

TRAINING-002 · FOH · V2.2 (DRAFT)

MEZZÉ#1

MEDITERRANEAN EATERY & BAR



WHAT YOU RUN EACH DAY

DAILY TRAINING — MANAGER —

NINE DAYS FROM NEW HIRE TO SOLO SERVER.

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FIRST EDITION · 2026 · CONROE · FULSHEAR

HOW TO USE THIS PACK

ONE CARD PER DAY. PULL TOMORROW'S CARD TONIGHT.

Manager-facing. Each card fits on one page. Read it before the shift starts.

THE SHAPE OF EACH CARD

BLOCK	WHAT IT TELLS YOU
Focus	The one thing this day is for.
Before the shift	What you set up before the trainee arrives.
During the shift	What you watch for. What you check in on.
After the shift	The debrief. What goes in 7shifts.
Tomorrow	What the trainee reads tonight. What you set up for tomorrow.
Watch for	Red flags that mean slow down, repeat, or talk to ownership.

THE TRAINEE HAS A MATCHING PACK

Every day, the trainee has a card too — their own version of the same day. Read both before the shift if you want to know exactly what the trainee was told.

WHO RUNS THE TRAINING

Any one of three roles can run a day: **FOH manager, assistant manager, or senior server** (6+ months with mastery). The card says 'you' — that means whoever is running the day. **Three decisions stay with the FOH manager only:** the Day 4 readiness call, the Day 7/8 decision to extend, and the Day 9 sign-off.



PROGRAM AT A GLANCE

NINE DAYS FROM NEW HIRE TO SOLO SERVER

What the trainee does each day. What you do each day.

DAY	WHAT THE TRAINEE DOES	WHAT YOU DO
1	Orientation. Brand. Menu walkthrough. POS. 9 Steps overview.	Run the full day. You are the trainer.
2	Reads FOH Steps of Service PDF. Shadows a senior server.	Confirm senior pairing. Walk the Steps on the floor. Debrief.
3	Reads Training-004 Food Training. Verbal check with you.	Run the verbal check. 15 minutes. Pass or re-quiz.
4	Reads Training-005 Bar Training. Verbal check with you.	Run the verbal check. 15 minutes. Decide Day 5 readiness.
5	Takes one table. Senior watches closely.	Brief the senior. Mid-service check. Debrief.
6	Takes two tables. Senior available.	Brief the senior. Mid-service check. Debrief.
7	Runs a 3-table small section.	Brief the senior. Light check-ins. Debrief.
8	Runs a full section. Handles a staged complaint.	Plan the staged complaint. Observe from a distance. Debrief.
9	Written test. Practical role-play. Sign-off.	Run the Day 9 Test Kit. Score. Sign-off conversation.

BRAND NOTE

The 9-day plan is the standard, not a punishment if it takes 10 or 11. Some trainees need an extra day. Build it in. The goal is solo-ready, not on-schedule.

01

DAY 01 OF 9

ORIENTATION

Brand, menu walkthrough, POS, 9 Steps overview. No floor service today.

BEFORE THE SHIFT

- Confirm 7shifts onboarding is complete — all forms signed, certifications uploaded.
- Have the uniform ready — apron, name tag.
- Print: Training-003 Trainee Edition, FOH Steps of Service PDF, Allergen Pocket Card.
- Block 3-5 tasting plates with the chef. Comp them in the POS as 'Training.'

DURING THE SHIFT

- **60 min — Restaurant tour.** Every station: host, server, bar, expo, kitchen, dish, walk-in, dry storage, bathrooms.
- **60 min — Brand grounding. Tell the founder story** — where Riad and Irina came from, how they got to Texas. Then the three feelings (at home, satisfied, charmed) and the four pillars. Tell it well; do not drill it word for word. They should understand it, not memorize it.
- **2 hr — Menu walkthrough** (the longest block). Every dish by name. Allergens. Pairings. Taste 3-5 key dishes together.
- **60 min — Rezku POS.** Open a table. Add an item. Send a course. Split a check.
- **30 min — 9 Steps high-level.** Name them. Headline timing. Deep learning comes from shadowing, not lectures.

