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A WAITER'S WORK MANUAL
AT RESTAURANG KÄRINGSUND

Hotel and Restaurant Management

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ABSTRACT

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| Author | Cassandra Riska |
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This work is written as a final thesis in Vaasa University of Applied Sciences. The thesis' purpose is to create a work manual for the waiters at Restaurang Käringsund on the Åland Islands. The theory part in the thesis brings up issues on what a work manual is, its purpose, outcome and content. Furthermore the case company is presented in the theory: history, operation, organisation and visions and goals. Mostly literary sources are used while they are considered as most reliable in comparison to electronic sources like internet.

In order for the manual to be as good as possible, the former waiters of 2008 and 2009 were engaged in the project. The research was carried out as a quantitative research in the form of a questionnaire, which was sent to the workers in October 2009. The aim of the research was to find out if the former workers thought that a work manual would be of use and they were asked to give their opinion on the planned content and give suggestions on additional information to have in the manual. The outcome of the research was that the workers appeared to think the job was quite easy to learn at Restaurang Käringsund, but still they were in favour of a work manual.

Keywords work manual, waiter, restaurant

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ABSTRAKT

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Detta arbete är gjort som ett lärdomsprov i Vasa Yrkeshögskola. Syftet med lärdomsprovet är att skapa en arbetsmanual för servitörerna som jobbar på Restaurang Käringsund på Åland. I teoridelen diskuteras vad en arbetsmanual är, dess syfte, innehåll och den konkreta utdelningen. Dessutom presenteras företaget Käringsund Resort and Conference, dess historia, verksamhet, organisation, visioner och mål i teoridelen. I huvudsak har litterära källor använts i arbetet eftersom de anses mera trovärdiga än elektroniska källor såsom internet.

För att få manualen så bra som möjligt, engagerades tidigare personal som jobbat på Restaurang Käringsund åren 2008 och 2009 att delta i projektet. Undersökningen valdes att vara kvantitativ och i form av ett frågeformulär, som sändes till de forna arbetarna i oktober 2009. Målet med undersökningen var att få reda på om de tidigare servitörerna ansåg att en arbetsmanual skulle komma till användning och de var ombedda att ge sin syn på det planerade innehållet och ge förslag på ytterligare innehåll. Den genomförda undersökningen visade att den tidigare personalen på Restaurang Käringsund ansåg att jobbet var relativt lätt att lära sig, men de ansåg trots det att en arbetsmanual skulle vara till nytta.

Nyckelord arbetsmanual, servitör, restaurang

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1 INTRODUCTION

The reason for choosing this topic was because it was close to my heart. I have worked at Restaurang Käringsund in summer 2008 as a waitress and in the same company as a receptionist in summer 2009. During summer 2008 my colleagues and I experienced confusion when it came to which tasks were assigned to us, and especially when it came to cleaning. We did not know which surfaces was meant for us to clean and which were taken care of by the cleaning staff at Käringsund Resort and Conference. Since almost everybody was new employees on the restaurant side, there was no one to ask directions from. Even the restaurant manager was new for the season. The whole situation was aggravated when our restaurant manager went on sick leave in the middle of the season. At this point all waiters laid the table in the restaurant as they wished and the way of approaching a customer differed from employee to employee.

Restaurang Käringsund is not open all year around and most of the staff are only season workers, this leading to the importance of having written standards and policies. This will make it easy for the new employee to acclimatise and learn the job. By having a written manual for the staff, it will also be better for the customers, since they will be ensured quality service and be given what they expect based on previous visits paid.

The work manual will only contain relevant and needed information for the specific restaurant in question, and only having the standards on how a work manual is written as a guideline. The information that is needed to have in the work manual is also determined by the opinions of former waiters at Restaurang Käringsund who will be given questionnaires to fill in.

2 COMPANY PRESENTATION OF KÄRINGSUND RESORT AND CONFERENCE

Käringsund Resort and Conference is situated on the Åland Islands on the south-west coast. Reaching this island from Turku and Helsinki is possible by the ferry companies Silja Line and Viking Line which dock at the harbour in Mariehamn or in Långnäs. The ferry Eckerölinjen coming from Grisslehamn in Sweden docks in the village Eckerö being only 20 minutes walk from Käringsund. Another possibility is to fly from Helsinki or Stockholm to the airport in Mariehamn, occasionally there are flights also departing from Vaasa and business flights from Turku. In the summer many tourists come to the island with their own sailing boat, and many come all the way from Germany, but most of the sailors are from Finland or Sweden.

2.1 Operation

The resort consists of a camping site having own reception and mini market, renting of cottages at the main reception, fine dining restaurant and café, sauna and conference facility. There are 56 self-catering cottages, 12 sleeping cabins, 74 caravan places and about 100 tent places. The services provided to the customers are: mini golf, boat rental as well as rental of bikes and deckchairs, swimming pool, tennis, boule, sauna, arrangements of external activities in cooperation with other companies such as horseback riding and boat trips.

The fine dining restaurant is located in the main building having a round shape and guaranteeing customers with a sea view. Customer places are 140. The café is also a part of the main building, having approximately 40 seats, and usually it is here where the groups get their meals: lunch and dinner, as well as an evening snack. The breakfast is on the other hand often served in the restaurant.

The conference building, as well as the sauna is situated closer to the beach but still in the vicinity of the main building. The conference building has 6 rooms available for conference guests. Room 1 has place for 65 pax in school sitting

form and theatre sitting provides seats for 150 pax. Room 2 has places for 16 pax. Room 3 and 4 can be joined and providing seats for 20-24 pax per room. Room 5 and 6 work in the same way, although space is only suited for 20 pax per room.

Käringsund is operating only seasonally since the main stream of tourists comes in the summer. This is when the restaurant, café, camping site, mini golf and boat rental are open. In the spring and in the autumn there are mainly groups checking in at the resort, mostly sport groups or school groups, and they are provided also with food service such as breakfast and lunch and dinner.

2.2 History

The biggest holiday village in Aland Islands, the so called Käringsundsbyn was set up by Bengt Granberg. The first 10 bungalows were out for rental in 1967 and more cottages were built after time and today there are 40 bungalows in total. The bungalows were rented for 1 week periods and a partnership with travel companies was established, eg. The Swedish tour operator Tjäreborg was selling holidays to Käringsundsbyn.

In addition to the bungalows Bengt Granberg also build a conference building with two saunas and a common area with fireplace. Closeby where the reception is today still located, there was a mini market, but today the shop is no more extant and instead there is a game room. Restaurang Käringsund was constructed in 1984 and the architecture was made by the same architect bureau Svahnström from Mariehamn that planned the design of the bungalows. The restaurant still today has 140 seats and the unique round-shaped form, ensuring that everyone gets a seaview, and the dance floor in the middle invites people to dance whenever there is a band playing. The seiling of the restaurant has a shape of a lighthouse showing that Käringsund in former days was a fishing village. The first year in operation the restaurant failed in getting permission to serve alcohol which was a major drawback, but later on they got the permission and they have full rights also today. In 1994 the restaurant got a bar and a cloakroom. The camping

place Alebo with its caravan places as well as its holiday houses is today also a part of Käringsund Resort and Conference. The camping was successively bought starting from beginning of the 90s.

It was in January 2007 that Käringsund Resort and Conference was bought by Ålands Turisminvest and in April 2008 also Alebo camping was bought. During the same year there was build a spacious outdoor terrace for both café and fine dining guests to enjoy their meals and drinks at. Located at the terrace one can also find a selling point catering for the customers' needs.

Ålands Turisminvest was grounded by the initiative of the vice president at the ferry company Eckerölinjen, thinking that they would turn Käringsund Resort and Conference into leisure houses that people can buy provided that Käringsund has the right to rent the cottages a certain amount of weeks each year and giving the owners a possibility to share a part of the income. Before this can be done the cottages need to be renovated and so far one bungalow is done which today functions as a demonstration cottage.

2.3 Organisation

The board of Käringsund Resort and Conference consists of the owners of Ålands Turisminvest AB: Hubertus von Frenckell and AB Deep Water Invest Ltd- represented by Micael Holm and Peik Aalto. Hubertus von Frenckell is the MD of Ålands Turisminvest Ab, Käringsund Resort and Conference.

The management team consists of the Restaurant Manager, Head Chef, Reception Manager and the Head of Housekeeping. The different areas they take care of are:

Restaurant Manager - restaurant, café, mini market, food related matters for conferences

Head Chef - kitchen, wash-up

Reception Manager – main reception, camping site, boat rental, sauna, conferences, reservations

Head of Housekeeping - housekeeping, maintenance, gardening, mini golf

2.4 Visions and goals

The visions of the company are to be the very touristic centre in Aland Islands and having satisfied customers that recommend the resort to others. Not only should the expectations of the customers be met but be exceeded. From the company point of view, the company hopes to be an attractive partner to especially local enterprises. Naturally the company also strives to generate a good profit throughout the years.

In year 2006 Käringsund Resort and Conference set up a five-year plan with following goals: the customer satisfaction should come up to 80% of satisfied/very satisfied, each cottage should have 20 weeks of occupation and the average room rate is to be increased with 3% yearly. Another goal is to receive 10% back on the invested capital.

2.5 Work moral

Since Käringsund Resort and Conference is a company selling services and experiences the stress is on providing good and friendly service. The staff is the key to succeed in this. The service personnel are to give a happy smile, not only to customers, but also to all suppliers like the butcher and the ice cream salesman, and to other colleagues. The attitude of a worker should be positive and the motto is: we can do it!

A good thing to have in mind when working is that the staffs are living mannequins, and that their behaviour and way of acting reflects the company image. Active selling is stressed and the waiters should try to have additional selling, such as recommending starters, aperitif drinks, desserts and coffees in addition to the main course.

The personnel should be aware of costs and try to cut them down, but not be greedy.

In order for everybody to feel happy at work and for the customers to enjoy their stay, order and cleanliness is to be exercised.

3 OUTFORMING A WORK MANUAL

3.1 What is a work manual

A work manual is intended to help the personnel know how to act and do things at work. Often a work manual is in written form, so that it is effortless to find the information that one wants, by only browsing the pages in it. The work manual is to give guidelines on how work is done in a particular company and hence differs in layout and content depending on for which company it is designed.

The service personnel are out of utter importance in a company since it is they who meet the customers in person. They will also have a huge impact on the image of the company the customers will create in their minds after a paid visit. Therefore the personnel should be taken very well care of in a company so that they will perform well at work. Carlzon, Jan, the former president of Scandinavian Airlines, has said “If you’re not serving the guest, your job is to serve those who are.” This means that the management team of a company should make it as easy as possible for a new employee to enter the company and feel that the employee’s happiness at work lies close to their hearts. A work manual will at the very least help in the learning process and make the employee feel like he/she is important to the company and that he/she is expected, if the manual is sent to the employee in advance. (Baum 1995, 104)

When there are new employees in a company they are to go through an orientation program and get socialized with the company. One aspect of the programme is that the employees will be given a handbook, which states the general rules in the company like health care, payment of salary and company visions. The work manual is also given which will help newcomers understand their position in the company and guide them on how to work.

