serving team!
- On training days, you will not be keeping the tips. Checks should be rung up under your trainers number, and all tips will go to them.
- Following your days of training, you will have approximately one week to complete a comprehensive server examination.
 - It is your job to schedule this appointment with the General Manager. Until this is complete you will not be serving on your own.
- **In preparation for the server examination, you should also reread all the information from the employee handbook. Make sure you know Leatherby family history, our policies, and procedures, how to handle/treat allergies and our expectations of guest interactions.**

Part 1: Leatherby's Family History

How did it all get started? This question is something that employees are asked time and time again by our customers. Even more, why did the Leatherby's choose to open an ice cream parlor? Well, here is a brief history to help you respond to our customers:

Dave Leatherby, Sr. (Daddy Dave!) and his son Dave, Jr. were entrepreneurs who had started and owned several businesses. As things happened, each of them found themselves out of work at the same time, each having sold or left their previous business ventures. Dave Sr. and wife Sally approached their son David Jr. and his wife Jennifer with the idea of starting a business together, a real family business in which all 10 of their children might be able to work together.

Dave Sr. had grown up in Iowa, working in a small-town café that was owned and operated by his parents. He remembered fondly how the "Main Street Café" had been a *"gathering place for the whole community,"* and hoped that he could create a business that would offer the Sacramento community the same warm environment. After much brainstorming about the kind of restaurant to open, they found that they had two front-runners... a bakery or an ice cream parlor. Each offers a wholesome product that can be enjoyed by anyone and everyone. Each projects happiness and goodwill. And, most of all, each has a warm, friendly, family environment. Daughter Shelly, Dave Sr. and Sally's third child, attended nursing school in the bay area and often frequented a famous old-time ice cream parlor. At Shelly's insistence, the whole Leatherby family took a trip to visit this old-fashioned ice cream parlor, and immediately upon entering knew that they had found what they were looking for. With help and advice from the owners of this establishment, and one year's planning and research (sampling ice cream across the country!), the idea of Leatherby's Family Creamery was conceived.

But getting open was not so easy. The economic times in the early 1980's were extremely challenging, with interest rates over 20%! Lenders were very wary of new business ventures, especially of restaurants, but a 6,000 SF ice cream parlor?!....no one wanted anything to do with such a seemingly high-risk venture. So without any bank financing and personal savings dwindling it looked like the Leatherby family dream would come to end. However, with the help of a local family friend, Bud Ratterman (who also had 10 children of his own) and Grandpa Al Leatherby, recently retired, who had run the Main Street Café many years earlier, funding was obtained. Finally, after many ordeals Leatherby's Family Creamery on Arden Way opened on August 14th 1982, a real family operation consisting of three generations of Leatherbys!

Since 1982 customers from all over Northern California have flocked to Leatherby's for enormous sundaes, great food, and a fabulous family atmosphere. Many people young and old have fond memories of devouring a Daddy Dave's Sundae. Ironically, Dave Sr. has now affectionately become known all around town as "Daddy Dave." Today Alan Leatherby, Dave Jr.'s younger brother, has stepped in as general manager of the Arden Way location and is part owner of all three of our Leatherby creameries.

In June of 2010, Dave, Jr. and Alan purchased back one of the only remaining franchise locations which is located in Citrus Heights on the corner of Sunrise and Antelope. This store had been opened in the mid-80's and was owned and operated by Sally Leatherby's brother-in-law, Ron Anderson.

Desiring to open more Leatherby's locations in the greater Sacramento area, in May of 2012 Dave, Jr. and Alan opened a creamery in Elk Grove on Laguna Blvd. This store is operated by General Manager Matt Leatherby, who is Dave Jr.'s youngest son.

Leatherby's Family Creamery has become an integral part of family life for the entire Leatherby family. Many Leatherby family members, nieces, nephews, cousins, grandchildren and other relatives still work at Leatherby's today. With over 65 grandchildren, Leatherby's Family Creamery will surely see more Leatherby's working in the creameries in the future. More often than not, a number of family members can be caught dining at the original creamery on Arden Way every day. To us, the ice cream parlor is our home away from home. It has allowed us to enjoy what is most important in life...family, friends and serving others.

And Daddy Dave's dream of founding a business that might be a *"gathering place for the whole community"* became a reality.



The Leatherby Family - 1982



Sally and Dave, Sr.

Daddy Dave making
caramel in our 60-gallon
candy Kettle

Part 2: Why is Leatherby's unique?