AFTER THE SHIFT

- Five-minute wrap-up. Assign Day 1 homework: read FOH Steps of Service PDF cover to cover tonight.
- Confirm Day 2 senior server pairing.
- File the Day 1 note in 7shifts: trainee's name, date, what was covered, any flags.

TOMORROW

Day 2 — Shadow a senior server on the floor. Trainee reads **FOH Steps of Service PDF** tonight.

WATCH FOR

Red flags — slow down, repeat, or escalate.

7shifts onboarding not complete — finish it before any floor work · Trainee can't name three menu items by end of day — repeat the walkthrough · Trainee is on their phone during brand grounding — the conversation about phones happens today, not later

02

DAY 02 OF 9

STEPS OF SERVICE & SHADOW

Trainee read *Steps of Service* PDF last night. Today they shadow and watch the Steps live.

BEFORE THE SHIFT

- Confirm the senior server pairing — ideally your strongest senior on a Tuesday or Wednesday.
- Tell the senior: 'The trainee read the Steps last night. Today they shadow you. Walk them through each step as you run it.'
- Set the trainee up with: this pack, the Steps of Service PDF in hand, a pen.

DURING THE SHIFT

- Pre-shift: ten minutes. Walk the floor with the trainee. Point out the 9 Steps visually — where the door greeting happens, where water arrives, where the 90-second pause lives.
- Floor: trainee shadows the senior. Runs food. Buses tables. Watches.
- Mid-service check: pull the trainee aside for two minutes. Ask: which Step have you seen happen well? Which one looks hardest?

AFTER THE SHIFT

- Twenty-minute debrief. Trainee speaks first. Senior adds observations. You synthesize.
- Ask: which Step did the senior make look easiest that you'd find hardest?
- Ask: what did you see at the door, with water, at the 90-second pause, at the farewell?
- File the Day 2 note in 7shifts. Confirm Day 3 schedule.

TOMORROW

Day 3 — Food verbal check. Trainee reads **Training-004 FOH Food Training** tonight, cover to cover.

WATCH FOR

Red flags — slow down, repeat, or escalate.

Trainee can't name the 9 Steps in order — repeat the walk tomorrow morning · Trainee is invisible on the floor — not running food, not asking questions · Senior reports the trainee won't engage — that's a coachability issue, not a knowledge issue

03

DAY 03 OF 9

FOOD VERBAL CHECK

Trainee read Training-004 last night. Run the verbal check. Pass moves them to Day 4.

BEFORE THE SHIFT

- Pull Training-004 FOH Food Training. The verbal check sheet is in the back.
- Set up a quiet corner — back booth, an outside table, the bar before service.
- Block 15-20 minutes for the check.

DURING THE SHIFT

- Run the verbal check. Read each line. Trainee answers in their own words.
- Check the box for each one they answered well. Circle the ones they were not sure about.
- Non-negotiables: Lamb Chops + Ana Beirut Red pairing. The Allergy Protocol four steps.
- If they pass: trainee continues to shadow tonight, with menu focus — listening to how the senior describes dishes.
- If they miss too many: they re-read Training-004 tonight and re-quiz at the start of Day 4.

AFTER THE SHIFT

- Twenty-minute debrief. Walk the menu items they missed. Ask: which dish did you find hardest to describe?
- File the Day 3 note in 7shifts. Note pass / re-quiz.

TOMORROW

Day 4 — Bar verbal check. Trainee reads **Training-005 FOH Bar Training** tonight, cover to cover.

WATCH FOR

Red flags — slow down, repeat, or escalate.

Missed the Lamb Chops + Ana Beirut Red pairing — non-negotiable, re-quiz before Day 4 · Missed the Allergy Protocol — non-negotiable, re-quiz tonight · Trainee read Training-004 but cannot describe a single dish — coachability issue

04

DAY 04 OF 9

BAR VERBAL CHECK

Trainee read Training-005 last night. Run the verbal check. Pass means they take their first table tomorrow.

