



Operations Manual Managers

As of February 11, 2019



OPERATIONS MANUAL

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LOCAL OPERATIONS MANUAL: Credit Card Merchant Support Contacts, Internet Support Contacts, Employee Phone List, House Account List, Repairs & Maintenance List, Reservation Policy, Sidework, & Table Maps & Sections

ALL EMPLOYEES

ALLERGY ALERT PROCESS

We have created a three-tiered approach to meet special dietary needs. The responsibility begins with the Server and is followed up by the Line Cooks and Runners. Managers should supervise.

Red “Hugo’s” place marker:

At the time the server has been made aware of a dietary restriction or allergy, the **Server will place a red Hugo’s coaster on the table in front of the guest with the dietary restriction or allergy** to ensure that anyone tending to the guest, running food, etc. will know where the *special* dish should be placed.

This will also serve to prompt the runner to ask questions and/or make confirmations when presenting the food if they were not previously aware of the dietary issue.

Alert button:

Server will use the “alert button” to communicate to everyone in contact with the ticket (cooks, runner, another server/support person running the food) that there is a specific dish with noted dietary restrictions or allergies.

This will also serve to prompt the cooks to ask relevant questions of the server and/or kitchen manager to ensure proper dish preparation. It will also alert the persons running food that there is a dietary restriction or allergy of note at this table, in this seat position.

Special fringed-pick:

Line Cook will mark the special dish with a fringed pick to serve as confirmation that the cook has prepared the dish to the specifications ordered. In this way the dish may be easily identified.

Runners should always confirm special dish with cooks before running food to table.

Runners should always confirm special dish with guest when dropping food at the table. If you arrive to a table where a marker is present but no *special* food is on the ticket, ask questions before dropping the food. Likewise, if you arrive at the table and *no marker is present* in the appropriate seat position, you should confirm the request for the special dish before dropping the food.

Ordering:

When a guest expresses their allergy and/or gluten issues to the server, the server will take note and when placing the order on Aloha they will *utilize proper seat positions* and the first item they will order (on that guest’s seat) will be **FOOD ALLERGY** located under the retail key. This will prompt an allergy choice of gluten, dairy, soy, nut or vegan. The server will select the correct allergy choice and then order the dish to allergy specifications, for example gluten free vegan mac & cheese may look like:

GLUTEN ALERT

vegan mac & cheese



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No fusilli
Sub pasta
Kelp noodles

***Servers: using the Food Allergy key still requires all necessary modifications** to make the dish comply with allergy needs.

Notify the Floor Manager when an "Alert" order has been placed so that order supervision and guest follow-up may take place as needed.

EMPLOYEE BEVERAGE POLICY

DRINKS – Applies to ALL STAFF:

1. You will receive a 75% discount on any single specialty juice, specialty coffee or specialty tea drink. This drink must be ordered through the Host desk. The remaining 25% balance plus tax is due at the time your order is placed. This includes fresh juice combinations, fresh squeezed juices, lattes, additions and/or any beverage requiring equipment or multiple ingredients to prepare. These are illustrations – anything not specifically listed in item #2 is considered a specialty beverage. Each employee may use this discount twice (2 times) a day.
2. You are allowed unlimited fountain drinks, iced tea, lemonade, house coffee, or pots of tea per shift worked.
3. While working your shift, we do not allow employees to store beverages. You may drink what can be served from a disposable cup or a paper cup if it is a hot beverage and it must be immediately consumed. While enjoying a meal break, however, all employee beverages should be served as it would be for a paying guest. We encourage our employees to sample the beverage menu during their meal breaks.
4. Exceptions to the Drink policy will be made for employees cooking **behind the Line** each shift. (This is 3-5 people per shift.) **Line cooks** are to be provided with a cold non-alcoholic beverage from the list of beverages (in #2), in a disposable cup with a cover and a straw, and it is to be refilled periodically by the Wait & Support staff as required so that the Line staff can remain hydrated while working in extreme temperatures. It is important that their team mates (that may be you!) are cooperative with refills because they are not in a position to do it themselves.
5. You are **not** welcome to make your own specialty beverage – it is the job of the Drink-maker currently clocked in to make your beverage, prioritizing those beverages required by paying guests first.

Policy is clear on this subject of Food & Drink, please be respectful.



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EMPLOYEE MEALS

FOOD – Applies to ALL Staff:

1. For your **Meal Break** before or during your shift, you may choose from two options to purchase an employee meal. You can choose one or both in combination:

You may choose a selection from our Employee Meal menu (\$3, \$4, or \$5 per item). The selections are posted at each location or may be obtained through your Manager. You will be offered the protein or side choices that come with the item, and allowed limited modifications to ingredients as provided on the POS screens. You may not modify the item in any ways other than provided on the POS screen. Sales tax is included in the price of the item.

OR You can receive a 50% discount on your entire check up to twenty five dollars (\$25) pre-discount. Employees will be responsible for any amount over this limit. Your meal must be ordered through a Manager. This includes all menu items on our *Weekly Specials*. Alcoholic beverages are prohibited (before or) during your shift. Sales tax will be charged on the discounted price.

Beverages other than soft drinks, iced tea, lemonade, hot tea or coffee must be purchased under the Beverage 75% Off policy or you will pay the full cost of the drink. Alcoholic beverages are prohibited (before or) during your shift. Sales tax will be charged on the discounted price.

2. If you would like to eat a **second meal** during your meal break or after your shift, you may purchase it at 50% off. The remaining 50% balance plus tax is due at the time your order is placed. This includes all menu items on our *Weekly Specials*. Under no circumstances will Alcoholic beverages be served: Employees are prohibited from drinking on premise following a work shift and Hugo's Restaurant is prohibited from selling alcoholic beverages on a To-Go basis.
3. Employee meals are only valid during the shift that you are working. Discounts may not be accumulated nor may they be passed on to others.
4. If you come in for a meal when you are not scheduled to work, you and one (1) guest will receive a 20% discount applied to your meal(s).
5. Kitchen "mistakes" may not be taken and/or consumed by employees.
6. Bringing in food/snacks/drinks from outside of the restaurant is prohibited. If you are on a special diet, or have very specific dietary restrictions, consult with your Manager about permissible exceptions.
7. At any point, if you are starving and need a quick bite of food, consult your Manager. They will help you find an appropriate time to break and then place an order for you as policy dictates. Take your meal (or snack) to an appropriate table and sit and eat it for a few minutes.
8. Employee meals are only to be taken at designated employee tables, consult your Manager. Employees are responsible for cleaning up after themselves and for resetting the table for future



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use. There is no eating or drinking in the kitchen, in dry storage areas or behind the service bar, ever.

Policy is clear on this subject of Food & Drink, please be respectful.

EMPLOYEE ID & SCHEDULE

- If you do not perform table service, you will receive a three or four digit Employee ID that will clock you in and out of the restaurant each day. **Protect this ID and do not share it.** Clocking in or out for a fellow employee is grounds for immediate termination.
- If you perform table service at the restaurant, you will be issued a 'swipe badge' that will be your only means of clocking in and out of the restaurant. It is also your only means of conducting Sales on behalf of Hugo's. Do not arrive at work without it.
- There is a \$10 charge to replace any badge that has been misplaced, lost or damaged not specifically due to job related wear and tear.
- Protect your swipe badge! The care and maintenance of this badge is your responsibility. It can be demagnetized like a normal credit card and is damaged by heat (like your clothes dryer) or prolonged exposure to the sun (like your dashboard).

Employee schedules will be posted in each location for the current week and one future week. It is your responsibility to know your scheduled shifts each week. You are also able to access your schedule via Hot Schedules (hotschedules.com) which can provide up to four (4) weeks of your schedule. Your Hot Schedules enrollment information will be provided upon hire. Your interaction with Hot Schedules will be at your own discretion and your options will be described on their "Welcome Page".

FOOD MISTAKES

Mistakes on customer orders can happen through the fault of the customer, the kitchen, the drink-maker, the food runner or the server. The first priority *in all circumstances* is to address the customer's satisfaction **immediately without anger or blame**. Management will concern themselves with "why" it happened, you must only be concerned with making the plate or the glass *exactly* the way the customer wants it.

Some mistakes require a void or comp through Aloha followed by an order re-entry; others do not. We have two ways to effectively communicate the guest's needs to the kitchen in a timely and effective manner, the conditions are as follows:

911 Aloha re-entry: An entire dish or main part of a dish must be re-made. The dish is re entered into Aloha with the 911 alert to signify to the kitchen that this dish takes priority. A manager's approval and comp assignment is required.

YELLOW Hand written chit: A side portion must be made or re-made, or a forgotten addition such as grilled onions for a burger must be made. The correction can be made without substantially altering the



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food that is already there. These items may be requested by a server without re-ringing the entire dish or portion through Aloha.

All food mistakes must be thrown out – they are not reserved for take home or eaten as Employee Meals. Ignoring this policy is considered gross Misconduct and could be grounds for termination.

Note that abuse of the 911 alert system or yellow chit may be grounds for suspension or termination.

HARASSMENT CONCERN PROCEDURES

Reporting an incident of Harassment, Discrimination or Retaliation

Hugo's supports the concept of direct resolution between parties through open communication. In that spirit, we urge employees to discuss issues openly with one another with the intention of achieving a positive result. While the company's commitment to open resolution holds true for all situations, it is imperative that any issues of harassment or discrimination are brought to the attention of Company Management regardless of whether the employee is or is not making a 'formal complaint.'

What is harassment?

- Harassment is unwelcome behavior directed at another person or group
- Harassment can be a form of illegal discrimination
- Harassment includes, but is not necessarily limited to:
 - Visual conduct: leering, making sexual gestures, displaying of sexually suggestive objects or pictures, cartoons or posters.
 - Verbal conduct: making or using derogatory comments, epithets, slurs and jokes. Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual.
 - Physical conduct: touching, assault, impeding or blocking movements.
 - Offering employment benefits in exchange for sexual favors.
 - Making or threatening retaliatory action after receiving a negative response to sexual advances.

- Unwelcome behavior or comments are harassment when it is ongoing or blatant and has the purpose or effect of unreasonably interfering with a person's work performance or creating an intimidating, hostile or offensive working environment.

What Harassment is *not*:

- Occasional teasing, until a person is asked to stop
- Offhand comments not specifically directed or threatening
- Isolated incidents that are not extremely serious or ongoing
- Statements or actions that a reasonable person would not find offensive

When is it Harassment?

- One extremely serious incident
 - o Physical threat or fight
 - o Verbal comment directed at someone that falls under illegal discrimination
- When behavior or comments create an intimidating, hostile or offensive environment



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- When behavior or comments unreasonably interfere with work performance
 - o Blocking your way on purpose
 - o Pushing or prodding you physically or verbally
 - o Negative effect on an individual's employment opportunities

Hugo's strongly urges the reporting of all incidents of Harassment, Discrimination or Retaliation, regardless of the offender's identity or position. Individuals who believe they have experienced conduct contrary to Hugo's policy or who have concerns about such matters should file their complaint, preferably in writing, using the process outlined here.

- The employee should bring the situation to the attention of their immediate supervisor.
- If the employee is not comfortable discussing the situation with their immediate supervisor, they should bring the situation to the attention of their GM or the Business Office.
- The immediate supervisor will notify their GM.
- Hugo's Management is required to promptly investigate.

Manager responsibilities:

- Step in when you see or hear inappropriate behavior
 - o Some situations will be obvious; use of inappropriate language, employee verbal altercations, etc. and may need to be diffused in the moment through verbal counseling
 - o Some situations are less obvious such as reports of unwanted sexual attention, statements made such as "hostile work environment" or "I cannot work with this person anymore" or "this person makes me feel very uncomfortable." Listen to what the employee is telling you with an impartial ear and let the employee know that you are obliged to report their concerns to upper management.
- Respond to all situations by reporting them to your direct supervisor, in writing, right away
 - o No complaints will be ignored
 - o Understand that once an employee has disclosed a concern to you [resembling harassment], you are obliged to report it even if they do not want you to. Hugo's is committed to maintaining the privacy and dignity of the people involved to the fullest extent possible.
 - o Note reported incident in daily log-book
 - o Complete a detailed written account of the incident in an e-mail to your supervisor

Corrective Action:

- If necessary, an investigation will be opened
- The Harassment stops immediately and does not occur again
- Correct the effects of the harassment
- GM will follow up to be sure the harassment problem is resolved and to ensure the employee reporting is not adversely affected for speaking out
 - o You are not punished for reporting
 - o You are not fired for reporting
 - o You will not endure angry sentiment or retaliation

Managers & Supervisors are role models

You provide an example of appropriate behavior for your coworkers and subordinates. The way you conduct yourself illustrates the actions you consider acceptable and the type of workplace behavior you expect.



