



# Front Of House Supervisor Training Manual

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2/2024

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# POSITION

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## Front of House Supervisor

Events are what Together & Company is all about. Our purpose...To Bring People Together Around Whole- Hearted Hospitality...is dependent on having the best of the best Supervisors dedicated to bringing our clients' vision to life while ensuring our on-site staff execute through our values.

Our Front of House Supervisor's most important responsibility is to manage the front of house team members by staying out of the weeds, leading from the big picture and delegating. The best Supervisors have their heads up, eyes on the timeline, understand guest expectations and rally their team to deliver. They are teachers, coaches, motivators and above all are accountable to our core processes.

Who are they? Care about quality, clients, and our team as well as our guest employees. They see big picture, manage to timelines, and can motivate diverse groups of people to give their best for duration of an event

### RESPONSIBILITIES:

- Lead, Manage, Accountable (LMA)
- Hold accountable a diverse team
- Reviewing event paperwork and mentally preparing prior to events
- Collaborate with all supervisors and key positions throughout the event
- Check in team members and lead pre-shift meetings and trainings
- Delegating event tasks to appropriate team members and holding them accountable to responsibilities and checklists
- Management of the event timeline in collaboration with BOH Supervisor and Bar Supervisor
- Post-event cleanup and organization
- Submitting event reports with thoughtful professional feedback within 24 hours of event

# POSITION CORE

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*If followed every shift, we are successful every event.*

## **Prepare in advance**

- Review your BEO in advance
- Look for potential issues and offer feedback in advance, so we have time to address them prior to event
- Arrive on site ON TIME per StaffMate schedule
- Touch base with other Supervisors (BOH, Bar, EM) on event timeline and execution plan. Where might someone need help that your department can give or where they can help you? Look for potential issues and plan as a team.

## **Greet / Train / Delegate**

- Check in and welcome team members, give them a tour, and delegate tasks for the event
- Be present when they arrive, ask to pronounce their names, ask about prior experience, make an effort to remember them and engage them in the work
- Delegate responsibilities to every team member, trust but verify, pair experienced team members with new or less experienced, and with guest team members
- For first time team members, take time to explain our core process, run through training as required

## **Stay out of the weeds**

- Delegate to team members first, then to yourself. Know what is happening at each guest location and direct resources where needed. Jump into tasks as the last resort not the first.
- Communicate with Bar Supervisor and Back of House Supervisor, ask for staff help during their downtimes, give them help from your team in return
- Keep track of location and event needs per the timeline. Be pro-active in adjusting resources as needed. Ensure that teams are attending to extra responsibilities such as restrooms, guest areas, and cookie tables, etc.

## **Trust but verify & communicate**

- Use the checklists to confirm that your staff completed the assigned tasks, left things clean, followed the end of shift processes so that YOU aren't stuck doing it if they don't!
- Check each team member out at the end of the shift. Show them you will hold them accountable. If tasks aren't complete, have them go back, do it and show you it's done
- Show appreciation for a job well done! Sign out staff, get uniform pieces returned, encourage good guest staff to sign up for more shifts
- Complete your event reports and share who stood out, particularly guest staff that you want back!

# PRE-EVENT: PLAN, DELEGATE, TRAIN

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## Front of House Supervisor Paperwork

Front of House Supervisor paperwork will be sent 48 to 72 hours prior to the event with all of the final information included. Review the information, making notes for the running of the shift. The paperwork that will be emailed to the Front of House Supervisor will be the following:

- Finalized BEO which includes timeline, menu, and staff sheet
- Rental Orders
- Diagrams

The Front of House Supervisor is required to review all of the paperwork prior to the event to look for possible issues and offer feedback.

## Supervisor Check In

The supervisor check-in will be held with all the supervisors on the event prior to the arrival of the rest of the staff.

The check-in should cover the following topics:

- Review timelines
- Danger zones and pressure points
- Share any inside knowledge of event
- Key staff – how can departments support others
- Establish leadership amongst all supervisors for the entire team
- Establish collaboration
- Write the timeline on the dry erase board (where applicable) for the entire team to see

## Communicating with other Supervisors

Good communication among all the supervisors can be key in situations when the guest is unhappy, or you are dealing with a difficult situation. It is ok to have another supervisor with you when dealing with difficult situations and unhappy guests. **Remember to always document on end of night paperwork any situation or unhappy guest that may have occurred during an event.** We never want to have to find out about an issue from a guest after the event in an email or phone call that should have been included in the paperwork.