- Family owned = people who care about you as a person
- We've been in business for 40 years
- We treat our employees very well
- Homemade ice cream:
 - We use 14% butterfat in our ice cream.
 - It's what makes our ice cream taste creamy and delicious!
 - Ice cream bought at the grocery store usually only contains 10% butterfat.
- Homemade caramel & chocolate!
 - Several times a week our ice cream maker hand stirs each batch in our 60-gallon candy kettle
- We are generous!
 - Portions are larger than anyone around!
- Farm to fork:
 - We grow English walnuts that are found in many of our flavors (RR, BN), and on our salads!
 - The Leatherby family farm, outside of Colusa, CA, is home to 60 acres of walnut trees.
- We serve the very finest ingredients:
 - **Guittard & Ghirardelli** chocolate companies supply a substantial portion of our chocolate ingredients.
 - At times, 1 gallon of vanilla extract costs over \$500!!
 - We partner with Crystal Creamery and Berkeley Farms for ice cream mix
- We also make our own whipped cream!
 - Every morning we manufacture a batch of fresh whipped cream.
 - It is made with 40% butterfat.
 - The highest butterfat you can buy in the stores is 36%
- Here at Leatherby's we love experimenting and handcrafting new flavors.
 - Each season we roll out different flavors.
- Our prices beat any of our competitors (Price per ounce)
 - We have a great value, and no one compares to our sundae sizes!
- Customers come from miles around to experience the legendary Crab Sandwich.
 - It is made of 100% CRAB, which is a rarity.
 - Most restaurants use imitation crab or do a combo of real and imitation to lower the cost. Crab is expensive, but we think our guests deserve the best, that is why we do not waiver on the 100% rule.
- Our sundaes are one of a kind:
 - The Daddy Dave's Banana Split has become a must eat for Sacramento locals.
 - Weighing in at approximately a half gallon, it is not for the faint of heart.
- Our chili, kale-slaw and many other items are homemade!
- **We genuinely believe in helping our neighbor, community, non-profits, and local charities.** At Leatherby's we have a policy of never turning away any charity or request for a donation. The Leatherby family gives to literally hundreds of charities a month! We are actively involved in supporting non-profit and charitable organizations we believe promote the betterment of the community and the common good.

Trainer Initials: _____

Trainee Initials _____

Part 3: What kind of server do you want to be?

Making the decision to be the best:

- As of today, you have been given the opportunity to become a server in our store.
- You also have the opportunity to decide **which type of server you will become**.
 - Average, good, or great.
 - Servers who make it their job to make the store and those around them better reap the rewards.
- If you want to be a “fast side server,” you’ll need to make the decision to be the best.
 - What characteristics do these individuals have that allow them to keep the “fast side”?
- Most servers start with the goal of becoming the best, and **most of them end up becoming content with mediocrity.**

In our opinion, the same two characteristics / qualities our very best servers possess are:

1. Speed

- a. They are quick to the table & hustling throughout
- b. The food is brought out fresh/hot and together
- c. They are most efficient, and looking for shortcuts
- d. They are not late with a bill
- e. They want to do everything possible to flip the table

2. Guest Interaction = Compliments

- a. Our best servers receive the most compliments
 - b. When a server receives compliments, it is the easiest and surest indication that they:
 - i. are performing their jobs at a level higher than their peers.
 - ii. have bought into our system here at Leatherby’s: AKA: “The Leatherby’s effect.”
- Many servers have been very good at one or the other (Speed or Guest interaction – but not both

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Part 4: The Art of Service

Good vs Great Service:

What is “good” service?

- Ways we can do this:
 - Look the part
 - Smile, make eye contact and be genuine!
 - It takes sixty-four muscles to frown and only thirteen to smile, so think of the saving you make on muscular strain.
 - Warm, friendly greeting
 - Have self-awareness
 - Mental/self-awareness (facial expression)
 - Your actions and demeanor are the first things that guests observe.
 - How many times have you had a waiter who walks to your table with a blank face, smiles when they talk to you, and then drops the smile when they walk away?
 - Hold the door open and pull chairs out for guests.
 - Get to your table in 1 minute or less
 - Know the menu!
 - Ask for help when you need it!
 - Pre-buss the second you see an empty plate, never leave the floor empty handed.
 - When delivering food, walk through your section in order to check on your other tables.
 - Be aware of your guest at all times
 - What is their body/facial language telling you?
 - If they have children bring coloring sheets, cookies or crackers
 - If they look unhappy, let's find out why
 - Take responsibility for your mistakes.
 - Never leave the floor without something in your hand
 - Be a good teammate
 - It's better to drop off the check early, than it to be too late
 - Thank customers for coming in.

What is great service?

- **Going above and beyond for the guest**
 - If you want to be the best, your goal should be to provide extraordinary service, by giving your guest an experience!
- **Creating a “Leatherby’s effect”**
 - What does Leatherby’s capture in every heart that walks through the doors of our creameries?
 - Exceed customer expectations making the experience unforgettable
 - How have you seen this done?
- **Ask the right questions** = Get to know your tables
 - Be personal – Why have they come in?

- Ask questions to parents about their children.
- Ask if groups are celebrating a special occasion.
- **Once you learn why he/she came, now you need to show him why he will come back again.**
- **Make the most of each visit.**
 - Recognize special parties (events, birthdays, anniversaries, new baby, graduations, clubs)
 - Offer a tour of the ice cream room.
 - Recognize “Regulars”
 - Learn their orders + names
 - Offer samples of our special/seasonal flavors, homemade caramel or chocolate, or bring out a sample of our homemade chili, our specialty crab, and so forth.
- **Remember: People love to buy, no one likes to be sold**
 - When people come to Leatherby’s they are already looking to splurge!
 - Interiorly they want you to tell them to indulge!
 - When people come into our store, they have already planned on spending money.
 - If they are going to spend, why not allow them to spend on our best??
 - How many times have you heard someone say, “I should probably just stick to the petite” when really they want to have the Rachel’s.
- **Suggest items you know to be the best**
 - **We want to enhance the customer’s experience through the quality of our service by taking advantage of opportunities to suggest items we know to be the best.**
 - Ask them what they are in the mood for
 - Help them to make selections that enhance their dining experience
 - A chicken sandwich is good, but a chicken sandwich with bacon and avocado is great!
 - Soft selling is about consistency!
- **We are not McoDonald’s**
 - We are not McDonald’s = We do not “upsell” – we enhance
 - We are not looking for you to force anything on a guest.