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- Follow established procedures and enforce policies consistently
- Be fair and respectful with all employees equally
- Act and counsel with consistency
- Focus on the employee's workplace performance rather than their personal characteristics

OPERATING HOURS – We stay open for our posted hours!

If a party of guests walks in the door one minute before our closed time, they are seated and served. They can politely be informed that they are our last table(s) and we'd politely request their complete order soon. But we are open – the guest is to be served graciously – and that's that. This isn't an issue of economics – it's guest service. We say we are open until 10pm, so we will stay open until 10pm. Each guest deserves to be treated well.

POLICY - New Proposals

If a policy becomes obsolete or needs improving or clarifying, we are open to your ideas. First talk to your Manager or Kitchen Manager – they may have already considered your idea and have some input for you. Or you may write us at contact@hugosrestaurant.com. We may ask for a follow up discussion or presentation.

SAFETY & HEALTH CONSIDERATIONS

1) Illness and Injury Prevention Program (IIPP)

A) Accident investigation

- a) After making sure injured person is attended to promptly, fill out **Accident Reports** documenting incident.
- b) Immediate Supervisor (or other person trained to take report) begins filling out Supervisor's Accident Investigation Report
- c) Calmly obtain facts (reassuring employees who may be concerned about blame,) from injured party(ies), witnesses or those who may have knowledge of the cause or underlying cause.
- d) Be prompt and thorough in questioning while facts are fresh and evidence intact. Get complete answers. Report should be completed the same day, signed and dated.
- e) Look for unsafe conditions and why they exist and unsafe acts that may indicate lack of training or planning, with an eye toward preventing future incidents. A combination of both may have caused this accident.
- f) Do not use "careless" to describe incident or words that indicate judgment rather than the facts of the situation.
- g) State cause and underlying causes "Ladder broke. No preventive maintenance or training in place," for instance.
- h) Three accepted reasons for unsafe acts on part of employees



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- 1 - Ignorance from lack of training, inexperience or unawareness of danger
 - 2 - Improper attitude: Employee disregards instructions, is defiant, lazy, disrespectful or a show-off
 - 3 - Physical, mental or emotional factors: fatigue, intoxication, poor eye sight or memory, incomprehension, temperament, depression, etc
- i) Send report
- original to Accounting basket AND fax copy to Business office
 - 4 copies, 1 each, to on site IIPP Administrator, Tom Kaplan, Employee File, and Manager Log
- B) Personnel - Accident follow up**
- Receives Supervisor's Accident Report and completes DWC Form 1 (Employee's Claim for Worker' Comp)
 - Original claim form is handed to employee within 24 hours or sent by Certified Mail, Return Receipt requested
 - Copies made
 - 1) 1 retained (along with mail receipts, if mailed,) in employee permanent personnel folder in WLK office
 - 2) 1 sent to Worker's Comp Insurance Carrier's Claim Dept.
 - Completes Form 5020 (Employer's Report of Occupational Injury or Illness) to be sent same day as injury, if possible, but **no longer** than 5 days after
- C) Supervisor's Safety Meeting** –Reports for all accidents or illness will be reviewed at monthly Meeting. (See Online forms, hugos, IIPP, #3 Communications) Management will encourage employees' recommendations for prevention and compliance. A first aid professional will attend yearly.
- D) Correcting and Preventing Hazards**
- Hugo's encourages a positive environment for safety.** Hugo's expects every employee to adhere to all correct work procedures.
- a) Every job must be considered important enough to be done **safely**
 - b) All employees must accept our "SAFE WORK" policy
 - c) Every employee will be evaluated for their "safety performance," as part of their annual performance appraisal
 - d) Hugo's encourages safety suggestions (verbal or hand written - see form Online File, hugos, #3 Communications) from all employees. No suggestion is considered trivial.
 - e) Hugo's will respond directly and positively to any safety suggestions as a way to encourage safe work practices.
 - f) Discrimination against any employee who alerts Supervisors, Managers or Owners of a safety hazard or violation will not be tolerated.
 - g) Any action taken against an employee by a Supervisor or Manager for reporting hazards will result in disciplinary action against the Supervisor or Manager for impeding corrective measures

E) Identifying Hazards



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Safety checklists indicate areas that need to be maintained. They also identify on-going problems that need to be fixed. Use them religiously. (Available Online File System: Safety Checklists, FOH- Front of House and BOH- Back of House)

F) General Safety Rules

- a) Keep all floor surfaces clean and dry. Spills or breakages should be removed immediately. Position someone to alert floor traffic until area is cleaned. Mop small area at a time and dry mop afterwards to remove moisture.
- b) Place warning signs or cones around danger areas.
- c) Do not put broken glass or dishes in regular restaurant trash. Separate containers are available.
- d) Get assistance before lifting heavy or bulky objects.
- e) All restaurant workers must wear proper footwear as determined by management.
- f) Report all potential health or safety hazards.
- g) Report all work-related injuries, no matter how insignificant.
- h) All employees must read safety pamphlets.
- i) A Certified Food Handler must be on the premises or available during hours of operation.

G) Safety in the Kitchen

- a) Treat all pots, pans, equipment around stoves and steam tables as though they are hot. Clear a space to receive hot pots. Get help with heavy pots and use proper protection.
- b) Discard damaged dishes and glassware in proper containers.
- c) If breakage occurs in sink, drain water if necessary, and remove glass carefully. Do not pile dishes too high.
- d) Clean hoods, fryers and filters frequently
- e) Position cooking utensils so handles do not protrude beyond edge of stove.
- f) Wipe up all spills immediately.
- g) Keep guards on kitchen equipment at all times. Unplug machines before removing guards. Use care if guards are removed.
- h) Use wood/plastic "pushers" in meat grinders, choppers or mixers, **NOT** hands
- i) Dishes cannot be stored on areas where food is prepared.

H) Inspections

Preventative information from IIPP is included on checklists.

- a) Use checklists as a guide
- b) Maintain equipment. Encourage staff to report problems.
- c) Maintain walkways, aisles and exits in keeping with Fire Dept. rules for occupancy and for easy exits in emergencies.
- d) Make sure fire extinguishers, sprinklers, alarms are in place and in working order.
- e) Make sure emergency numbers are posted.
- f) Maintain first aid box.
- g) Watch for electrical outages, thrown breakers, shorts, sparks or poor wiring.



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I) Food Handler Safety Tips

Some general tips for handling cartons, containers, produce and storing are on available on our corporate website. Comprehensive information is in the Retail Food Inspection Guide, available in Blue Book up front.

J) Employer Posting

- a) Cal-OSHA poster, "Safety and Health Protection on the Job" must be displayed in an area available to all employees. Make sure it's secured. Replace if damaged or illegible.
- b) Exit signs, room capacity signs and any relevant hazardous warning signs must be maintained and visible.
- c) All other California posters required by law must be posted and maintained

K) Recordkeeping/Permits

Hugo's maintains relative permits for operating according to industry standards, posts current permits and keeps up-to-date files concerning all employees' safety and health issues

L) Disciplinary Action for Safety Violations

Failure to comply with safe work procedures will lead to disciplinary action

- a) All safety violations, whether verbal or written, will be discussed between Immediate Supervisor and Company Safety Administrator to determine source of problem and fairness in all subsequent actions.
- b) 1st violation will result in a verbal warning with temporary documentation maintained for 1 year in employee file
- c) 2nd violation within 1 year of 1st violation will result in written warning with permanent documentation maintained in employee file, including initial warning
- d) 3rd violation within 1 year of 1st violation will result in suspension from work for a period to be determined by employee supervisor and Company Safety Administrator. Full documentation will be maintained permanently in employee file.
- e) 4th violation within 1 year of the 1st violation will result in termination of employment

2) Returning to work

We are committed to returning all employees to transitional work after an injury or illness. Temporary job placement is based on current medical conditions as outlined by physician. Work load is modified accordingly. Employee should ask questions throughout this process to avoid confusion.

- A) Distribution of Responsibilities for overseeing returnee
 - The GM will monitor returnee and their progress, through Floor managers and supervisors, acting as liaison between company, employee and physician.
 - The Hugo's office will ensure paperwork is handled and submitted appropriately
- B) Managers/Supervisors
 - Whether you can accompany injured employee or not, make sure attending physician is aware of Return to Work policy. If in attendance, discuss modified/alternative work company can provide with physician and employee.
 - You are responsible for monitoring daily transition, coordinating efforts with General Manager and co-workers who may need to assist returning co-worker.



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C) Employees

- a) **Report** injuries at the time of injury.
- b) Serious injuries **must** be attended to by our selected provider for occupational injuries.
- c) If available, employer representative will accompany employee
- d) Discuss restrictions and limitations with physician and representative.
- e) Return to work site the SAME day to report findings
- f) On acceptance of transitional work, employee must adhere to physical restrictions and limitations, performing ONLY duties assigned
- g) Notify supervisor in advance of medical appointments (time off is allowed for on-the-job injuries)
- h) Report to work site after each medical visit to discuss recovery progress and current abilities.

SMOKING POLICY for GUESTS

Hugo's Restaurants supports a healthful smoke-free environment and does not permit smoking of any kind on its premises: either Dining Room or Patio space. **This includes electronic cigarettes or any device that emits steam or smoke-like substances.**

THIRD-PARTY LIABILITY

In the event of 3rd party damage to property (Guest to guest, vagrant to guest, mugging in front of restaurant, theft in parking lot, etc.) we are not financially responsible. Do what is within your power to protect as many people as possible, including and especially, yourself. Be compassionate in these situations. Make injured party(ies) comfortable. Call police if necessary. These can be very stressful situations, but **DO NOT** make promises of restitution.

TOUCH SCREEN MAINTENANCE

Our Point-Of-Sales terminals (they are our timeclock too!) are very sensitive to scratches, heat & chemicals. *They are very expensive to replace.* The screen coating on the Touch Screen will wear out very quickly and negatively impact our ability to use them unless we all follow some simple guidelines for their use:

USE THE SOFT PAD OF YOUR FINGER TO MAKE YOUR ENTRIES, the part of your finger that makes the fingerprint. The heat of your finger will activate the buttons - you shouldn't need to force it or slam your finger against the screen. Treat it gently and kindly no matter how much pressure you are experiencing. If it requires a firm touch, it's been worn down and you should ask your Manager to log the terminal as damaged.



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TO CLOCK IN OR ENTER AN ORDER, DO NOT USE... The edge of your ID Badge, a pen tip or pen cap, the tips of your fingernail or any foreign object ... **AT ANY TIME.**
You are literally scratching the filament off the screens when you do these things!

The terminals can be wiped down with a Clean & Damp Cloth – *NO CLEANING CHEMICALS SHOULD BE USED AT ANY TIME!*



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ALL KITCHEN STAFF

DRESS CODE

Remember to read your employee manual for basic statements about hygiene and our expectations regarding your dress and presentation.

Hugo's feels that dressing professionally leads to acting professionally. We don't feel that the workplace is the right place for you to express your personal fashion statement. Your individuality will shine through your personality and the service you provide. Please don't spend your time and energy to figure out ways around the dress code. Don't test us. Spend your time and energy on being a better team member.

Note: Failing to adhere to these dress code guidelines will result in a formal written warning and may lead to suspension and/or termination.

Kitchen Personnel:

- **Shoes** – Shoes must be clean! All shoes worn while working must be **closed-toed black**, meet industrial non-slip safety standards, and documentation must be provided by the employee that the shoes meet this standard. A number of retailers such as Payless, Redwings and Sketchers provide several options that are acceptable non-slip safety shoes.
- **Hair restraints** – You are required to wear a hair restraint in order to enter the Kitchen You may use:
 - Black chefs skull cap
 - "Hugo's Restaurant" cap or "Hugo's Tacos" cap
 - Hair nets
- Hair falling below your chin **MUST** be restrained
- **Thermometer** – You are required to have a thermometer with you at all times. You will be given a thermometer on your first day of work – if you lose this or forget it at home, you will be required to purchase a new one for \$10. If the thermometer is broken, show it to your Kitchen Manager and it will be replaced at no charge.
- **Sharpie pen** – Kitchen Managers, Assistant Kitchen Managers and all Prep-cook staff must carry a Sharpie pen on their person while working.
- **Shirts and/or Coats** will be supplied by the linen company.
- **Pants** are at the discretion of the employee. No holes or frayed materials allowed.
- People working in the kitchen may not wear any kind of jewelry.
- All people in the kitchen must wear hairnets to keep their hair out of the food.



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KITCHEN (Computer or Aloha) CHITS

This is how tickets print in the Kitchen and what the fields mean:

Example Ticket:

- 1 Sandwich
- 2 **SD Tomato** (printed in RED)
- 3 **Add Broccoli** (printed in RED)
- 4 **XTR Onions** (printed in RED)
- 5 **With Fries** (printed in RED)
- 6 SD Fries

1 This is the menu item being ordered by the guest.

2 **SD** - The guest asked that this ingredient be put on the side -- kept on the same plate but not mixed into the dish/item.

