

FOOD AND BEVERAGE SERVICE

10TH EDITION

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SAMPLE

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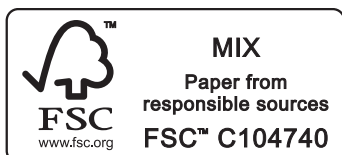
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Introduction to the tenth edition

Aim of the book

Food and Beverage Service covers the knowledge and skills necessary for those studying and/or working at a variety of levels in food and beverage service. The book also provides a framework on which to build further studies and to relate further acquired knowledge and experience.

In revising this tenth edition, we have taken into account developments in the industry alongside those of examining and awarding bodies. The book has been prepared to support the studies of those wishing to be assessed at NVQ/SVQ Levels 1 to 3 in Food and Beverage Service, and for a range of other qualifications including those of the City & Guilds Certificate and Diploma in Food and Beverage Service. In addition, the book is intended to support the broader based study requirements in food and beverage service for programmes leading to the award of the National Diploma, the General National Vocational Qualification, the Higher National Diploma, Modern Apprenticeship, Foundation Degree and undergraduate degree programmes, as well as the programmes of the Institute of Hospitality. It is also of value supporting in-company training programmes.

Trends in the food service industry

The demand for food and beverages away from the home continues to increase. Food and restaurant styles are also continuing to diversify to meet the demands of increasingly knowledgeable and value-conscious customers. Expansion of the industry has generally meant greater choice. This, together with potential skill shortages and drives for efficiency, has seen a streamlining of food service operations. There is now less emphasis on sophisticated service techniques in some sectors, but more emphasis throughout the industry on sound product knowledge, well-developed interpersonal skills, technical competence and the ability to work as part of a team.

The contents of menu and beverage lists are constantly being influenced by trends, fads and fashions, the relationship between health and eating, dietary requirements, cultural and religious influences, vegetarianism, and customer acceptance, or otherwise, of irradiation and genetically modified foods. Ethical and environmental concerns have become increasingly important. The food service industry is a substantial user of resources. There are now increasing efforts to achieve sustainable and responsible sourcing, save energy, reduce waste, reduce pollution, adopt fair labour standards and ensure the long-term sustainability of the business.

Within food and beverage service, the customer is now seen as central to the process and as an active participant within it. Increasing competition has meant that both the quality of the service and the perceived value of the experience by customers are the main differentiators between operations seeking to attract similar customers. While there are many examples of operations working with the highest levels of competence, there are also, unfortunately, operations that believe food and beverage service is something anyone can do. This is clearly nonsense: only where there are well-developed operating systems, and members of staff trained to work within them, can a food service operation work efficiently and effectively. The customer's enjoyment of the meal is also greatly enhanced, as the service staff have the confidence and time to be genuinely welcoming.

Any successful food service operation requires all elements to work as a whole: service personnel working together with chefs and the menu and wine and drink lists being in harmony with the food. The essential contribution by food and beverage service professionals cannot be underestimated. Michelin Stars or AA Rosettes, for instance, are awarded to restaurants as a whole, not to individuals. Service managers and service staff, and their skills and professionalism, should therefore have the same focus of attention as any other industry professionals. However, food and beverage service represents the ultimate paradox: the better it is, the less it is noticed.

The tenth edition

The content of the book has been structured to follow a logical progression from the underpinning knowledge of food and beverage operations, service areas and equipment, menus and beverages, through to interpersonal and technical service skills, advanced technical skills and then on to key supervisory aspects. An explanation of how information can be found in the book is given in the section 'How to use this book'. This section also contains a master reference chart, which summarises the tasks and duties for staff working in food and beverage service and identifies where to find relevant information within the book.

Throughout the book, we have referred to job titles and job categories such as waiter, supervisor, floor service staff, room attendants, servers and stewards. In all cases, these terms, in line with general trends within the industry, refer to both male and female personnel. Although the content of the book has its origins in classic cuisine and service, it also reflects current practice within the industry. Therefore, while the book gives information and describes various aspects of food and beverage service, it should not be seen as prescriptive. The actual operation of the service will follow the style and business needs of the individual operation.

John Cousins and Suzanne Weekes, March 2020

John Cousins is a recognised international authority on food and beverage operations and hospitality management and is the Director of The Food and Beverage Training Company.

Suzanne Weekes is the founder of the Hospitality Accreditation Training and Consultancy Service, and is an international consultant, specialising in hospitality skills and service.

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How to use this book

The information in the book can be accessed in the following ways:

- Using the detailed contents list at the front of the book (pages iii–vi)
- Using the index at the back of the book (page 401)
- Using the master reference chart (pages ix–xii).