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Part 5: General rules for serving:

- **Be generous:**
 - Generosity is contagious!
 - The Leatherby’s encourage generosity! It’s what we believe brings people back into our stores.
 - Be proud that you serve giant sundaes!
 - We have a great value! Nowhere else has the portions we serve for the price point.
 - Be descriptive and animated when describing our food & sundaes.
- **Our “value” is only as good as the service:**
 - Many families can only afford to go out to dinner for special occasions, and we should feel honored that they chose to come to Leatherby’s.

- Make each experience the best it can be.
- In the food service industry, courtesy is the most important trait one can possess, because courtesy is the LIFE BLOOD of restaurant operation
- **Have a strong work ethic:**
 - We chose you to lead our team!
 - When you are at work you should be here to work.
 - A strong work ethic means being able to check your bags at the door.
 - Be present at work, and show your tables the attention that they deserve.
- **Be attentive, present & available:**
 - Circulate throughout the restaurant, even when it is slow.
 - The more you circulate the floor the more opportunity you have to interact with every guest.
 - The last thing we want is to leave a guest waiting for a spoon or something important.
 - If they have (fussy) kids, we should be extra attentive and get their orders started early if possible.
 - If they are dressed well, have balloons, or are celebrating, make sure to ask and/or acknowledge their event/celebration.
- **Have confidence:**
 - Speak with confidence and make sure they can hear you
 - Learn your server voice
- **Be quick!**
 - Nothing worse than seeing a server who isn't hustling.
- **Personalize your service:**
 - Recommendations = steer customers to what is best
 - "Would you care for any recommendations?"
 - "I really like this" - "I recommend this" - "Wait, you guys didn't try this one"
 - "Did you get a chance to see our specialty menu. If you haven't tried our ____, it's fantastic."
- **Take ownership:**
 - If you forget an order or mess up an order, acknowledge it to your table.
 - Swallow your pride. Say "I'm sorry!"
 - Saying "sorry" should be sincere and only said once
 - If we continue apologizing we are helping them to focus on the negative
 - Don't wait! Fix the situation right away and look turn the situation around.
 - Always alert a manager if ANYTHING has gone wrong at your table. **SORRY = MANAGER**
- **Have self-awareness:**
 - Be aware of what type of server you are and try and work on the stuff you struggle with.
 - Are you a "rush only server"? When there is a rush you feed off the energy and are at the top of your game, and are ready to work, but when we are slow the service goes down?
 - Do you struggle with managing multiple tables? When it is busy does the rush overwhelm you, and you have a tendency to lose your likability and forget things?
- **Be a team player:**
 - Teamwork is an essential part of running a smooth shift.
 - Customers can see when employees are working together, and in turn it affects their entire dining experience.
 - Multiple servers / bussers = fast, efficient, and superior service.

- If someone hasn't been helped in another's servers section = It's everyone's responsibility
- The team includes our dispensers and line cooks
- **Be clean**
 - The customer deserves our best
 - If the table and/or underneath is not clean your tip will suffer
- **Have courage & uphold store policies:**
 - Your manager is here to help you, not do your job.
 - If you can prevent a complaint before it takes place, don't just leave the problem for the manager.
 - If you see a coupon or a Groupon – acknowledge the coupon, tell them it's a great deal, and then tell them how they can apply the coupon for our menu.
 - This will alleviate problems at the register or later during their visit.
- **Never say "NO"**
 - Say "no" without saying "no"
 - Let them know what they can do, not what they cannot
 - Direct them to the equivalent sundae
- **Never go on stage without your sales props:**
 - Lunch specials
 - Sluggers / Specialty items
- **Use the appropriate titles:**
 - Use "ma'am," "miss" or "ladies" when speaking to a woman, and "Sir" or "Gentleman" to a man
 - "Hey guys" should not be part of your vocabulary
- **Use terms that initiate a want not a need:**
 - Good: **"Would you like** an Iced tea, strawberry lemonade or coffee to start?"
 - Bad: **"Do you want** Iced tea, strawberry lemonade or coffee to start?"
- **Repeat Customer (AKA "Regulars") should be treated like ROYALTY!**
 - These are the people we strive to keep
 - These are the people keeping us in business
- **"First timers" should be given a "Leatherby's experience":**
 - We want to "wow" our "newbies" = give them an experience they will talk about!
 - "You've never been to Leatherby's... you're in for a treat!"
 - "We make all of our ice cream and sauce right here!"
 - Remember: Leatherby's effect
 - Let your manager know so that he/she can stop by
 - Bring samples!
- **Know your product:**
 - Knowing the product can enhance a guests experience, and saves you and the guest time
 - Knowing that our crab is 100% and sometimes has a hair like pieces within will save you from a complaint

Trainer Initials: _____

Trainee Initials _____

Part 6: Our Service Process

Basic Guest Interaction:

- People often come back because of the service
 - Many restaurants have bad food, and great service which brings people back
- It is not the number of tables you take which = more money.
 - **Your quality of service = more money!**

Serving Step by Step (8 Step Process):

- The first thing that should happen in interaction with a table is a vibrant smile. Do not wait until you are speaking to the customer. You should be smiling when **APPROACHING** the table. As a server your average table interaction should be modeled off the following 8 step model.