BEFORE THE SHIFT

- Pull Training-005 FOH Bar Training. The verbal check sheet is in the back.
- Set up the same quiet corner as Day 3.
- Block 15-20 minutes.

DURING THE SHIFT

- Run the verbal check. Read each line. Trainee answers in their own words.
- Non-negotiables: Layla as the lead cocktail (plus three flavors). The Mastiha warning. The Arak warning. SCAB and the five valid IDs.
- If they pass: confirm Day 5 readiness with one final question — 'Are you ready to take a table tomorrow?'
- If they miss too many: re-read Training-005 tonight and re-quiz at the start of Day 5. Day 5 may slip a day.

AFTER THE SHIFT

- Twenty-minute debrief. Walk the bar items they missed.
- **Decide Day 5 readiness.** Yes — they take a table tomorrow. No — they shadow again and we try Day 5 the day after.
- File the Day 4 note in 7shifts. Brief the Day 5 senior server tonight.

TOMORROW

Day 5 — First table. Senior watches closely. Trainee re-reads the parts of Training-005 they were shaky on tonight.

WATCH FOR

Red flags — slow down, repeat, or escalate.

Missed either the Mastiha or Arak warning — non-negotiable, re-quiz tonight · Missed SCAB or the five valid IDs — TABC compliance, re-quiz tonight · Trainee asks 'am I ready?' — if they ask, the answer is probably not yet

05

DAY 05 OF 9

FIRST TABLE

Trainee takes ONE table. Senior watches every step. You watch from a distance.

BEFORE THE SHIFT

- Brief the senior: 'The trainee takes one table tonight. You shadow every step. You step in only if they freeze or break a standard.'
- Tell the senior to pick the table — ideally a 2-top, not a party, not a regular.
- Set the trainee up at the start of shift. Say: 'You have one table. Run the full 9 Steps. The senior is right there if you need them.'

DURING THE SHIFT

- Watch from a distance. Don't hover.
- Look for: door greeting, water timing, order taking confidence, food delivery, the loyalty question, the farewell.
- If the trainee asks the loyalty question — that's a green light.
- If they forget the loyalty question on their first table — remind them after the table closes.

AFTER THE SHIFT

- Twenty-minute debrief. Trainee speaks first. Senior adds. You synthesize.
- Specific moments. Not 'you did great' — 'when you greeted the table, you said X — that landed.'
- File the Day 5 note in 7shifts. Confirm Day 6 plan with the senior.

TOMORROW

Day 6 — Two tables. Same senior, less involved. Same focus on the 9 Steps.

WATCH FOR

Red flags — slow down, repeat, or escalate.

Trainee was robotic — brand voice not there yet, repeat with feedback · Trainee skipped the loyalty question — remind them, it's a habit to build · Trainee blamed the kitchen or anyone else — coaching conversation tonight, not tomorrow

06

DAY 06 OF 9

TWO TABLES

Trainee takes TWO tables. Senior available, less involved. You watch timing.

BEFORE THE SHIFT

- Brief the senior: 'The trainee takes two tables tonight. You're there if they need you. Watch timing across both tables — that's the new test.'
- Choose tables that won't turn at the same time, ideally.

DURING THE SHIFT

- Watch from a distance.
- The new test: can the trainee hold the 9 Steps across two tables at the same time?
- Common failure: one table gets attention, the other gets forgotten. Watch for that.
- The loyalty question — on both checks?

AFTER THE SHIFT

- Twenty-minute debrief. Trainee speaks first.
- Ask: which moment was hardest tonight? Which Step almost slipped?
- Senior gives one specific moment — what to keep, what to change.
- File the Day 6 note. Confirm Day 7 plan.

TOMORROW

Day 7 — Three tables. A small section. Senior available but mostly hands off.

WATCH FOR

Red flags — slow down, repeat, or escalate.

Trainee dropped one table while serving the other — repeat Day 6 tomorrow · Timing fell apart by the second table — re-walk the 9 Steps tomorrow morning · Loyalty question missed on either check — reinforce the habit, do not skip the next time

07

DAY 07 OF 9

SMALL SECTION

Trainee runs a 3-table section. Senior available for backup only. You watch independence.