3 **Add** - This ingredient is to be added to the other (regular) items. The guest is charged for each item.

4 **XTR** - This is used when a guest has requested extra of an ingredient that resides in the original recipe (excluding proteins), it does not apply to "adds". It should be ignored by the Kitchen if it is used incorrectly.

5 **With** - This is the choice the guest has made for the side dish that already comes with the menu item they ordered.

6 **SD** - The letters "SD" printed in black, as a new item, would be prepared on a separate plate. The guest is not putting something already in the dish on the side – they are ordering a (new) side in addition to the rest of the food. And they have paid for it.



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ALL FLOOR SERVICE STAFF

COMPS & VOIDS

In short, a COMP is applied to a ticket or a table after the food or beverage is prepared by the Kitchen – to correct a mistake, to reward a frequent guest, etc. A VOID is applied to a ticket or a table before the food or beverage is prepared.

A COMP requires manager follow-up at the table with the guest. It is important

- to make guests aware that they are not being charged for the item complained about
- to make apologies when appropriate
- to make sure that the staff has done everything it can to rectify problems.

The current list of Comps & Voids available are as follows:

COMPS

AFTER the product is made

<u>Button</u>	<u>Action Taken</u>	<u>Explanation</u>
FOH Error	100% off item	Server Errors, Guest Errors.
BOH Error	100% off item	Kitchen Errors, Didn't Like
Runner Error	100% off item	Runner performance
Bar Error	100% off item	Bar preparation
Walkout	100% off check	Guest left without paying
Contamination	100% off item	Items contaminated during preparation
Mgr Meal	100% off check	Manager Meal Comps
Emp 50%	50% off check	Employee Meal Policy
Emp 20%	20% off Items	Employee Meal Policy
Beverage 75%	75% off Items	Employee Meal Policy
KCRW 10%	% off Items	KCRW guest with ID; SEE RESTRICTIONS
Police 20%	% off check	Police/Fire Dpt 20% off entire check
Birthday	100% off Item	Birthday dessert or appetizer
Tasting	100% off Item	For tasting new items & teaching
Line \$\$	\$\$ off Item	Apply \$ comp to a line item
\$\$ Comp	\$\$ off Total	Apply \$ comp to check total
% Comp	% off Total	Apply % comp to check total

VOIDS

BEFORE the product is made

<u>Button</u>	<u>Action Taken</u>	<u>Explanation</u>
"86"	100% off item	Item is out of stock
Change Mind	100% off item	Guest re-orders before the food is made
Entry Error	100% off item	Server makes mistake before the food is made



OPERATIONS MANUAL

CREDIT CARD SLIPS - Lost

It is the server's responsibility to be certain that all credit card vouchers are signed and available to them at the end of their shift.

If a credit voucher is lost due to negligence on the part of the Server, that tip is also lost – we will not transmit tips on guest checks from a previous day.

If a tip is not transmitted on the same business day **due to circumstances beyond the Server's control**, it will be left to the GM's discretion to have those tips transmitted separately (weighing the circumstances against the possibility the guest will challenge the new transmission). The Server will then be reimbursed for tips transmitted on their behalf.

CREDIT CARD SLIPS – Not Signed

It is the server's responsibility to be certain that all credit card vouchers are signed by the guest before the guest leaves our building.

The Managers must verify each server's vouchers against the list of the credit card transactions on their checkout reports at the end of every shift. Make sure that all signatures and amounts look correct and complete. Verify the tips. Failure to do so results in customer complaints and the potential for fraudulent charges.

If the guest does not sign the voucher and we are unable to locate the guest in the building or the parking areas, we will:

- 1) Write the comment "Left without Signing" or a similar note, at the top of the slip.
- 2) If there is no tip, the server or any other representative of Hugo's Restaurant **may not write a tip in**. An imprint or suggestion of a tip without ink **may not be treated as a tip**.
- 3) If there **is** a tip provided but no signature, the Server **may** enter this Tip to their checkout ***provided that the Server understands that if the transaction is challenged, the tip amount may be recovered from the Server at a later date.***

The lack of the signature puts the entire transaction at risk – even if it was an honest mistake. It is the Merchant's responsibility (Hugo's) to obtain a valid signature (both) at the time the transaction is completed.

Do not place any obvious pressure on our guests to 'sign sign sign' or give the impression that it's 'time to pay up.' If you are going on a meal break or have otherwise completed your shift, the Managers may collect the tip on an otherwise-closed table on your behalf and reserve the funds for you.



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DISCOUNT DINING PROGRAMS

Hugo's participates in Promotional events from time to time. Specific details will be released to the staff prior to the introduction of any promotion. As an ongoing contribution to our communities, Hugo's supports our local public radio station KCRW through their Fringe Benefits program that allows their members a discount on their meal. We've been supporting them since the 90's - Details are provided below:

KCRW card

Hugo's offers a 10% discount on Food & Alcohol to valid KCRW Fringe Benefits members. **The discount does not apply to gifts items or retail tea; cannot be used on Holidays, Take-out, Parties larger than four (4) people; and cannot be combined with any other offer.**

ONLY YOU CAN ENFORCE THESE SPECIFIC EXCLUSIONS AT THE TIME THE CARD IS PRESENTED.

You must verify that the guest has an unexpired KCRW card in their possession. We will not take their word for it.

DRESS CODE

Remember to read your employee manual for basic statements about hygiene and our expectations regarding your dress and presentation.

Hugo's feels that dressing professionally leads to acting professionally. The workplace is not the right place for you to make your personal fashion statement. Your individuality will shine through your personality and the service you provide. Please don't spend your time and energy trying to figure out ways around the dress code, but rather spend your time and energy on being a better team member.

Should your Manager feel any part of your work attire is inappropriate (wrinkled, dirty, non-compliant with guidelines) you will be sent home to change. If you have a question about whether an article of clothing meets the dress code guidelines, bring it in for your GM to evaluate in advance of wearing it on a work shift.

Note: Failing to adhere to these dress code guidelines will result in a formal written warning and may lead to suspension and/or termination.

Servers, Drink-makers, Food Runners, Bus Persons & Hosts – AM & PM:

Shoes – Shoes must be clean! All shoes worn while working must be **closed-toed, black, and meet industrial non-slip safety standards**. The employee must provide documentation for the Store to confirm that their shoes meet this standard. A number of retailers such as Payless, Redwings and Sketchers provide several options that are acceptable non-slip safety shoes.

Ties – optional

Hair restraints -

If your hair falls below your chin, you require a head band or hair-pins to keep hair out of face.



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If your hair falls below your shoulders it must be tied back in a neat ponytail, braid or bun.

Additional Notes:

- All attire must be modest, pressed, neat, clean and free of holes, tears, fading and frayed seams.
- All approved color choices should be muted, not loud or garish, for example, no neon or electric blue.
- If you are exposing your armpits, they must be shaved.
- Any exposed tattoos must be free of offensive or violent imagery.
- All female staff members must wear a bra or camisole underneath their shirt/blouse while working. Breasts (cleavage), bras and bra straps should never be exposed.
- All attire (Shirts/Belts/etc.) must be free of large logos or offensive slogans.
- Outer-wear such as jackets and sweaters are not acceptable work attire. In colder weather, wear like-colored layers *underneath* your work shirt.

Servers – AM & PM:

Shirts: Pressed button-down collared shirt (cotton or cotton blend, no flannel) short sleeve or long sleeve in solid-color black. Must be well-fitted and long enough to cover the mid-rift at the front and/or backside when bending down; not oversized or baggy; not overly tight at the bust or waist (buttons should not be pulled taught).

Jeans: Denim black or dark navy blue; straight leg or slim fitted; must have hem; no flares; no holes, rips or tears; no fading; no fraying; no embellishment or bedazzling.

Shorts –AM shifts ONLY. Knee length, in navy blue or black. Denim or cotton/blend.

Aprons –Chefworks “Corvallis” apron – Black/Steel Grey – Half Bistro or (Full) Bistro length. Aprons must be clean, ALWAYS. Employees will be issued one apron upon going “live”. Replacement aprons may be purchased from Hugo’s for \$25 for Half Bistro or \$26 for (Full) Bistro length.

New employees will be provided one temporary black apron until they have ended their Probationary period of employment (typically 90 days). The temporary black apron will be exchanged for the “Corvallis” apron when the new employee leaves probation and goes “live”.

On each anniversary of your employment, you will be issued one (1) complimentary apron to replace faced or worn apron(s). Hugo’s is not responsible for damaged or lost aprons.

Wine Key – You are required to carry a standard wine-key opener while working. You may purchase a wine key from Hugo’s for \$10 each or purchase your own elsewhere.

ID Badge - You are required to carry your Aloha ID-Badge while working. You may purchase a replacement badge from Hugo’s for \$5 each.

*If you show up for your shift without an apron, wine-key and/or ID Badge you must purchase replacement items prior to working your shift. Replacement items purchased may not be returned.



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Drink-makers, Food Runners & Bus Persons – AM & PM:

Shirts: Pressed button-down collared shirt (cotton or cotton blend, no flannel) short sleeve or long sleeve in solid-color black OR a polo shirt in solid black color. Must be well-fitted and long enough to cover the mid-rift at the front and/or backside when bending down; not oversized or baggy; not overly tight at the bust or waist (buttons should not be pulled taught).

Jeans: Black or dark navy blue; straight leg or slim fitted denim; must have hem; no flares; no holes, rips or tears; no fading; no fraying; no embellishment or bedazzling.

Hair restraints: You are allowed to wear a “Hugo’s Restaurant” cap during your shift. Some locations may require this hair restraint while working due to local Health department regulations. Please check with your management.

Aprons: Solid black, waist-tie, long or short. Aprons must be clean, ALWAYS. Employees will be issued one apron upon hire. Replacement aprons may be purchased from Hugo’s for \$10 each.

Host:

Your overall attire look must lean towards professional, less casual. Clothing choices must fall within these guidelines:

Shirts: must be well-fitted and long enough to cover the mid-rift at the front and/or backside when bending down; not oversized or baggy; not overly tight at the bust or waist (buttons should not be pulled taught).

- **Pressed Button-down shirt (cotton or cotton blend, no flannel):** short sleeve or long sleeve
 - o Solid Colors- chambray, blue, light pink, white, black.
 - o Small/Tiny Floral.
 - o Plaid or pinstripe: limit to a 2-color dominant configuration for example a red and black plaid or a blue and white stripe.
- **Button-down or pop-over blouse (cotton or silk blends):** Short or long sleeved. Tasteful designs.

Pants:

- **Tailored slacks** in solid black
- **Jeans:** Black or dark blue; straight leg or slim fitted denim; must have hem; no flares; no holes, rips or tears; no fading; no fraying; no embellishment or bedazzling

Skirts - Knee length or longer, tailored fit in black

Sport coat/tailored jacket – Optional

ID Badge - You are required to carry your Aloha ID-Badge while working. You may purchase a replacement ID Badge from Hugo’s for \$5 each.

These guidelines leave limited room for creativity in what you choose to wear, be responsible.



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EVENTS vs (TABLE) RESERVATIONS

What is an Event vs. a Reservation?

- An Event is any party with a Prefix or Custom Menu option. If a large party calls in, determine if they are interested in a prefix or custom menu.
- An Event is any party over 30 people.

- A Reservation is a party of 30 or less. Reservations of 8 or more require a credit card to hold the table.
- A Reservation is a party in a shared space, ordering off the menu, with no rentals or customizations.

Events are passed to the Catering Coordinator. Reservations are taken in-house.

What information do I gather for a Reservation?

Input the following into Opentable:

- Customer Name
- Phone Number
- Number of Guests
- Date
- Time
- Credit Card

Reservations of 8 or more require a credit card to hold the table. Only managers may take reservations of 8 or more. In the event of a cancellation of less than 3 hours or a no show, the card will be charged for \$100.

If they want a private space, the following minimums apply (evening prices only):

West Hollywood Sun-Thurs \$600, Fri \$700, Sat \$800
SC Non-applicable

A private room reservation needs a signed Event Contract and Credit Card Authorization form to be confirmed. Those forms are located in your Dropbox.

Any reservation of 8 or more needs to be added to the **Trello** board.

What information do I gather for an Event?

- Date and time of call:
- Customer Name:
- Phone Number:
- Customer Email:
- Name of Mgr fielding call:
- Date of Event (confirm the date and day of the week with caller):
- Desired time of Event (start time and end time):
- Number of Guests:

Before saying good-bye:



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Please let the guest know they should receive a call back as quickly as we can. If they want to follow up they can write to events@hugosrestaurant.com or call 323.692.800 ext. 101.

Where do I send it?

