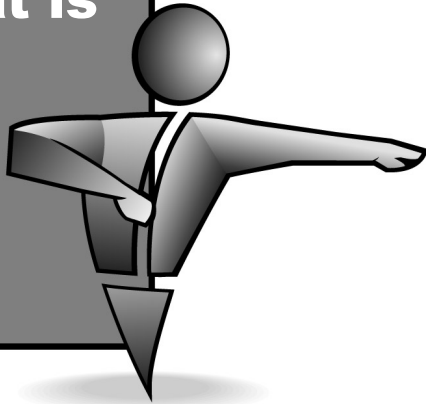


What is in it for you



The buffet in a restaurant attracts customers. Properly handled, the buffet increases restaurant sales and profits. However, to achieve the most benefit from a buffet, the Shift Leader or Manager must ensure that:

- It is clean.
- Food quality is to standard.
- Food production is effectively handled to prevent waste.

To accomplish this, the Shift Leader or Manager needs to:

- Ensure Customer Mania.
- Know and apply C.H.A.M.P.S. standards for the buffet.
- Lead production effectively.
- Train Servers for buffet operations within full service dine-in restaurants.
- Schedule and deploy the buffet team.
- Monitor table turns and the length of time customers are in line.
- Maintain product levels for the buffet and ensure that hold times are not exceeded.



How We Work Together

You cast a leadership shadow of **Accountability** and **Customer Mania**, two of our How We Work Together Principles, when you ensure that the buffet is maintained to standards.



Module Trainer _____

Module Planning Meeting

Agenda

- Discuss:
 - Module purpose.
 - Activities.
 - Trainee and Module Trainer expectations.
 - How communication will occur.
- Agree on Training Schedule.
- Obtain materials.



Notes

Module purpose:

To ensure that the Shift Leader or Manager understands the standards for delivering quality products to customers for buffet and takeaway.


Module preparation:

- *Review module objectives and activities.*
- *Get copies of tools and resources listed on the Contents page.*
- *Find answers to questions specific to your restaurant policies and guidelines.*
- *Identify Champs Standard Library pages that trainee needs to read.*
- *Develop Training Schedule for completing this module. (Some activities can be grouped together.)*


During this meeting with the trainee, you will:

- *Review learning objectives listed on the Contents page and discuss all terms.*
- *Relate a personal experience related to the importance of following standards.*
- *Set expectations for trainee training.*
- *Go over each activity. Point out activities that need special scheduling or support from others.*
- *Explain how to get materials needed to complete activities.*
- *Tell the trainee to answer every question with a complete answer.*
- *Provide the module Training Schedule. Explain reasons for the Training Schedule. Emphasise that the trainee's sets the pace. Adjust the Training Schedule if needed.*
- *Explain that some activities are self-directed by the trainee. Others are completed with the Module Trainer coaching or observing.*
- *Tell the trainee that you will review the answers to each activity.*
- *Tell the trainee how to contact you.*
- *Ask for commitment from the trainee to complete the modules, and end with a statement of support.*

Contents

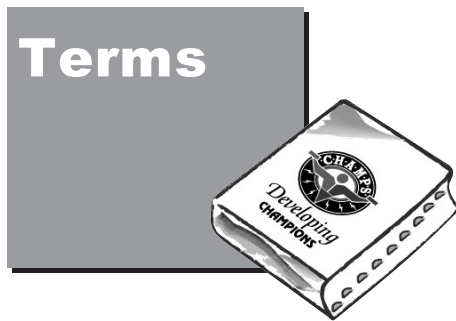
Learn to . . .	By doing activity . . .	Starting on page . . .		And using . . .
Buffet				
Identify and Understand Buffet Customer Expectations	1	8	30 min.	<ul style="list-style-type: none"> • CER standards for buffet • CHAMPSCHECKs for the past 3 months • Customer complaints about the buffet • Personal observations
	2	11	1 hr	
	3	14	1 hr.	

Lead C.H.A.M.P.S. in a Dine-in Buffet	4	24	1 hr	<ul style="list-style-type: none"> • CER standards for buffet • (Optional) Champs Standard Library Volume 2: Buffet Unit • (Optional) Product literature for your buffet
	5	26	3 hr.	
	6	29	3 hr.	
	7	31	5 hr	

Learn to . . .	By doing activity . . .	Starting on page . . .		And using . . .
Takeaway				
Identify and Understand Takeaway Customer Expectations	8	35	30 min.	<ul style="list-style-type: none"> • CER standards for takeaway - Champs Standard Library Counter Service/ Champs Standard Library Delivery Service / Expert Manual - Telephone Service Pattern, Takeaway Moments of Truth & Counter Service • Responsibilities for person in charge of buffet • Takeaway CHAMPSCHECKs for the past 6 months • Customer complaints about Takeaway • Personal observations
	9	37	1 hr.	
	10	42	3 hr.	
	11	43	2 hr.	

Show your knowledge . . .	By doing the . . .		
	Quiz	48	15 min.
	Short Answer	49	15 min.
	Skills Assessment	51	6 hr.

Total Time	For . . .
27.5 hr.	Trainee
6 hr.	Module Trainer



Review the module terms and definitions that follow.

If the term used in your restaurant is different, **write** it in the box provided.