1. Greeting & Introduction/Drinks:

- Greet the table within 1 minute
 - “Hi folks, I’ll be right with you!”
- First impressions are crucial - make it count!
- Your voice should exude joy to our guest and make them feel excited to have an experience at Leatherby’s.
 - *“Hello folks, welcome to Leatherbys! My name is ____, and I will be taking care of you today. Before discussing the menu may I get you started with a beverage...Pepsi, Iced Tea, or a Strawberry Lemonade?”*
- Read each of your tables before approaching.
 - There is an art to interacting with each table and no table will ever be the same.
 - A group of businessmen on their lunch break should receive an entirely different approach/technique verses a mother with her children.
- Grab the drink order
 - You should never have “water” in your vocabulary
 - Sodas = sales = higher tip percentage
 - Ask individually rather than generally – start with the women
- First round drinks should be delivered to the table in 2 minutes or less.

2. Order of Food & Ice Cream:

- Learn about your guest and ask the right questions:
- This is your time to shine
- **Realize that they could have gone to 50 other restaurants in the area, but they chose Leatherby’s.**
- This is the start of the sale, and the start of extraordinary service.
- Personalize your service:
 - Ask them **why they came** to Leatherby’s, **if they have ever been here before, if they are celebrating anything special....**

- What are they in the mood for? Food and Ice cream?
- Are they really hungry?
- **Would they like any recommendations?**
- Have they seen the specials?
- 3 different types of orders:
 - Food, Ice Cream, and Food & Ice Cream.
- Talk about our food:
 - “Crew’s Favorite” / “I can’t wait for lunch, I’m having____” / “I have regulars who love ____”
 - “Which burger would you like? My favorite is the cowboy.”
 - “Basket of French fries... Absolutely. Which option would you like: House fries, chili cheese fries, garlic fries, or the regular?”
 - “The chicken sandwich is amazing, but tastes that much better with a little avocado and bacon.”
- Ask about the side items
 - Include additions that can be made
- If guests order food, take the opportunity to get their dessert order
 - This is an easy way to save yourself a step

3. Delivery: Ensure food/ice cream:

- Order of delivery:
 - Chili/Salad first
 - If they have a shake, does it come with the meal?
- Quality check the food
- Make sure **ALL** of your food or ice cream arrives at the table.
- Make sure they have ketchup, mustard, all condiments, and silverware if needed.
 - Dropping off ketchup/mustard before the order is ready is a great way to check on your table, check drink refills, and to also let them know the status of their order
- If things are moving slowly behind the counter – tell the customer!
 - Don’t be afraid to tell them some of the circumstances.
 - Simply letting your table know that there was a large parties order in front of theirs will allow them to comprehend the situation.
- Large parties = help needed
 - Easy way to find out if everything arrived is to ask “How does everything look? Is there anything I am missing?”
- Great time to check for drink refills.

4. Check-up:

- Check back within **2 minutes** or less.
 - If there is a recook, or a side of ranch needed we can remedy the problem quickly.
 - Ask them how they like their item... hopefully the one you suggested
 - If guests are immersed in conversation do a nonverbal check-up
 - Clearing dirty plates, napkins, or refilling drinks is also a way to make your presence known at a table without verbally interrupting.

5. Ice Cream order:

- When approaching the table to clear plates or to refill beverages it is a great opportunity to take an ice cream order if you have not already done so.
- Make sure you have menus with you
- Recommend!
 - B&T – “Most popular sundae, but I always get it with an extra side of caramel, because you can never have enough of our caramel!”
 - B&T / BD: “Which size would you like?”
 - “If you folks are going to share, I would recommend boating it.”
 - **Don’t recommend sharing!**
- This is also an opportunity to offer coffee or hot chocolate.
 - Most people enjoy a hot drink with ice cream.
 - “Hi folks, just wanted to let you know I Just brewed some fresh coffee if you are interested...”
 - Coffee drinkers like refills
- Ideally, we want there to be little to no gap between dinner and ice cream. Timing is everything.

6. Deliver Ice Cream:

- Again, you are responsible for ensuring that your entire ice cream order hits the table.
- Check back within 2 minutes
- Offer coffee (if you haven’t already)

7. Quality check:

- Pre-buss!
- Refill drinks once without asking, the second time we should ask
 - On all refills, we should fill the cup full with ice
- It is a good idea to have the tab ready when the ice cream hit’s the table
- Guests should **NEVER** have to ask for their tab.
- Ask if they’d like ice cream or sauce to go
 - “May I get you any ice cream or sauce to go? I promise you’ll be thanking me later.”
- Thank them for coming to visit us & **invite them back to see you**

8. Thank you & Good Bye:

- Your table isn’t done until they have departed the restaurant
 - Water refills and bussing the table are still your job
- Your final step is to graciously thank the guest upon departure

These eight steps are mere guidelines and minimal service requirements for our store. There are many other things we will expect from you that will be taught throughout your training, but ultimately it will be up to you to decide how good you want to be. It is your job to make sure **EVERYTHING** runs smoothly. Always involve a manager if the table did not have a positive experience.