Transmit the information using the webform at <http://hugosrestaurant.com/private-dining/>

If an event is less than 72 hours away, call Christina at 310.651.4616

GIFT CARDS

Hugo's offers rechargeable Gift cards (known as E-Cards) in place of paper gift certificates which guests are encouraged to purchase. The RETAIL menu offers the button to sell the gift card to the guest, at any amount. Our business office can also sell gift cards to customers over the phone.

Additionally, the guest can use an E-Card to pay for the meals. This is listed as a "Tender" option on the payment screens of Aloha. **Tips:** The server must leave the check open in order to apply a tip to this transaction. Applying tips to E-Card transactions does not work the same as it would for a Visa transaction, for example.

Selling or Recharging

To sell a new Gift Card or to add money to an existing Gift Card, you will use the following steps:

1. Select the new card from your inventory and complete the hard-copy worksheet provided with the cards to document the sale and identify the purchaser. If you are recharging a card, skip this step.
2. From the POS, select the RETAIL/GC Menu (the very last menu option) and find the item labeled "E-Gift Cards". Select that item (button).
3. Enter the number of cards being programmed. You can program multiple cards at one time IF they are for the same dollar amount.
4. Enter the amount of money you are adding to the card.
5. You are prompted to swipe the card to add the (new) balance to that magnetic stripe.
6. The card is now active, but it must be paid for. It has been added to the active "Tab" or to an existing table. Select the CLOSE button in the bottom-left corner of the screen to choose your payment option, just as you would for any normal customer transaction.
7. If there is problem with the payment, simply VOID the transaction and the "E-Gift Card" item/balance will be erased from the computer. The card in hand will now have a zero balance (or it's previous balance).
8. When the payment is received, give the customer their new Gift Card and welcome them to Hugo's. The card will work immediately at the location that they purchased it in, and sixty (60) minutes later at any other Hugo's Restaurant location.

Check a Balance

In order to determine the remaining prepaid amount on a Gift Card, select the "CHECK E-CARD BALANCE" button from your table map. Swipe the card you want to check. A printed receipt will be generated. The "Transaction Processing" screen hangs there, just touch the screen to make it go away.



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The house will not reimburse any server who was given a tip by a customer in excess of their Gift Card balance that cannot be processed or received because the customer has left the building. The server and the customer should be aware of the balance remaining on any Gift Card during the settlement process. If a customer assigns a tip amount that they do not have on the e-card, Hugo's Restaurant will not be responsible for the error.

Redeem on a Guest Check /Apply Tip

Using a Gift Card to pay for a transaction balance is as easy as applying Cash or Credit to a tab/check – the E-CARD tender button appears on the same screen as the Cash/Credit options.

1. Click the “E-CARD” tender button.
2. Input the amount being applied to the E-Card (You can only redeem the amount of the check). . If the customer is unclear of the balance, run the “CHECK E-CARD BALANCE” and provide them their receipt so that they are aware of what their E-Card limit is.
3. Print the guest check twice manually. It prints up like a credit card voucher, with a line for the Tip, but it doesn't print out automatically like it would for a normal credit card. Mark one for “GUEST” and one for “SERVER”. Also, you will notice that the slip contains a line stating the REMAINING BALANCE on the card. Circle this balance for the customer so that they are aware of what is left on the card (if anything) for a gratuity. More on the gratuity below:
4. **DO NOT HIT THE CLOSE BUTTON** after applying the E-Card. You can add tips to an E-Card transaction, but **not** from the “Adjust Tips” area where you add Visa tips, at the end of your shift. It must be added to the transaction BEFORE you close the ticket. On the “Close” screen for the ticket you will notice an “ADJUST GC TIP” button. When you receive the check jacket from the table, you will then enter the gratuity added – and then hit “CLOSE” to return the table to service for another customer. This is an importance difference to remember – add your tip before closing the table for an E-Gift Card transaction.
5. Turn in your SIGNED Gift Card vouchers with your house account vouchers, sorted at the top of your pile during the shift checkout.
6. Aloha will not allow more to be applied than is actually on the card. But you can use E-Card and Cash, or E-Card and Credit, or any combination of tenders, to resolve a customer check. If you apply more to an E-Card than actually remains, Aloha will automatically apply the full remaining card balance and leave the remaining (table) balance to be resolved with cash or a credit card. The check remains open until the full balance (food, beverage & tip) is resolved.

Manually Process A Card

Why Go Manual? **E-Cards will demagnetize** when they are exposed to sun, magnets, a washer/dryer, or a variety of other ‘ills’. This will prevent normal processing of that card. **If the internet stops working**, but the Aloha system is still up, the E-Card Platform won't work normally since each card uses the internet (only) to authorize itself. **The E-Card Platform periodically stops working**, even though Aloha and the internet are functioning normally in the stores.



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FIRST:

Call the Business Office and speak to a representative who can check the card balance. They may also be add or subtract value from a card for you at that time. ***If the office is closed ...***

Call 800-79-ALOHA (792-5642), option 2 then option 1, to speak to a rep in order to have them get the functionality of the card program back up ASAP.

THEN:

If neither phone call can establish the balance on the card for you, politely inform the customer that our gift card platform is temporarily disabled and ask what balance they had on the card. Take their word for it – have your manager apply a comp for that specific dollar amount – and **print out two copies of the guest check**, one for the guest and one for the Business Office.

Write the FULL CARD NUMBER on the copy for the business office, note that you had the comp applied while the card platform was broken, and pull this to the top of your checkout pile at the end of the day. The managers should also alert the business office at the end of the shift to the number of transactions that were manually processed in this manner.

GIFT CERTIFICATES

Paper Gift certificates will appear from time to time. These are issued either through Charities or in an attempt to address a guest complaint.

Most paper gift certificates will have a verbal statement about what they are worth, like ‘Meal For Two’, which are used typically for Silent Auctions at charitable events.

A “MEAL” for the purposes of a Paper Gift Certificate is defined as:

An Appetizer

An Entrée

A Dessert

A Non-Alcoholic Beverage (Coffee, Tea, Soft Drink)

This does **not** include: Alcoholic Drinks or Gratuity

The Paper Gift Certificates can also define a particular Meal Period or Location that the certificate is eligible for – we will **not** make alterations to those definitions (i.e. accept a “Dinner For..” certificate during a Lunch shift).

Further, these certificates also include an expiration date. We will **not** honor these gift certificates once the certificate has expired. If a guest wants their expired gift certificate to be replaced, they must talk to the Business office. The stores can make no exceptions to the expiration dates.

Any Paper Gift certificate redeemed must be turned in at the end of the shift attached to a copy of the guest check, pulled to the front of each Waiter’s checkout package, for the Business Office to swiftly locate.



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If the Gift certificate defines a specific dollar amount, then you will redeem it for that amount. If the guest doesn't use the full value of the certificate, **no change is given**. Instead, attach a duplicate copy of the guest check to the gift certificate, sign it with your name, and indicate the balance remaining **in your own handwriting**. This will help the next Manager or Server who redeems this unused balance to clearly know the available balance.

LOST & FOUND

Any/all items found within the restaurant that appears to have been left behind by a guest or employee **must be turned in to the FOH Manager on duty** without exception. Managers receiving such items will place them in the designated lost & found or safe. Items that appear to be of extreme value: Iphone, camera equipment, wallet, and such should be posted on the store bulletin board so all Managers are aware of their existence.

The Floor Manager should field all lost & found inquiries.

When a guest calls looking for an item they fear they have lost, the call should be immediately passed on to the Floor Manager. The manager on duty should check the Lost & Found. If you find an item that *resembles* what they are looking for, let them know you have an item "that *resembles* the description given" or "We *may* have the item in question but *you* would need to verify that it is in fact the item you are looking for"

Refrain from stating that we *have* your item except in the following instances:

- Credit card with Name on it; inform guest they will need a photo ID upon retrieval.
- Cell phone that they have called and is ringing and can be verified that it is the one they are looking for.

Remember:

Just because they lost an Iphone doesn't make this *their* Iphone.

Just because they lost a blue scarf doesn't make this *their* blue scarf.

Just because they lost their Gucci glasses doesn't make these *their* Gucci glasses.

Any item awaiting guest identification must be labeled with the guest name and guest phone number (alternate phone number if it is a cell phone) **along with the name of the manager fielding the call and the date the call was received.**

Explain to the guest that *they must claim the item* in person within 48 hours (or as soon as reasonably possible) or it may be donated to charity. We will not hold items for extended periods of time and there is nothing to prevent an item from being claimed by another guest.

MUSIC & LIGHTS

The stereo system is for background music only and should be in use at all times when we are open for business. Additionally, Hugo's has decided on the music playlist that we want played and you are not invited



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to make your own choices. No employee should be operating the sound system on behalf of the store except a Floor Manager.

The sound & lighting levels are preset for your location by agreement between the GM and the Owners, and you are absolutely not allowed to change this *unless* an unusual circumstance presents itself. Immediately return the sound system to the established volume as soon as possible. Don't invent unusual circumstances.

OUTSIDE FOOD or BEVERAGE

We have a strict “No Outside Food or Beverage” policy

Exceptions:

- Baby food, cereal, etc., for children not yet old enough to eat from our menu
- Medical food/supplements prescribed by a doctor that is in a clearly labeled sealed container.
- Plain (non-flavored/non colored) flat or sparkling bottled water
- Aluminum *water* bottles will also be permitted as stated above.
- Thermos's are not permitted and fall into our no outside food & beverage policy as stated above.

Guests wanting to bring in outside coffee, tea or colored waters have one option: to put it in a Hugo's paper hot cup with lid. Please keep the cups and lids at front desk and dispose of outside containers before the guest is sat at a table. This compromise is offered to minimize confrontations that often get unpleasant. The guest should be asked to respect the policy in the future. It's clearly stated on our front door and has been in place for decades.

If there is a question about why the Evian water is permissible and Vitamin Water/Starbucks is not: Plain water we serve for free to help maintain our guest's hydration & health. Bringing in your own water supports your hydration & health, water conservation and the environment, so we make this exception.

Please respect our policy: *It is not arbitrary or personal.* We appreciate your understanding.

RESERVATION POLICY

No reservations on Saturdays or Sundays brunch from 8am to 4pm (Weho), 8am-5pm (SC)

During these hours we only seat on a first come first served basis.

No reservations on Holiday Days (Valentine's Day excepted).

- New Year's Day
- MLK Jr. Day
- Washington's Birthday
- Memorial Day
- Independence Day
- Labor Day



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- Columbus Day
- Veterans Day
- Thanksgiving Day (Closed)
- The Friday following Thanksgiving
- Christmas Eve
- Christmas Day (Closed)

Managing Opentable Reservations:

- Check Opentable at the start of your shift and throughout to plan for and maintain reservation volume
- Practice marking all seated tables and release tables as guests vacate them
- Be sure to mark all cancellations and no-shows
- For parties of 8 or more, take a credit card number. At the bottom of the reservation is a button for Add Credit Card, input the information. The customer will be charged a \$100 cancellation fee if they do not show.

When taking reservations over the phone:

- No reservations are taken after 9:00pm to preserve the length of the guest experience.
- Phone reservations will only be taken if they are made an hour or more in advance of reservation time
- Reservations are held for 10 minutes past reservation time at which point the table may be given away
- We will only take 4 reservations within an hour, preferably 2 in the first half hour and 2 in the second.*
- Floor managers need to take reservations of 8 or more.
- If there is a reservation for a party of seven or more, be sure to space the next reservation 45 minutes after the large party. (This assists us in limiting the number of empty tables we are forced to hold)
- **Studio City:** Reservations taken on Friday, Saturday & Sunday nights after 6pm are limited to 2 reservations per hour for parties of 4 or less due to high walk-in volume at that time.
- **Exceptions may be made to all of the above, due to slow traffic, at Floor Manager's discretion.**

*When you reach the reservation limit, communicate the following:

"We take a *limited* number of reservations for any given hour so that we can accommodate walk-in business, unfortunately we are booked for the time you have requested. We could accommodate your party at ...(an hour that is available) or please come in a little before... (the original time they had requested) and hopefully the wait will not be too long."

-Never tell the guest we do not take more than 4 (or 2) reservations per hour.

*When a guest wants to make a reservation for a party larger than you can accommodate, communicate the following:

"We take a *limited* number of reservations for any given hour so that we can accommodate walk-in business and we are booked for the time you have requested. We could accommodate your party at ...(another hour that is generally empty like 4pm). You are always welcome to come in at that hour but there will likely be a wait as we tend to be busy at that time and the size of your party will require us to



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wait for several tables in the same vicinity to vacate before we are able seat you.”

Reservations for Large Parties, Private Room Space or Events: West Hollywood

All such inquiries must be handled by the Manager on Duty. Use page one of the *Event Inquiry Guide* to gather pertinent information.