## Check In Team Members

Front of House Supervisor should greet and check in each team member and conduct the following:

- Intro to facility or property
- Remind them to clock in (assist when needed)
- Let them know where they can put their personal belongings
- Inform them where to meet for pre-shift meeting and when
- Uniform checks – ensure they have all components of their uniform

## Conduct Pre-shift Meeting

- Hold pre-shift meeting prior to event start
- Keep it specific to the event
- Reference the Pre-Shift Meeting Checklist within Supervisor binder
- Make note of any issues to address separately that are not specific to the event

# PRE-EVENT: PLAN, DELEGATE, TRAIN

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## *Include the Event Manager (when applicable)*

- Introduce yourself: Define what your role is during the event
- Introduce the team: Establish friendliness and openness
  - Thank the team for being there
  - Have everyone introduce themselves
  - Have they worked with us before
- Review uniform expectations
  - Ensure team members are in proper uniform by start of event
- Review assignments and delegate tasks
  - Assign tasks and have posted for staff to review
  - Assign first time servers at this venue with an experienced team member
- Review timeline for the event
  - Start/end time
  - Guest of honor
  - Cocktail hour start time
  - Dinner start time
- Review Type of Service for the event
  - Discuss type of service for the event and demonstration for all new team members
    - Tray Service
    - Two-Handed Serve
    - Buffet
- Discuss the importance of approaching the guests using the 10-5-2 rule:
  - 10 feet from the guest, make eye contact
  - 5 feet from the guest, smile
  - 2 feet from the guest, greet them verbally
- Review Core Values
  - Pick and discuss Core Value of the shift
- Review venue details
  - Introduce on-site contacts
  - Staff and guest bathrooms
  - BOH location
  - Staff entrances and exits to use, including elevators
  - Review facility expectations and checklists when available
- Answer any questions

*NOTE: as the Front of House Supervisor, you will need to review event details with any team member that does not attend the Pre-shift. This could be team members who are scheduled in late*

# PRE-EVENT: PLAN, DELEGATE, TRAIN

Tasks will be assigned to each team member by the Front of House Supervisor. Team members must complete end of shift tasks and be checked out by Front of House Supervisor prior to signing out. If the Front of House Supervisor signs out a team member who did not complete their tasks, the Supervisor will be responsible for completing the tasks.

EVENT SERVER CHECKLIST – HLCH		
Team Member Initial	Opening Tasks	Completed Initial
	Always be aware of your surroundings in regard to your noise level	
	Check in with your Front of House Supervisor for assigned responsibilities	
	Polish glassware and silverware	
	Fold napkins	
	Set up breakdown station	
	Set up tray jacks and garbage cans	
	Check restrooms and restock products	
	Pre-set waters on table	
Team Member Initial	During Event/Closing Tasks	Completed Initial
	Put all décor and equipment back in original location	
	Clean out elevator – should be completely empty	
	Clean operations area – clean off operations desk, empty small garbage can/rinse out, mop, and sweep	
	Return rugs to proper places	
	Clean out coffee urns (when applicable) and turn off coffee machine	
	Bring in signs from the parking lot and parking garage	
	All trash, compost, and recycling removed to outside dumpster	
	Rinse out trash cans, turn upside down, and leave outside by dumpsters	
	Clean and restock all restrooms including the basement, empty all trash cans including in the women’s stalls	
	All plate ware, glassware, and polished silverware used for event washed and restocked	
	Kitchen items rinsed and stacked if not able to fully wash during event	
	Open all black curtains in main hall	
	Ensure all Economy linen has been placed in blue and white striped bag and taken to bin outback <ul style="list-style-type: none"> <li>• If the blue and white strip bag is full in dish are take this out too</li> </ul>	
	All rental equipment placed in designated equipment area for pick up	
	All décor and furniture have been collected and brought inside to designated area	
	Patio has been checked including the flower boxes, trash thrown away, and swept	
	Check out with Front of House Supervisor	