Bottleneck

A delay or backup in an area of the buffet that creates a slowdown in the overall service. It may be caused by customers waiting for product or by improper buffet setup such as placing frequently used items in a hard-to-reach place.

Busser

Team Member who busses tables full-time during peak. Busser clears and sets tables. Sometimes the Busser begins this task before customers leave. This helps maintain or improve Speed of Service.

CHAMPSCHECK

Measure to evaluate overall restaurant experience from the customer point of view

C.H.A.M.P.S. Excellence Self-Review (CER)

A restaurant evaluation process that is conducted by the Restaurant General Manager once a period. The CER helps the RGM identify deviations from standards. As follow-up to the CER, the RGM develops action plans to identify why deviations from standards occurred, what needs to be done to fix them, and how to prevent them from recurring.

Greeter/Host

Team Member who greets and seats customers full-time during peak. Other tasks include handling the wait list, handling table flow, and promoting menu items. Having a dedicated Greeter/Host significantly maintains or improves Speed of Service.

Table turns

Number of separate seatings at a table during peak, beginning when the table is first occupied and ending when the table is bussed and ready for a new group



Identify and Understand Buffet Customer Expectations

When customers select food from the buffet, they expect to find a variety of products presented in an appealing way. They also expect high-quality food that is safe.

A buffet customer has different expectations from those of a typical dine-in customer. The primary purpose of a buffet is to provide customers with a fast, convenient way to enjoy a controlled-cost meal. The buffet customer enjoys a number of benefits:

- Food that is already prepared.
- A wide variety of food items.
- A relatively low cost.

Product quality is essential.

The buffet must have all foods available at all times to attract customers. The Shift Leader or Manager must use the preps plans and decide how much food is needed for each day part and make sure that food is prepared at the right time. This ensures that the food is fresh and hot.



Stocking fresh food and controlling food costs during non-peak hours is a challenge.

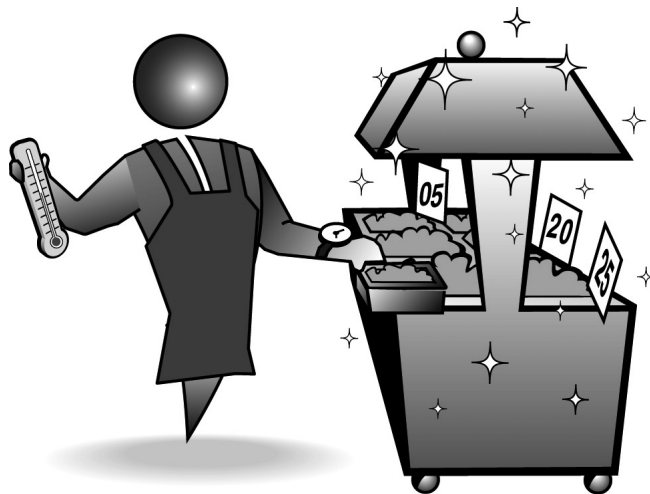
- Preparing too much food results in waste.
- Preparing too little food may cause customers to wait while the team prepares more food.

To focus on what buffet customers expect, the Shift Leader or Manager needs to know:

- What customers expect when they come to the restaurant for the buffet.
- If they come for another reason, what attracts customers to the buffet.
- Why a dine-in customer selects the buffet over menu ordering.
- What customers expect in the way of service when selecting the buffet.
- How long customers normally spend enjoying the meal.
- How the buffet meets the special needs or expectations of the different types of dine-in customers (families with children, business people, couples, students, shoppers).

- What additional help is needed for customers with special needs.
- The most common customer disappointments in the buffet.
- How Servers should interact with buffet customers.

The more Shift Leaders or Managers know about customer experiences with the buffet, the better they will be able to identify potential problems. Then they can make the necessary adjustments to ensure a quality experience that meets C.H.A.M.P.S. standards.



Activity

1

Identify Customer Expectations



Complete the chart. **Explain** why the buffet benefits are important to each type of customer.

Customer Type	Benefit: Food Is Ready to Eat	Benefit: Variety of Food items Available	Benefit: Relatively Low Cost
<i>Example: Couples</i>	<i>Can enjoy a quick meal</i>	<i>Eliminates time required for deciding on order</i>	<i>Affordable for couples with limited income (for example, young couples, senior citizens)</i>
Families with children	<i>Children do not get bored and irritated</i>	<i>Parents and children can eat together</i>	<i>Affordable for large families</i>
Business people	<i>Limited time to eat on a lunch break</i>	<i>Eliminates to required for deciding an order</i>	<i>Can upsell starters and desserts - customer feels they get more for their money</i>

Customer Type	Benefit: Food Is Ready to Eat	Benefit: Variety of Food items Available	Benefit: Relatively Low Cost
Students	<i>Can enjoy a quick meal while on a break</i>	<i>Good choice at a good price will encourage them to return</i>	<i>Affordable for students with limited income</i>
People shopping	<i>Can enjoy a quick meal and get back to the shops</i>	<i>Eliminate time required to decide to order and receiving the order</i>	<i>Affordable for people out spending money</i>
People with dietary restrictions (such as vegetarian or religious requirements)	<i>All of the above</i>	<i>Meets all needs and does not discriminate</i>	<i>All of the above</i>
Other			



Answer the following Questions.