The master reference chart takes account of the various examining and awarding body recommendations and assessment requirements. The chart lists aspects of food and beverage service and identifies the chapter or section where that information is detailed.

Because of the wide variety of hospitality operations, the chart indicates the broad range of knowledge and skills that will be relevant to a range of food service operations. The chart can be used as a checklist when identifying the relevance of a particular aspect to a particular food service operation, job or qualification requirement, as well as a means of finding information.

To use the chart, first select the aspect you are interested in from the tasks and duties column. Then note the chapter and/or section identified and go to the listed page number.

Master reference chart

Tasks and duties	Chapters/sections and page numbers
Industry knowledge	
Define food and beverages	1.1, page 1
Identify the sectors of the food service industry	1.1, page 2
Identify variables between different sectors	1.1, page 3
Explain the stages of the food service cycle	1.2, page 5
Describe examples of food service operations	1.2, page 6
Identify variables in different food service operations	1.2, page 7
Identify factors contributing to the meal experience	1.3, page 8
Define customer service	1.4, page 10
Differentiate between levels and standards of service	1.4, page 11
Describe food production methods	1.5, page 12
Distinguish between the service sequence and the customer process	1.5, page 12
Outline the relationship between the different operating systems in a food service operation	1.6, page 13



Tasks and duties	Chapters/sections and page numbers
Describe food and beverage service methods	1.6, page 15
Identify the main job titles and roles within food and beverage service	1.7, page 18
Contribute to protecting the environment	1.8, page 23
Personal skills	
Identify factors for success in food and beverage service	2.1, page 25
Develop attributes necessary for food and beverage service	2.2, page 25
Comply with key service conventions and know the reasons for them	2.3, page 28
Develop competence in essential technical skills	2.4, page 31
Develop good interpersonal skills	2.5, page 37 and 12.4, page 364
Be able to deal with:	
• adults	2.5, page 37
• children	2.5, page 39
• those with mobility difficulties	2.5, page 39
• those with communication difficulties	2.5, page 40
• customer complaints	2.5, page 40
• customer incidents	2.5, page 41
Work within legal requirements	12.3, page 361
Health, safety and security	
Maintain personal health and hygiene	2.2, page 25 and 2.7, page 46
Maintain a safe environment	2.7, page 46
Observe food safety requirements	2.7, page 46
Avoid hazards	2.7, page 48
Deal with accidents	2.7, page 50
Carry out procedures in the event of a fire	2.7, page 50
Contribute to cleaning programmes	2.7, page 52
Maintain a secure environment	2.7, page 53
Deal with suspicious items	2.7, page 54
Deal with bomb threats	2.7, page 54
Deal with terror threats	2.7, page 53
Service areas, equipment and product knowledge	
Know and apply knowledge of:	
• service areas and equipment	Chapter 3, pages 55–84
• menus	4.1, page 85 to 4.4, page 92
• menu knowledge and accompaniments	4.5, page 96 to 4.17, page 121
• wine and drinks lists	5.1, page 123
• non-alcoholic drinks, including hot drinks	5.2, page 127 to 5.7, page 141
• wine	5.9, page 147
• other alcoholic beverages	5.10, page 159 to 5.15, page 167

Tasks and duties	Chapters/sections and page numbers
Know and apply the guidelines for safe, sensible drinking	5.8, page 145
Develop wine tasting techniques	5.16, page 169
Develop skills in matching food and wine/drinks	5.17, page 173
Service sequence	
Take bookings for table service	6.1, page 178
Prepare service areas: <ul style="list-style-type: none"> ● table service ● self-service, assisted service and single point service 	6.2, page 180 7.1, page 240, 7.2, page 242
Take orders for food and beverages and determine customer requirements	6.3, page 201
Serve food: <ul style="list-style-type: none"> ● plated service ● silver service ● self-service, assisted service and single point service 	6.4, page 208 6.5, page 214 7.3, page 250
Serve beverages: <ul style="list-style-type: none"> ● wine ● other alcoholic beverages ● non-alcoholic beverages 	6.6, page 221 6.6, page 218 6.7, page 230
Clear during service: <ul style="list-style-type: none"> ● table service ● self-service, assisted service and single point service 	6.8, page 233 7.4, page 253
Deal with billing and payments	12.9, page 379
Clear service areas after service: <ul style="list-style-type: none"> ● table service ● self-service, assisted service and single point service 	6.9, page 237 7.5, page 254
Additional service skills	
Provide other meal services: <ul style="list-style-type: none"> ● breakfast ● afternoon tea 	8.1, page 256 8.2, page 261
Describe the different service in situ methods	9.1, page 266
Provide service in situ: <ul style="list-style-type: none"> ● floor/room service ● lounge service 	9.2, page 266 9.3, page 272
Provide enhanced service: <ul style="list-style-type: none"> ● guéridon service ● carving, jointing and filleting ● prepare, cook and serve food in a food service area 	10.1, page 277 10.2, page 280 10.3, page 284 to 10.12, page 324