# PRE-SHIFT MEETING CHECKLIST

FRONT OF HOUSE SUPERVISOR CHECKLIST HLCH		
	Prior to Event Tasks	Completed Initial
	Touchbase with EM and coordinator for an additional details of event	
	Walk the event space and check for cleanliness (bathrooms, guest facing areas and BOH areas), accuracy of floor plan setup	
	Unlock guest doors (as few as possible)	
	As needed: place parking signs out (visible from both directions)	
	Check-in with other Supervisors	
	Show vendors proper areas for parking, unloading, and storage of equipment Remind them of pickup protocol	
	Welcome and Check in Team Members Ensure they have all components of their uniform	
	Assign team member to Parking Attendant role for event	
	Check in with trainers/trainees (when applicable)	
	Have assignments and tasks done for when team members arrive Assign first time/guest servers to the venue with seasoned servers (when possible) and communicate to team member upon arrival	
	Hold Pre-Shift Meeting with event team members (refer to Pre-Shift Outline)	
	Touchbase with team members prior to guests' arrival; address any concerns/update on any change	
	During Event Tasks	Completed Initial
	Keep team members on task with specific work to complete Restroom checks every hour	
	Communication with all Supervisors on any changes in the timeline	
	Post Event Tasks	Completed Initial
	Verify the patio has been checked including the flower boxes, trash thrown away, and swept	
	Verify the following is completed in operations area – clean off operations desk, empty small garbage can/rinse out, mop, and sweep	
	Verify all Economy linen has been placed in blue and white striped bag and taken to bin outback If the blue and white strip bag is full in dish are take this out too	
	Walk through event space, lounge, and storage areas to ensure everything has been put away, cleaned up, and turned off	
	Retract any extension cords pulled from ceiling	
	Turn off all AV equipment in the AV closet Donations properly placed in correct containers and marked	
	Check out each team member	
	Complete all paperwork Report damaged property/any other emergencies	
	All doors are closed correctly and locked upon leaving the venue – do this with one other person	



Tasks will be assigned to each team member by the Front of House Supervisor. Team members must complete end of shift tasks and be checked out by Front of House Supervisor prior to signing out. If the Front of House Supervisor signs out a team member who did not complete their tasks, the Supervisor will be responsible for completing the tasks.

<b>EVENT SERVER CHECKLIST – FIVES</b>		
<b>Team Member Initial</b>	<b>Opening Tasks</b>	<b>Completed Initial</b>
	Always be aware of your surroundings in regard to your noise level	
	Check in with your Front of House Supervisor for assigned responsibilities	
	Polish glassware and silverware	
	Fold napkins	
	Set up breakdown station	
	Set up tray jacks and garbage cans	
	Check restrooms and restock products	
	Pre-set waters on table	
<b>Team Member Initial</b>	<b>During Event/Closing Tasks</b>	<b>Completed Initial</b>
	Put all décor and equipment back in original location	
	Sweep and mop up any spills, sticky spots, or stains in all areas	
	Clean out elevator, sweep and mop as necessary	
	Return all equipment to its proper place	
	Return all beverages to cooler and cage	
	Check Gallery for trash/glassware/china/flatware	
	Bring patio furniture cushions inside (terrace BOH & coat closet for storage)	
	Sweep all outside areas	
	Restock all restrooms, including Green Rooms and employee restroom	
	Polish silverware once washed	
	Check terrace doors to ensure they have been closed and locked	
	Check for glassware on the ledges on the terrace level	
	Clean out coffee urns (when applicable) and turn off coffee machine	
	Ensure all dirty dishes/glassware/china/silver ware are washed and put away	
	Donations properly placed in correct containers and marked	
	Dispose of all leftover food that will not be sent with the client	
	Sweep and mop BOH areas	
	Take trash and recycling out to dumpsters with another team member Make sure dumpster area is clean and free of debris on the ground	
	All rental equipment placed in designated equipment area for pick up	
	All décor and furniture have been collected and brought inside	
	Check out with Front of House Supervisor	