Trainer Initials: _____

Trainee Initials _____

Part 7: Typical Questions & What to do

We try very hard always find a way of saying “yes” to our guests, even if the straight answer is “no”. Instead of responding negatively to their requests, try to lead them in the right direction. Listening to what they are wanting/needing, and then coming up with a way to make it without compromising our sundae standards is the correct way to respond. Every establishment has rules to their menu. If they didn’t, they would no longer be in business. We are very generous with our portions and serve larger portions than any of our competitors. If a situation arises that you do not know how to handle always ask a manager. **Below you will find a variety of common questions that our servers receive and the appropriate response:**

Q: “Can I order of the child’s menu?”

1. *We offer the children’s items as a value to our guests with children. If you tell me what you are looking for I would be happy to find a way of doing so on our regular menu.*
2. *Last resort with Manager’s discretion: Our children’s menu is discounted for children so that families can afford to come in at an excellent rate. I would be happy to make the child’s item for you, but I would still need to charge you the adult price. Is that okay with you?*
- **Reasoning behind the response:** Children’s items are discounted as a courtesy to our customers with children. The restaurant makes very little profit from them.
- The Leatherby’s realize that confrontation may be difficult at times but realize that most restaurants have a children’s menu or none at all.
- **When is the last time you went to the movies or Disneyland at the children’s rate?**
- It is your job to know the smaller items on the menu to suggest, and how to go about it. Brownie delights, petite sundaes, or small sundaes with extras sides are always an easy fix in these situations.

Q: “Can I have the ____ sundae in a banana boat?”

1. *If you would like those flavors and sauces in a banana boat you would want to order our “Create Your Own Sundae”. It’s right here on the menu...*
2. *All our sundaes are specially created. In order to ensure quality and portion control we serve them in the dish they were created for!*
- **Reasoning behind the response:** When doing different sundaes in a different dish than they are supposed to be served in, it is hard to control the serving size.

Q: “Can I have extra caramel on my sundae?”

1. *Absolutely! An extra side is only _____.*
2. *Sure, it will be a little extra, is that okay with you?*

- **Reasoning behind the response:** Our sauce is homemade, and the best of the best! Because the sauces are homemade they have the highest quality ingredients, it is very expensive to produce. They cost as much as the ice cream.
- **Have you ever walked into Starbuck's or Peet's coffee and asked for an extra shot of espresso and received it for free?**
- Similarly, if a guest requests an additional side of ranch or BBQ sauce there is also a charge.
- It is your responsibility to make sure that our sundaes and food are served correctly when they are delivered to the customer. If a sundae does not have enough sauce in it, be sure to have the dispenser add more before it is delivered.
- If a guest was actually shorted on sauce the manager will likely comp another side to make up for what should have been there.

Q: "I would like the Rachel's sundae with two different toppings."

1. *Not a problem. Our Rachel's sundae comes with one topping, but I would be happy to add the other on the side for you.*
 2. *If you'd like I can do a Black and Tan sundae for you and change out the flavors. How does that sound?*
 3. *We do have a Big Brownie Delight or the Marie's Hot Fudge sundae, and I can have it made with two flavors and two toppings if you'd like.*
- **Reasoning behind the response:** All of our "Old fashioned Sundaes" come with one topping. You have numerous ways to make them happy.

Q: Can I get an extra side of ranch / almonds / whip cream?

Of course, it will cost a bit extra, is that okay?

- **Reasoning behind the response:** All of our products costs money. Whip cream, caramel, chocolate, almonds and ranch actually cost us as much or more than the ice cream itself.
- You do not have the liberty of giving away products for free.
- **Have you ever been to Chipotle? Guacamole will be \$_____ extra, is that okay?**

Trainer Initials: _____

Trainee Initials_____

Part 8: Handling Complaints

Things we want to steer away from:

- Remember, the customer is always right!
 - **This isn't always true, but we need to make them feel like they are!**
- If the customer is waiting a long time, or is unhappy with service, do not apologize repeatedly. Make one apology and then do what you can to make them happy.
 - Depending on the situation, talk to the manager about a possible discount or gift certificate to ensure the customer is happy and will return.

Trainer Initials: _____

Trainee Initials _____

Part 9: Random rules for servers:

- Everyone is responsible for saying hello and goodbye
- Large parties = name taking
- Parties of 15 or more require 2 servers
 - This is not a punishment but what is best for the guest
 - With two servers, we are able to provide better, faster, and more attentive service.
 - It also allows for you to take more tables.
- Get to the table in 1 minute or less
- Don't point – open face hand
- When navigating through our store the guests ALWAYS have the right of way
- Spills = immediate attention
- Never hurry an interaction:
 - Genuinely greet, check-up and say good-bye
- Do not interrupt your guest
- We should never argue with a guest or show frustration
 - If you are disgruntled, do not walk to your peers and tell them about what just happened
- We should never count money in front of guests
- Do not eat or drink within sight of our guests
- We should not allow our guests to hear about our personal liveshotmail
- Don't ever put down a fellow employee to the guest