Non-Private Room Reservation:

Larger parties may be accommodated in main dining areas. *Event start and end times will be strictly enforced.*

- Reservation holds:

Parties of 8-20 requires a credit card authorization form to hold the table; may be subject to a \$100 cancellation fee

Private Room Reservation Minimums:

The Private room minimum means the client has exclusive use of a private space for approximately 2 hours; we will bring in extra staff as needed. Requires a credit card authorization form and Event Contract to hold the room; may be subject to a \$250 cancellation fee or loss of deposit; may not include tax or gratuity. *Event start and end times will be strictly enforced.*

West Hollywood: Back-Room holds up to 30 guests

- Mon, Tues, Wed, Thurs \$600
- Sun & Fri \$700
- Sat \$800

For more details on fielding Event inquiries refer to the complete *Event Inquiry Guide*.

SPLITS

All “splits” are for dine-in customers only; we do not split to-go orders.

Large Entrée salads and pasta entrees & breakfast pastas (excluding mac & cheese) will have a “split” button. Large House, Caesar and Gorgonzola salads do not have split buttons, defer to ordering two small salads instead.

Sandwiches/Burgers will have a “cut in half” button and an extra plate can be brought to the table, since we want to avoid splitting side dishes that accompany sandwiches

All other items will *not* have split buttons and would only provide an Extra Plate would be:

- Specials
- Items served in casseroles
- Appetizers
- Sides dishes
- Small salads
- Soup; default to cup
- Create-A-Plate, Bowl, Pasta; default to side orders
- Full order pancakes, fruit & yogurt and cereals



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- Breakfast egg dishes
- Entrees

TABLE TRANSFERS

As part of our effort to ensure that each Team Member gets their meal break in the most efficient manner possible, it will be necessary for server staff to engage in the practice of table transfers.

Server to Server transfer of tables is not permissible. The only exception is when the Server is going on break or being cut from the floor, and the Manager is not physically present or available to assist. In these cases, one or both Servers should inform the Manager that a Server to Server transfer took place, and why.

All table transfers or seat transfers would be facilitated through the Manager. Changing a headcount or merging tables together, for example, are facilitated through the Manager. Server to Server transfers in any instance, other than a break scenario outlined above, are strictly prohibited.

Breaks will be scheduled at a specific time during your shift with a designated start and stop time. You will need to be prepared to walk away from your station at your scheduled break start time and hand off all of your tables to the Server who will be taking over your station. At the completion of your break, you will be walking into a new (and different) station and will be taking over for the next server who will go on break (be cut). Thus you will be handed their working tables at that time.

In preparation for your break:

- Be prepared to order food through manager in advance of your break time if you plan to eat.
- Best accomplished by writing out your order on an order slip and giving it to the manager 10-15 minutes in advance of your break time
- Note your break time starts and ends at the scheduled time regardless of whether your food is ready.
- Continue to take tables, giving attentive service until your break time, do not stop taking tables or caring for guests in advance of break.
- Floor Manager will provide you with a list outlining your table transfers, review list with your manager.
- Transfer all working tables (guests are still eating, plates have not been cleared) to the server receiving your station.
- Transfer all finished tables (guests have finished eating, plates have been pre-bussed, and check has been dropped) to manager who will hold your check and hold or wrap your tip as needed.

In preparation for being cut from the floor:

- Continue to take tables, giving attentive service until you are cut from the floor, do not stop taking tables or caring for guests in advance of being cut.
- Floor Manager will provide you with a list outlining your table transfers, review list with your manager.
- Transfer all working tables (guests are still eating, plates have not been cleared) to the server/s receiving your station.



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- Transfer all finished tables (guests have finished eating, plates have been pre-bussed, check has been dropped) to manager who will hold/close your check and wrap your tip as needed.

TIP OUT POLICY

Servers contribute a percentage of their daily sales to a tip pool that is shared by the Support Staff, defined as the Busboys, Runners, Hosts, and Drink Maker. Tips collected by the Front Desk or through To-Go transactions are added to this tip pool. Sales shifts are divided between AM and PM; Shift-End reports assembled by Floor Managers define the end of each sales period for the staff. The hours worked by each Support staff member for the AM or PM period are calculated separately.

Sales Shifts with

2 - 5 SUPPORT STAFF

means the SERVER TIP OUT will be 7% of Sales

6 or more SUPPORT STAFF

means the SERVER TIP OUT will be 7.5% of Sales

The tip pool will be distributed to the Support staff by Management the following calendar day.

The tips will be distributed according to the number of hours worked by each Support employee, weighted for the skills required and the base hourly rate paid for that position. All tips collected for the Tip pool are paid, in full, to the Support staff only. Managers or BOH employees do not participate in this pool.

Hosts working weekend-day shifts will receive the Manager Employee Meal benefit.

WHEN ABSENCES OCCUR

WHEN YOU FIND YOURSELF WORKING WITH ONLY TWO OR THREE SUPPORT STAFF either because it's scheduled that way or an absence has occurred, the employee performing or sharing specific duties for a higher-weighted job-type should be treated with this higher-weight when the distributions are made.

Example: You expect four but the Runner or Busser doesn't show up; the Host will end up bussing and running far more than Teamwork typically requires. Treat the Host as a Runner or Busser in the Pool. If a Drinkmaker doesn't show up, the employee performing those functions would be treated as the Drinkmaker, unless the Manager is filling in. The Manager(s) or BOH employees can never participate in the Tip Pool.



OPERATIONS MANUAL

MANAGEMENT STAFF

ALOHA (P.O.S.) Authorizations & Maintenance

This section provides basic support information to maintain the Point of Sales system (Aloha) during periods of disruption. If you are experiencing trouble that is not covered here and you cannot resolve the situation on your own:

First call: Bill Kohne (323) 445-7470

Or next, call: SDCR Help Desk (800) 683-2778 ext 2

CREDIT CARDS ARE AUTHORIZING SLOWLY OR NOT AT ALL

This assumes you are able to use the FOH terminals to process orders. If there is an Internet problem, Aloha should automatically switch to Telephone Modem authorization. In some cases, the modem backup fails and the terminals will be unable to authorize any credit card transaction.

If you are getting dialing errors, check to be sure that the modem is turned on and that the telephone line is connected to a working jack. This would prevent the modem backup from working.

If the FOH terminals don't work as well, you cannot place new orders, then the problem could be with the Aloha Server in the office and it will need to be restarted (from the Windows Start Menu).

TAKE CARE OF THE CUSTOMER FIRST

If you can't authorize credit cards **at all**, break out the manual credit card processing kit. Instruct the host and the server that you are aware of the problem and are working toward a solution. The entire process of looking into the problem and creating a back-up solution may take as little as five minutes. Use the manual slips when it is necessary. Any credit card previously authorized is not lost and will be transmitted when the internet (or dial up) is restored

ISOLATE THE PROBLEM

Test the internet connection from the Aloha Server by opening a browser window.

If you CAN'T get an internet signal, you should try and reset the Internet modem and the wireless router (Airport Extreme).

Pull out the power cord from the Router and unplug the modem.

Count to 10 slowly.

Plug in the modem, then the Router second.

Watch the lights. It will take a few moments for the modem and router to initialize itself and begin talking to one another. No more than 60 seconds usually.



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This should restore the internet signal to the BOH server. Credit cards should begin processing without the modem shortly.

If this hasn't restored the internet signal to the BOH server (try it again), and you cannot get an internet browser window successfully opened on the Aloha server, there is a problem with the Internet signal coming into your building. Contact the business office.

If you CAN get an internet signal but you still are authorizing with the modem backup, it requires contact the Help Desk at SDCR.

HOW WILL YOU KNOW THAT THIS PROBLEM IS OCCURRING?

Your computer will begin to authorize credit cards the slow way, via modem. The Aloha Server still has an internal signal and you are able to access web pages and other internet resources. Despite this, the store is still processing credit cards via the Modem backup. DSL is not the issue.

HOW DO I RESOLVE IT?

The situation requires you to contact SDCR Help Desk. You are a "Connected Payments" client and they are best suited to provide technical assistance.

CAN'T START THE CONFIGURATION CENTER SOFTWARE

You may experience a strange dilemma from time to time. You've tried to start either the ALOHA (CFC) program. You've double clicked and double clicked, but the program won't start. Or the computer says "Program is already running".

This is a WINDOWS problem. The program(s) are in fact 'running', as a 'process' in the Windows Task Manager. You have to terminate the background process in order to get the program working again. The FOH terminals should not be affected by this. To fix this Windows problem:

1. Hold down the CTRL, ALT, and DEL keys simultaneously. You don't need to hold them down for a long time. But all three keys have to make 'contact' at the same time.
2. Select "Task Manager" from the list of options.
3. The "Windows Task Manager" window will appear.
4. The "Processes" tab should have already been selected. If not, click the tab "Processes" to change the display.
5. "Processes" lists every single program or function that is currently running on the computer.
6. **TO FIX THE CONFIGURATION CENTER PROGRAM:**
 - a. Scroll down the list looking for a process called "Aloha Configuration Center".
 - b. Click on it to highlight it.
 - c. Click the button at the bottom labeled "End Process".
 - d. Windows will give you a warning about terminating a process, and ask for confirmation. Click "Yes" to confirm.
 - e. Scroll through the list and "End Process" for every instance of "Aloha Configuration Center". There can be many, depending on how many times you tried to start the program without success.



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- f. When the list is free of all instances, close the Task Manager window and try to start the program normally again.
- g. If it does not start, check the Task Manager again to be sure that you didn't miss one. If the list is clear and you *still* can't start the program, call the Business office for support.

BADGE – Creating or Replacing

Badges are required for any employee who has access to Table Service on our POS. This ID will tag each transaction made under it's ID and protect the servers bank. Employees found to be sharing magnetic cards will be terminated. The process for programming a **new** badge or replacing an old badge is as follows:

1. **You need the Employee's three or four digit code from the employee.** It can also be obtained through the Employee, the GM or the Business office.
2. Get a blank badge from the Safe, and label it for the new Employee.
3. The rest of the process is done at the FOH terminals.
4. Swipe **your** Manager badge and proceed to **FUNCTIONS>EMPLOYEE**.
5. Touch **CLEAR PASSWORD**.
6. Select the new Employee from the list, and touch **OK** to confirm that you are clearing that password.
7. Touch **EXIT** until the terminal returns to the numeric Log In (or Swipe) screen.
8. Enter the new Employee's three digit code and press **OK**.
9. The terminal should ask you to *Enter the New Password*.
10. Swipe the new Employee's badge.
11. The terminal should ask you to *Re-Enter the New Password*.
12. Swipe the new Employee's badge a second time.
13. The terminal should then display the new Employee's name with the job codes that he/she can clock in for. Most new Employees only have the "Training" Job Code available, until they have completed their training.
14. If the employee is to use his/her badge at both locations, the Manager on duty at the second location will have to start at step 4 when the employee arrives, to program the badge for use in the second location.

IF YOU HAVE ANY QUESTIONS, DO NOT LEAVE IT FOR SOMEONE ELSE TO SOLVE. ASK ANOTHER MANAGER OR CALL THE BUSINESS OFFICE. THE PROCESS IS EXACTLY THE SAME TO REPLACE A WORN OUT BADGE.



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CASH DRAWER ASSIGNMENT

In order to access a Cash Drawer on a Host card, you have to 'assign' the card to a cash drawer before it will be eligible for use. This must be done *every* day as a Host.

To assign a cash drawer:

1. Touch FUNCTIONS.
2. Touch FINANCIALS.
3. Touch CASH DRAWERS.
4. Touch the Host's name in the window panel on the left to highlight.
5. Touch the empty window pane on the right. The host should now appear in this window pane
6. Touch DONE.
7. The Host badge is now assigned to the cash drawer!

CASH DRAWER SHORTAGES

Note all shift drawer shortages or Change Safe shortages under/over \$3 in the daily log book.

Email specifics of the shift drawer shortage to the GM

- Include names of manager and Host present and attached to the cash drawer during the shift
- Include issues that may have contributed to the shortage

Safe shortages (not balanced out by chits documenting server pay-outs) should never happen. Multiple cash drawer shortages may be cause for counseling or termination.

CATERING GUIDELINES

ABOUT OUR PORTIONS

- In the restaurant, our plated servings equal 16-24 oz. (2 – 3 cups) of food, which is your main dish plus all the sides and sauces.
- Our Half-Pan is approximately 10" x 12" and holds 120 ounces of food. Our Full-Pan is approximately 13" x 21" and holds 346 ounces of food. Our Bowl holds 160 ounces of food.
- A quart of sides would offer approximately 4-6 restaurant-sized Side portions, depending on item.
- When customer wants to "Add Protein" it is not necessarily the same portion as a "Whole" order.
- The more selections you have for your event, the more you have to increase the overall volume of food ordered, so you don't run out of food. We find it better to limit the number of selections to a few choices for your guests, with larger quantities of each choice. It's more likely that the limited choices are depleted somewhat evenly, rather than running out of what is 'popular' to be left with selections that proved less popular.