BEFORE THE SHIFT

- Brief the senior: 'The trainee runs three tables. You're backup only. Step in if they ask, not before.'
- Confirm tip-out math with the trainee at the start of shift. They handle their own.
- Confirm phone coverage — trainee answers the phone tonight with the right greeting.

DURING THE SHIFT

- Watch from a distance.
- The new test: can the trainee run a small section without leaning on the senior?
- Watch the phone greeting if a call comes in. 'Good evening, MEZZÉ#1, this is [name].'
- Watch any handoffs — if the trainee asks the senior for help, what was the ask?

AFTER THE SHIFT

- Twenty-minute debrief. Trainee first. Senior adds. You synthesize.
- Tip-out math: did they get it right?
- Confirm Day 8 readiness. Are they ready for a full section plus a staged complaint?
- File the Day 7 note. Plan the Day 8 staged complaint with the senior.

TOMORROW

Day 8 — Full section. **A staged complaint at some point in the shift.** Tell no one else on the floor.

WATCH FOR

Red flags — slow down, repeat, or escalate.

Trainee couldn't hold three tables on the 9 Steps — repeat Day 7 · Trainee answered the phone wrong — re-train Protocol C tonight · Trainee miscalculated tip-out — re-train tonight, not tomorrow

08

DAY 08 OF 9

FULL SECTION & STAGED COMPLAINT

Trainee runs a full section. A staged complaint at some point. Trainee does not know it is coming.

BEFORE THE SHIFT

- Plan the staged complaint with the senior server in advance.
- Choose the complaint — wrong order, food not right, or a long wait.
- Set the time — middle of the shift, not the first or last table.
- Tell no one else on the floor.

DURING THE SHIFT

- Watch from a distance.
- Trigger the staged complaint at the planned time. You play the guest — or pick a senior server to play it.
- Watch Protocol B: listen, acknowledge, page the manager, fix, follow up.
- **Do not page yourself unless the trainee asks.** The point is to see whether they ask.
- If a real Birthday or Anniversary opportunity comes up tonight, watch the ritual.

AFTER THE SHIFT

- Thirty-minute debrief. The complaint first.
- Walk through Protocol B. Acknowledge, apologize, fix, follow up.
- Ask: did you promise a comp before paging the manager? (You should not have.)
- Review closing duties. Signed off.
- File the Day 8 note. Confirm Day 9 schedule.

TOMORROW

Day 9 — **Pull out the FOH Day 9 Test Kit (Training-009).** Written test, practical role-play, sign-off.

WATCH FOR

Red flags — slow down, repeat, or escalate.

Trainee promised a comp without paging — re-train Protocol B tonight · Trainee argued with the staged complaint — serious coachability concern, talk to ownership · Closing duties incomplete — they do not sit for the test until duties are signed off

09

DAY 09 OF 9

TEST & SIGN-OFF

Pull out the Day 9 Test Kit. Written test. Practical role-play. Sign-off with the FOH manager.

BEFORE THE SHIFT

- Pull **Training-009 FOH Day 9 Test Kit**. Print the written test pages, the practical rubric, and the sign-off form.
- Set up a quiet corner. Two hours for the test.
- Confirm a senior server is available to play the guest in the practical.
- Confirm the kitchen will fire 2-3 plates for the practical role-play.

DURING THE SHIFT

- **First — 60 min written test.** Closed book, quiet corner.
- Score it. 85 to pass. Identify any gaps — especially Absolute Rules.
- Break before the practical.
- **Then — 45 min practical.** Five scenarios. 38 to pass.
- Score the practical against the rubric.
- **End of shift — sign-off conversation.**

AFTER THE SHIFT

- **If passed both:** Sign the form. Upload to 7shifts. Schedule the 30-day review. Welcome the trainee to the team — 'You're a MEZZÉ#1 server now.'
- **If failed either:** Extend training by 1-3 days. Tell the trainee specifically what to work on. Set the re-test date.
- File the Day 9 note in 7shifts with the test scores.

TOMORROW

Released to solo shifts — or extended for re-test in 1-3 days.