3.2 The purpose of a work manual

For a new employee entering a new work place there is a lot to learn. Unfamiliar systems of operation, new work colleagues, new surroundings and facilities might

make just anybody feel insecure and overwhelmed. By handing the newcomer a handbook and a work manual, the company will make it easier for him/her to learn the new job. Not only will it be good for the employee, but also for the employer and the whole organisation to give a work manual, since then the new employee will get many questions answered by just reading the manual and not have to ask all the time about uncertain things. Furthermore the manual will state how the company wants the employees to work and hence it will make everybody work towards the same goal and have the same work ethics. If the company does not support the new employee it might in worst case scenario make the employee feel so insecure and stressed about all the new things to be learned that he/she will resign almost immediately after the employment. Then all the money and time the employer invested in the employee will go down the drain. In order to prevent this from happening, a wise thing to do is to send the work manual in advance to the employees so that they have time to look through it and slowly adapt to the new place. It will also give them time to question matters that are unclear to them. (Woods 2006, 169)

It is not only newcomers that need to get guidance, but also as soon as there are new machines and procedures, the manuals need to be updated and be given to the permanent staff as well. The manuals should anyhow be updated or looked over every second year. In this way everybody can have use of them and check things they are uncertain about. An employee that might have been on a longer sick leave or maternity/paternity leave might also need to have some guidance back to work, since one so easily forget things and simply by getting a small reminder the memory will be refreshed again. Nowadays it is utterly common for a company to take in students to work as trainees through school. This group of people will also need guidance to the job. In the same way that summer workers, they too need to have quick learning and the focus should be only on the essential things, since there is neither time nor need to socialize them in every aspect of the work. (Kangas, Hämäläinen & TTK 2007, 3, 20)

A business that employs a numeral amount of foreigners needs to take into consideration that the foreigners' knowledge of the language of operation might not be so well developed. They might acquire a manual with more simplified text and with demonstrating pictures. The same goes with people having dyslexia; having pictures will speed up the learning process. (Kangas et al. 2007, 3)

3.3 Content in a work manual

The first thing to do when making a work manual is, naturally, to cerebrate what is valuable for the coming staff to know and what values you want them to work according to. Other matters to take into consideration is who the manual is meant for; is it expected that the employee already is trained in the profession from before or has a sufficient education to perform the work without any specific professional skills that has to be taught him/her. (Kangas et al. 2007, 6-7)

The content in an orientation program differs from company to company but all programs should start with a company presentation. This includes company standards, policies, procedures and the expectations of employees. Likewise there should be stated the company vision and goals, management philosophies, traditions and strategic beliefs. Cultural issues should as well be brought up, like what is acceptable behaviour at work and what is not. (Woods 2006, 170)

General information that applies to all employees in the company ought also to be brought up. This information comprehends hours of work, holidays, pay arrangements, benefits like health care, pension, and staff discount, other things are sick pay, dress code, notice arrangements, health and safety, rights for the employee to change terms and condition after consultation, statement of confidentiality, security issues, customer care, grievance procedure and flexibility arrangements. (Stredwick 2002, 115)

Followed by the company information and the general information there should be the actual work manual adapted to the specific job in question. This includes job responsibilities, management of machines, job description and procedures of doing things. (Woods 2006, 170)

According to the book *Perehdyttäminen suunnittelu ja toteuttaminen*, written by Kangas Pirkko, and Hämäläinen Juha, the content of a “welcome to the house book” should include following things:

1. Introduction
2. Image of the company (basic information, history, owners, values and organisation)
3. The rules and manners of the company (what is expected of the staff, appearance of the personnel, behaviour, way of moving, keys, handling of the phone, to keep places tidy and organised, statement of confidentiality)
4. Matters related to the employment (nature of the employment, trial period, notice arrangements, payment issues, work hours, breaks, holidays, sick leave)
5. Work safety (safe and ergonomic work positions, accidents and first aid, fire safety issues, and other issues of abnormality)
6. Environment issues, energy consumption, waste management
7. Customer service, partners (behaviour, exceptional situations)
8. Education, getting knowledge
9. Free time activities, keeping up work capability
10. Employees’ health care
11. Where to get further information
12. Important names, addresses, phone numbers
13. Attachments

A welcome to the house book is not a work manual, but is more like a general manual or a handbook for the work place. This kind of manual already exists at Käringsund Resort and Conference.

3.4 The outcome of a work manual

One of the essential reasons why a work manual is made is to create a standard on how things are done in the company. This will lead to the fact that the customers will know what to expect when entering the company while the routines will be

continuous for the personnel and the customers will become aware of it. Especially when a company is one that hires seasonal employees, and the major part of the personnel is changed every season, it is an advantage to have a ready work manual to give them and this will speed up the learning process and ensure that the customers will not be the ones that suffer when new inexperienced staff enter the business. Seasonal staff always works during peak season, which means that the time for learning is restricted and the supervisor often does not have time to answer questions and repeat already spoken words.

Another outcome of having a work manual is that the employees will feel more secure at work and hence give better service and be happy at work. This will be seen and noticed by the customers and when the personnel feel cheerful, the gay feeling will automatically be transmitted to the customers and hence the service situation will get a good outcome and create a positive word of mouth.

The service personnel daily encounter numerous of “moment of truth” occasions as they are called by Carlzon Jan, the past president of Scandinavian Airline Systems. The “moment of truth” is the occasion when a person from the service personnel and a customer are having contact. This is the opportunity for the service provider to meet or fail a customer’s expectations. If the customer gets what he/she expects or the expectations are exceeded, the outcome will be good and the customer will get a positive image of the company. If however, the expectations are not met, the outcome will be negative, and the customer will get a negative image of the company. A work manual will make the service provider confident at work and when knowing how to behave in certain situations and what is expected by the company, the situations when the expectations are not met will be reduced. (Baum 1995, 99)

Having a positive image is an essential thing for every company. It is the personnel that play a huge part of the company’s image uphold, and they can be seen as a part of the company’s marketing strategy. Image is according to Grönroos Christian, the author of *Service management och marknadsföring: kundorienterat ledarskap i tjänstekonkurrensen* written in 2008, playing four important parts and those are: mediating expectations, working like a filter that will affect the customers’ experiences, an outcome out of expectations and

experiences and lastly, having both an internal effect on the personnel as well as an external effect on the customers. Expectations are created by the company image, immediate selling, commercials and word of mouth. Almost all of the above are affected by the activity of the personnel and how they are trained. By the internal effect on the personnel Grönroos means that the personnel also will be affected by the positive image of the company and work with pride in the company and hence get more satisfied costumers and it will be easier for the company to recruit new employees. The image being like a filter Grönroos explains that the customers will be more indulgent to mishaps in the case that the company image is positive and vice versa. (Grönroos Christian 2008: 325-326, 364, 366-368)

After having discussed the importance of a positive image and the personnel's part in creating it, one can say that the company should see the personnel as the company's internal customers, and having a work manual as a brochure in guiding them to sell and work according to the company's principles.

4 WORK MANUAL NEEDED FOR RESTAURANG KÄRINGSUND

Käringsund Resort and Conference is a company very dependent on seasons. High season is summer, which is when crowds of tourists visit the Aaland Islands. Winter is the very low season when hardly any tourists seek to spend their holiday at this small island. During spring and autumn Käringsund Resort and Conference's guests are almost exclusively school groups and sport groups going on camps or conference guests having their meetings by the conference building. Summer is the time when the holiday village is full with tourists coming from mainly Finland, Sweden, and Germany. Restaurang Käringsund is due to this open to the public during summer season and open for groups only in spring and autumn. The á la carte restaurant usually opens from late June to late August and the café opens in early May and keeps open until about the end of September. Because of the short opening times, Restaurant Käringsund hires seasonal staff and only has the restaurant manager as a full time employer. This leads to the fact that it is difficult to keep the service to be consistent when the personnel is consistently changing. Secondly the personnel usually consist of students and often they are not even studying the restaurant business and thus not knowing how the work is done in a restaurant and a café. A manual giving guideline to the new employees will help them adapt to the way of working in Käringsund.

The problem that Restaurang Käringsund is facing is that the service style, as mentioned, is varying from year to year and the customers do not know what to expect which can easily lead to that the expectations are not met. If that is the case the service quality can get a negative response from customers, a bad reputation and image and failed businesses. Of course this is not something that any company wants to happen. (Grönroos Christian 2002: 120)

4.1 What needs to be included

There is already existing an employee handbook or a so called welcome to the house book for the personnel at Käringsund Resort and Conference and the content

of that one is: short presentation of the company, company culture, work principles, issues regarding the work relationship, salary issues, absence issues, safety and security, IT-safety, environmental issues like waste management, cleanliness, use of company phones, social aspects outside the company like personnel resident rules and activities organised for the personnel. The handbook is written for all the personnel at Käringsund and not only for the waiters. The work duties for the restaurant personnel are not in a written form and a work manual stating those needs to be created.

The waiter work at Käringsund includes both work in the café and in the à la carte restaurant. This brings about the fact that the manual should tell the employees how to work in both these departments. The manual should begin with telling the waiter what the opening procedure is, as well as what small tasks are done throughout the day and in the end stating how the closing of both the restaurant and the café is done. Since Restaurang Käringsund often has buffets for both school and sports groups as well as for bigger gatherings like a conference group or a festivity of other character, it is of the essence to give guidelines how buffets are set up.

Dressing code at Restaurant Käringsund is to wear the clothes that the waiters are given when starting the job and that is a grey apron and a white shirt. These are to be worn with own black comfortable shoes and black trousers. The dressing is the same when working in the restaurant and in the café.

4.2 How to answer the phone

The most common way to answer a phone according to a study, done by PhD Ute Walter at Orebro University, on 209 booking occasions in Swedish restaurants is to answer the phone by first saying the name of the restaurant and then the first name of the person answering. Only in 3 % of the booking occasions studied, the personnel answered with a greeting phrase. The greeting phrase was mostly used in middle class restaurants and high class á la carte restaurants. (Studentlitteratur 2008, 19-20)

4.3 Setting up a buffet

Using the service style buffet serving is practical in many ways. Mostly this style is used because it does not require a huge amount of waiters as it does when having table service; hence this style also cuts down labour costs. There are many things that can be served from a buffet; breakfast, picnic, coffee breaks, brunch, lunch, dinner or just simply drinks. One can serve either only parts of the meal from the buffet or the entire meal. Although the guests exercise self service, personnel still needs to be present at all times. They are to collect dirty plates as soon as possible, since dirty plates give a bad impression. Additionally, perhaps the most important task is to refill the buffet tables and often the drinks are not placed in a buffet table but they are poured by the waiters to the guest at their tables. (Hiekkataipale, Keränen & Soininen 2002, 111)

It is recommended not serving more than three dishes at a buffet table, unless it is a smorgasbord whose aim is to have a huge selection of dishes. Having a too broad selection of food items, will only slow down the service and not making it more smoothly as first intended to. This also goes for serving the entire meal from a buffet table, but of course there are exceptions to this rule as well as to any other rules; if the amount of guests is not too big and the space where the occasion is held is big enough one may just as well serve the whole meal from a buffet. In case of a big gathering it is wise to arrange the buffet on different small tables instead of one big one. (Hiekkataipale et al. 2002, 111-112)

Different types of breakfasts

Continental breakfast is mainly the type of breakfast they eat in the southern part of Europe. It includes coffee, tea, butter and bread and different types of marmalades. (Bokstad & Eriksson 2000, 82)

English breakfast consists of coffee, tea, butter and bread and often following items are included: porridge, egg, bacon, scrambled egg and sausages, kidney, lamb chops, kippers, omelet, ham, cheese, marmalade, cookies and juices. (Bokstad & Eriksson 2000, 82)

American breakfast contains coffee, tea, butter and bread as well as ham, egg, corn flakes, yoghurt, sausages, waffles, pancakes, maple syrup and peanut butter. (Bokstad & Eriksson 2000, 82)

In order to simplify things and make the service run more smoothly, most hotels and accommodation operations have started only having breakfast buffets. In the book *Servering och dryckeskunskap*, written by Bokstad Larry och Eriksson Staffan, they have drawn up a plan on how an effective breakfast buffet looks like. They point out that everything should be put in sections which prevent queues from rearing up. The sections are as follows:

1. Porrdige, cereals, milk, jam
2. Bread, light, dark and some fresh morning bun. Butter, margarine. Cheese, and having every brand on its own platter and have signs telling which is which. Jams and marmalades.
3. Herring and caviar.
4. Sausage and other meat charcuteries
5. Egg. Hardboiled and soft-boiled.
6. Fried eggs with bacon or sausages.
7. Danish pastry and croissants.
8. Fresh fruit (grape fruit, oranges, apples, fruit salads).
9. Milk and juice.
10. Coffee and tea, sugar, cream, milk, lemon slices, sugar free sweetening.