Tasks and duties	Chapters/sections and page numbers
Events	
Contribute to event administration	11.1, page 328, 11.2, page 330, 11.3, page 332, 11.6, page 348
Contribute to event organisation	11.4, page 336
Prepare for and serve at events	11.4, page 336
Provide service at weddings	11.5, page 344
Supervisory responsibilities	
Develop supervisory skills	12.1, page 350
Contribute to the development of teams and individuals	12.1, page 353
Maintain staffing levels	12.2, page 354
Ensure compliance with legal requirements	12.3, page 361
Maintain and improve customer relations	12.4, page 364
Contribute to pricing for food and beverages	12.5, page 366
Implement sales development activities	12.6, page 370
Maintain stock control	12.7, page 375
Maintain beverage control	12.8, page 377
Maintain practices and procedures for handling payments	12.9, page 379
Maintain cleaning programme in own area	2.7, page 52
Maintain vending machine service	3.13, page 82
Plan and deliver events	Chapter 11, pages 328–349
Contribute to the control of food and beverage operations	12.7, page 375, 12.8, page 377, 12.9, page 379, 12.10, page 386

Note: A glossary of service terms is included in the book on pages 390–396.

Chapter 1 The food service industry



1.1 Sectors of the food service industry

The food service industry provides millions of meals every day in a wide variety of food service operations.

- **Food** includes a wide range of styles and cuisine types. These can be classified by country, for example, traditional British or Italian; by type of cuisine, for example, oriental; or by a particular speciality such as fish, vegetarian or health food.
- **Beverages** include all alcoholic and non-alcoholic drinks. Alcoholic beverages include wines, cocktails, beers and cider, spirits and liqueurs. Non-alcoholic beverages include bar beverages such as mineral waters, juices, squashes and aerated waters, as well as tea, coffee, chocolate, milk and milk drinks and proprietary drinks such as Bovril.

There is a number of different sectors within the food service industry, categorised according to the type of customer demand being met. Table 1.1 provides a list of industry sectors and identifies the prime purpose of the food service operations within them.

Table 1.1 Sectors of the food service industry

Industry sector	Purpose of the food service operation	Industry sector – alternative terminology
Hotels and other tourist accommodation	Provision of food and drink together with accommodation services	Hotels, motels and other tourist accommodation Often referred to as the lodging industry
Restaurants including conventional and specialist operations	Provision of food and drink, generally at a high price with high levels of service	Separate eating and drinking places Categories usually defined by reference to three criteria: <ul style="list-style-type: none"> ● level of service, e.g. quick service to full service or fine dining ● extent of menu, e.g. limited to full ● price range, e.g. low to high
Popular catering/casual dining including cafés, pizza, grills, specialist coffee shops, roadside restaurants and steak houses	Provision of food and drink, generally at low/medium price with limited levels of service and often high customer throughput	
Fast food including McDonalds and Burger King	Provision of food and drink in a highly specialised environment, characterised by high investment, high labour costs and vast customer throughput	
Takeaway including KFC, snacks, fish and chips, sandwich bars, kiosks and street market stalls	Fast provision of food and drink	
Retail stores	Provision of food and drink as an adjunct to retail provision	
Events/banqueting/conferencing/exhibitions	Provision of large-scale food and drink for events	Event market
Leisure attractions such as theme parks, museums, galleries, cinemas and theatres	Provision of food and drink to people engaged in another pursuit	Leisure market
Motorway service stations	Provision of food and drink, together with petrol and other retail services, often in isolated locations	Highway (interstate) market
Industrial catering/business and industry either in-house operations or through catering/foodservice contractors	Provision of food and drink to people at work	Business and industry (B&I)

Table 1.1 Sectors of the food service industry (*cont.*)

Industry sector	Purpose of the food service operation	Industry sector – alternative terminology
Welfare catering	Provision of food and drink to people in colleges, universities, the armed forces and to people through established social need	Social caterer/foodservice (student, healthcare, institutional and military)
Licensed trade including public houses, wine bars, licensed clubs and members' clubs	Provision of food and drink in an environment dominated by licensing requirements	Separate drinking places, but some units are included under separate eating and drinking places shown above
Transport catering including railways, airlines and marine	Provision of food and drink to people on the move	Transportation market
Event catering (or 'off-premises catering')	Provision of food and drink away from home base; suppliers usually associated with a major event	Catering market

Note on definitions

The word 'hospitality' encompasses all aspects of the hotel and catering (or food service) industry. The word 'catering' is often used to refer to all food and beverage operations. There is also the more internationally understood one-word term 'foodservice' which is often used to mean the same. However, the term 'foodservice' has now become more associated with cost sector and contract catering, sometimes referred to as business and industry (B&I). More recently, food and beverage operations are being referred to by the two-word term 'food service'. This book follows this trend and refers to 'food service' operations, and the B&I provision as 'foodservice'.