WATCH FOR

Red flags — slow down, repeat, or escalate.

Trainee scored below 85 on the written — do not push them through, extend training · Trainee scored below 38 on the practical — do not push them through, extend training · Trainee missed an Absolute Rule on the written — verbal review and re-confirm before sign-off, even if they passed overall

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BACK MATTER

TRAINER REMINDERS

Six common mistakes. For whoever is running the training that day.

THE SIX MISTAKES

MISTAKE	WHY IT COSTS
Skipping the debriefs	The 5-10 minutes after shift is where the day's lessons land. Skip it and the lessons are gone by the next shift.
Letting the senior decide pace, readiness, or sign-off	A senior server (6+ months) can <i>run</i> a day of training. The senior cannot <i>decide</i> when to move the trainee on, or whether to sign them off. Those are the manager's calls.
Skipping the verbal check on Day 3 or Day 4	The verbal check is the readiness gate. A trainee who hasn't passed it should not take a table on Day 5.
Avoiding the hard conversation on Day 7 or 8	If the trainee is not going to pass, they need to know before Day 9. Day 9 is for testing readiness, not discovering its absence.
Skipping the staged complaint on Day 8	Without rehearsal, the first real complaint a new server gets is also their first practice run. That's not fair to them.
Treating sign-off as a formality	Sign-off is the new server's official entry into the team. Make it meaningful. The new server should walk out knowing they earned it.

BRAND NOTE

Who can train: the FOH manager, the assistant manager, or a senior server with 6+ months and mastery of the material. **Who decides:** the FOH manager — on pace, readiness, and sign-off. Training delivery is shared. Training decisions are not.

BM

BACK MATTER

IF THE TRAINEE DOESN'T PASS

Three paths. You decide which.

THREE PATHS AFTER A DAY 9 FAIL

PATH	WHEN TO USE IT
Extend training 1-3 days	Trainee is close. Missed a section of the written. Practical was strong. Extra days fix it. Re-test on Day 11 or 12.
Restart a specific phase	Trainee has a clear gap. Menu knowledge is weak — redo Day 3. Bar knowledge is weak — redo Day 4. Then re-test.
End training without sign-off	Trainee has shown one or more of the red flags below. Not every hire works out. Better a clean break than a bad fit.

WHEN TO END TRAINING EARLY — WITHOUT SIGN-OFF

Escalate to ownership if by Day 4 or 5 the trainee shows any of these:

- Cannot remember basic menu items after repeated exposure.
- Becomes defensive or argumentative when given feedback.
- Shows no care for guests — sloppy attention, rushed, transactional.
- Cannot operate the POS after Day 3.
- Misses shifts during training. Or shows up late repeatedly.
- Cannot follow the Allergy Protocol after being walked through it.

BRAND NOTE

Ending training early — with a clear conversation, a final paycheck, and a clean break — is better than extending one that won't land. Talk to ownership before any termination.

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BACK MATTER

30-DAY REVIEW

Scheduled at sign-off. Held 30 days after Day 9.

WHY THE 30-DAY REVIEW MATTERS

The 30-day review is the moment we tell a new server how they're really doing. Not through a paycheck. Not through a passive-aggressive comment from a senior. In a real conversation.

A restaurant that does 30-day reviews well retains servers longer. A restaurant that skips them tells its new hires they don't matter once training is over. We don't skip them.

THE CONVERSATION — 30 MINUTES

SERVER SPEAKS FIRST

- What is going well? What feels easy now that felt hard on Day 5?
- What is still hard? What do you wish you knew better?
- Are there guests, tables, or sections you avoid? Why?
- Are there teammates you work especially well with? Who do you learn from?

MANAGER SPEAKS SECOND

- Specific. Direct. Forward-looking.
- What the server is doing well — specific moments.
- What needs work — specific moments.
- Any agreed action items — additional training, a coaching shift.
- Next review point. Typically 90 days, then annually.

DOCUMENTATION

FIELD	ENTRY
Server name	
Date of review	
Server's self-assessment summary	

FIELD	ENTRY
Manager's feedback summary	
Action items	
Next review point	