<b>FRONT OF HOUSE SUPERVISOR CHECKLIST – FIVES</b>		
	<b>Prior to Event Tasks</b>	<b>Completed Initial</b>
	Touchbase with EM and coordinator for an additional details of event	
	Walk the event space and check for cleanliness (bathrooms, guest facing areas and BOH areas), accuracy of floor plan setup	
	Check-in with other Supervisors	
	Show vendors proper areas for parking, unloading, and storage of equipment Remind them of pickup protocol	
	Welcome and Check in Team Members Ensure they have all components of their uniform	
	Check in with trainers/trainees (when applicable)	
	Have assignments and tasks done for when team members arrive <ul style="list-style-type: none"> <li>Assign first time/guest servers to the venue with seasoned servers (when possible) and communicate to team member upon arrival</li> </ul>	
	Hold Pre-Shift Meeting with event team members (refer to Pre-Shift Outline)	
	Touchbase with team members prior to guests' arrival; address any concerns/update on any change	
	<b>During Event Tasks</b>	<b>Completed Initial</b>
	Keep team members on task with specific work to complete Restroom checks every hour	
	Communication with all Supervisors on any changes in the timeline	
	<b>Post Event Tasks</b>	<b>Completed Initial</b>
	The perimeter of the building has been walked to ensure no one is lingering/sick etc.- perform with another supervisor/team member	
	Walk through event space and storage areas to verify everything has been put away, cleaned up, and turned off	
	Verify the outside area has been checked, trash thrown away, and swept	
	Ensure all keys put away in proper area	
	Check out each team member	
	Complete all paperwork <ul style="list-style-type: none"> <li>Report damaged property/any other emergencies</li> </ul>	
	All doors are closed correctly and locked upon leaving the venue – do this with one other person	
	Check out each team member	
	Complete all paperwork Report damaged property/any other emergencies	
	All doors are closed correctly and locked upon leaving the venue – do this with one other person	

Tasks will be assigned to each team member by the Front of House Supervisor. Team members must complete end of shift tasks and be checked out by Front of House Supervisor prior to signing out. If the Front of House Supervisor signs out a team member who did not complete their tasks, the Supervisor will be responsible for completing the tasks.

<b>EVENT SERVER CHECKLIST – OFF SITE</b>		
<b>Team Member Initial</b>	<b>Opening Tasks</b>	<b>Completed Initial</b>
	Always be aware of your surroundings in regard to your noise level	
	Check in with your Front of House Supervisor for assigned responsibilities	
	Polish glassware and silverware	
	Fold napkins	
	Set up breakdown station	
	Set up tray jacks and garbage cans	
	Check restrooms and restock products	
<b>Team Member Initial</b>	<b>During Event/Closing Tasks</b>	<b>Completed Initial</b>
	Clean work area – wipe counters, tables, mop, and sweep	
	All trash, compost, and recycling removed to outside dumpster	
	Neatly stack dirty dishes	
	All plate ware, glassware, and polished silverware used for event washed and packed (when applicable)	
	All items that need to come back to High Line Car House are put into bins, neatly	
	Check out with Front of House Supervisor	

<b>FRONT OF HOUSE SUPERVISOR CHECKLIST – OFF SITE</b>		
	<b>Prior to Event Tasks</b>	<b>Completed Initial</b>
	Touchbase with EM and coordinator for an additional details of event	
	Walk the event space and check for cleanliness (bathrooms, guest facing areas and BOH areas), accuracy of floor plan setup	
	Check-in with other Supervisors	
	Show vendors proper areas for parking, unloading, and storage of equipment Remind them of pickup protocol	
	Welcome and Check in Team Members <ul style="list-style-type: none"> <li>• Ensure they have all components of their uniform</li> </ul>	
	Check in with trainers/trainees (when applicable)	
	Have assignments and tasks done for when team members arrive <ul style="list-style-type: none"> <li>• Assign first time/guest servers to the venue with seasoned servers (when possible) and communicate to team member upon arrival</li> </ul>	
	Hold Pre-Shift Meeting with event team members (refer to Pre-Shift Outline)	
	Touchbase with team members prior to guests' arrival; address any concerns/update on any change	
	<b>During Event Tasks</b>	<b>Completed Initial</b>
	Keep team members on task with specific work to complete Restroom checks every hour	
	Communication with all Supervisors on any changes in the timeline	
	<b>Post Event Tasks</b>	<b>Completed Initial</b>
	Walk through event space and back of house areas to ensure everything has been put away, cleaned up, and turned off <ul style="list-style-type: none"> <li>• If any décor items were brought from Highline Car House, please gather, and bring back</li> </ul>	
	Check out each team member at Together and Company	
	Donations properly placed in correct containers and marked	
	Drop cash tips for event when you return to Highline Car House in appropriate area	
	Hang van keys back up upon arrival at Highline Car House	
	Clean out elevator at High Line Car House – do not leave any items you bring back inside	
	Complete all paperwork <ul style="list-style-type: none"> <li>• Report damaged property/any other emergencies</li> </ul>	
	All doors are closed correctly and locked upon leaving the venue – do this with one other person	