(Bokstad & Eriksson 2000, 82-83)

5 THE RESEARCH

5.1 The Aim of the Research

The aim of the research is to find out what the summer personnel at Restaurang Käringsund think about creating of a work manual and whether they would have had use of one when they were working in the company. This I want to find the answer to by asking if they found it difficult to learn the new job and if they immediately knew what was expected from them by the company. I also seek to get suggestions on what to include in the manual by stating the things I have intention to include, and I ask them to evaluate the need of them. Moreover I have a question to which they were to give an open-ended answer and state what they suggest me to add in the manual.

5.2 Research Method Chosen

The research method is quantitative, and in the form of a questionnaire. The research was meant to help me in the creation of a work manual for a specific company and since this was the case, I could not include the opinions of strange people with no connection to the company. Therefore the personnel of Restaurang Käringsund solely, were selected as the target respondents. Only they can evaluate Käringsund as a work place and give suggestions for content in the work manual. I chose to select all the persons who have been working at Restaurang Käringsund during 2008 and 2009, since it is such a small amount of staff. These two years of workers were selected since it was starting from summer 2008 that the new owners started operating. Since I have been working myself in the company and know personally all the respondents, I was fairly certain that they would help me and be willing to fill in the questionnaires. The latter year's staff I had even had time to inform that I was intending to do this kind of research already during the work period, so they were prepared of getting a questionnaire send to them. When I told about my project to my colleagues, they were all very positive to it and considered it to be a great idea.

The reasons for choosing questionnaires as a form of research were several and mainly because it was according to me the only way, since my former work colleagues were scattered all over, both in different cities in Finland as well as in Sweden. Questionnaires are also a cheap way of conducting a research and fairly fast. The staff consisting of 14 persons including both years was also too big an amount to start calling international calls to, in the case of personal interviews through the phone or in the case of personal interviews done in every one of the worker's home city. Another factor affecting my choice of questionnaire was that the results are easy to compare and evaluate.

The contact information I already possessed to a great deal, since the personnel already had become good friends of mine and I have regular contact with several of them. Those persons to whom I did not have the email address I got them by sending messages through the internet community, Facebook, and asking them to give their emails, which everybody were willing to give. I asked them to either send their email addresses through Facebook, sending me an email or calling me on the phone. There were a couple of persons which contact information I got directly from the company. One of them was an email address I could directly use and another was only a mail address, and to this person I send an ordinary mail. To the latter one I also wrote a letter informing him/her that he/she could fill in an electronic questionnaire by contacting me and asking me to send one to her, and this would also spare him/her the cost of mailing the answer.

5.3 How the Research was Completed

Before sending the questionnaire to the respondents I pilot tested it on one of my friend and former colleague at Käringsund. From her I got some suggestions on how to improve the questionnaire and later on I sent it to three of my classmates for evaluation. Also they had comments on things I could improve, mainly on the language and grammar. The most valuable tips I got from my supervisor, who could be totally objective and with her help I could improve the questionnaire even more and be satisfied with it. The questionnaire was made in two versions, both an English one and a Swedish one. The computer programme Word2007 was

used. The questionnaire was built up in sections, in order to make it easier for the respondents to answer, when they knew what to focus on in all questions and for what purpose every question was asked. The first section dealt with basic information about the respondents and simultaneously worked as warm up questions and the second one was about their work at Käringsund. The third and final section's purpose was to give suggestions and aid on what to include in the future manual.

On October the 12th 2009, a Monday, I send the questionnaires from my own personal email with the questionnaire as an attached document. The time of sending was 4 p.m. Finnish time. Immediately afterwards I went to the post office and sent the ordinary mail at 5.12 p.m. The deadline for sending the ready filled questionnaire was 25th of October, which gave about 2 weeks for the respondents to fill it in.

6 RESULTS

6.1 Division of the population

Out of 13 persons to whom the questionnaire was sent, only one did not return the questionnaire. Out of the twelve respondents seven worked during the summer of 2008 and five worked during summer 2009. The ages varied between 19 and 31, so for the analysis they were divided into age groups (*see figure 1*).

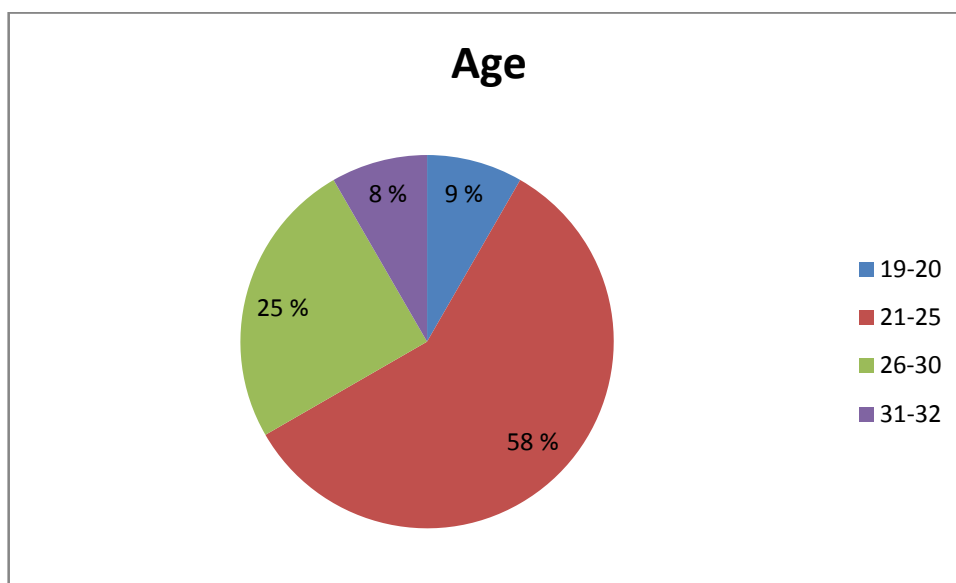


Figure 1. Age Groups of the Respondents

In the survey I wanted to find out if there were any differences in the answers among those who had prior work experience and those who were introduced to the restaurant business first at Restaurang Käringsund. The survey showed that 50% of the former employees had worked in the business before and of those it was equally divided on how many years experience they had. It ranged from 1 year to 7 years' experience.

6.2 The respondents view on their work at Käringsund

When the respondents were asked whether they thought that they got enough introduction to work when they started at Käringsund, the result was that 50% said yes and 50% said no. When I tried to see if those having prior work

experience had different answers than those with no experience, the result was, once more, that half of the respondents with experience said yes and the rest said no to if they got enough introduction. Another question relating to their work in the questionnaire was if they felt that it was clear to them from the start which tasks/duties were expected from them to do at Restaurang Käringsund (*see figure 2*).

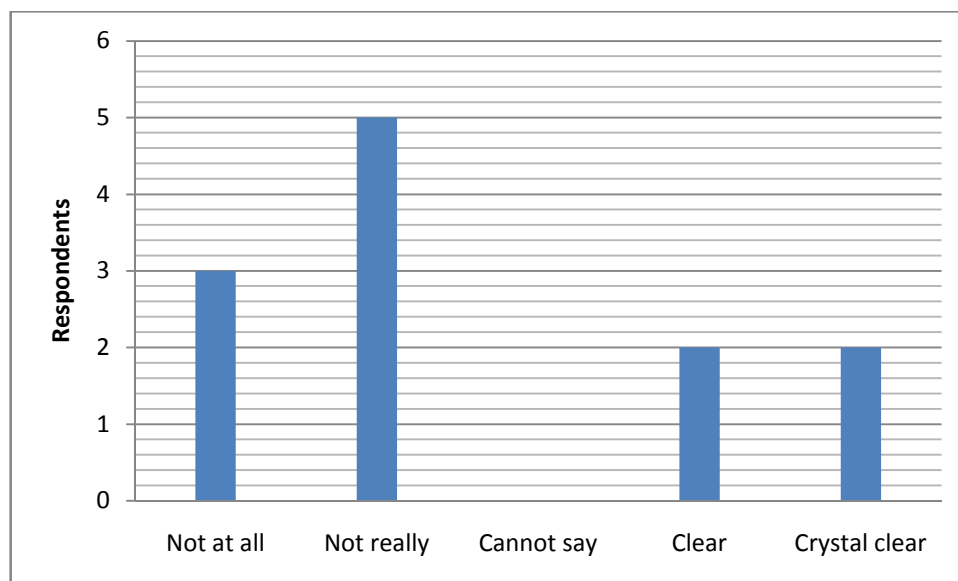


Figure 2. Was it Clear to the Workers from the Start which Tasks they were Assigned?

This graph shows that the main part had difficulties knowing which tasks were expected of them to do at Käringsund. There were too few respondents to see clearly if the answers differed according to age group, but I could see that out of those who had prior work experience 2 of 6 had said that the tasks were crystal clear to them and no one of those having no experience had that answer. Out of this one can assume that those with experience know from before what is expected from a waiter.

I was interested in knowing who had been doing the introduction at work for the newcomers and whether they thought that it was the right person who did the introduction or not. In the following graph (*see figure 3*) one can see the answer to that.

