

Published by *The Hospitality Resource Group*

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Special points of interest:

- HRG has prepared a comprehensive F & B Policies & Procedures Manual for Club food service operations.

- Newly re-designed Operational Audits.

- To learn more, visit our new website: [www.hrg-consulting.com](http://www.hrg-consulting.com)

- To get the best, hire the best!

- Thinking of renovations? Call us at 800-249-9973

## NEW F & B Policies & Procedures Manual

The Hospitality Resource Group has prepared a comprehensive Food & Beverage Policies & Procedures Manual, designed to provide answers, solutions, and guidance, to your club's food service professionals and those responsible for its administration.

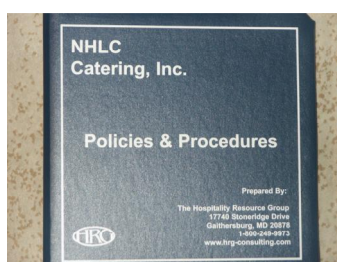
As all of us know, the successful delivery of food and beverage initiatives, represents one of the greatest challenges facing club managers today. Often, it is the deciding factor in job security for many in the club industry. Therefore, our comprehensive F & B Policies & Procedures Manual, should prove to be a good investment on many levels.

This Manual provides detailed

guidance for supervisors, front of the house, and back of the house personnel. It gives the club the opportunity to have written policies in place and develop accountability where needed.

It, further, provides management with a comprehensive overview of their entire food service operation, in order that they can implement cost effective efficiencies, resulting in a positive food service environment.

We feel that this manual is one of the best investments a club's management can make. In addition to the professionally bound manual, purchasers will receive a copy of the Manual on a CD Rom. This will enable you



to customize the Manual and make changes, updates, or additions, where needed.

The price for the Manual and CD Rom is \$595.00. Act now! Give yourself and your club a great food and beverage tool.

For further information, or to order the F & B Policies & Procedures Manual, call us at 800-249-9973 or email us at [rday2@erols.com](mailto:rday2@erols.com). Please visit us at [www.hrg-consulting.com](http://www.hrg-consulting.com)

In this Issue

New Food & Beverage Policies & Procedures Manual 1

Operational Audits 1

To get the best, hire the best! 2

Services offered by The Hospitality Resource Group 2

## OPERATIONAL AUDITS

Our newly, re-designed, comprehensive operational audit form is now completed. This highly valuable management tool, provides our clients with an independent, objective look at your entire operation. It is intended to identify your operational strengths as well as provide an opportunity to

address operational areas where improvements can be made. The audits can encompass the entire club or they can be focused on a specific area, such as food and beverage, administration, or risk management. Take the guesswork out of what you think might be

taking place. Find out for sure and give you and your club, the best opportunity for operational success.

For further information, call us at 800-249-9973 or email us at [rday2@erols.com](mailto:rday2@erols.com). Please visit us at: [www.hrg-consulting.com](http://www.hrg-consulting.com)



## TO BE THE BEST, HIRE THE BEST

*"The Hospitality Business is not bricks and mortars, it's the people business. Get good people and train them to be the best, and you will be successful"*

If you're a club manager, your job depends on the capabilities of those around you. Many times, when we look at our club client's operations, we will find that there are numerous long-time employees, yet the club has experienced three or four General Managers over a ten year period.

Our executive search clients tell us the same thing. Everything was fine for a while, then things started to change for some reason.

Often, that reason is due to the General Manager thinking that he or she can solve anything by the sheer force of their personality or experience. The shocking news is **YOU CAN'T DO IT ALONE!!!**

So what do you do when you encounter the "sacred cows" at your club? We know who they are. These are employees who have been there for years, know all the members

by name, and have seen General Managers come and go. They also might not be doing their job very well.

Here, again, is shocking news. **GET RID OF THEM OR THEY WILL GET RID OF YOU!!!**

**THE SINGLE MOST IMPORTANT JOB THAT A GENERAL MANAGER HAS, IS IDENTIFYING OUTSTANDING EMPLOYEES AND REPLACING THOSE WHO AREN'T, WITH THOSE WHO ARE.**

If you don't think so, look at the industry statistics that say that the average tenure of a General Manager is 2.7 years.

Divide your employees into three groups; A, B, & C. An A is one who qualifies among the top 10% of those available for a position.

B's fall into the 65th to 89th percentile and C's fall below the 65th percentile.

B's are also promotable one or two levels above present job. C's are not promotable.

EVERY member of your staff should be an A. This includes dishwashers, busspersons, ANYONE and EVERYONE.

Your success depends on it!

You also don't necessarily have to pay more than your competitors for talent. Successful General Manager's tend to look harder to find talent, screen harder to select the right people, and act more quickly to confront non-performance.

You may find "A" Players knocking at your door, available to you at not a dime more in salary than your existing "C" Players. A tremendous amount of your time is wasted undoing what "C" Players did or doing what they should have done. These underperformers are your stealth "Dr. Kevorkians", assisting in your career suicide. Think about it.



### Services Offered by The Hospitality Resource Group

#### DIRECT SERVICES

- Comprehensive Membership Surveys to include survey design, tabulation, analysis and recommendations
- Strategic Planning
- Operational Audits
- Board Orientations
- Staff Training
- Food and Beverage Analysis/Policies & Procedures Manual
- Executive Search including management, food and beverage professionals and Executive Chefs

#### AFFILIATE SERVICES

- Chefs Assist Program
- Membership Marketing
- Renovation Services
- Interior Design
- Project Management
- Diamond Club Services

To learn more, please visit our web site at [www.hrg-consulting.com](http://www.hrg-consulting.com)

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