QUESTIONS TO ASK TO HELP DECIDE HOW MUCH TO ORDER

- Identify what kind of event they're having. A sit-down dinner will require more food per person



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compared to an open house buffet, for instance.

- How many people are you expecting? Are there any special dietary concerns for your guests?
- Are you having anything besides what you're ordering from Hugo's?

TAKING THE ORDER

- Use hard-copy Catering order sheet. All allowable substitutions and subtractions are listed for each item. We do not alter the food in any manner not provided on the order form.
- Write down any food allergies or special circumstances the kitchen needs to consider.
- **Read back the order including their personal data to confirm it's correct.** Do they want utensils?
- Get an approval signature from the Kitchen Manager on duty. Point out hand-written instructions.
- Make a copy of the order sheet with the Kitchen Manager's signature. Give the copy to the Kitchen manager. Keep the original order at the Front Desk. **Both the kitchen and the Front Desk must keep track of what is being prepared and picked up for each business day.**

SETTING UP A DELIVERY

- Login to Doordash Drive:
 - o www.doordash.com/drive
 - o Login using your store's unique login and password
 - o Ensure pick up address is correct store location
- Enter Customer Address and any special delivery instructions
- Enter Customer's First and Last name
- Enter Customer's Phone Number
- Fill out Delivery Information
 - o Subtotal is the amount minus the delivery fee before tax
 - o Item Count is how many items
 - o Delivery cost that you quote to the customer is \$20 for totals of \$100-\$200, \$40 for \$201-\$800. **Any order of \$800 or more, pass on to the Catering Coordinator.**
 - o Fill in delivery date, and the dropoff time is 10 minutes prior to when the customer asks to receive their food.
 - o The Doordash Drive arrival time will then appear underneath. Fill that time onto the Order Sheet so the kitchen knows when to have the food ready.
 - o Click the Payment Withholding button
 - o Click Schedule Delivery
- Fill out Credit Card Authorization Form with customer's card to pay for order
 - o Write the name and date of the catering order at the top right.
 - o Place the completed Credit Card Authorization Form in the safe.
 - o On the Order Sheet, under PAID? **Write NO, Credit Card Sheet in Safe**
- Enter Catering Order on Trello
 - o Under Upcoming Catering Orders, click Add Card
 - o Date/CATER/Name
 - o Enter order details under description
- Add to Opentable
 - o Create a reservation for the pick up time and date
- To Edit a Delivery, login to Doordash Drive.
 - o Go to Active Orders
 - o Select the one you need, you can edit the time, address, amount.



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- You may not edit the delivery within 2 hours of the dropoff time.

ORDER TURNAROUND/PICK UP TIME

- We recommend placing your order at least 24 hours in advance, some items require more advance notice than others. We will do our best to accommodate same-day orders whenever possible.

CHARGING THE CUSTOMER

- **Order will be rung (paid for) when the customer or delivery driver picks up the order.**
- Catering items are found under the Retail button.
- It is not necessary to enter modifiers except when they add an additional charge to the item (i.e. adding chicken to a salad or substituting gluten free penne in the pasta.)
- Please ask the customer if they need serving utensils, plates, and cutlery included. There are buttons on ALOHA to charge them.
- We offer delivery for orders of \$100 or more off our catering menu. We deliver throughout Los Angeles. For orders between \$100 - \$199, the fee is \$20. From \$200-\$1000, the fee is \$40. Delivery options for larger orders are available through our catering staff at catering@hugosrestaurant.com.
- After payment is accepted make certain that you provide an itemized receipt from Aloha.

CANCELLING OR CHANGING ORDER

- We require "12 hour notice in order to cancel or change an order". *If the order has not been made*, it may be possible to make an adjustment. Your Manager and Kitchen manager will make this determination together.
- **If an order has already been made and not cancelled or changed within the 12 hour window, the customer will be charged for it.**
- **Increasing any order requires Kitchen Manager approval.** If a Kitchen Manager is not available in time to give this approval before pick up, we cannot increase the order.

CUSTOMERS WHO FORGET TO PICK UP

- We expect the Managers on duty to make every effort to contact a customer who is late for their order, several times if necessary.
- **We will not release an order one day after pickup - orders are intended for same-day consumption.**
- **We will not remake an order** – any 'remake' is an additional order that must be paid for in addition to the original.
- **Forward their paperwork to the Business office in the shift paperwork so the location can get credit for the loss of any food *made*. Note clearly that this wasn't picked up so it is not confused as a completed order.**

CUSTOMER ORDERS TO PASS ON TO CATERING COORDINATOR

- Any client that is asking for special items from the secret Catering menu options available.
- Any client who wants full service catering (on or off site), rentals, or rooms.
- Any person that needs help with putting together a menu for (a larger) group that is requiring too much telephone interaction from the Store.
- Any client that wants delivery for an order over \$800 or during a time we are not open.



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RECEIVING ORDERS FROM THE CATERING COORDINATOR

- The order will be filled out on a Catering Order Sheet and faxed over to the location.
- The order will be entered onto the Trello board.
- Any order of over \$1000 will also receive a phone call (and a meeting if necessary).
- **If the order is less than 48 hours away**, the MOD and BOH manager on duty will receive a phone call to check if the order is possible and to alert the staff an order is coming from the office.
- **If the order has specialty items**, the General Manager and Kitchen Manager will receive a phone call.
- Additionally, a meeting may be set up to review the order and any questions.
- On Opentable, the iPad will have an alert that there is a Catering Order with the time of pickup for that day. If you see an order on the iPad but don't have a physical copy of the Order sheet (in your catering pipeline), please call 323-692-0800 ext. 101 to ask about it. If it is not business hours or the weekend, call 310-651-4616.
- **All orders from the Catering Coordinator are prepaid (are already paid for)**. The Kitchens will be preparing the food from a faxed copy of the order form, listing mods and special requests. The Front Desk will also receive a fax of the invoice receipt (prepaid on the Square platform) – please ring these orders into ALOHA as a *NO MAKE* and close the check to House Account 790. These tickets sometime include charges for Paper Goods, Delivery Fees, and Tips from the customer that you need to get on the Aloha guest check as well.

COMPLAINTS

You are required to document the guest complaints that occur during your shift that can't be resolved at the table with the guest in the moment.

The front desk should have a discrete stock of "Guest Complaint" forms so that you can document any incident that occurred *whether or not you think the guest intends to contact the restaurant to formally complain*. Completed complaint forms should be forwarded to your GM.

Let the guest know that our website allows them to write comments or complaints directly to the administrative offices of Hugo's Restaurant and our representatives respond to every complaint received. Or provide them with your name and the store business card and invite them to call the GM during his or her business hours. The store business card includes an email address where the guest can write directly to the Owners. Or they can be directed to www.hugosrestaurant.com.

If that fails to satisfy the guest, the telephone number for our administrative offices is (323) 692-0800. **Never provide anyone except a fellow employee, at any time, the personal phone numbers for the Officers, General Manager, fellow Managers, or any other employee of Hugo's Restaurants.**



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COMPUTER CRASH (Instructions for Going Manual)

TOOLS

- 4 calculators & batteries
- credit card swiper, credit slips, credit slip instructions
- 4-part paper guest checks (6 bundles of 30 checks), check chits

Managers:

- Each server will be assigned a set of guest checks which are grouped in consecutive, numerical order AND a check chit.
- Document the numerical sequence of check set (start to end and total number of assigned checks) for each server on the chit.
- Each server is accountable for returning ALL checks originally assigned to them, count them and sign off on chit.
- Missing checks is grounds for dismissal.

Servers:

On your guest check complete ALL information:

- **Server name**
- **Table #**
- **# of guests**
- **Date**
- **Time** check is being opened (upper right corner)

WRITE NEAT AND LEGIBLY (remember the kitchen staff and runners need to understand what you are ordering!)

- Use Seat Positions
- Write in prices, including all additions!
- Calculate sub total and write it in
- Calculate tax at 9% and write it in
- Add the sub-total and the tax to get the TOTAL and write it in
- Fill out the guest receipt line at the bottom of your check with Date & Amount total

When ordering food:

- **WRITE NEAT AND LEGIBLY** (remember the kitchen staff and runners need to understand what you are ordering!), see sample
- Write in prices, including all additions so the kitchen knows what is being charged for. This will help to avoid complicated questions that will slow things down.

When ordering drinks:

- **WRITE NEAT AND LEGIBLY**
- write initial drink order on guest check
- write a duplicate order on a white pad, listing server name, time and table #
- hand duplicate order in to drink-maker
- stab paper once drinks are taken to table



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If a table orders so many items that two checks are required:

- Make sure you use consecutive checks
- Get your manager's approval before putting check in the kitchen.
- Inform runner that the table is on two separate checks

Manual credit slips:

- When given a credit card for payment, ask for photo ID (DL/passport), write ID # across bottom of slip
- Ask for a phone number, write across bottom of slip following ID#
- Take credit card and make an imprint of the card on the slip using swipe machine
- Check that card #, name and expiration date are legible
- Write in type of card being swiped (Visa, MC, Am Ex) and CRV (3 digit security code on back of card)
- Fill out "description" of sale as HUGO'S followed by -
 - o corresponding guest check #
 - o server name
 - o table #
 - o and time check was opened.
- Fill out sub-total & tax , leave tip & total blank for guest blank
- Return the card to guest
- Make sure you get the customer's signature, ask them to sign it for you and wait for it.
- Give them the customer copy of the credit receipt
- Keep the top/original merchant copy and attach it to the hard copy of the guest check.

At the end of your shift, if you are still manual:

- Total your "sub-total" sales (before tax) list amount on your chit
- Total all "**Total**" sales with tax included note on chit
- Total all **credit sales (with tax and tip included)** note on chit
- Subtract credit sales (with tax and tip) from "Total" sales and give that amount in cash to your manager
- Total your customer count, list the amount on your chit
- Turn in all checks (used & unused) and credit slips to your manager
- Manager will double check "**Total**" sales figure and **credit sales** figures before server checks out and will sign-off on chit.

At the end of your shift if you are back on line:

- all manual orders taken must be entered into the computer as "no make"
 - o be sure to include all special instructions
 - o include all adds and subs
 - o print copy of check receipt including payment method (cash or credit)
- attach a copy of the computer printed receipt to the hard copy of the manual guest check
- If the check was paid by credit, manually type in the credit card number and expiration date, process as normal
 - o Remember to add your tip
 - o Attach manual credit slip to computer processed slip so we have documentation of signature



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- once all manual checks are entered into the computer you may run your check-out as normal
- Hand in all used manual guest checks with your check-out as well as your unused checks with chit.

COUNSELING PROCESS

Purpose:

Counseling is the greatest tool a manager has at their disposal. It should always be approached as a positive exchange with both the employee's success and Hugo's success as the ultimate goal.

Counseling enables us to take the time to highlight an employee's positive performance attributes while encouraging and supporting more of the positive practices. It also provides an opportunity to bring to light areas of an employee's performance that need to be improved upon. In the latter instance the manager must be very specific about what performance areas need attention along with specific steps the employee can take to improve upon their skills.

Types of counseling:

All counseling is to be documented on the appropriate counseling form to signify a conversation has taken place and so all of management can be made aware.

- **Verbal counseling** documented on form
 - o Manager highlights an issue (positive or negative) for the first time with the employee. An employee signature is not required.
 - o Manager highlights an issue (positive or negative) for the second time with the employee. This conversation requires the employee's signature. A negative counseling may result in a probationary period for the employee.
- **Written counseling** documented on form
 - o Manager highlights a negative issue for the second or third time with the employee. This second/third conversation requires the employee's signature. This counseling may result in a probationary period and/or immediate suspension of the employee.
 - o Manager highlights an egregious action carried out by the employee. This conversation requires the employee's signature. This counseling may result in a probationary period and/or immediate suspension of the employee.

Follow-up:

- All shift counseling (verbal and/or written) shall be noted in the daily-log report.
- All completed counseling forms shall be given to the GM; they will be forwarded to the Business Office for the employee file.
- Previous months counseling events should be added to the monthly Manager's Meeting agenda for progress review.



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CREDIT CARD AUTHORIZATIONS (Manual)

There are occasions when receiving a manual authorization or speaking directly with the credit card processor is necessary. When using the crash kit or going manual, it is not always practical to authorize every transaction for every table in real time. **However, there are a few examples when you may want to pick up the phone to check a card – such as:**

- A customer insists that the card is valid and perhaps the stripe is old or worn out.
- A prepaid gift card is presented and cannot be authorized by Aloha (some gift card platforms sold as gifts create a denial when in fact there may be a valid balance).

Authorizations are presented by computer or can offer you the ability to speak to a human representative to clarify denials or issues you are presented with.

WORLD PAY Voice Authorization (888) 999-8546

Location	Merchant	Terminal ID
Hugo's West Hollywood	542929805421872	LK109303
Hugo's Studio City	542929805421914	LK109317

CREDIT CARD NUMBER RETRIEVAL

A waiter has deleted the credit card associated with a ticket and can't locate the card number to close the transaction.