Trainer Initials: _____

Trainee Initials _____

Part 10: Tablet Training

- To ensure that our food and ice cream is processed correctly we need you to make sure you understand how to work the tablet!
- If you aren't placing orders correctly it not only opens us up for mistakes, but it could also lead to us losing out on sales.
- Quick walk through of the Toast Tablet:
 - Specific ordering scenarios
 - Table service vs. quick order
 - Grill / Ice cream MODs
 - When to use / not use the "special request" button
 - Meal deals
 - How to interpret customer requests
 - "Can I get a 2-scoop sundae?"
 - When to hit Send, stay, etc.
 - Adding items to checks
 - Voiding items from the check
 - Why you need manager approval
 - Continuing a current check
 - Switching items to another check
 - Splitting / Grouping Checks
 - Applying coupons
 - Adding gratuity
 - How to void
 - How to change checks from one server to another
 - Pre-checking various specials / special flavors
 - Adding gratuity to parties of 10+

Other Helpful tips:

- If the person is celebrating a birthday be sure to include "Birthday" with the sundae they order.
 - You need to include the birthday candle in the sundae when it is delivered.
 - You need to also sing with multiple employees.
- You MUST group items related to an order in a way that is easy to understand
 - If they want something special such as a special flavor, a side of almonds, a side of sauce, no whipped cream, etc., you need to include it within so that all the info is lumped together.
- If you are serving a large party:
 - Take name or the family name on separate tabs
 - Tell a manager before taking the party so that they know to run your food while you are still taking the orders
 - Send orders throughout not all at the end

Trainer Initials: _____

Trainee Initials _____

Part 11: Floor Training:

Discuss with trainee:

- Table numbers / sections
- Location of glass/dishware, utensils, straws, containers, etc.
- How to “save steps”
 - Prebussing
 - Saying “hello” while walking to your other table
 - Checking on tables while running food

Trainer Initials: _____

Trainee Initials_____

Good Luck:

- Now starts your floor training! You will need to understand all of Leatherby’s expectations for your guest’s experience. It would be wise for you to read our server training documents more than once. Since you now know all the abbreviations, it is imperative that you write the orders alongside your trainer. Try as much as possible to ring up each check, as this is often the main thing to slow you down.

Leatherby Server Manual

Day 2 Training: Intro to Serving

Trainee Name: _____

Date: ____/____/____

Trainer Name: _____

- | | | |
|--|------|------|
| • Arrived in uniform and on time for shift | pass | fail |
| • Attire/Grooming 100% | pass | fail |
| • Read and understands the Leatherby Server Packet | pass | fail |
| • Practice ringing up at least 5 mock checks | pass | fail |
| ○ Demonstrates thorough knowledge of the menu | | |

Part 1: Food & Ice cream knowledge

- You need to have 100% knowledge of the menu
 - You should know what comes in each flavor and each sandwich, how it is prepared, and how to describe it
- Mess ups = time and money
- Allergies are extremely serious!!
 - If you do not know the answer with 100% certitude, ASK!

Trainer Initials _____

Trainee Initials _____

Part 2: (Ice Cream) Rules & Substitution Policy

- All our ice cream, sauces, and sundaes have been perfected for over thirty years.
- They have become classics, and people come back time, and time again to experience their favorite creations.
- For this reason, is important that you know how to create each creation just so.
- We have standards for each of our sundaes, and you will be expected to uphold these standards.
- All ice cream creations are to be served in their standard glassware. No creation is to be made in another dish. This helps with portion and weight control.

Sundae Rules

- All sundaes (Regular, Small, and Petite) will be made with **ONE SAUCE**.

- If a customer asks for two toppings, they will be charged for a side.
 - Extra side comes on the side so that they receive what they are paying for
- Elimination of an item does not mean we charge less.
 - You wouldn't go to McDonald's and ask for the Happy Meal without the toy and expect to pay less, would you?
- The Petite Sundae comes with one scoop and one flavor.
- The Small & Regular Rachel's Sundae can be served with two flavors of ice cream.
 - If a guest orders a Petite Sundae and says they want two flavors, it is your job to direct them to the Small Sundae or Rachel's Sundae.
- Grandma's Sundae can be served with three flavors and two toppings.
- Occasionally guests request a small version of our Black & Tan or a Black & White
 - In order to accomplish this, you can bring a small sundae with two flavors, and an extra side of sauce. Don't forget that they need to be charged for the extra side of sauce.
- If a customer would like a smaller MHF, SSC or Royal - suggest the Brownie Delight and change out the brownie to the appropriate item (banana or cake).
- Children's Menu Items:
 - The guests may order 1 child's item for every child under 10 at the table.
 - For adults that want a small sundae they cannot order off the Child's Menu. We have a few smaller sundaes such as our Petite, Small or Brownie Delight sundaes.
 - You can always add sides of bananas, brownies, etc.
- Ice cream cones are a take-out item, so you will not see this option on the menu. Occasionally a guest at the table will ask to order a cone. This is fine and they should be charged accordingly.
- We do not do all our sundaes at take out. (See the take-out menu for the sundaes that are allowed.)
 - Main reason: we cannot house all of the sundaes, and they wont look right
- We offer a free sundae for birthdays
 - Patty's Petite for adults and Sarah's for children under 10.
 - Ring this up and then apply the discount

Review Leatherby Sundae & table policies

- Substitution and changes
- Cones at the table
- Side orders
- Children's menu
- Separate checks
- Coupons (what can and cannot be used)
- Coupons with meal deals / lunch specials
- Groupons