Question	Notes
<p>What additional assistance might be needed at the buffet by customers with special needs (for example, customers with wheelchairs or impaired vision)?</p>	<p><i>The food may need to be selected and served to them.</i></p>
<p>How is the restaurant team accountable for recognising the need for assistance and offering help?</p>	<p><i>They may need to carry buffet selections to the table for the customers or describe what is available, if requested, in order to meet customer expectations and deliver a great customer experience.</i></p>

Activity

2

Identify Buffet Opportunities

Review:

- CER standards for buffets.
- CHAMPSCHECKs for the past 3 months.
- Customer complaints.
- Your observations from a customer point of view.



Complete the following chart.

Customer Expectations/ Standards	Consistently Meeting Expectations		If Yes, Suggestions to Exceed Expectations	If No, Opportunities for Improvement
	Yes	No		
Containers and utensils clean and in good condition	<input type="checkbox"/>	<input type="checkbox"/>		
Exterior clean and polished	<input type="checkbox"/>	<input type="checkbox"/>		
Doors securely mounted on base	<input type="checkbox"/>	<input type="checkbox"/>		
Health & Safety signs firmly attached	<input type="checkbox"/>	<input type="checkbox"/>		

Ensure that answers are specific to trainee restaurant and that opportunities are based on meeting C.H.A.M.P.S. standards.

Customer Expectations/ Standards	Consistently Meeting Expectations		If Yes, Suggestions to Exceed Expectations	If No, Opportunities for Improvement
	Yes	No		
Sneeze shield clean with no cracks and securely attached to frame	<input type="checkbox"/>	<input type="checkbox"/>		
Food spills wiped up	<input type="checkbox"/>	<input type="checkbox"/>		
Lights clean, working, and have shatterproof, shielded bulbs	<input type="checkbox"/>	<input type="checkbox"/>		
Salad containers at least one-third full	<input type="checkbox"/>	<input type="checkbox"/>		
3 or more varieties of product available	<input type="checkbox"/>	<input type="checkbox"/>		
1 Italian and 1 vegetarian pizza available	<input type="checkbox"/>	<input type="checkbox"/>		

Develop suggestions for changes in the Front Of House and the Back Of House to improve buffet operations. **Base** suggestions on your observations from the customer point of view.



Complete the following chart.

Recommendation	How Recommendation Would Improve C.H.A.M.P.S.	Barriers to Implementing Recommendation
<p>Example: Buffet Manager</p>	<ul style="list-style-type: none"> • <i>Pizza quality: products are prepared to sales forecast</i> • <i>Buffet bar kept clean, good variety for the customer</i> 	<ul style="list-style-type: none"> • <i>Team member being cross-trained</i> • <i>Labour restrictions on low volume shifts</i> • <i>Consistency of Buffet Manager: different Team Members being used</i>
<div style="border: 2px solid black; padding: 10px; width: fit-content; margin: 0 auto;"> <p><i>Restaurant specific</i></p> </div>		

Activity

3

Improve the Buffet Customer Experience



Meet with your Module Trainer.

- **Review** Activities 1 and 2.
- **Review** your recommendations for improving the buffet customer experience.
- **Document** approved recommendations in an action plan. **Use** the action planning tool used in your restaurant or the Action Planning Card below.

Time Frame:	What You Will Do:	Measure:
By		

Action:	Assigned To:	Time Needed:	Complete By:	Initial when Done

- **Make** any needed adjustments to plan.
- **Communicate** the plan.

- **Implement** the plan. Your Module Trainer will provide coaching and support.
- **Track** results against the period CHAMPSCHECK.



Discuss the following:

Topic	Notes
How you communicated the plan to the team	<div style="border: 2px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p><i>Individual answers</i></p> </div>
How the team felt about the plan	
Coaching given to Team Members	
Improvements you made and why	
Areas that were least improved and why	
What you would do differently next time to make greater improvements	
Feedback on your areas of personal opportunity	



Lead C.H.A.M.P.S. in a Dine-in Buffet

Whether a dine-in customer orders from the menu or the buffet, your goal is always the same — to deliver C.H.A.M.P.S. Buffet customers and other dine-in customers share the following concerns:

- Cleanliness.

Because customers are serving themselves, it can be challenging to keep the buffet unit, serving utensils, and glass clean and neat.

- Hospitality.

It can be tempting to think of buffet as "self-service." Customers do select and deliver their own meals. However, the standards for hospitality for buffet remain the same as they are in full service dine-in.

When seating customers in a full service dine-in, the Greeter/Host walks them past the buffet, if possible. Also, it is suggested as an ordering choice. Servers continue to take orders, deliver beverages, present the bill, pre-bus tables, and attend to customer needs.



- Product Quality.

Product quality on the buffet can be very challenging. An abundant and appealing selection of food must be maintained even during non-peak hours. Hold times and temperatures must be monitored at all times to maintain product quality.

- Speed of Service.

Speed relates to getting product to the buffet quickly to ensure product availability. Hold times and temperatures must still be monitored. Speed of greeting, seating, and service remains important as well.