## EVENT EXECUTION: SERVING UP AN EVENT TO REMEMBER

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### **What does it mean to execute an event to remember?**

As the Front of House Supervisor, it is your job to oversee the execution of the event from the start to finish. This starts from the moment the guest walks through our doors till the time they leave. This can mean a range of things including but not limited to the following:

- The team has a clear understanding of what and how the event will be served
  - Passed Hors d'oeuvres
  - Table side wine service
  - Buffet service
  - Loading/Carrying large oval trays
  - Two-handed service
  - Clearing/bussing tables
- Build rapport with the client during the event/onsite
- Able to stay calm under pressure
- Sense of urgency
- Good decision maker throughout the event
- Work as one team with all the supervisors

### **How to deal with difficult situations/guests**

There will be times that you encounter guests with a variety of questions, concerns, compliments, suggestions, and possible complaints. It is a fact of life, sometimes things go wrong, or mistakes happen. What is important is how you respond when you notice, or the guest tells you, that something isn't right. We ask that you respond with sincerity and empathy...never defensiveness. Being sincere means that you are being genuine; being empathetic means you are feeling along with someone. You can show empathy even when you do not agree with a guest. The reality is the guest may truly feel a certain way. So, instead of being defensive, choose to "feel along with the guest" and work to resolve their issue or question. The guest is never the enemy!

Your poise, sense of urgency, and professionalism can help win over a guest by demonstrating how much you care

# EVENT EXECUTION: SERVING UP AN EVENT TO REMEMBER

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## **Underage Drinking in Ohio: Child Permission to Drink Under Parent (legal Guardian) or Spouse Supervision**

Ohio state law does allow for parents to allow their children (or spouses who are over the age of 21 to allow their underage spouse) to consume alcohol, under certain circumstances.

For a parent to consent for a minor to consume alcohol, the parent has to be physically present with the minor and supervising the minor at all times. The parent assumes all responsibility and consequences should the minor cause damage or injury.

Restaurants, Event Venues, and Bars are legally allowed to serve alcoholic beverages to parents, knowing it will be consumed by a minor, but are also allowed to refuse to serve alcohol to a minor. It is at the discretion of the individual establishment.

### **Together and Company Policy**

Together and Companies policy is that we do not serve any minors.

If a parent/legal guardian or spouse orders for a minor, the bartender is to ask for the ID of the individual that they are ordering for.

If ANY staff member witnesses a guest ordering/serving an alcoholic beverage to an underage guest, it is the staff members responsibility to tell the FOH or Bar Supervisor.

- The FOH or Bar Supervisor should then ask for the underage guests ID
- If they do not have an ID, then the drink is to be taken away and explain that is our company's policy to serve only individuals 21 years of age
- If the parent/guardian or spouse becomes upset about this, it is our companies right to refuse to continue to serve that guest
- If the situation escalates, the guest/guests will be asked to leave the venue

### **Alcohol Service/T.I.P.S. Practices/Handling Intoxicated Guests**

Together & Company believes in responsible service of intoxicating beverages follows TIPS responsible alcohol service best practices. All policies regarding the service of alcohol are in place to protect the company, the bar professional, and our guests. While this is not a comprehensive list of policies, we have a zero-tolerance policy regarding non-compliance. Bar staff who do not follow these policies will be terminated if employees, and not permitted to accept shifts if temporary staff:

- DO NOT serve any guest under the age of 21
- DO NOT serve a guest to intoxication
- DO NOT serve an already intoxicated guest
- DO NOT allow guests to bring in OR consume outside alcohol
- DO NOT allow intoxicated guests to drive
- DO NOT serve shots to guests
- DO NOT serve doubles to guests
- Document all incidents that occur with intoxicated guests