Sector variables

Each sector of the food service industry has a range of variables, as shown below:

- Historical background
- Reasons for customer demand
- Size of sector:
 - in terms of outlets
 - in terms of turnover
- Policies:
 - financial
 - marketing
 - catering
- Interpretation of demand/food service concept
- Technological development
- Influences
- State of sector development
- Primary/secondary activity
- Types of outlets
- Profit orientation/cost provision
- Public/private ownership

These variables enable a comprehensive picture of sectors to be compiled and provide the basis for comparison between the different sectors.

Sectors where food service is part of the main business include hotels, independent and chain restaurants, popular catering, pubs and wine bars, fast food and banqueting. Sectors where the food service is provided as part of another business include transport catering, welfare, clubs, education, industrial feeding and the armed forces.

Some sectors provide food and beverages for profit, whereas others work within the constraints of a given budget, often called *cost provision* (for example, welfare catering and industrial catering). In addition, some sectors provide services to the general public whereas others provide them for restricted groups of people.

It is useful to define these different types of market as follows:

- General market
 - Non-captive: customers have a full choice.
- Restricted market
 - Captive: customers have no choice, for example, welfare.
 - Semi-captive: customers have a choice before entering, for example, marine, airline, trains, some hotels and some leisure activities. However, once inside, customers have a fairly limited choice of food and drink.

Table 1.2 provides a summary of the sectors using the categories above. Defining the market in this way helps us to understand why different methods of organisation may be used. For example, in captive markets customers might be asked to clear their own tables, whereas in non-captive markets this is unlikely to be successful.

Table 1.2 Summary of sectors in the food service industry

Profit orientated		Cost provision
Restricted market	General market	Restricted market
Transport catering	Hotels/restaurants	Institutional catering
Clubs	Popular catering/casual dining	Schools
Business and industry, industrial (contract)	Fast food/takeaway	Universities and colleges
Private welfare	Retail stores	Hospitals
	Events/conferences/exhibitions	Armed forces
	Leisure attractions	Prisons
	Motorway service stations	Business and industry/industrial (in-house)
	Pubs and wine bars	
	Event catering (off-premises catering)	

1.2 Food service operations

Food service (or food and beverage) operations in the hospitality industry provide food and drink ready for immediate consumption (excluding retailing and food manufacturing).

The various elements that make up a food service operation can be represented as the eight stages of the food service cycle:

- 1 **Consumer and market:** existing and future consumer needs and the potential market being served by the operation.
- 2 **Policy and objectives:** these guide the operational methods that will be used.
- 3 **Customer service specification:** includes the range and type of menu and beverage lists to be provided, as well as other services, and the service levels offered and prices to be charged.
- 4 **Facilities:** the planning, design and operational capability of the facilities and the plant and equipment required to support the customer service specification.
- 5 **Purchasing:** developing purchasing, storage and stock control methods to meet the needs of the food production, beverage provision and other services provided.
- 6 **Production and service:** using efficient food production and food and beverage service methods to support the requirements of the customer service specification.
- 7 **Control of costs and revenue:** maintaining robust systems for revenue accounting and monitoring the costs of materials, labour and overheads.
- 8 **Monitoring of customer satisfaction:** continually checking the extent to which the operation is meeting customer needs and achieving customer satisfaction.

The eight stages of the food service cycle follow a logical sequence, from determining the market needs the operation is intended to meet, through to checking whether this is actually being achieved, as illustrated in Figure 1.1.

The food service cycle helps us to understand how an individual operation works. Difficulties in one element of the cycle will cause difficulties in the elements of the cycle that follow. For example, difficulties with purchasing will affect food production and service and control of costs and revenues. Similarly, difficulties experienced with one element of the cycle will have their causes in preceding elements. For example, difficulties experienced in food and beverage service are often caused by factors such as poor purchasing, inadequate stock control, equipment shortages, poor room layouts or staffing problems.