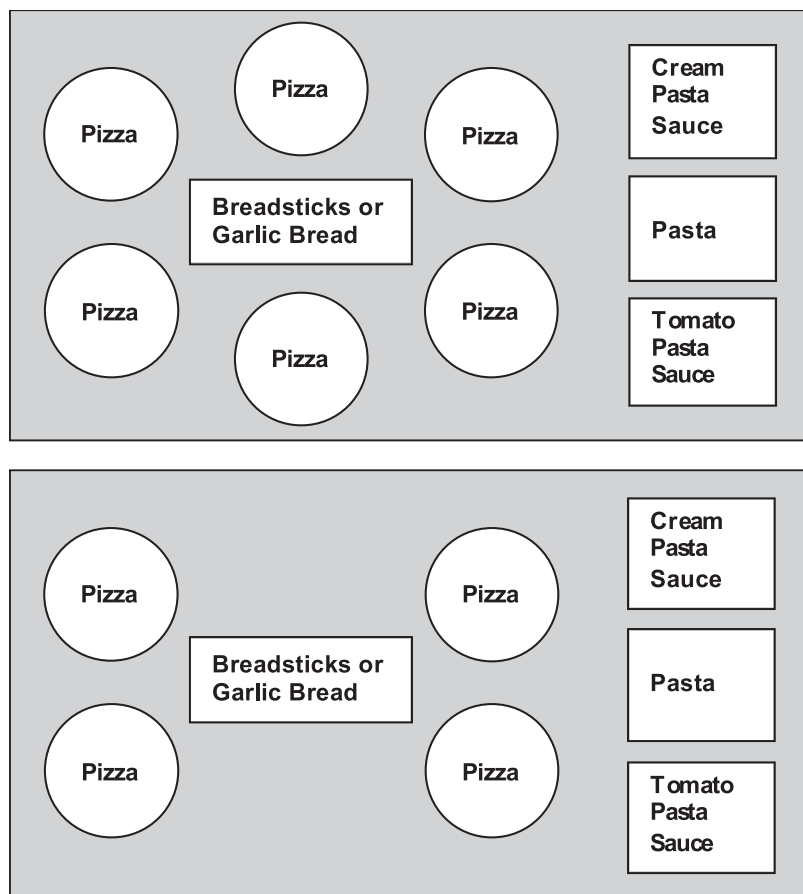


Set Up the Buffet

A successful buffet operation has the buffet set up and well presented during the entire time that the restaurant is open.

The buffet is set up to accommodate customer flow. Ideally, it should be prominently positioned in the dining room. Customers should have a clear pathway to it. Similarly, the products on the buffet should be arranged so that customers have easy access for serving themselves.

Pictured below are examples of standard buffet layouts. The quantity of each product may vary between non-peak and peak.



Bottlenecks in a Buffet Operation

Poor layout and positioning of the buffet may create bottlenecks that will detract from the customer dining experience.

Customers should be able to get to the buffet without having to squeeze past dining tables.

Customers should have room to walk around the buffet as they serve themselves or to form lines on either side.

Sometimes lack of dining room space requires the buffet to be set against a wall. In this case, place the most popular items at the front of the buffet. This allows most customers to serve themselves quickly, avoiding bottlenecks.

If the buffet is set in a corner, the least-popular item should be placed at the back of the buffet near the corner, since it is the hardest area to reach.

The buffet may be smaller than the restaurant sales volume requires. This could result in bottlenecks.

If customers at a full service dine-in find long waits to be seated, slow service, and slow bussing of tables, it will not matter if they are ordering from the menu or from the buffet. Follow C.H.A.M.P.S. standards to eliminate all bottlenecks in the dining area.

Dedicate a Person to the Buffet

Buffet quality is best handled by placing 1 Team Member, Shift Leader, or Manager in charge of the buffet. This person:

- Ensures that buffet products are prepared, based on the sales forecast.
- Sets up the buffet to allow for a smooth flow of customers.
- Monitors usage and maintains good product selection.
- Monitors hold times and temperatures to maintain product quality.
- Cleans spills and restocks the buffet to maintain an appealing appearance.
- During peak revenue, assists with greeting and seating customers, refilling beverages, and clearing tables.

The person in charge of the buffet can react quickly to unexpected changes in buffet sales volume by monitoring lines for seating. This helps anticipate the need for more product on the buffet before a shortage occurs. This

is especially important with products that have longer prep times. If possible, 1 Team Member, Shift Leader, or Manager should be dedicated to the buffet during peak.



Staff the Buffet Operation

The person in charge of the buffet is the core of the buffet staff. But there are other staffing considerations:

- The main reason for having a buffet is to increase business. As sales increase, so does the need to increase staffing for production and service.
- In a full service dine-in with a buffet, Servers assist buffet customers by:
 - Taking the order.
 - Delivering beverages.
 - Providing beverage refills.
 - Explaining the buffet, including price and product selection.
 - Providing clean plates, utensils, and napkins.
 - Assisting children, senior citizens, and disabled customers by carrying buffet selections to the table.
 - Clearing tables between customer visits to the buffet and after customers leave the restaurant.
 - Presenting the bill.
 - Thanking customers for dining at the restaurant and inviting them to come back again.



A Shift Leader or Manager may reduce the number of Servers during some parts of the day. But there still must be enough Servers to provide the same attentive, hospitable service to buffet customers as to other dine-in customers.