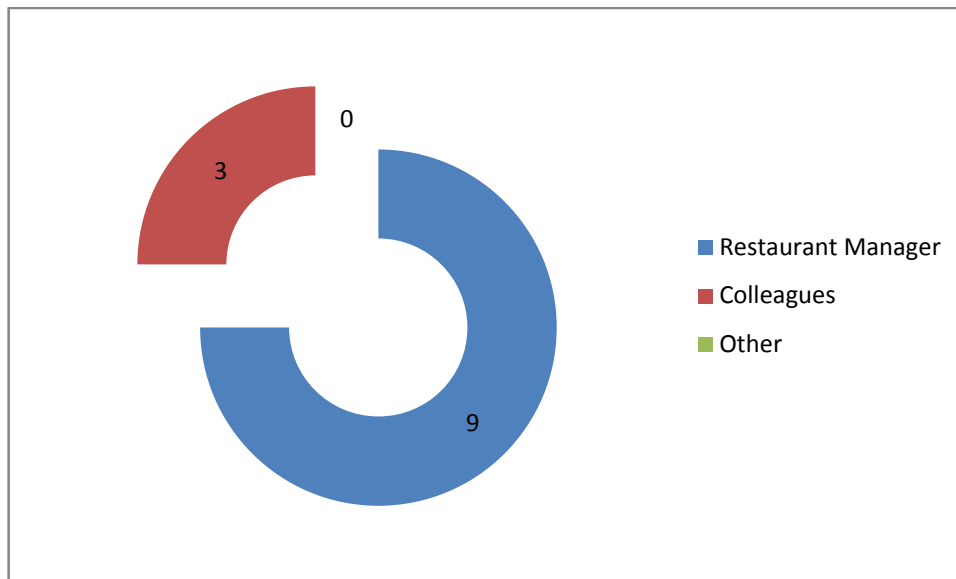


Figure 3. Who did the Introduction at Work?

Everybody who had chosen the alternative of the restaurant manager thought that it was the right person who introduced them, and by those who were taught by the colleagues only one was of the opinion that it was the right person. My intention with the question was that the respondents only tick one alternative out of the three being restaurant manager, colleagues, and other, but several ticked both the box for restaurant manager and the box for colleagues and no one ticked the box for other. This made the analyzing somewhat unreliable and in a similar questionnaire there should have been the alternative of both restaurant manager and colleagues. If the respondents answered that it was the wrong person who did the introduction they were asked to give a suggestion on who should have done the introduction. The answer to that one was exclusively that the restaurant manager should have been the restaurant introducer.

In a learning process it is important that there are written instructions on how to handle and deal with things, as discussed in the theory part. I know for a fact that there is no working manual at the work place at Restaurang Käringsund, which is why I am making one, but there can also be other written instructions at a work place and that is a work manual for machines. When the respondents were asked if there are written instructions by the machines at Restaurang Käringsund only one said yes and 10 said not by all and 1 said no.

In one question the respondents were asked to evaluate how difficult or easy the job was to learn at Restaurang Käringsund (see figure 4). In order to make it easier for them to answer, the job was divided into sections. Cashier managing did not seem to be any problem for people to handle since 7 out of 12 said that it was easy to learn and 5 even said that it was very easy. The daily routines in the café also seemed to be utterly easy to learn because 8 said that it was easy and 4 said very easy.

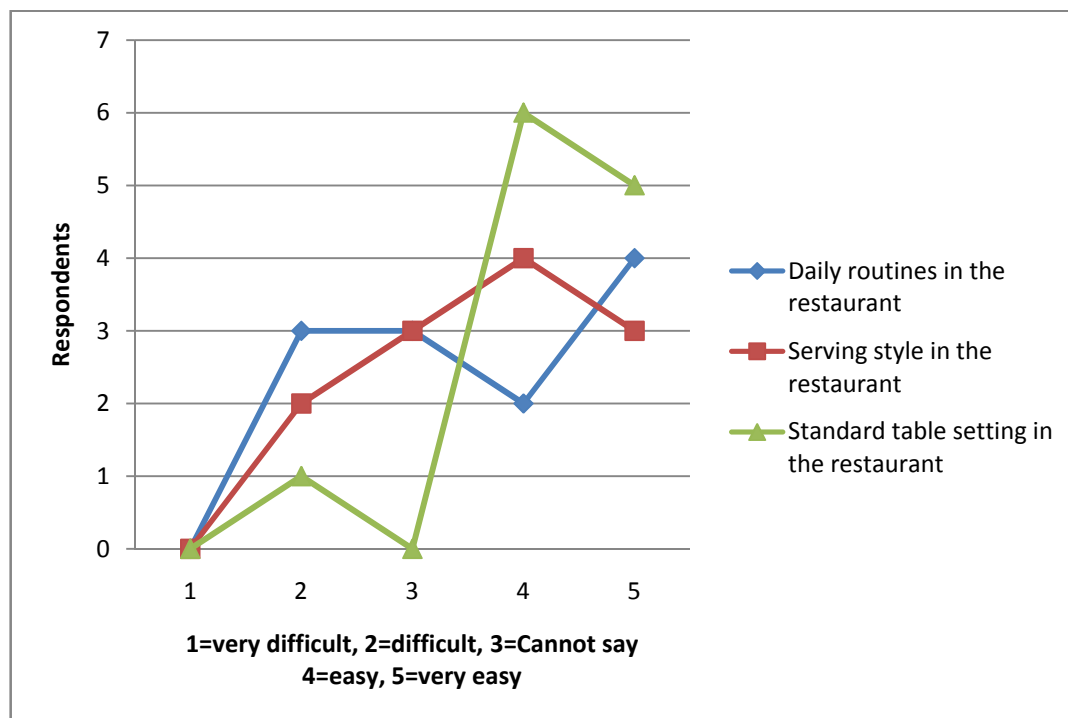


Figure 4. Learning the Job at the Restaurant

When coming to the daily routines in the restaurant the opinions were more divided. Although the majority thought it was easy to learn that particular aspect of the job, there were 3 who did not have an opinion in this matter. This I believe to be because they did not work so much in the á la carte restaurant. The conclusions can be drawn that the restaurant routines are more difficult to grasp than the daily routines in the café, and the work manual should take this in consideration. Service style in the restaurant had similar results to the previous question and it shows that these two things go hand in hand. Setting a table in the restaurant did not appear to be any problem for those who had an opinion in the question.

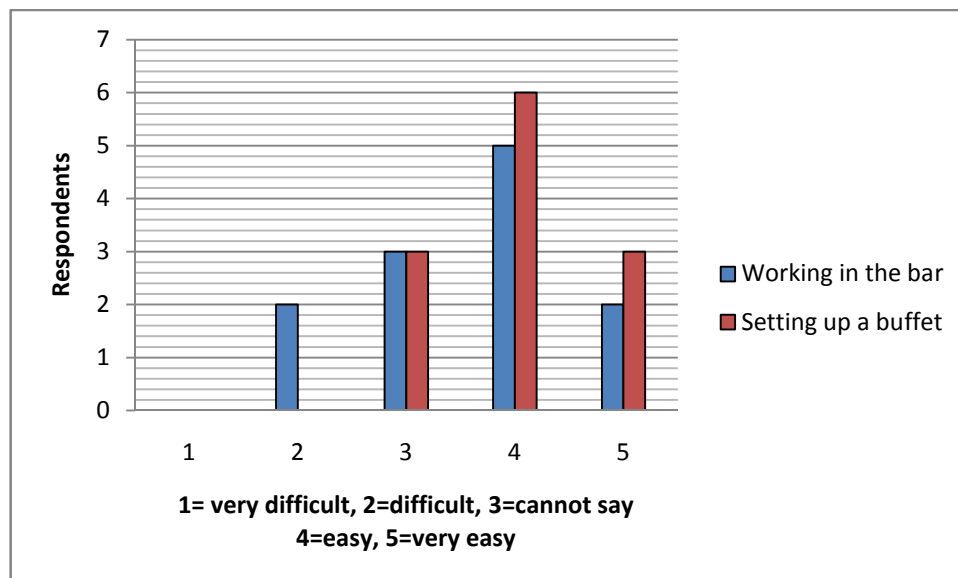


Figure 5. Bar Work and Buffet Setting

The bar work (*see figure 5*) appears to have been slightly more difficult to learn than the other tasks and again there were 3 persons who were not able to give an opinion in this matter. I can guess that these three persons were not skilled in bar work and as a consequence of that they did not work in the bar and therefore had no opinion.

Setting up a buffet was another question to evaluate and no one answered that it was difficult to learn.

I tried to draw some conclusions to whether the age had any impact on how the respondents experienced the learning, but I did not manage to do that. Whether they had prior work experience or not did have an impact in some answers. Those who had experience intended to have more “very easy” answers, which were in the case of routines in the café where 3 out of 6 said it was very easy to learn the routines as opposed to those lacking prior experience where only 1 said it was very easy. The difference though, was not very huge since 3 of those having experience said it was easy and those without 5 said it was easy. As for the restaurant routines one could see some differences in the answers, and those having prior experience thought that it was easier to learn the job opposed to those lacking experience, since 4 said it was very easy and zero of those without experience answered the same.

When coming to the service style in the restaurant and the bar work those with experience saw it as easier to learn than those without. 2 out of 6 of those without experience said that it was difficult to learn the service style opposed to no one of those having experience. The same goes for the bar work.

Setting up a buffet and setting a table in the restaurant did not however differ significantly in the answers between those with and without experience.

6.3 Respondents view on the future work manual

The last section in the questionnaire was concerning the future work manual. One major question, whose purpose was to evaluate the importance of a work manual at Restaurang Käringsund according to them, and whether they thought the topics I had, would be useful to bring up in the manual.

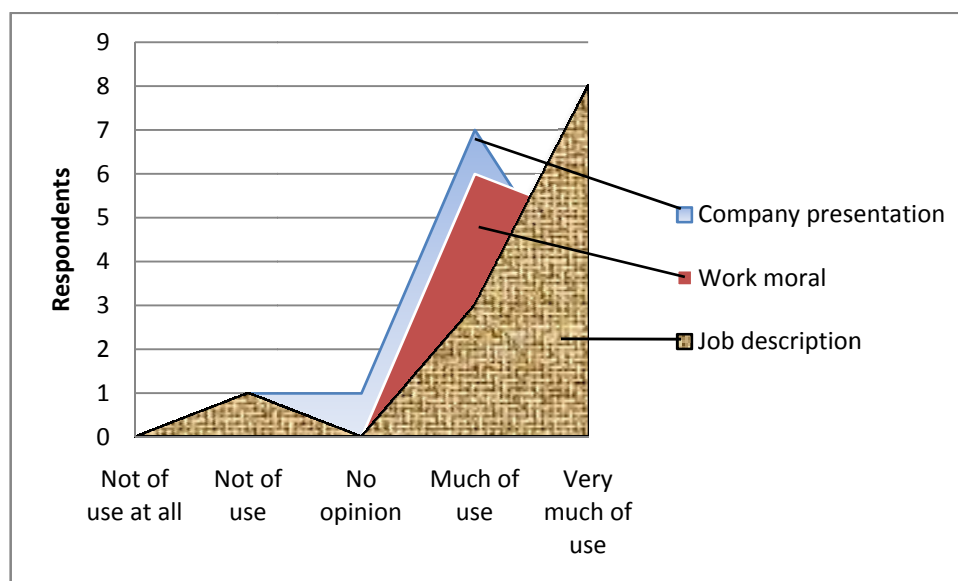


Figure 6. The Respondents View on the Work Manual Content

As seen in figure 6 the former staff at Restaurang Käringsund were of the opinion that company presentation, work moral and job description would all be important components in the work manual.