The food service cycle can also be used to analyse and compare how different food service operations work. It provides a standard checklist so that information about a specific operation can be collected and organised in a specific way. This information can then be compared with the equivalent information about other food service operations.

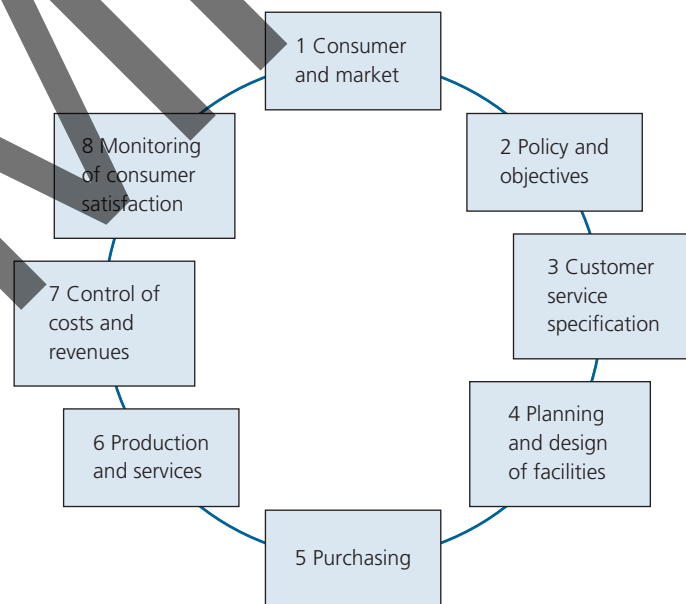


Figure 1.1 The food service cycle

Types of food service operations

Table 1.3 shows some of the wide range of food service operations available.

Table 1.3 Types of food service operations

Type of operation	Description
Bistro	Often a smaller establishment, with tables and bentwood chairs, cluttered decor and friendly informal staff. Tends to offer honest, basic and robust cooking
Brasserie	Generally, a fairly large, styled room with a long bar, normally serving one-plate items rather than formal meals (though some offer both). Often it is possible just to have a drink, coffee or snack. Service is provided by waiters, sometimes in traditional style of long aprons and black waistcoats
Caf�teria	Primarily self-service operations with customers choosing items from a counter or counters in varying designs and layouts
Casual dining	Term mainly associated with medium-priced operations in a variety of styles, serving a range of meals from beverages and snacks though to main meals, and often with all-day menus. Mostly plated table service but can also be buffet service. Sometimes referred to as popular catering
Destination restaurant	Often Michelin-starred, fine dining restaurants, offering a distinctive personality, cuisine, ambiance, beverages and service. Usually table service at various levels but mostly personal and highly attentive. Generally considered the home of gastronomy
Fine dining	Usually formal restaurants with classical preparation and presentation of food and a high level of table service (silver, gu�ridon and/or plated). Often associated with classic/haute cuisine
Home delivery	Mainly associated with commercial fast-food and takeaway operations but can include restaurants. Delivery can be to the home or to locations such as offices. Also includes welfare services
Health food and vegetarian restaurants	Increasing specialisation of operations into vegetarianism and/or health foods (although vegetarian food is not necessarily healthy) to meet lifestyle needs as well as dietary requirements
International restaurant	Indian, Oriental, Asian, Spanish, Greek, Italian, Creole and Cajun are just some of the many types of cuisine available, with establishments tending to reflect specific ethnic origins. Many of the standard dishes may also appear within a range of other menu types
New wave brasserie (gastrodome)	Slick modern interior design coupled with similar approaches to contemporary cuisine and service. Busy and bustling and often large and multileveled
Pop-ups	Food service operations that appear for a limited time, which can range from a day to several months. Can be established restaurant operations in a different location or new talent showing off their skills without long-term financial risks. Cuisines vary from street food to high end dining. Heavily reliant on social media for success

Table 1.3 Types of food service operations (*cont.*)

Type of operation	Description
Public houses/licensed premises/bars	Licensed environment primarily for drinking alcoholic beverages. May be simply a serving bar with standing room for customers or may have more plush surroundings incorporating the offer of a variety of foods. These can range from simple plated dishes through to establishments offering full restaurant service (sometimes called gastropubs)
Restaurant	Term used to cover a wide variety of operations. Price, level and type of service, décor, styles, cuisines and degree of choice vary enormously across the range of types of operation. Service ranges from full table service to assisted service such as carvery-style operations
Street food	Specialising in a variety of local and international food offerings, often cooked at the market stall. Found in night-time markets, night bazaars, souvenir and food markets and temporary markets such as Christmas markets
Takeaway and fast-food outlets	Providing 'grab and go' service (some have seating areas). Includes kiosks, takeaways and quick service outlets, sandwich shops, branded coffee outlets and modern-day burger, chicken and fish concepts, as well as providing a variety of international foods. Also called quick service restaurants
Themed restaurants	Often international in orientation, for example, Icelandic hot rock with food prepared and cooked at the table, or 'Beni-hana' oriental theme, again with food prepared and cooked at the table. Also includes themes such as jungle, rainforest or music/opera, where waiting staff perform as well as serve
Wine bars	Often a mixture of bar and brasserie-style operation, commonly wine themed, serving a variety of foods