Maintain Product Quality on a Buffet

A display of fresh, abundant food is a great selling tool. An appealing display will encourage customers to order from the buffet. However, if customers see a half-filled buffet, they will not order from it. Keeping the buffet filled and ensuring product quality presents a challenge.

To ensure freshness and product quality, hold times and temperatures are carefully monitored and maintained. Keeping a well-stocked buffet during non-peak will result in some waste. The person in charge of the buffet is

accountable for achieving both abundance and freshness without excessive waste. Set acceptable waste levels, as defined by your restaurant (if applicable). One key to maximising profits is controlling waste.



A quality buffet is the result of careful handling.

- Product temperatures are tested.
- Hold times are tagged to keep track of when product should be rotated to maintain quality standards.
- All waste is carefully tracked to determine if there are products that are not popular in an area. Tracking also determines when larger quantities of product should be made available.

To achieve the balance between high-quality product and low waste, track the following:

- Waste by the half-hour.
- Table turns.
- Arrival of vehicles in the parking lot.
- The number of customers entering the buffet line.

Control Cash Handling in a Restaurant with a Buffet

Buffets create special cash handling challenges for a full service dine-in restaurant. The prices of buffet meals are usually fixed, except for separate pricing of adult, children, and senior citizen meals. Fixed pricing increases the possible opportunity for theft. Servers or Cashiers may try to use the same order ticket for more than 1 customer or customer group, and keep the money collected from the additional customers.

Practice the following cash handling tasks to prevent this type of theft.

- Ask the Greeter/Host to track the number of customer groups seated. Then compare this number to the number of transactions for the same time period.
- Compare the number of tables in the dining room to the number of transactions.
- Require Servers and Cashiers to note on each guest check the time at which the order is placed and the time at which the money is collected.
- In MICROS stores observe how long the bill has been open for and for how many times it has been printed.

Activity

4

Understand Staffing Requirements

Review:

- CER standards for buffet.
- Responsibilities for the Team Member, Shift Leader, or Manager in charge of the buffet.



Answer the following questions.

Question	Notes
<p>What are the primary responsibilities of the person in charge of the buffet?</p>	<p><i>Answers are specific to trainee location, but may include:</i></p> <ul style="list-style-type: none"> • <i>Ensuring buffet products are prepped</i> • <i>Setting up buffet</i> • <i>Monitoring usage of buffet products</i> • <i>Monitoring times and temperatures</i> • <i>Clearing waste and restocking</i>
<p>What are the secondary responsibilities of the person in charge of the buffet?</p>	<p><i>During peak, the buffet person may assist with greeting and seating, re-filling beverages, and clearing tables.</i></p>



Discuss the benefits of the layout of your restaurant. **Recommend** opportunities for improvement.

Benefits of Layout	Opportunities for Improvement
<i>Store specific</i>	

Activity

5

Understand How to Lead a Buffet



Meet with your Module Trainer to:

- **Review** Activity 4.
- **Discuss** answers to the following questions.

Question	Notes
What hours do you operate the buffet in your restaurant?	<i>Answers are specific to trainee location.</i>
Which peak hours require scheduling a dedicated person?	<i>Answers are specific to trainee location.</i>
How many Team Members should be cross-trained to be in charge of the buffet?	<i>Answers are specific to trainee location.</i>
What characteristics should Team Members have in order to be in charge of the buffet?	<ul style="list-style-type: none"> • <i>Responsible</i> • <i>Detail-oriented</i> • <i>Able to do multiple tasks at the same time</i> • <i>Customer Maniac</i>

Question	Notes
<p>How many training hours are required for a Team Member to learn the tasks to be in charge of the buffet?</p>	<p><i>Answers are specific to trainee location.</i></p>
<p>How do the RGM, the Shift Leader, and the person in charge of the buffet share accountability for deployment related to buffet operations?</p>	<p><i>Answers are specific to trainee location.</i></p>
<p>Discuss how your Module Trainer manages the following:</p> <ul style="list-style-type: none"> • Greeting <hr/> <ul style="list-style-type: none"> • Appearance of buffet <hr/> <ul style="list-style-type: none"> • Service <hr/> <ul style="list-style-type: none"> • Product quality <hr/> <ul style="list-style-type: none"> • Product abundance <hr/> <ul style="list-style-type: none"> • Product variety 	<p><i>Answers are specific to trainee location.</i></p>



Observe the buffet during the 2 busiest hours.
Determine causes of any potential bottlenecks.



Answer the following questions.

*Answers are based on trainee observation.
 Possible answers are given.*

Question	Notes
<p>How does the location of the buffet impact the flow of customers in the restaurant?</p>	<p><i>The buffet should be positioned to allow customers a clear pathway to it. Also the food should be easy to reach.</i></p>
<p>How do the quantity and variety of products impact bottlenecks?</p>	<p><i>If there is only 1 container for the most popular menu item, it could slow the flow of customers and would constantly need refilling.</i></p>
<p>If 2 production Team Members do not come to work, how will this impact the buffet? What can you do to solve this problem?</p>	<p><i>If the shift is short staffed in production, you may not be able to meet the needs of the buffet as well as the customers ordering off the menu. Answers to the second part of the question will vary.</i></p>

Activity

6

Lead Buffet Preventive Maintenance



Review Champs Standard Library about:

- Buffet Unit
 - Cleaning/Maintenance
 - Problem Solving

Page(s) _____



Review product literature for your buffet. Then **complete** activity.