If the customer is gone, you will need some information to begin:

- The copy of the guest check listing the table number and amount.
- The approximate time the card was authorized.
- The server who created this situation.

With the information above, you will do the rest of the work at the BOH server terminal.

1. Start the Aloha Configuration Center program.
2. From the "Reports" menu, select "Aloha Point-Of-Sale", then select "Audits".
3. Select "Today".
4. In the "From" and "To" fields, enter a time range that represents approximately when you think the transaction was authorized. Don't make the range so tight that you are only looking at a few minutes, but not so wide as to have pages or more of detail to look at.
5. Click the "Noncash Payments" box from the "Payments" box on the screen.
6. Select the server who deleted the payment at the far right.
7. Click "View".
8. You should see all the Noncash (Credit Card) transactions that occurred during the time range, for the server you selected. It will display the credit card numbers in full with expiration date.



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- Find the transaction that you are researching and write down the complete card number with expiration date.
9. Close the report and return to the Front of House.
 10. Have the server call up the transaction on a terminal for you. Manually enter the credit card number, and the tip amount if applicable, for the transactions. It will be re-authorized and available to "Close" now.
 11. If the server checked out, or the transaction was closed to cash already, you will have to delete a check out and/or reopen a check in order to correct the payment. If the server is already gone, you will have to use "Get Check" to obtain the ticket and apply the credit card payment. But if you hit "Close" you will be picking up the Sale in **your** checkout.

DRESS CODE

Remember to read your employee manual for basic statements about hygiene and our expectations regarding your dress and presentation.

Hugo's feels that dressing professionally leads to acting professionally. We don't feel that the workplace is the right place for you to express your personal fashion statement. Your individuality will shine through your personality and the service you provide. Please don't spend your time and energy trying to figure out ways around the dress code, but rather spend your time and energy on being a better team member.

Note: Failing to adhere to these dress code guidelines will result in a formal written warning and may lead to suspension and/or termination.

FOH Floor Managers:

Your overall attire look must lean more towards professional, less casual. Any/all other clothing choices must fall within these guidelines:

Shoes – Shoes must be clean! All shoes worn while working must be **closed-toed, black, and meet industrial non-slip safety standards**. The employee must provide documentation for the Store to confirm that their shoes meet this standard. A number of retailers such as Payless, Redwings and Sketchers provide several options that are acceptable non-slip safety shoes.

Hair restraints -

If your hair falls below your chin, you require a hair restraint like a head band or hair-pins to keep hair out of face. If your hair falls below your shoulders it must be tied back in a neat ponytail, braid or bun.

Additional Notes:

- All attire must be modest, pressed, neat, clean and free of holes, tears, fading and frayed seams.
- All approved color choices should be muted, not loud or garish, no neon or electric blue.
- If you are exposing your armpits, they must be shaved.
- Any exposed tattoos must be free of offensive or violent imagery.



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- All female staff members must wear a bra or camisole underneath their shirt/blouse while working. Breasts (cleavage), bras and bra straps should never be exposed.
- Tube tops, halter tops, strappy tops, see-through tops and mid-drift tops are not acceptable working attire.
- All attire (Shirts/Belts/etc.) must be free of large logos or offensive slogans.
- Outer-wear such as jackets and sweaters are not acceptable work attire.
 - Wear like-colored layers *underneath* your work shirt in colder weather.
- Hats are not acceptable working attire

Shirts: must be well-fitted and long enough to cover the mid-rift at the front and/or backside when bending down; not oversized or baggy; not overly tight at the bust or waist (buttons should not be pulled taught)

- **Pressed Button-down shirt (cotton or cotton blend, no flannel):** short sleeve or long sleeve
 - o Solid Colors- chambray, blue, light pink, white, black.
 - o Small/tiny Floral.
 - o Plaid or pinstripe: limit to a 2-color dominant configuration for example a red and black plaid or a blue and white stripe.
- **Button-down or pop-over blouse (cotton or silk blends):** short or long sleeved. Tasteful designs.

Pants:

- **Tailored slacks** in solid black.
- **Jeans:** Black or dark to medium-wash blue; straight leg or slim fitted denim; must have hem; no flares; no holes, rips or tears; no fading; no fraying; no embellishment or bedazzling.

Skirts - Knee length or longer, tailored fit in black

Sport coat/tailored jacket – Optional

Ties – Optional

ID Badge - You are required to carry your Aloha ID-Badge while working. You may purchase a replacement ID Badge from Hugo's for \$10 each.

These guidelines leave limited room for creativity in what you choose to wear, be responsible.

EARTHQUAKE PROCEDURES

IMMEDIATE:

STAY CALM –

DROP, COVER AND HOLD ON

GRAB EARTHQUAKE KIT

AFTER: Assess situation. Make PREVENTION of injuries as important as any immediate casualties by attending largest dangers first.

Evacuate building if necessary



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- 1) Offer Guests safety flyers as they exit the building or before they leave the parking lot
- 2) Floor manager accounts for floor staff (Know who is scheduled)
- 3) Kitchen manager accounts for kitchen staff (Know who is scheduled)

Mobilize staff member(s) to check and report back on:

- 1) Downed wires
- 2) Fires
 - a) Automatic system should have kicked in
 - b) Location map for **fire extinguishers** in emergency bag = **F**
- 3) **Shut-off valves** (location map in emergency bag)
 - a) **G = Gas**
 - b) **W = Water**
- 4) **Attend to Injuries – guest and staff**
- 5) **Locate First aid supplies** (Location map in emergency bag = **Rx**)
(Depending on severity of injuries, use linens/towels as back up)
- 6) **Listen to Emergency radio broadcasts**

RESTAURANT CLOSING

- 1) Depending on damages and severity of earthquake and aftershocks, you may need to:
 - a) Stay where you are for an extended time due to safety issues
 - b) Check supplies
- 2) Assess the extent of damage and the length of time that services (power, gas, etc) may be affected.
- 3) GM or Manager on Duty will wait to hear from the Owners or GM about what to do next.

EMPLOYEE MEALS

FOOD – Applies to FOH Managers:

1. For your **Meal Break before or during** your shift, you will receive a 100% discount on your entire check up to twenty dollars (\$20) pre-discount. You will be responsible for any amount over this limit. This includes all menu items on our *Weekly Specials*. Alcoholic beverages are prohibited (before or during your shift).
2. If you would like to eat a **second meal** during your meal break or after your shift, you may purchase it at 50% off. The remaining 50% balance plus tax is due at the time your order is placed. This includes all menu items on our *Weekly Specials*. Under no circumstances will Alcoholic beverages be



OPERATIONS MANUAL

served: Employees are prohibited from drinking on premise following a work shift and Hugo's Restaurant is prohibited from selling alcoholic beverages on a To-Go basis.

3. Employee meals are only valid during the shift that you are working. Discounts may not be accumulated nor may they be passed on to others.
4. If you come in for a meal when you are not scheduled to work, you and one (1) guest will receive a 20% discount applied to your meal(s).
5. Kitchen "mistakes" may not be taken and/or consumed by employees.
6. Bringing in food/snacks/drinks from outside of the restaurant is not acceptable. If you are on a special diet, plan to eat before you come into work and/or outside of work after your shift is over.
7. If you are starving and need a quick bite of food, find an appropriate time to break, place an order as policy dictates. Take your meal to an appropriate table and sit and eat it for a few minutes.

Policy is clear on this subject of Food & Drink, please be respectful.

END OF SHIFT – Cash Drawers

Count Cash for the Next Shift's Drawer-

- At the end of your shift, make your \$400 drawer like this:
 - o \$17.50-\$18.00 in rolls (one roll of each)
 - o \$7.00 in loose change approx
 - o \$75.00 in ones
 - o \$100.00 in fives
 - o \$200 in twenties (or combo of 10's & 20's)

Use a calculator tape to clearly illustrate the denominations you are leaving for the next shift. Sign this calculator tape. If there are shortages at the beginning of the next shift, your denomination list will be critical to discovering errors.

AM Personnel are making the bank for the *next day's* AM Shift; PM is making the drawer for the PM. Please store this new bank **locked** in the safe until it is actually used.

Reconciling the Cash Drawer at the end of a Shift-

The top section of the checkout form requests the names of the Management team at the Front Desk: Manager, Assistant Manager, and Host. Each member of the team is responsible to run a 'checkout' report and include the "Cash Owed" total on the form. Add the three "Cash Owed" to calculate Item 1 on the "Shift Checkout" - "FRONT DESK CASH (OWED)". It is entirely possible, due to paid outs, that the "Cash Collected From Drawer" is a negative number (covered later).



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Count Cash for Deposit-

- Use a calculator to make a tape and put your initials and **the correct date** on your deposit money. Drop this deposit into safe for your GM.
- Please make sure you **sell the safe your bundles of fives (\$100) and ones (\$25)**. Do not include bundles of 1's or 5's in your deposit or tip-out.
- Please make sure you **buy large bills (100's & 50's) from the safe** change and include them in your deposit.

Dealing With Shortages-

IF YOUR CASH DRAWER RESULTS IN A SHORTAGE FOR "FRONT DESK Total Cash Owed" versus the actual in-hand total provided on CASHOUT-ITEM 1-"ACTUAL CASH":

1. Be certain you have accounted for all personnel that worked through the cash drawer during the shift by reviewing the "Front Of House Cash Owed" report. This would be Managers, Asst Mgrs – anyone working the front desk that day.
2. Check your paid out receipts to see whether the total receipts you have in-hand match the paid outs that were entered in Aloha (also reported on Checkouts for the individuals).
3. In extreme cases, the shortage could have been created by making bad change in the safe – the safe count may reveal whether it is holding extra money or not.

IF YOUR CASH DRAWER RESULTS IN NEGATIVE CASH FOR CASHOUT-ITEM 1-"ACTUAL CASH":

1. Take the negative cash needed from a waiter checkout at the end of the shift (from the same shift!) to balance the new drawer you are leaving for the next shift to \$400.
2. If all the checkouts for all the individual waiters and the front desk are correctly calculated, the amount of money expected by Aloha for the TOTAL shift will still be correct (when blended together).

IF A WAITER IS OWED CASH based on "Total Cash Owed" (in other words, we owe them cash for tips processed)

1. If you have other waiter cash bundles that you have already 'checked out', take the cash owed from those bundles. The total cash expected for the day is cumulative, in other words it is the sum of *all* waiters. Your "Shift Cash Deposit" should still balance.
2. If you do not have other waiter cash bundles (because this is the first waiter to check out), take the money from the change safe after completing a Green "CHIT" that describes the money you've taken from the safe and why it was taken. When other waiters checkout with positive cash, replace the chit in the safe with the cash owed and destroy the chit – leaving the safe exactly at the balance expected.
3. If all your waiters result in negative cash, or the cumulative negative balances exceed the cash being turned in ("Negative Cash for Shift Checkout Item 9") see the section immediately below.

IF YOUR SHIFT RESULTS IN NEGATIVE CASH FOR CASHOUT-ITEM 9-"Shift Cash Deposit":

- **This is could occur due to high Credit Card Sales (and tips) and low Cash Sales for the shift.**
- Complete your CASHOUT, which will include the negative dollar value for item nine (9.) - "Shift Cash Deposit".
- Take the amount required by item nine from the Safe (presumably, to pay the tips to the server or to pay back the Host drawer if the problem was excessive paid outs). Also complete a Green "Chit"



OPERATIONS MANUAL

and leave it in the change safe in place of the money you removed. (If you have made multiple individual chits, destroy them in favor of making one single chit for the entire shift.) Your Green chit will tell those counting the safe in the future that it should be missing the (rounded) dollar amount that your shift required.

- In Aloha under “Edit Deposits” for the shift, you will enter a zero (\$0). It will correctly reflect the amount that is being deposited to the bank based on your shift.
- The GM will turn your Green chit into real cash in the safe by doing a Paid-Out at a later date, which in turn has the effect of recording your ‘negative deposit’ (through the paid out) for the Accounting department. At that point, the GM will destroy the green chit and it will no longer be necessary for counting the safe.

IF YOUR CASH DRAWER IS NOT CORRECT at the beginning of your shift:

1. Complete a calculator tape that represents the money you physically have present, by denomination. Run this twice to be certain you aren’t making a mistake.
2. Alert the GM and Accounting department via email about the condition of your drawer. Do this immediately upon confirming there is a physical shortage.
3. Highlight the denomination-differences between the calculator tape for the drawer you were presented and the calculator tape that YOU ran describing the actual amount of money that you received to start your shift. Isolate (if you can) which bills or coin you believe are missing.
4. Take the money required to balance to the starting bank amount from the change safe immediately. You must start your shift with the correct drawer amount.
5. Complete a green chit from the change safe listing the amount you have taken. Attach both calculator tapes to the chit as backup – leave the chit in the safe for the GM to review and remove at their discretion. This chit will eventually be converted to cash by the GM.