Table 1.3 identifies the different types of operation but not necessarily the type of customer demand being met. For example, cafeterias may be found in motorway service stations, in airline terminals, at railway stations, in retail catering and in industrial or welfare catering. Therefore, throughout the food service industry, similar types of operation are found in different industry sectors.

Variables in food service operations

On page 3, we identified variables for sectors. In a similar way, variables can also be identified for different food service operations. These variables have been identified from a variety of published sources as well as from experience; they can be divided into the following groups:

- organisational
- customer experience
- performance measures.

Organisational variables

- Nature of market being met
- Legislative controls
- Scale of operation
- Marketing/merchandising
- Style of menu and drinks list
- Range of choice
- Opening times/service period
- Production methods
- Type and capability of equipment
- Service methods
- Dining arrangements
- Seating time
- Number of covers available
- Capacity

- Staff working hours
- Staff organisation
- Staff capability
- Number of staff
- Specialised service requirements
- Provisioning and storage methods

Customer experience variables

- Food and drink available
- Level of service and other services
- Price range/value for money
- Cleanliness and hygiene

Performance measure variables

- Seat turnover/customer throughput
- Customer spend/average check
- Revenue per member of staff
- Productivity index
- Ratio of food and beverage sales to total sales
- Sales/profit per sq m (or ft)/per seat

- Billing methods
- Checking (order taking) methods
- Clearing methods
- Dishwashing methods
- Methods for control of costs/revenue

- Atmosphere (including decor, lighting, air-conditioning, acoustics, noise, size and shape of room, other customers, attitude of staff)

- Sales analysis
- Departmental profit
- Stock turnover
- Stock holding
- Complaint levels
- Level of repeat business

These different groups of variables enable the systematic examination and comparison of types of food and beverage operation and can be used to draw profiles of different types of operation. The food service cycle (page 5) also provides a useful checklist when gathering information about a food service operation.

Performance measures are considered again in Section 12.10, page 386. Customer experience variables are discussed in Section 1.3. The remainder of this book presents further information on a variety of organisational variables. For a glossary of service terms, see pages 390–396.

1.3 The meal experience

There are many different kinds of food service operation, designed to meet a wide range of demand. These different types of operation are designed to meet the needs of people at a particular time, rather than for the type of people they are. For example, a person may be a business customer during the week, but a member of a family at the weekend; they may want a quick lunch on one occasion, a snack while travelling and a meal with the family on another occasion. At another time, the same person may wish to book a wedding or organise some other special occasion.

The main aim of food service operations is to achieve customer satisfaction – in other words, to meet the customers' *needs*. These needs might be:

- **physiological**: for example, the need to sate one's appetite or quench one's thirst, or the need to fulfil particular requirements such as diabetic or vegetarian
- **economic**: for example, the need for good value; rapid, fast service; a convenient location
- **social**: for example, going out with friends or business colleagues; attending a function to meet others
- **psychological**: for example, the need for enhancement of self-esteem; fulfilling lifestyle needs; the need for variety; as a result of advertising and promotion
- **convenience**: for example, as a result of being unable to get home (shoppers, workers) or attending some other event (cinema, theatre); the desire for someone else to do the work; the physical impossibility of catering at home (weddings and other special functions).

As the reasons for eating out vary, so too do the types of operation that may be appropriate at the time. Differing establishments offer different service, in both the extent of the menu and the price, as well as varying service levels.

The experience economy

Customers do not buy service delivery, they buy experiences; they do not buy service quality, they buy memories; they do not buy food and drink, they buy meal experiences. The service product is no longer being managed solely by the traditions of the service economy. Instead it has to offer unique and memorable experiences as part of the delivery interaction, now termed the 'experience economy'.

Customer satisfaction

The specific reasons behind a customer's choice will often determine their satisfaction (or dissatisfaction), rather than the food and beverage service by itself. One example is the social need to go out with friends: if one person fails to turn up or behaves in a disagreeable way, then the customer may be dissatisfied with the meal even though this is not the fault of the operation.