# EVENT EXECUTION: SERVING UP AN EVENT TO REMEMBER

## 10 Signs of Intoxication

1. Loud speech
2. Overly friendly to other guests and employees
3. Drinking too fast
4. Ordering doubles
5. Annoying other guests and servers
6. Complaining about drink size or drink strength
7. Argumentative
8. Aggressive, belligerent, obnoxious, or mean
9. Making inappropriate comments about others
10. Foul language

## How to Handle Intoxicated Guests

The way you respond to a guest who is on the way to over-drinking is the key to whether they accept your intervention. The following are guidelines for you to use when intervening.

1. Decide on an appropriate response based on your guest's behavior cues
  - You can control a situation by how you speak to the guest. If you speak in an even tone, you can maintain control and avoid escalating the guest's behavior
2. Alert the Bar Supervisor, Event Manager, or FOH Supervisor when a guest becomes intoxicated and needs to be cut off from drinking
3. Always stay calm, deal with the situation in a friendly manner
4. Never argue with the intoxicated guest
5. Never embarrass the guest, especially in front of other people
6. Invite the problem guest to an area away from other guests, where you can talk
  - Listen and empathize with the guest
7. Acknowledge your guests anger or frustration, but also remind them that this is a place of business that must follow State of Ohio laws, and you are responsible for the venue, their safety, and the safety of the other guests at the venue and don't want to see anyone get hurt
8. If you cannot calm the guest down or convince them to stop what they are doing, a supervisor will find the event host or delegate
9. If a supervisor decides to ask this person to leave, remember that the company is still responsible for their safety
  - Get some to drive them home, call a cab, or ride share company
  - If the situation gets out of control, call the police

## Last Call

- Bars that are open only during cocktail hour will not announce last call
  - At close of cocktail hour, bar staff is to remove display alcohol and all items from the bar front to signify the bar is closed.
  - Guests attempting to order "just one more" are to be invited to the open bars in the main event space.
- 30 Minutes prior to event end time, there will be a Soft Last Call
  - Do not make announcements regarding last call, simply begin putting items away and cleaning up
- 15 Minutes prior to event end time, BAR is CLOSED
  - No announcement, simply close

## POST EVENT: LEAVE IT BETTER

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### End Of Shift Management

The Front of House Supervisor is responsible for ensuring the cleanliness of the venue. Conduct a final walk thru of the entire venue to ensure all items have been put away, lights are turned off, doors are locked, any items that were left behind have been put in the appropriate lost and found area, and that no team members items were left behind.

### Submitting End Of Night Paperwork

All Supervisors are required to complete paperwork on their event within 24 hours. If the event falls on a weekend, comment sheets must be submitted by 8am on Monday morning. The following outlines the process for submitting paperwork.

1. Supervisor Comment Sheets are on the Together and Company website (Team TC page)
2. During the event, pay attention to what may be important to include in your summary. If helpful, write down important details in a notebook.
3. After 72 hours, you will no longer have access to the event sheet.
4. For sensitive feedback or personal related issues, e-mail Field and beverage Manager, Sales Partner, or Event Designer.
5. After completing the comment sheet, Supervisors will be prompted with a link to submit any attendance strikes, if necessary

### General Guidelines

- Comment sheets are intended to tell the story of the event and should be an honest assessment
- Critical feedback is welcomed for continuous improvement
- Be mindful of audience and follow up separately if unsure about feedback's constructive nature
- Think carefully about word usage and how you frame your comments
- Avoid sarcasm
- Use positive words not negative
- Avoid using all capital letters as it can read like you are screaming your intentions

### Best Practice for Paperwork

- Jot down the root issue as well as solutions
  - Include questions about WHY we may have done something a particular way
- If you experienced a particularly frustrating event, write your notes while fresh but wait until the next day to complete the summary. A little distance from the event helps clarify what is actionable
- Review Email Paperwork Etiquette prior to sending in your paperwork
- Be specific in your comments
  - ⊗ *"Mac and cheese wasn't good"*
  - ✓ *"Mac and cheese was dry and not creamy"*
- Convey client and guest perceptions
  - Describe the event from a client's viewpoint, note if the event was impacted and what was the resolutions