Brand of Buffet Unit: _____

Model number: _____

Topic	Notes
List daily cleaning and preventive maintenance tasks.	<div style="border: 2px solid black; padding: 10px; display: inline-block;"> <p><i>All answers are specific to trainee location.</i></p> </div>
List weekly preventive maintenance tasks.	

Topic	Notes
List monthly preventive maintenance tasks.	
List common problems with the buffet and some problem-solving tips.	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p><i>All answers are specific to trainee location.</i></p> </div>



Review your answers to the questions in the previous chart.



Observe your Module Trainer performing buffet cleaning and maintenance tasks.

Perform buffet cleaning and maintenance tasks. Your Module Trainer will observe.



Receive feedback.

Activity**7****Lead the Buffet****Review** Activity 6.**Arrange** to be in charge of the buffet for one 4-hour shift. **Perform** the required tasks.**Answer** the following questions.

Question	Notes
What was most difficult about maintaining the buffet? Why?	<i>All answers are specific to trainee location.</i>

Question	Notes
<p>What would have made it easier for you to meet customer expectations and C.H.A.M.P.S. standards in each of the following areas? (The solution you identify could be something tangible, like a specific tool or job aid. Or it could be intangible, such as improved communication.)</p>	
<ul style="list-style-type: none"> Monitoring hold times and temperatures to maintain product quality during non-peak 	
<ul style="list-style-type: none"> Monitoring hold times and temperatures to maintain product quality during peak 	
<ul style="list-style-type: none"> Maintaining an abundant selection of product during non-peak and still controlling waste 	
<ul style="list-style-type: none"> Maintaining an abundant selection of product during peak 	
<ul style="list-style-type: none"> Keeping the buffet clean and appealing throughout the shift 	
<ul style="list-style-type: none"> Meeting the special needs of buffet customers 	

All answers are specific to trainee location.



Identify and Understand Takeaway Customer Expectations

Customers who choose Pizza Hut for Takeaway, expect an outstanding C.H.A.M.P.S. experience whether they order over the phone or at the counter.

A takeaway customer has different expectations from those of a typical dine-in customer. The primary purpose of a takeaway is to allow the customer to enjoy the same great products that Pizza Hut serve in their restaurants, in the comfort of their own home.

This means that they want to spend a minimum amount of time in the restaurant so that they can continue their experience elsewhere.

As Takeaway customers have less contact with our teams than our dine-in customers it is vitally important that the contact they do have is friendly, polite, efficient and professional, and that the product they receive is of a high quality, accurate, and within the time promised. The correct packaging is also a key part of the Takeaway experience as this affects the quality and presentation of the product.

To ensure a great Takeaway experience for every customer, the Shift Leader or manager needs to know:

- What customers expect when they order a Takeaway.
- The importance of creating a great first impression on the telephone
- Why customers choose a Takeaway over a dine-in experience.
- How servers should interact with Takeaway customers.

- What help customers may need when ordering or collecting a Takeaway.
- The most common complaints with Takeaways

The more Shift Leaders or managers know about the experiences that customers have with Takeaway, the more likely they will be able to identify potential problems. They can then make adjustments to ensure that every customer receives a quality experience that meets C.H.A.M.P.S. and customer mania plus standards.

Activity

8

Identify Customer Expectations and Understand Takeaway Service



Complete the chart. Explain why each area is important to the customer.

	Importance to customer	How can the manager on shift impact this?
Fast Counter Service	<i>Efficiency, customers who are on their way home or during a break in their entertainment and want food fast</i>	<i>Track takeaway guest checks - peak times and rota accordingly. Fully trained experienced Team Members</i>
Telephone Service	<i>First impression to customer for friendliness and efficiency</i>	<i>Enough phone lines to cover demand. Fully trained Team Member with good interaction skills. Coaching on shift</i>
Menu Knowledge	<i>Customer may be on phone and not have a menu. Offer the customer a great deal to suit their needs</i>	<i>Fully trained Team Members. Coaching on shift and briefing on pre-shift. Brief of special promotions</i>
Accurate promised times	<i>Telephone customers can plan when to arrive. Shows efficiency and the customers belief in the company</i>	<i>Monitor pizza times. Communication to Team Members</i>
Accuracy and temperature of order	<i>Does not generate complaints. Belief in the company to get it correct. First impression</i>	<i>Systems in place to keep food at correct temperature whilst waiting to be picked up. Team Members trained to double check order and confirm with customer</i>

	Importance to customer	How can the manager on shift impact this?
Correct packaging	<ul style="list-style-type: none"> • <i>Product looks good</i> • <i>Keeps temperature and appearance</i> 	<ul style="list-style-type: none"> • <i>Checks to ensure all packaging available</i> • <i>Coaching on shift to ensure correct packaging being used</i>

Activity

9

Ensure Accurate Orders, Promised Times



Review Champs Standard Library about:

- Service
 - Counter Service
 - Delivery Service
- Expert Manual
 - Telephone Service Pattern
 - Takeaway Moments of Truth
 - Counter Service

Page(s) _____

Understand and managing the impact of Order Takers

The Order Taker determines the first impression that the customer gets of our Takeaway service. How the Order Taker handles the first contact has a lot to do with:

- Customer satisfaction
- Whether the customer will call again

Since Order Takers handle so many customers, they have a significant impact on the restaurant sales

A well-trained Order Taker can also prevent problems from occurring.