The customer who is unable to satisfy their needs will be a dissatisfied customer. They may, for instance, be dissatisfied with unhelpful staff, cramped conditions or the lack of choice available. These aspects are the responsibility of the food and beverage operation. However, sometimes the reasons for the customer being dissatisfied are beyond the operation's control, for example, the weather, other customers or transport problems.

Customer choice

Not all customers have a full choice. Those who do are often referred to as the non-captive market; those who don't are often referred to as part of a captive market.

- **Non-captive markets:** the customer has a choice of eating out opportunities, both in terms of the food and drink to be consumed and in terms of the type of operation to which they wish to go. While certain types of food service operation might attract certain types of customer, this is by no means true all the time. The same customer may patronise a variety of different operations depending on their needs at a given time, for example, a romantic night out, a quick office lunch or a wedding function.
- **Semi-captive markets:** the availability of choice is also important in this market. For example, customers may choose a particular airline, ship or hotel because of certain needs they wish to satisfy. Once chosen, however, the customer can only receive the food and beverages offered in that place.
- **Captive markets:** even where the customer does not have a choice of operation, there is still a need for satisfaction. For instance, it is recognised that better fed workers are more productive and better fed patients recover more quickly. 'Better fed' here, though, does not refer only to the food and drink provided; instead, it refers to the whole experience of the meal.

Meal experience factors

Food and beverage operators must recognise that customer needs vary, and they should be aware of factors that might affect a customer's meal experience. In recent years, much research has been carried out to identify these factors, which range from location to the acceptance of credit cards, and from attitudes of staff to the behaviour of other customers. These factors are summarised in Table 1.4.

Table 1.4 Meal experience factors

Factor	Description
Food and beverages on offer	Includes the range of food and beverages, choice, availability, flexibility for special orders and quality of the food and beverages
Level of service	The level of service required by customers depends on their needs at a particular time. For example, a couple on a romantic night out may require a quiet table in a top-class restaurant, whereas a group of young friends might be seeking more informal service. This factor also takes into account the importance to the customer of other services, such as booking and account facilities, acceptance of credit cards and the reliability of the operation's product
Level of cleanliness and hygiene	This factor relates to the premises, equipment and staff. Over the last few years, this factor has increased in importance in customers' minds. Media focus on food production and the risks involved in buying food has heightened awareness of health and hygiene aspects
Perceived value for money and price	Customers have perceptions of the amount they are prepared to spend and relate this to differing types of establishment and operation. Also see note on price, cost, worth and value in Section 12.5, page 367.
Atmosphere of the establishment	This factor takes account of issues such as design, décor, lighting, heating, furnishings, acoustics and noise levels, other customers, the smartness of the staff and the attitude of the staff

1.4 Customer service

Good customer service is often characterised by:

- meeting or exceeding customer expectations
- knowing the benefits and features of the services and products on offer
- being able to listen actively
- being friendly and polite
- being able to adapt methods of communication and service to meet the individual needs of a range of customers, for example, those with language or learning difficulties, health issues, disabilities, different age groups, cultural differences and particular dietary requirements
- avoiding the use of jargon
- forming professional relationships with customers
- achieving customer satisfaction.

The benefits to the operation of good customer service include:

- increased sales
- fewer complaints
- attracting new customers through improved reputation
- increase in repeat business and customer loyalty.

For individuals working in food and beverage service, the benefits of providing good customer service include:

- recognition by management for promotion and monetary reward
- achieving job satisfaction, which leads to increased motivation and loyalty.

Defining the customer service of an operation

In order to meet the customer's expectations and to enhance their meal experience, a food service operation will determine the level of customer service the customer should expect within the operation.

Customer service in food service operations is a combination of five characteristics:

- **Service level:** the intensity of or limitations in, the individual personal attention given to customers.
- **Service availability:** for example, opening times and variations in the menu and beverage list on offer.
- **Level of standards:** for example, the food and beverage quality, décor, standard of equipment being used and level of staffing professionalism.
- **Service reliability:** the extent to which the product is intended to be consistent and its consistency in practice.
- **Service flexibility:** the extent to which alternatives are available, and to which there can be variations in the standard products that are offered.



Figure 1.2 A formal restaurant (image courtesy of Gleneagles Hotel, Scotland)

A food service operation will determine the *customer service specification* of the operation by taking account of these five customer service factors.

Use of resources

Although a food service operation is designed to provide customer service, it must also be efficient in its use of resources. The three resources used in food service operations are:

- **Materials:** food, beverages and short use equipment (such as paper napkins)
- **Labour:** staffing costs
- **Facilities:** premises and plant and equipment.