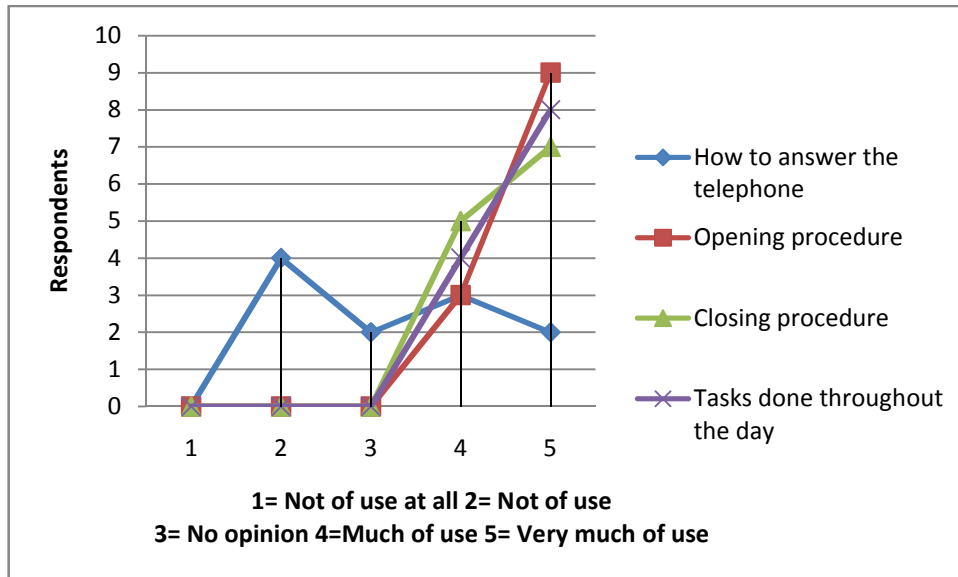


Figure 7. The Former Workers Opinion on the Future Manual

The above picture (*see figure 7*) tells us that the respondents evaluated the how to answer the phone very differently. Of the 12 respondents 2 did not have an opinion in this question and their opinions could have affected the result tremendously if they had answered in different way. The opening procedure seemed to be very important for the manual to have, and I can imagine that it is important since there is always a lot to do in the morning and when you are tired it is easy to forget things to do. A list of tasks is easy to follow and ensures that you do not forget anything. Also the closing procedure and tasks done throughout the day, the respondents were in favour to include in the manual.

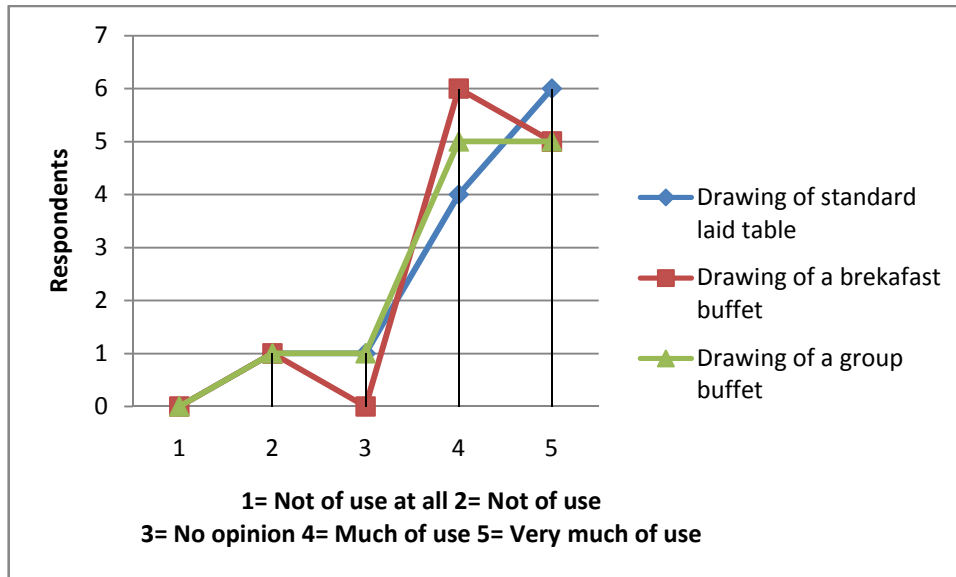


Figure 8. The Drawings Importance in the Work Manual

Drawings are according to the survey good to have as a learning tool in the work manual (see figure 8). We all know the saying “a picture says more than a thousand words”.

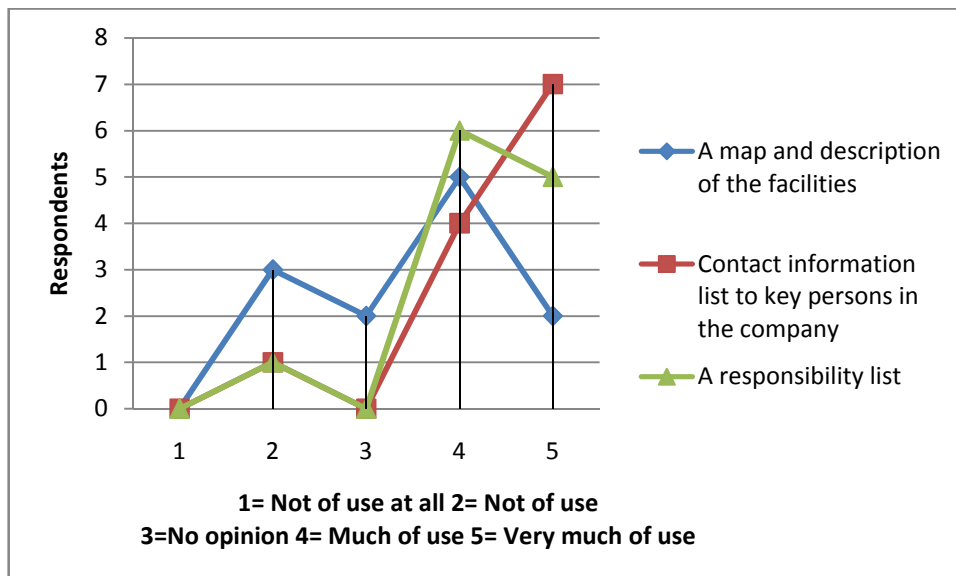


Figure 9. Analysis for the Work Manual Content

From the above figure (see figure 9) one can see that the idea of having a contact list, and a responsibility list is very good and in both cases 11 out of 12 were thinking it was good idea or a very good idea. In the statement of having a map

and description of the facilities the answers were more divided, but the majority were in favour of one.

In the final part in the questionnaire there was also an option where the respondents were asked to give suggestions on things to include in the manual which had not been mentioned in the questionnaire. Here I got some really good proposals from the former workers at Restaurang Käringsund, those being: obligation to observe silence, working clothes, the alcohol legislation in Finland and the rules concerning the serving of alcohol, the responsibility area concerning the pizza oven, cleaning and instructions for usage by the machines. Furthermore there were suggestions on those things already mentioned to be in the manual like work moral, job description, opening procedure, phone list to key persons and a list telling who is responsible for what. On top of this there were some who wanted to know about the system of eating at work and what to do in case of sick leave. This information though, already exists in the general manual and there is no need to update it.

The final question in the questionnaire was when the workers would have wanted to have the manual send to them (*see figure 10*). The options were to fill in either days, months before starting the work or then if they would have wanted to have the manual handed to them at work. The answers were divided into 3 groups: less than a month before, 1 month before and handed at work.

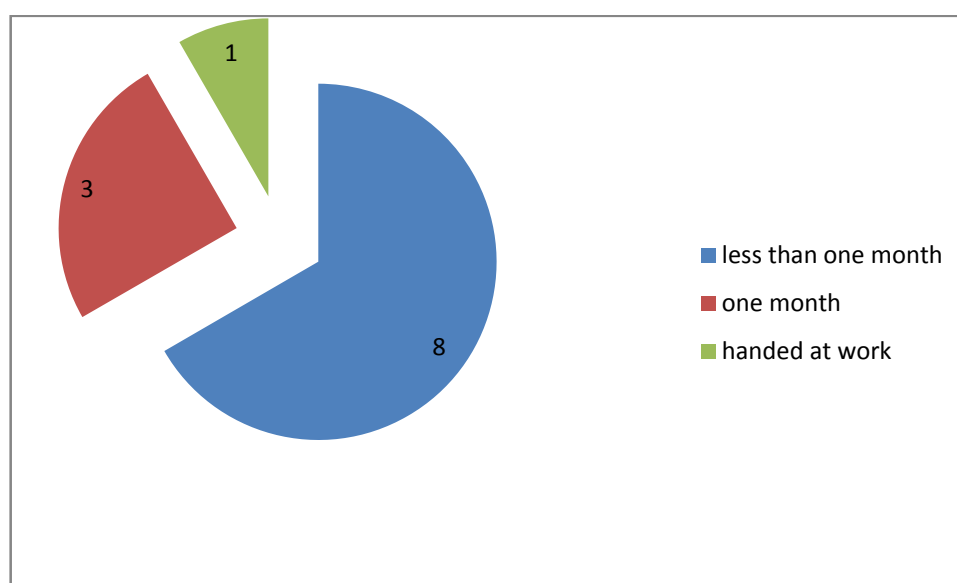


Figure 10. When the Respondents Wish to be Handed the Work Manual

The majority wanted to have the manual handed to them less than one month before. There were no conclusions to draw whether the answers differed by age or prior work experience.

7 CONCLUSIONS

In this chapter the validity and reliability of the survey done is evaluated. Suggestions for further research as well as suggestions for Restaurang Käringsund, on how they can get the most use of the work manual and how to improve the learning process for the new employees, is discussed. Furthermore there is a subheading dealing with the information withheld from the survey that will affect the content of the manual.

The conclusions drawn from the survey is that a work manual at Restaurang Käringsund would be appreciated and useful. The respondents were of the opinion that the job in general was easy to learn at Restaurang Käringsund, although the responsibility area of the job was fairly unclear to everybody. Furthermore there were quite a deal of persons who did not have any opinion of the work in the á la carte restaurant and the bar work. It is hard to say if this is because they did not work too much in the restaurant and mainly worked in the café, or if they did not feel secure about how they had managed their work in the restaurant and in the bar. In the hope to help the future workers, drawings of table setting and guidelines on how buffets are set up will be included in the work manual.

7.1 Validity and reliability

High validity is obtained, as explained in the book *Tutki ja kirjoita* written in 2009, when a research has succeeded in measuring what its intentions were to measure. In a questionnaire there is a high risk for a respondent and a researcher to interpret the meaning of the questions in different ways. When analyzing the results it is of high importance that the researcher can be objective and not let the own opinions and beliefs of him/herself affect the analyzing results. (Hirsjärvi, Remes & Sajavaara 2009, 231-232)

The research done, I consider to be of quite high validity and this is because the questionnaire measured what was originally intended to measure, which were to evaluate whether the former workers at Restaurang Käringsund were satisfied with the introduction at work and how a work manual should be formed in order

to be of use. The questionnaire was designed in a way so that many questions had not only yes/no answers but asked the respondents to grade their opinion on a scale of five. This I consider to give a more accurate answer of their opinion. In questions where the respondents were to give a yes or no answer, I also included a follow up question why, if they answered no.