To ensure Order Takers are successful there are some guidelines that the manger can follow:

- Schedule/deploy 1 Takeaway person for approximately every £220 of Takeaway sales per hour
- Ensure that Order Takers have been expert trained in Takeaway service and the Takeaway Moments of Truth
- It is important that the Order Taker verifies the order to ensure accuracy



- Order Takers need to be briefed on the current meal deals at the beginning of each shift to ensure these are explained to customers so that their order is the best deal for them, as mistakes after payment slow down speed of service
- Ensure that all products, side orders, dips, soft drinks, serviettes and takeaway menus are assembled before the customer is given the order.
- Order Takers and Servers should also ensure that the customers are shown the products before they leave the restaurant.

Understanding and managing the correct packaging and handling of the Takeaway

Packing

The packaging of the pizza is very important to maintain high product quality. The correct size and type of box should always be used to stop the product from moving or being squashed. Correctly inserted layer pads are also important to stop the base of the pizza from getting wet and to protect the customer from grease deposits, box supports will stop the cheese from sticking to the lid of the box and allow airflow around the product. It is important that the manager on duty ensures that enough packaging is assembled before peak to ensure speed of service.



Handling

Once full, boxes should also be handled carefully, stacked no more than two high and both carried and stored flat. Keeping the product at a hot, safe temperature is also important. The manager on duty must also ensure that they are stored appropriately to minimise the risk of food-borne illness. Takeaways can be stored on top of the oven, on a hot buffet bar, or in a heat pouch while they are waiting to be collected to ensure that the temperature is above the danger zone.



Answer the following Questions.

Question	Answer
<p>When managing a shift what key standards and best practices should you ensure that your takeaway order takers are doing?</p>	<ul style="list-style-type: none"> • <i>Check accurate pizza times are being given</i> • <i>Coaching on shift to ensure order taking procedures are happening</i> • <i>Regular checks on BOH and product to ensure availability</i>
<p>What role does the order taker have in meeting takeaway customer expectations and standards?</p>	<ul style="list-style-type: none"> • <i>Key link to the customers experience</i> • <i>The difference between returning to order again</i> • <i>Accountable for the customers experience and to communicate to the management team</i>
<p>What problems can arise from poorly packaged takeaways?</p>	<ul style="list-style-type: none"> • <i>Damaged product</i> • <i>Temperature of product</i> • <i>Customer complaints</i> • <i>Customers not returning</i>

Peak

A	B	C	D	E	F	G	H	I	J
Time phone fist rings	# of rings	Time on hold	Time call ends	Total time of call	Promised pick-up time	Ready for pick -up time	Variance between promised and ready time G-F	Actual pick-up time	Total time (column I minus column A)
<i>Example: 4:20</i>	<i>2</i>	<i>1 minute</i>	<i>4:23</i>	<i>3 minutes</i>	<i>5:00</i>	<i>4:55</i>	<i>-5 minutes</i>	<i>5:05</i>	<i>45 minutes</i>
Total									
Average									

Non-Peak

A	B	C	D	E	F	G	H	I	J
Time phone fist rings	# of rings	Time on hold	Time call ends	Total time of call	Promised pick-up time	Ready for pick -up time	Variance between promised and ready time G-F	Actual pick-up time	Total time (column I minus column A)
<i>Example: 9:00</i>	<i>1</i>	<i>none</i>	<i>9:02</i>	<i>2 minutes</i>	<i>9:30</i>	<i>9:25</i>	<i>-5 minutes</i>	<i>9:30</i>	<i>30 minutes</i>
Total									
Average									

Activity

10

Monitoring Takeaway Speed of Service



Answer the following questions.

Question	Answer
How accurate were the promised pick up times that customers were quoted?	<i>Individual answer.</i>
What is the impact on the customer of inaccurate promised pick up times?	<i>If the customer arrives and the order is not ready their expectations will not be met. Therefore the likelihood of complaints will increase and they are less likely to return.</i>
What tools can you use to ensure that the pick up times quoted to customers are accurate?	<i>Answers will vary depending on the restaurant.</i>

Activity

11

Identify Takeaway opportunities in your restaurant



Observe the order taking, packaging and storing procedures in your restaurant for one hour on a peak shift.

Review:

- CER standards for takeaway
- Takeaway CHAMPSCHECKS
- Customer complaints about takeaway
- Your observations in activity 10



Answer the following Questions.

Question	Answer
<p>What was the average number of rings it took for the order taker to answer the phone? Was the company standard missed on any occasion?</p>	<div style="border: 1px solid black; padding: 20px; width: fit-content; margin: auto;"> <p><i>Individual answer.</i></p> </div>
<p>Were all customers greeted within 5 seconds at the counter if there wasn't a queue, or within 30 seconds if there was a queue?</p>	
<p>Where all order takers suggesting a meal deal, bundle or additional products both on phone and counter service?</p>	

Question	Answer
Where orders verified with the customer?	
Outline any issues with the packaging of takeaway products?	<i>Individual answers.</i>
Where boxed pizzas stored correctly, i.e stacked less than two high and kept above the temperature danger zone, whilst waiting for pick up?	
Were customers shown the product before they left the restaurant?	
Were there any dissatisfied customers in the restaurant or on the telephone?	
If so, how was the dissatisfaction resolved?	