Trainer Initials _____

Trainee Initials _____

Part 3: Allergies

- **All allergies require special preparation, and a manager should be informed**
- Be sure to indicate which item needs to be prepared as an allergy on your tag
- **Gluten Allergy:**
 - Gluten is a composite found in foods processed from wheat. It is normally found in grains and anything made with wheat or flour. Gluten is also a stabilizing agent and can be found in unexpected items like salad dressing and ketchup.
 - Good food options for a person with a gluten allergy would be a salad with grilled chicken and no croutons, chili, or a burger in a lettuce wrap.
 - Most all of our ice cream is gluten free
 - UNLESS an ingredient has been added that would contain gluten.
 - For example, the following ice creams contain gluten products which have been added to our ice cream base: Rocky Road (marshmallows), Swiss Milk Chocolate (Malt), Cookies and Cream (cookie bits), Cookie Dough (cookie dough bits), Apple Pie (pie crust), Pumpkin Pie (pie-crust), Cake Batter (cake pieces). Also, marshmallow topping, Jersey, and Peanut Butter topping are NOT gluten free.
- **Eggs:**
 - We do not use eggs in our ice cream, unless an ingredient has been added that would contain eggs. (See the list of “egg free” ice creams below.)
- **Fish & Shellfish:**
 - This is an allergy to any fish or shellfish.
 - Grill & management must be alerted to prevent cross contamination.
- **Nut allergy:**
 - If a customer tells you they are allergic to a type of nuts, we must be extremely cautious.
 - Find out what type of nut they are allergic to
 - A captain or manager needs to create the order, and it should be placed away from all other sundaes.
 - The “ALLERGY” button must be added to the item
 - This sundae needs to be made in a very specific way with completely fresh products.
 - This process does take extra time for the dispensers, so be sure to let the guest know that it will take a little longer to make the sundae.
 - When you carry the sundae out to the customer, wash your hands, and do not ^[L]_[SEP] carry it in the same hand as another sundae to prevent contamination.
- **Tree Nut Allergy:**
 - This is a reaction to any nut that grows on a tree.
 - The most common are almonds, walnuts, pistachios, and coconut. We have all of these nuts in our restaurant so know what ice creams contain these nuts, so you can advise a guest if he/she alerts you that they have a tree nut allergy.
- **Peanuts:**
 - Many children are allergic to peanuts. Peanuts can trigger a life-threatening severe reaction, which is why we top our sundaes with almonds.

Trainer Initials _____

Trainee Initials _____

Part 4: Daily Procedures:

Opening Procedures:

Each store is unique in how they set up/open as a server. Daytime verse nighttime servers also have a few differences. The following may be somewhat different depending on which store you are located at, but you should have a general understanding of what to do before stepping on the floor.

Dressings & food prep:

- Set up lemons and cream properly _____
- Set up condiment area (crackers, ketchup, etc.) _____
- Restock all dressing for salads and sides _____

Coffee Area:

- Make coffee correctly _____
- Knows how to assemble Iced Tea properly _____
- Knows how to restock coffee and Iced Tea _____
- Assemble soft drink area _____
- Restock straws _____

Grill:

- Checked proper set up of grill area _____
- Checked to make sure exhaust fans & stove are on _____
- Checked that soup and chili warmers are on _____

Tables:

- Clean and restock tabletop items _____
- Napkins _____
- Salt & Pepper shakers _____
- Sugar & sweetener holder _____
- Table tents _____

Ins and Outs while on the floor:

- Check and clean menus as needed _____
- Filled and set up water pitchers and glasses for water _____
- Awareness of level and quality of soups and chili _____
- Appearance of coffee machine and surrounding area _____
- Replenish coffee and iced tea when needed _____
- Continually fill salt & pepper shakers _____
- S & P shakers should be dumped and washed regularly _____
- Frequently wash (sweetener) "sugar caddys" _____
- Wipe down chairs daily _____

Leatherby Server Manual

Day 3 Training: Intro to Serving

Trainee Name: _____

Date: ____/____/____

Trainer Name: _____

- | | | |
|--|------|------|
| • Arrived in uniform and on time for shift | pass | fail |
| • Attire/Grooming 100% | pass | fail |
| • Read and understands the Leatherby Server Packet | pass | fail |

Part 1 Questions / Answers

Common Guest Questions:

- How many flavors do you have?
 - 30-40 flavors depending on special flavors, lite IC, sugar free, etc.
- Do your sherbets contain dairy?
 - Yes, they do have dairy, but we have sorbets that are dairy free
- Do you have any diabetic ice cream?
 - Yes, our sugar free ice creams
- Do you make your own toppings?
 - Yes!
- Where do you get your ice cream mix?
 - Crystal Creamery and/or Berkeley Farms
- Why don't you prepackage all ice cream flavors?
 - We prepackage only the most popular flavors. We will gladly hand pack any flavor you wish
- Why is the hand packed ice cream more expensive?
 - The hand-packed containers are sold by weight and contains more ice cream.
- Where was the first location?
 - In Sacramento on Arden Way
- What is mixed into the tuna, crab, and egg?
 - Mayonnaise
- Why are the portions so big?
 - The Leatherby's believe in being generous.
- What is the butter fat content of the ice cream?
 - 14%
- Do you have ingredients lists?
 - Yes (ask the manager for one)
- Do you have a calorie count?