Reliability, a high reliability that is, is acquired if another researcher would get identical results by doing the exact same research. The results should also be the same if the research was done for the same person but on a different time, but with the same research method. (Hirsjärvi et al. 2009, 231)

Since the research was done in a questionnaire format I consider it to be of high reliability, because I was not affecting their responses, but they could fill in the form when they felt like it. Another factor was that I am not working at Käringsund anymore and neither are they, so I would say that the objectivity was good in that case that they could feel that they are not doing anything harmful to Käringsund by their answers or should speak well of the company. I informed them directly that the answers were to be dealt with confidentially and not shown to the company in question. This I believe had an impact on the answers and they felt they could answer honestly.

7.2 Suggestions for further research

The research done was exclusively done for Restaurang Käringsund, so no conclusions or standards can be made on how a work manual should look like in general in all Finnish restaurants. It is not even possible to decide on one and only way of writing a work manual, since all companies are unique.

A way of carrying on the theme for Käringsund Resort and Conference would be to make work manual for all instances; reception, kitchen, mini golf, boat rental, maintenance and for the camping site. The same questionnaire could be used if just changing the tasks to be relevant for that particular job.

7.3 Suggestions for Restaurang Käringsund

Many of the respondents were of the opinion that the history of Käringsund Resort and Conference should be in the work manual. I agree that it is a topic that many customers ask about and it would definitely be of great importance that the staff is able to answer questions about the history of the work place. I therefore suggest that Restaurang Käringsund would include the part from the thesis concerning the history and add it to the already existing general manual, while it would be good for all the personnel in all units to know the history.

The research revealed that there are no directions for use by the machines at Restaurang Käringsund and therefore my recommendation would be for them to create these for the dish washer and the pizza oven. By the coffee maker there were directions for use, but only made by the staff of 2008, as seen in the questionnaire answers, so more proper ones would be good to create.

According to the research done there were several workers who thought that the bar work was difficult to learn. The main task in a bar is to make drinks so having a drink list for the employees to check from would help them a great deal. Because I have myself been working at Restaurang Käringsund I know that there is a drink list that the waiters can use. The year when I worked as a waiter we also had the most popular drinks' instructions taped on the wall beneath the bar disk, non visible for the customers. A suggestion is that they make these drink lists again at Restaurang Käringsund.

In summer 2009 there was a list telling which persons are responsible for the restaurant work visibly attached to the wall for the workers to see. This was something that the staff liked, and furthermore it could be good for the workers to have the same list attached to the work manual they are given, so that they know even before they start working to whom they are to take contact with when needed.

In the survey there was a wish from a former worker at Restaurang Käringsund to bring up the issue of eating at work and what rules apply in case of sick leave. This I suggest that Käringsund Resort and Conference includes in the general manual, since these are matters that concern all employees equally much.

7.4 Information received from the survey affecting the manual

The people who answered the questionnaire were quite unanimous in the answers no matter of their background: age or prior work experience. This is why I consider it unnecessary to treat the coming staff at Restaurang Käringsund any differently based on prior work experience or because of their age. The manual is to look the same to everybody and be given at the same time to them for reading.

The original plan on what the manual might include stays the same after the research, although some compliments will be made (*see table 1*). The suggestion on having the Finnish alcohol legislation regarding the serving of alcohol was a good idea since 50 % of the staff had not had any prior work experience in the field before starting to work at Restaurang Käringsund. This idea ended up in giving me another idea being to have a map of restrictions of the serving area at Restaurang Käringsund. Furthermore I will include written text informing and reminding the staff that they have obligation to observe silence while working at Käringsund Resort and Conference.

The first intended buffet drawings are not included in this manual, but Restaurang Käringsund will include drawings of especially breakfast buffet setting when they have finished making them. In this manual only a short presentation of the buffets is presented.

| Before Research | | After Research |
|------------------------|---|------------------------|
| Company presentation | → | Quick facts |
| Work moral | ↘ | |
| Job description | ↔ | Job description |
| Answering the phone | ↔ | Answering the phone |
| Daily tasks | ↔ | Daily tasks |
| Standard table setting | ↔ | Standard table setting |
| Facility presentation | ↔ | Facility presentation |
| Buffet drawings | ↔ | Buffet setting |
| Contact information | | ■ |

Table 1. Appearance of the Manual After and Before the Research

8 SUMMARY

The interest in making a work manual for Restaurang Käringsund began after I had been working the summer of 2008 as a waiter there. When you work, you notice things that are not going so smoothly which the managers might not be aware of. Since my studies at Vaasa University of Applied Sciences were coming to an end, which means that the final thesis are coming up, I knew almost immediately that I wanted to write my thesis about something that could be useful for someone. Käringsund Resort and Conference was the obvious choice as my case company. The making of a work manual was my own idea and it was approved and appreciated by the company in question.

The process of writing began with searching material for the theory part. I tried to focus on finding the desired information from literary sources, since I think that it is easier to read books and you can count on that the information has been checked and is reliable. When I was satisfied with the theory part and felt like I had a good idea on how to write a work manual, I moved on to the research part. I decided to use a quantitative method in a form of questionnaire. The questionnaire was designed to have three sections: background information, questions regarding the work at Restaurang Käringsund and questions concerning the future work manual. In October 2009 the questionnaires were sent to 13 former workers and out of them 12 answered. The answers were analysed by the SPSS, statistical package for social sciences, and the graphs were made in Microsoft Office Excel 2007. The main aim with the research was to see if the subjects I had in mind to include in the manual would actually be useful also according to the former workers at Restaurang Käringsund. The conclusions I could make were that although the respondents thought that the job at Restaurang Käringsund was easy to learn, the still were of the opinion that a work manual would be good to have. The most unclear aspect with the job they experienced to be which responsible areas they had.

Last but not least the work manual took form and I worked on it in collaboration with Käringsund Resort and Conference. They provided me with background information of the company and the Restaurant Manager gave me information regarding the practical work in the restaurant. Even the former owner and founder of the resort helped me in writing the history of Käringsund Resort and Conference. The research showed that having pictures would be appreciated to have in the manual, so I tried to include drawings of table and buffet settings as well as drawings of the different facilities at Käringsund.

The ready manual will be handed to Restaurang Käringsund and I hope that they will have great use of it. The manual is in the thesis written in English, but will be translated to Swedish since that is the language of operation.

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APPENDIX 1
THE QUESTIONNAIRE

WORK MANUAL FOR RESTAURANG KÄRINGSUND

I am soon graduating from Vaasa University of Applied Sciences and as my final thesis I am doing a work manual for the watering staff at Käringsund. A work manual is made in order to help the employees to know how the work is done in a company, both stating the company's work moral as well as the daily routines to be done at work. I would very much appreciate it if you would help me in making this manual as good as it can be and give me tips on what to include in it. Kindly fill in the questionnaire as honest as possible as the answers will be dealt with confidentially and not be shown to the company in question.



Please return the answers before: 15th of October 2009

Basic information:

1. Worked summer 2008 2009
2. Age:
3. Did You have prior experiences in the restaurant field before Käringsund?
 No Yes, what kind of experience?
4. Was it clear for You which duties and tasks was expected from You to do at Käringsund? (thick only one box)

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Crystal clear | | Clear | | Cannot say |
| Not really | Not at all | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
5. Was it difficult to learn the job at Käringsund? (thick only one box and then answer why)

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very difficult | | Difficult | | Cannot say |
| Easy | | Very easy | | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Why?

Please turn the page!!



6. Evaluate whether these things are, according to You, of use to have in a manual when

1 = very much of use

2= much of use

3= no opinion

4= not of use

5= not of use at all

Remember to tick only one box!

| | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Company presentation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Work moral | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Job description | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| How to answer the telephone | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Opening procedure (café & restaurant) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Closing procedure (café & restaurant) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tasks done throughout the day | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Drawing of a standard laid table | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Drawing of breakfast buffet setting | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Drawing of school/sports groups buffet | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| A map and description of the facilities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Contact information list to key persons in the company | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other, what? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

7. Is there anything in particular that You would advise me to include in the manual?

8. How much in advance would You have liked to have a manual send to You?

days before

months before

handed to me at work

THANK YOU VERY MUCH FOR YOUR HELP! 😊

Cassandra Riska

APPENDIX 2



A WAITER'S WORK MANUAL

2010

QUICK FACTS ABOUT KÄRINGSUND RESORT AND CONFERENCE

- The biggest holiday village in Aaland Islands
- Owned by Ålands Turisminvest: Hubertus von Frenckell, AB Deep Water Invest Ltd represented by Micael Holm and Peik Aalto
- The MD at Käringsund is Hubertus von Frenckell
- Services provided at Käringsund: lodging, serving of food and drinks, conference, mini gold, boat rental and rental of bikes and deckchairs, sauna, camping site with mini market, tennis, boule, swimming pool, arrangements of external activities like horseback riding, seal safari, boat trips and outdoor activities
- Customer segments: Summer – tourists
 - Autum to spring – mainly groups
- Restaurant and café only open to the public during summer season
- Restaurang Käringsund and the bungalows are designed by the architect bureau Svahnström in Mariehamn
- Host of Käringsund's own triathlon (arranged in the end of the summer)
- Host of Itech Beach Party

History

- Founded in 1967 by Mr Bengt Granberg
- Restaurang Käringsund built in 1984
- Granberg also bought Alebo camping successively in the 1990s
- In January 2007 Käringsund Resort and Conference was bought by Ålands Turisminvest
- In 2008 also Alebo camping was bought and the outdoor terrace was built by Ålands Turisminvest

The motto at Käringsund: WE CAN DO IT!!!

JOB DESCRIPTION

Position: Waiter

The waiter's job is to serve the customers in a food establishment. This includes greeting the customer, suggesting food and wine to the customers, taking orders and relaying the order to the kitchen, serving the food, billing and generally ensures that the customer is satisfied. Each waiter works both in the café and in the restaurant and when it comes to food relating matters also in the conference building.

Workplace: Käringsund Resort and Conference, at Restaurang Käringsund, including both café and restaurant

Reports to: Restaurant Manager

Supervised by: Restaurant Manager

Information flow at Käringsund Resort and Conference regarding bookings of F&B:

The main reception makes all the group bookings and conference bookings. They will make the information retrievable for the restaurant manager who will inform the kitchen as well as the watering staff of all booked occasions. The restaurant manager will print out one week's bookings at a time. The waiters can themselves handle table orders via telephone or by walk-in customers. Any bigger bookings have to be directed to the reception or the restaurant manager.

Basic tasks that are a part of this position:

- a. **Serving food and drinks to customers in café and restaurant:** counter service in the café but taking out the ordered food to the customers, á la carte service in the restaurant as well as bar service

- b. Responsible for that serving of alcohol is according to Finnish law**
- c. Be in charge of the outdoor terrace**
- d. Responsible for breakfast and buffet service**
- e. Responsible for the food related service in the conference building**
- f. Answering phone and taking table orders and take-away orders**
- g. Responsible for the café's and the restaurant's daily operation:**
opening and closing the café/restaurant, doing the daily routines
- h. Managing the cashier:** accounting every day
- i. See deliveries to the company and being responsible for putting them away,** ea. Ice cream
- j. Cleaning:** keeping places and surfaces tidy and clean in the restaurant and the café, doing the dishes for the café and restaurant and doing dishes at the conference building, taking out trash, cleaning of customer toilets
- k. Perform other requested duties related to the profession**

Equipment used are:

Coffee maker, kettle, dishwasher, cashier machine, electronic bar equipment such as blender etc.