Develop suggestions for changes to improve takeaway operations. **Base** suggestions on your observations from the customer point of view, and your answers to the questions on the previous page.



Complete the following chart.

Recommendation	How recommendation would improve the customer experience	Barriers to implementing Recommendation

Individual answers



Meet with your Module Trainer.

- **Review** Activities 11
- **Review** your recommendations for improving the Takeaway customer experience.
- **Document** approved recommendations in an action plan. **Use** the action planning tool used in your restaurant or the Action Planning Card below.
- **Review** how you implemented the action plan in activity 11, and make any necessary adjustments to improve your implementation.

Recommendation	Action	By Whom	By When	Date completed



Discuss the following with your module trainer.

Topic	Notes
<p>How would you communicated with the team?</p>	<div style="border: 2px solid black; padding: 10px; width: fit-content; margin: auto;"> <p><i>Individual answers</i></p> </div>
<p>How do you think the team would feel about your plans?</p>	
<p>What coaching would you need to give team members?</p>	
<p>What improvements you would make and why?</p>	
<p>What would you do differently if doing this activity again?</p>	

Knowledge Quiz

Answer the following questions:

Quiz

1. To be successful, a buffet needs to be:
 - a. Prominently positioned in the restaurant dining room
 - b. Positioned to allow customers a clear pathway to it
 - c. Set up so that customers have easy access to the food products
 - d. *All of the above*

2. Having a buffet in a full service dine-in eliminates the need for having servers on a shift.
 - a. True
 - b. *False*

3. The main reason for having the buffet is to have a variety of foods available at all times.
 - a. True
 - b. *False*

4. To achieve balance between high-quality products and low waste you should track waste by the half-hour, table turns, the arrival of vehicles in the parking lot, and the number of customers entering the restaurant.
 - a. *True*
 - b. False

Short Answer

1. How is the Shift Leader or Manager accountable for the success of the buffet?

- *Know and apply C.H.A.M.P.S. standards*
- *Lead production effectively*
- *Train team in buffet operations*
- *Properly schedule and deploy the buffet team*
- *Monitor buffet service times*
- *Maintain proper product levels*

2. Why might customers in a dine-in restaurant choose to order the buffet rather than from the menu?

- *Quick and convenient since food is already prepared*
- *Fixed price*
- *Customer is in control of the meal because of self-service*
- *Variety of food items*

3. How can product quality be maintained on the buffet?

- *Dedicate 1 person to manage the buffet*
- *Test product temperatures*
- *Tag hold times to ensure proper rotation*
- *Track waste every half hour*
- *Keep buffet stocked and rotated*

4. What special cash handling tasks are performed to monitor buffet sales?

- *Track the number of buffet customers seated in a group. Then compare this to the number of transactions for the same time period.*
- *Compare the number of tables in the dining room to the number of transactions*
- *Require Servers or Cashiers to note, on the guest check, the time the order was placed and the time they collected the money*



Next Steps



Meet with your Module Trainer

Review your test answers.

Complete all unfinished activities and **review** the answers.

Your Module Trainer will let you know what the next steps are to complete the Skills Assessment for certification.



Things I need to work on or practice before module certification:



Recognition



Use a Recognition Sticker to recognise someone who helped you as you were completing this module. Say what the person did well. Say why you appreciate it.



Skills Assessment

Application of Knowledge	Completed Successfully	More Practice	What Was Effective	How Could It Be More Effective
<ul style="list-style-type: none"> • Set up the buffet for 1 shift. 	<input type="checkbox"/>	<input type="checkbox"/>		
<ul style="list-style-type: none"> • Lead the buffet for a peak period. <ul style="list-style-type: none"> – Schedule and deploy the buffet team. – Create prep plan. – Monitor waste. – Monitor table turns. – Maintain product levels. – Monitor customer service. 	<input type="checkbox"/>	<input type="checkbox"/>		
<ul style="list-style-type: none"> • Lead the buffet for a non-peak period. <ul style="list-style-type: none"> – Schedule and deploy the buffet team. – Create prep plan. – Monitor waste. – Monitor table turns. – Maintain product levels. – Monitor customer service. 	<input type="checkbox"/>	<input type="checkbox"/>		

Application of Knowledge	Completed Successfully	More Practice	What Was Effective	How Could It Be More Effective
<ul style="list-style-type: none"> • Monitor takeaway speed of service for a peak shift. 	<input type="checkbox"/>	<input type="checkbox"/>		
<p>Lead takeaway for a peak shift</p> <ul style="list-style-type: none"> – Deploy team – Ensure sufficient assembled packaging – Monitor order taking – Monitor packaging – Monitor handling – Monitor customer service 	<input type="checkbox"/>	<input type="checkbox"/>		

Congratulations!



Developing
CHAMPIONS

*Leading a
Shift*

**Buffet and
Takeaway**

**You have
successfully completed . . .**

Learner

Date

Restaurant General Manager

Date