- We don't use the "C" word here! Everything is healthy!
- Because we are not a large franchise, we are not required to do so.

Family history of Leatherby's (questions)

- Who started Leatherby's?
- Where did the idea of Leatherby's come from?
- Who are Dave and Sally?
- Who are the current Owners?
- Where is the family originally from?
- How many children do Dave and Sally have?
- How long has Leatherby's been open?
- Which store opened first?
- Who runs each store?
- What happened to the other stores/franchises?

These are all questions you will need to know the answer to.

Facts:

- Our ice cream machine makes 10 gallons of ice cream in one batch!
- Our freezers are -30 degrees and 0-5 degrees.
- Heat shocked ice cream is melted and refrozen. It feels rubbery, grainy, and icy. Because we do NOT do this (it takes only 1-2 days to make and freeze) our ice cream tastes fresh!

Trainer Initials _____

Trainee Initials _____

Part 2: Closing Procedures:

Tables:

- Has cleaned table tops and table top items _____
- Napkin dispensers _____
- Salt & Pepper shakers _____
- Sugar & sweetener holder _____
- Restocked any necessary items _____
- Clean and put chairs on table _____
- Clean table bases _____
- Wipe and pop all booths _____

Coffee/Soda Area:

- Coffee pots emptied and cleaned _____
- Sweetener holder to be refilled _____

- Coffee machine to be wiped down _____
- Coffee bags, filters, iced tea bags, and filters restocked _____
- Entire area is wiped and cleaned _____
- Lemons and creams stored in fridge _____
- Iced tea dispenser sent to washer _____
- Soda machine disassembled _____
- Straws restocked _____

Miscellaneous:

- Ketchup and mustard are put away _____
- All menus wiped _____
- All serving counters are wiped down _____
- Rotate and transfer ice cream (Temper) _____
- High chairs and boosters wiped _____
- Window sills are all wiped _____
- Wipe all walls especially booth walls _____
- Wipe all stainless steel counter tops or sides _____
- Wipe server area at register/counters _____
- Wipe down all ticket registers _____
- Stock cookies and candles _____
- Garbage cans and bathroom doors are wiped _____
- Federal Income tax laws regarding tip reporting _____
- Review how to claim your tips _____

Trainer Initials _____

Trainee Initials _____

Part 3: Final Lessons

Review:

- Importance of staying busy - never appearing idle _____
- Importance of having clean environment for guest _____
- Necessity of having server items stocked
(Glassware, silverware, straws, Styrofoam, etc.) _____
- Significance of being prepared for next rush _____
- Necessity of staying active between serving tables
(Clean tables & counters, restock server items, etc.) _____
- It's all about the little things! Personalize the experience _____
- Ensure that your serving section is clean _____
- Importance of smiling always, not just at the table _____
- Having knowledge of what is going on at each table _____

- Look to help others when available _____
- Knowing that you can't do everything on your own _____
- Know when to ask for help!
(If no one knows, no one can help) _____
- Maintain constant interaction with manager _____
- Communication with busser often
(Busser is here to help...not to do your job) _____
- Has developed a "Server voice" _____
- Micros questions _____
- Review the register and how to ring up tags _____
- Review tipping out of bussers and washers _____

Server Understands:

- Necessity of staying on the floor or in close range of each guest
(Be readily available if your guest needs you) _____
- Vantage point – Know where you are with your tables _____
- Understands the Leatherby's Mentality
(Above and Beyond service) _____
- Understand Server Step by Step
(8 contact point of service) _____
- Importance of greeting and seating promptly _____
- Graciously introduce himself/herself to the table
(Our rule = 1 minute or less) _____
- Smile present at all times *(not just in front of guest)* _____
- Must have the ability to "read" your guest
(Mom & baby vs. businessmen on lunch break) _____
- Order to be taken in a timely fashion _____
- Drinks to be delivered in under 2 minutes _____
- Ketchup and mustard on table before food arrives _____
- Understanding of carrying plates/dishware _____
- Soups and dinner salads are delivered prior to entrée _____
- Quality checks to be done – with food/ice cream _____
- Quality checks to be done – with guest experience _____
- All guest requests to be mentally checked and met
(Did I bring ranch, silverware, ask for refills, etc.) _____
- Read the guests body language
(Customer looking up = service need) _____
- Refills to be brought accordingly
(Automatic on the first, ask on the second) _____
- Effectively managing time at and in between tables
(Place order with grill/dispensing properly) _____
- Importance of speed
(Walk quickly, but without hurrying) _____

- Timing between food & ice cream must be timely _____
- Importance of maintaining positive rapport with coworkers _____
- Significance of delivering the Check at the correct time
(*Not too early or too late*) _____
- Thanking guest sincerely and attentively
(*Do not say thank you while walking away*) _____
- Graciously thank guests and bid them farewell _____

Trainer Initials _____

Trainee Initials _____

Trainer Review (after each day):

- Review any questions from previous days _____
- Discuss typical questions posed by customers _____

Discuss with Trainee:

Strengths:

Day 1: _____

Day 2: _____

Day 3: _____

Opportunities:

Day 1: _____

Day 2: _____

Day 3: _____

Day 1 Trainer: _____

Trainee: _____

Day 2 Trainer: _____

Trainee: _____

Day 3 Trainer: _____

Trainee: _____