Personal qualifications important for this job:

Possessing hygiene certificate, sufficient knowledge in the Swedish language, having the physical ability to work long hours standing and walking most of the time

Other important aspects of this position:

Willing to work overtime, evenings and weekends

Last update of this job description: 16.12.2009

FACILITY PRESENTATION

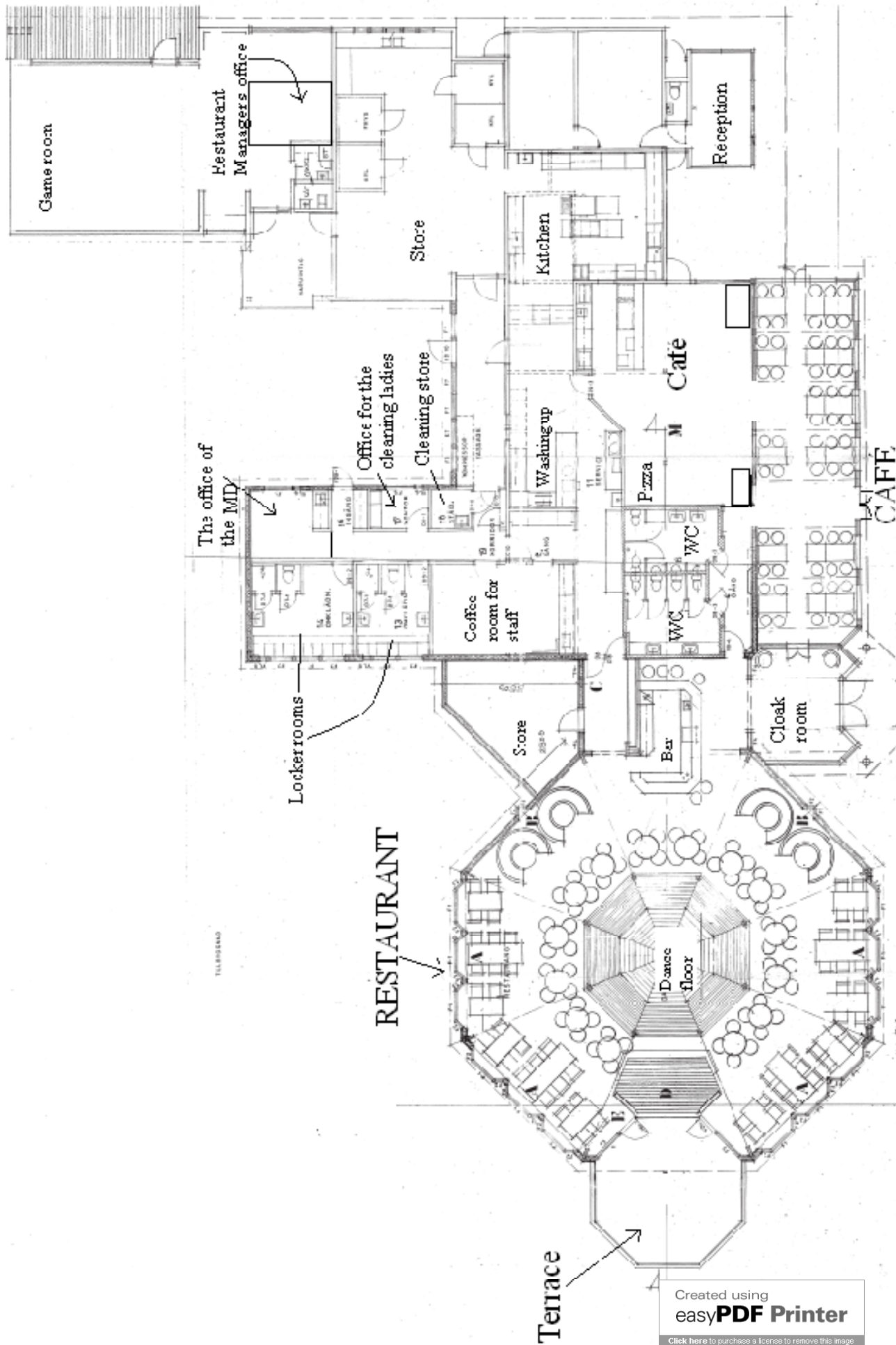
Café

Café Käringsund has approximately 40 seats indoors and in connection to the café there is an outdoor terrace build in 2008. The outdoor terrace has approximately 80 seats. The café is open on daily basis from morning to evening during the peak season starting from early May to late September, but this varying year to year. The café offers the guests hot meals in form of lighter food, pizza and also smaller snacks being sandwiches, sweet pies and buns, ice cream, sweets, crisps and biscuits. The café has A-rights and can therefore serve strong alcohol as well as wine, beer and cider. Other drinks served are coffee, tea, hot chocolate, juice and soda.

Restaurant

Restaurang Käringsund as well as the café has A-rights. The restaurant can seat 140 guests and exercises á la carte service. The kitchen is international, but focusing on using local products. The guests wanting to enjoy the food of the restaurant or have drinks from the bar can also be seated on the outdoor terrace, but in that case they have to come inside to place the order. The food will then be carried out to them in normal order and the drinks given straight to them from the bar counter.

The restaurant is the place where the breakfast buffet normally is set up and when there is a bigger school or sports group having lunch/dinner/evening snack they are also seated in the spacious facility. All private parties like birthdays, conference dinners and galas are held in the restaurant. During peak season Restaurang Käringsund invites locals as well as tourists to come to the restaurant on Friday and Saturday evenings to dine or have a drink or two and be entertained by DJ's and live music. In the middle of the restaurant there is a designed dance floor with a surrounding fence. The dance floor is used for both ballroom dancing and disco dancing.



Conference building

The conference building has 6 rooms available for conference guests. Room 1 has place for 65 pax in school sitting form and theatre sitting provides seats for 150 pax. Room 2 has places for 16 pax. Room 3 and 4 can be joined and providing seats for

| Konferensfakta | | | | | | |
|----------------|-----|--------------|----------------|------------|---------|------|
| Utrymmen | m2 | Skolsittning | Teatersittning | U-formatad | Bankett | Fest |
| Sal 1 | 130 | 65 | 150 | 40 | 40 | 180 |
| Sal 2 | 16 | - | - | - | 10 | - |
| Sal 3 | 42 | 20 | 30 | 18 | 12 | 40 |
| Sal 4 | 38 | 24 | 40 | 18 | 12 | 40 |
| Sal 3+4 | 80 | 44 | 70 | 36 | 24 | 80 |
| Sal 5 | 20 | 12 | 18 | 10 | 8 | 20 |
| Sal 6 | 20 | 12 | 18 | 10 | 8 | 20 |

Figure 11. The Possibilities of Seating in the Conference Building

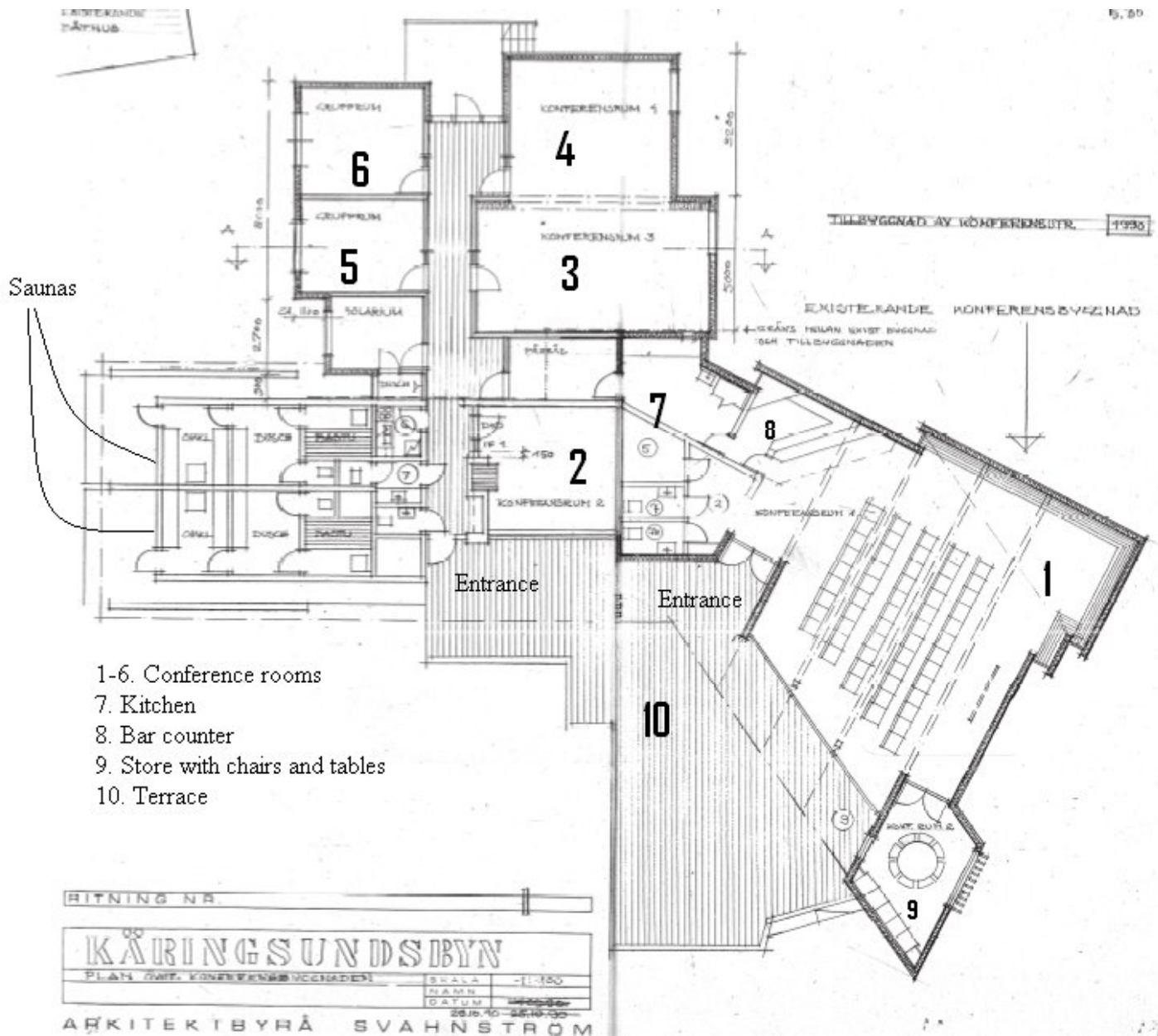
Room 5 and 6 work

in the same way, although space is only suited for 20 pax per room.