END OF SHIFT – Document Handling & Reports

KITCHEN MANAGER TO GENERAL MANAGER

DAILY WAREHOUSE JOURNAL

Completed once per day; Covers all Food & Beverage deliveries received by the location for a complete business day. Also includes any product transfers into or out of the store.

FLOOR MANAGER TO GENERAL MANAGER

CASHOUT

Completed once per shift; All employees sign out; Meal status indicated; Shift Cash Deposit calculated based on various Checkouts and cash turned in. Indicate whether the employee took a break or not.

FRONT OF HOUSE CASH OWED

Aloha Manager – Reports – Employee – FOH Cash Report



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Breakdown of the checkout balances for each employee who rang sales. Print the Cash Owed report to make certain that you have accounted for each person who checked out with you and your host desk for the day. Wrap this around your day's cash deposit and drop it in the safe.

TABLE TRANSFER LEDGERS

Floor managers will staple all Transfer ledgers completed during their shift together and turn them in to the GM. They are retained for ninety days (90) for review and good record keeping.

VOID, COMP (Audit) and TYPED MESSAGES Reports

Aloha Manager – Reports – Voids

Aloha Manager – Report- Audits – Time Range, Comps, All Employees

Aloha Manager – Reports – Audits – Time Range, Typed Messages, All Employees

Print the VOID report at the end of each shift - Draw a line for PM shifts that will 'demark' the AM from the PM voids. Attach your void chits, with the explanations on them, in the same order as the printed report.

Print the COMP report from Aloha at the end of each shift, using the time range (in Military time only) to demark your particular shift. Separate the Comp chits between 1) Employee Meals 2) KCRW and 3) Everything Else. Attach chits to the back of the printed report, facing out.

Print the Typed Messages for your shift and note programming changes needed, server abuse, or other factors that you feel were at work.

Turn all three in to your General Manager.

FLOOR MANAGER TO BUSINESS OFFICE

CHECK-OUT TRANSMITTAL SLIP

Used to wrap around the various Server Checkout bundles at the end of every shift.

Managers: put into the DAILY PACKET that will be sent to Accounting during next courier cycle. Managers should take care at the end of every shift that a Server has pulled the following to the front of their

Checkout paperwork:

- Paid-outs
- House accounts
- Gift certificates
- E-card checks

GENERAL MANAGER TO BUSINESS OFFICE

YOUR SAFE and the NEGATIVE CHITS

General Managers should be BUYING BACK green "chits" from the Safe on a regular basis. If the value of any chit exceeds the balance of cash available on any given shift, (re)purchase what you can and write a new chit for the remaining (negative) value that you couldn't resolve. Get these chits resolved by the end of each week cycle – otherwise this could have a negative effect on your weekly over/short calculation.

Resolving the "chits" in this manner have the effect of not turning anything in to the Business office – except Paid outs via Aloha that resolve the (shift) negative balances for you.

CASHOUT and DEPOSIT TICKET (Yellow Copy)



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Deposits are made to the bank on a bi-weekly basis. Typically they are done on a Friday for Mon-Thur sales, and Monday for Fri-Sun sales. Deposit ticket copies or yellow copies should be attached to the SIX or EIGHT CASHOUT forms that combine to make the bi-weekly deposit total. They must agree with the bank deposit records. General Managers should have **completed** their EDIT PUNCH activities (described by the shift's CASHOUT report) prior to turning these reports in to the office. General Manager retains F.O.H. CASH OWED for themselves. They are not turned in.

VOID, COMP (Audit) and TYPED MESSAGES Reports (REVIEWED)

Once you have reviewed the reports that Floor managers forward at the end of each shift, the VOID, COMP & TYPED MESSAGES reports, along with chits and explanation, get put into manila Inter-Office envelope addressed to GM and forwarded to Business Office.

DAILY WAREHOUSE JOURNAL (APPROVED)

You must approve the deliveries for each day by SIGNING the Daily Journal. If you have specific returns/credits or problems, please indicate those on the original invoice as well as the journal summary. Accounting will follow your notes on the INVOICE, not on the journal.

SERVICE INVOICES (APPROVED)

Invoices for services, repairs, linens, etc (non-food or beverage) are forwarded to Accounting for payment with your Approval stamp and/or signature. You may receive some of these invoices via email – you can approve them via email as well.

REMINDERS

Employee Meal Comps Employee comps (50% or 20%) are signed by both Employee and Manager on duty. Employee meal comps are not transferrable. Day off comps do not include alcohol and it is only good for the employee and one other person.

Comp tickets should have a legible explanation for the comp applied. A complete guest check is printed as the comp is applied, provide this copy your explanation and signature.

Payouts must be filled out and have explanation of items purchased. If there is a receipt it must be stapled to the payout chit. This goes with the Checkouts and their Transmittal slip.

House Accounts All house account checks must be included with Checkouts. They have to be signed by account holder. If servers don't know the person they should ask for id. Always check the list at the Host desk to verify that it is an active account.

House account, e-gift cards, gift certificates and payouts must be placed at the top of server check outs.



OPERATIONS MANUAL

FILMING

All film requests go through Rich Brenner first, or the Business Office second. End of story. Refer the call or the message to contact@hugosrestaurant.com or 323.692.0800 immediately.

HOUSE ACCOUNT PAYMENTS RECEIVED

Occasionally House Account guests want to pay their statement balances at the Front Desk. We have provided a key under "RETAIL/GC", as the very last submenu button, that has key-buttons for retail products, gift certificates, packaging charges, **and house account payments**.

Use the "House Account" button to accept the payment. It creates a transaction, similar to a gift certificate, that will allow you to process payments (usually credit cards, occasionally cash) without changing your daily sales totals.

Have the guest sign the credit card voucher (if applicable) and make certain that the ticket and signed voucher are pulled to the top of your daily paperwork, with the paid out receipts and regular house charges that you are bringing to the immediate attention of Accounting. This will help us apply the payment correctly. There should be a particular key for House Payments – please don't use "Gift Certificates" or pick a different button. Pick "House Account" – clearly note the guest name or account number on the slip – and turn the slip(s) in with your Daily Worksheet.

ONLINE ORDERING PLATFORMS

Chownow

1. Orders come through on tablet. At the top left of the tablet is a button that opens an Options Menu.
2. Please hit **Watch tutorial and have everyone watch it on their first shift with the device**.
3. Close orders under House Account 720
 - Enter any Tips that are displayed on the order for Pickup orders ONLY.
 - **Do not enter any fees you see on the order** (these are delivery charges) when entering on Aloha. The total on Aloha and the total on Chownow should agree *less any delivery fees charged*.

Passwords for tablets:

- Studio City: stucity@hugosrestaurant.com/hugo128
- Weho: weho@hugorestuarant.com/hugo8401

Troubleshooting issues:

Tablet not working:

- Turn off orders temporarily by going to the top left of your tablet to open the Options menu. Choose Change Schedule, where you can choose to shut down temporarily.



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- Check Wifi signal for location and if necessary restart router.
- Restart the tablet by holding the power button until you get a prompt to restart.
- Call Bridget Kadelbach, Account Coordinator
Direct: (310) 349-3092 Customer Support: (888) 707-2469 ext. 2

Incorrect items or pricing:

- There is no way to fix the item price on the tablet order or change the amount the customer has paid. If there is a price difference and you need to close the check.
 - Let Aloha close the ticket at the price point(s) that it shows.
 - Print a copy of the ticket, note the Chownow Order number on the hard copy, and pull it to the top of your daily checkout with clear notes for the Accounting department that it contains a pricing problem.
- Email Christina at christina@hugos.bz or call her at 323-692-0800 ext.101 so that she can immediately resolve the programming.

Order placed but not picked up:

- Go to the top left of your tablet to open the options menu. Go to Request Support.
- If that doesn't work, call customer support (888) 707-2469 ext. 2
- www.chownow.com/support to email any issues with a driver.

Postmates

1. Orders come through on tablet. A training PDF has been emailed to you, please print it out and keep it at the host stand.
2. Close orders under House Account 730
Passwords for tablets:
 - Studio City: stucity@hugosrestaurant.com/Pasta12851
 - Weho: weho@hugorestaurant.com/GoodFood1980

Troubleshooting issues:

Tablet not working:

- Turn off orders temporarily by going to the top right of your tablet to open up the Raise Issues menu. This will connect you to the Support Team.
- Check Wifi signal for location and if necessary restart router.
- Restart the tablet by holding the power button until you get a prompt to restart.
- Call Rashonna Russaw, Account Coordinator
Direct: (415) 857-4453
- Go to partner-help.postmates.com to submit a request to temporarily suspend orders.

Incorrect items or pricing:

- From an order, tap "Issue With Order", which is present in the bottom-right corner of an order.
- Then, tap directly on the customer instruction.



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- Make your selection “Add Charge” if the customer instruction leads to an increase in price. Select “Can’t Honor” if the customer instruction is something you can’t do.
- Then select “Report Issue” to submit.
- Hold on preparing the order until Postmates checks with the customer.
- Order will change from On Hold to New when it’s been confirmed.
- Email Christina at christina@hugos.bz or call her at 323-692-0800 ext.101 so that she can immediately resolve the programming.

Order placed but not picked up:

- Go to the top left of your tablet to open the options menu. Go to Raise Issue.
- If that doesn’t work, call Rashonna Russaw, Account Coordinator
Direct: (415) 857-4453

Doordash

1. Orders come through on tablet.
2. Close orders under House Account 700

Passwords for tablets:

- Studio City: 8187618985@doordash.com/ Pasta12851
- Weho: 3236543993@doordash.com/ twViGQdpCt

Troubleshooting issues:

Tablet not working:

- Turn off orders temporarily by going to the top left of your tablet to open up the Options menu. Choose Change Schedule, where you can choose to shut down temporarily.
- Check Wifi signal for location and if necessary restart router.
- Restart the tablet by holding the power button until you get a prompt to restart.
- Call Customer Support Direct: 855-231-4434

Social-partners@doordash.com

<https://www.merchanthelp.doordash.com>

Incorrect items or pricing:

- There is no way to fix the item price on the tablet order or change the amount the customer has paid. If there is a price difference and you need to close the check.
 - Let Aloha close the ticket at the price point(s) that it shows.
 - Print a copy of the ticket, note the Doordash Order number on the hard copy, and pull it to the top of your daily checkout with clear notes for the Accounting department that it contains a pricing problem.
- Email Christina at christina@hugos.bz or call her at 310-651-4616 so that she can immediately resolve the programming.

Order placed but not picked up:

- Call customer support 1-855-973-1040



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REFUNDS

REFUNDS

Refunds for prior-day transactions are done by the GM or the Business office.

Cash refunds are only given in exchange for cash payments. Credit card refunds can only be made to the same credit card, for same-day transactions and must be verified by the original receipt.

Manager's instructions to issue a refund for cash or to a credit card

On the FOH Aloha screen *you* would select the refund button in the lower right corner of the screen. Using a tea-pot as an example:

- Press the refund button
- Select a reason, "changed mind"
- Ring up the teapot (or other refunded item) like a sale
- Go to CLOSE
- At this point tax will be calculated and added to the refund amount
- Print check
- Select the original "payment" method
- If cash was used, return the cash amount to the guest
- If the original payment was made on a credit card, swipe the same card that the original purchase was made on (note that you will need a copy of the original receipt to verify it is the same card)
- Two receipts will print one for the guest, one for you
- Have the guest sign the restaurant copy
- Staple the check copy to the guest credit refund copy and give it to them for their records.
- Hold the restaurant copy of the refund receipt along with any house account receipts, separate from your other credit receipts to assist in alerting the office of the refund transaction.

WALK-OUTS

Guest leaves without paying check partially or entirely

It is the server's responsibility to make sure that complete payment has been received from the guest before the guest leaves our building.

If the guest does not leave adequate payment and we are unable to locate the guest in the building or the parking areas, we will:

- 1) Comp the check as a WALKOUT
- 2) If partial payment is left in cash (not enough to cover the whole check), that cash will be applied to the check balance and the remainder of the check will be comped as WALKOUT.

A server who suffers a WALKOUT is to be counseled in writing at the end of their shift. Counsel should note the server's responsibility to make sure that complete payment has been received from the guest and stress



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the importance of collecting checkbooks before the guest leaves the building. This final action should be seen as an opportunity to connect with the guest to say “thank you; goodbye; see you next time” in essence to complete the *guest experience* along with the financial transaction.

Server applies incorrect payment

It is the server’s responsibility to be certain that all credit card and/or cash payments are applied to the correct check and processed correctly. If the server receives payment and mishandles that payment, loses cash, applies a credit card insufficiently and/or incorrectly, the server remains responsible for the total cash owed.