For coffee breaks the table with the buffet is placed in which place is most convenient for the guests. In the case of a conference is being held in room 3 and/or 4 the buffet is set up on a table outside room 4. If the conference takes place in room 2 the table is placed just outside the room. In these situations the waiters can discretely set up the buffet without disturbing the conference guests. The biggest conference room number 1 is often in use and also smaller groups use that room since it is the only room which can have the piano. When the conference is held there, the buffet is set up at the bar desk in the actual room so this requires some planning. The waiters should try to set the buffet when the group is on a break or in advance before the meeting and only bring the hot drinks and food when the coffee break is to start. If the weather permits, the buffet can be set up outside on the terrace, which is often greatly appreciated by the guests.

In the conference building there is a kitchen (numbered as 4 on the drawing) having following equipment: coffee maker, kettle, stove, fridge, microwave oven and a dishwasher. For the serving there are jugs, coffee cups and saucers, glasses, china (both small and big plates), cutlery and vacuum jugs. This means that for smaller gatherings everything can be prepared in the conference building, only food has to be fetched from the main kitchen. As for napkins and table cloths,

they are usually brought down in bigger amounts at a time and stored in the conference building. All dirty table cloths and linens used have to be brought to the restaurant and send away for washing.



SERVING AREA OF ALCOHOL AT KÄRINGSUND RESORT AND CONFERENCE

Areas that are a part of the serving area of alcohol are: the entire restaurant, café, the terrace and the conference building. In the conference building the serving area ends at the corridor facing the sauna part, this means that the sauna is not a serving area and only own purchased alcohol by the customer can be consumed there.

APPEARANCE AND DRESS

Waiters will get a work clothes set of an apron, two white shirts with the logo of Restaurang Käringsund printed on them. Each and every one of the waiters are responsible themselves to get black trousers that are no shorter than knee length. Furthermore in the case of having long hair, it is recommended to have the hair in a knot, in order to prevent hair coming in the food.

The clothes are always to be clean and can be washed in the washing machine at the company, but this is on the waiter's own responsibility.

As for the appearance in general, everybody are to take good care of their personal hygiene, meaning to shower on regular basis, brush their teeth and wash their face before coming to work. In case of wearing make up, it should be quite discrete, and no nail polish that attracts too much attention can be used. Neither heavy perfumes, nor hair sprays with a heavy sent, may be used when working in the café or the restaurant.

OBLIGATION TO OBSERVE SILENCE

The staff members at Käringsund are at all times when in duty obliged to observe silence. This means both respecting the customers and their private life, as well as not revealing company secrets which may be harmful for the company. In practice this means that any information you might receive about a customer; with whom their dining, what they are saying, what they are wearing, doing etc. is not to be discussed with outsiders. This also applies to any information you may receive about the company: food recipes, operation strategies, future plans etc.

ANSWERING THE PHONE

The phone in the café and restaurant is suggested to be answered in following way:

Welcome to Restaurang Käringsund, xx speaking.

DAILY TASKS

Café

Opening procedure

- Make coffee and put the kettle on
- Put the ice pack under the milk jug and refill the jug with fresh milk
- Make today's buns
- Switch the lights on in the café and the toilets
- Switch on the lights in the show window, the salad bar and the ice cream freezer
- Switch on the salad bar
- Fill the salad bar
- Refill the show window if necessary
- Refill drinking water with fresh water
- Open the beer tap
- Take the chairs down and put them neatly by the tables
- Write today's menu on the board
- Take out the cashier to the café and open the cashier system
- Switch on the pizza oven
- Open the front door

Tasks done throughout the day

- Refill everything in need of it
- Keep everything tidy
- Refill toilet paper
- Clean the show window
- Polish cutlery and glasses for the restaurant
- Fold napkins for the restaurant, to have in store

Closing procedure

- Lock the doors, also the middle door
- Take away the salad bar, switch it off and clean it

- Switch off the coffee and tea warmers, unplug them and wash the pots, and tidy the table
- Take away the water bucket and clean it
- Put the buns in the fridge
- Wipe all tables and lift the chairs on top of them
- Sweep the floor with a brush from the cleaning closet
- Mop the floor with detergent
- Take out the trash and put a new bin-liner in the garbage bin
- Close the beer tap and clean it
- Clean the toilets and refill toilet paper
- Take out the daily report and count the money and put away in the safe
- If there is a breakfast following morning, charge the coffee machine and put everything ready
- Turn of all electrical equipment
- Switch of all the lights!
- Check once more that the doors are locked before going home!

Weekly tasks

- Vacuum the café rug
- Clean the bottom of the show window

Every second month tasks

- Window washing
- Defrosting the ice cream freezer in the café

Restaurant

Opening procedure

- Make coffee and put the kettle on, later on put them on warmers by the bar
- Check if there are polished cutlery/glasses and folded napkins
- Set the tables on one side of the restaurant, the left one
- Put the menus easy to access for the waiters
- Prepare water jugs with ready water and ice in some
- Cut lemon and lime slices
- Make cream for drinks
- Open the shelf doors so that the bottles are visible
- Switch on the lights and put on some harmonic music
- Refill the bar if necessary
- Open the cashier

Closing procedure

- Lock the doors
- Clean the tables, clean the bar, restaurant floor and toilets
- Refill toilet paper
- Take out the trash from the bar and the toilets
- Take away coffee/tea and turn off the warmers and unplug them
- Put lemons and lime in the fridge
- Take out reports
- If there is breakfast following morning; set the buffet ready and load the coffee maker
- Switch of the lights and the music
- Do the dishes
- Turn of the washing machine and all other electrical equipment
- Check that the doors really are locked!

Every second month tasks

- Window washing

STANDARD TABLE SETTING IN THE RESTAURANT

STANDARD TABLE SETTING

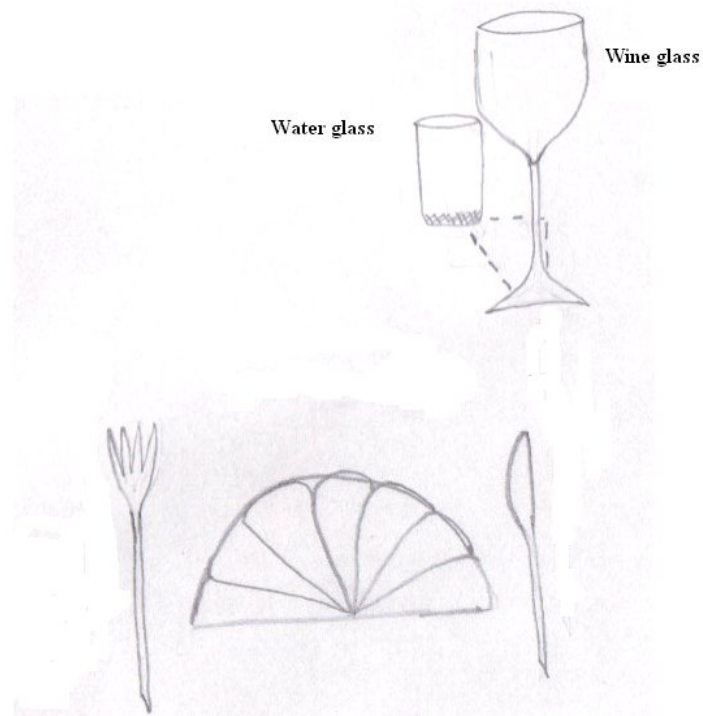


Figure 12. Standard Table Setting in the Restaurant

STANDARD TABLE SETTING FOR GROUP DINNER

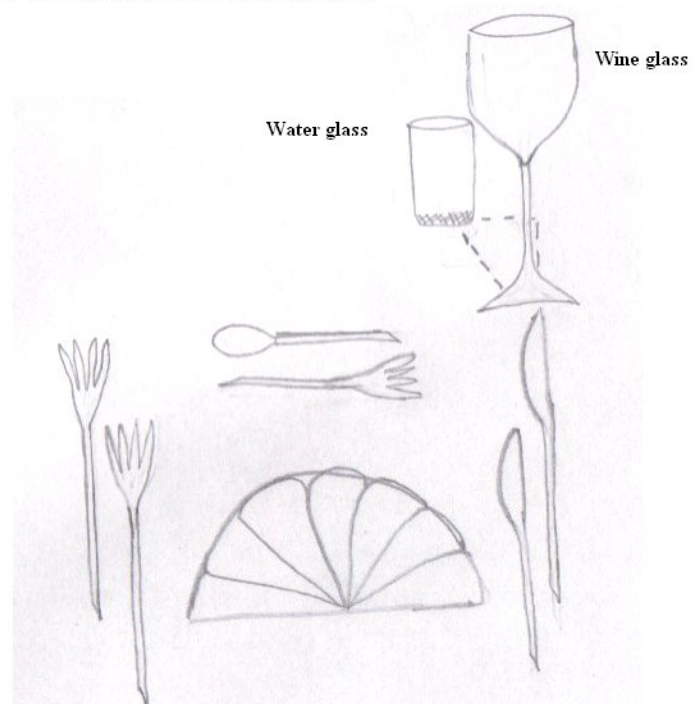


Figure 13. Standard Table Setting for Group Dinner in the Restaurant

BUFFET SETTING

Breakfast

The breakfast is only served for pre-booked groups, but if there are walk-in customers wanting to have breakfast when there is a breakfast buffet, they are more than welcome to eat from the breakfast for a charge depending on what type of breakfast there is set up. Normally the breakfast is set up in the restaurant in order not to collide with the opening of the café in the morning. If the place for the buffet is changed, the waiters will be informed about it.

School breakfast and the sport breakfast contain following food items:

- Porridge
- Boiled eggs
- Marmalade and jam
- Butter
- Cheese
- Sliced cucumber and tomatoes
- Lettuce leaves
- 2 sorts of bread
- Yoghurt
- Corn flakes and mysli
- Ham or German sausage
- Milk and juice
- Coffee and tea

Conference breakfast contains the same things as the other breakfasts except that it also includes three hot meals like omelette, scrambled eggs and bacon.

Children's group lunch/dinner

Coffee break for conference

A conference group staying at Käringsund Resort and Conference is always to be served fresh water and preferably some of the water jugs are to have lemon and/or

lime slices to give a professional appearance. The groups also have the choice of ordering coffee/tea and a salty sandwich or a sweet bun for an extra cost. Remember that the sweet bun should not be Danish pastries since they give stains on the floor which are difficult to remove!

In case of coffee break always set up with:

- Selection of tea
- Coffee in a vacuum jug
- Sugar (and honey)
- Milk
- Small paper napkins
- Mugs or coffee cups with saucers
- Tea spoons
- (Small plates for the sandwiches/buns)

When the conference group is staying in Conference 1, the coffee is to be set up at the bar counter and preferably at a time when the group is dining, or to be set up as much as possible before the conference starts. If the group is having the conference in any other of the conference rooms the coffee buffet is to be set up in the corridor on side tables.

If the weather is nice and the group approves it, the buffet can be set up outside on the small terrace.

The buffet tables are to be covered with table clothes and depending on the time of year also have decorations like flowers, or nature treasures in form of berries or cones.

Coffee with avec

Many groups having dinner in the restaurant wish to have coffee with avec as a final course. Restaurang Käringsund can recommend following avec to the coffee:

- cognac, several brands
- any berry liquor, ea. Cloudberry liquor
- cream liquor, ea. Baileys
- Swedish punch

If a guest specifically asks for something else which Restaurang Käringsund happens to have in store, of course he/she should get whatever wishing for.