The management team must always consider the relationship between the level of business and the ability of the operation, in order to maintain the customer service requirements while also ensuring all resources are used productively. (Also see Section 1.8 on the food service industry and the environment, page 23.)

Customer service specification

Within food service operations, the level of service in a specific operation may be defined as follows:

- **Technical specification:** refers to the food and beverage items on offer, the portion size or measure, the cooking method, the degree of cooking, the method of presentation, the cover, accompaniments and the cleanliness of items, etc.
- **Service specification:** refers to two aspects: first, the procedures for service and second, the way in which the procedures are carried out. Procedures include meeting and greeting, order taking, seeking customer comment, dealing with complaints, payment and meeting any special needs of customers. The method in which the service is carried out includes the level of staff attentiveness, their tone of voice and body language, etc.

Operations will usually have written statements of both technical and service specifications (often called a customer service specification). These may also be detailed in staff manuals that outline expected standards of performance.

Level of service and standards of service

There can be confusion when referring to levels of service and standards of service:

- **Level of service** in food service operations range from very limited to complex, with high levels of personal attention.
- **Standards of service** measure the ability of the operation to deliver the service level it is offering.

An operation might therefore offer low levels of service, such as a fast-food operation, but may do this at a very high standard. Similarly, an operation may offer a high level of service, such as a full-service restaurant, but may do so with low standards.

Further considerations

Good customer service also depends on the interpersonal skills of the staff (see Section 2.5, page 37) and the attention to issues that affect customer service (see Section 12.4, page 364).



Figure 1.3 Informal restaurant (image courtesy of Gleneagles Hotel, Scotland)

1.5 Food production methods

Food production is an operating system and can be managed through the application of the systems approach. A range of food production methods fit neatly into this approach, because the key elements focus on the way the food is prepared, processed (cooked), stored and served. Using this approach, nine standard production methods can be identified, as shown in Table 1.5.

Table 1.5 Food production methods

Method	Description
Conventional	Method of production using mainly fresh foods and traditional cooking methods
Convenience	Method of production using mainly convenience foods
Call order	Method where food is cooked to order either from customer (as in cafeterias) or from waiter. Production area is often open to customer area
Continuous flow	Method involving a production line approach where different parts of the production process may be separated (e.g. fast food)
Centralised	Production not directly linked to service. Foods are 'held' and distributed to separate service areas
Cook-chill	Food production storage and regeneration method using the principle of low temperature control to preserve qualities of processed foods
Cook-freeze	Production, storage and regeneration method using the principle of freezing to control and preserve qualities of processed foods. Requires special processes to assist freezing
Sous-vide	Method of production, storage and regeneration using the principle of sealed vacuum to control and preserve the quality of processed foods
Assembly kitchen	A system based on accepting and incorporating the latest technological developments in manufacturing and conservation of food products

In practice, many food service operations combine a number of these food production methods to meet the needs of the operation.

1.6 Food and beverage service methods

The service of food and beverages may be carried out in many ways, depending on the following factors:

- Type of establishment
- Time available for the meal
- Type of menu presented
- Site of the establishment
- Type of customer to be served
- Turnover of custom expected
- Cost of the meal served.

In food and beverage service the customer is central to the process and is also an active participant within it. Understanding the customer's involvement in the process, and identifying the experience they are likely to have and should expect, have become critical to the business success of food service operations.

Systems operating within a food service operation

There are four systems operating within a food service operation:

- food production
- beverage provision
- delivery (the service sequence)
- management of the customer experience (the customer process).

This modern view of a food service operation can be summarised in a simple model as shown in Figure 1.4.

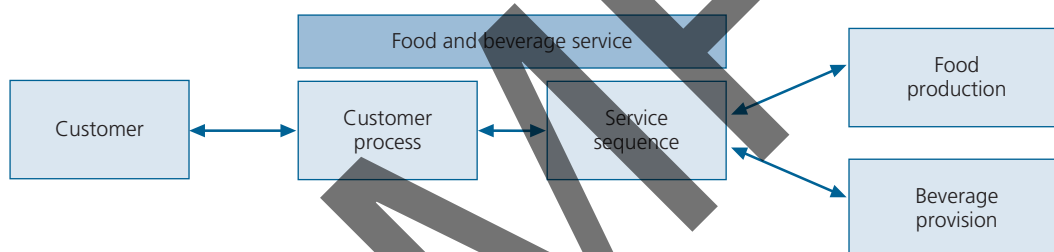


Figure 1.4 Simple model of a food service operation

The service sequence

The service sequence is the bridge between the customer process (or customer experience) and the food production and beverage provision. The food and beverage service sequence may consist of eleven or more stages:

- 1 Preparation for service
- 2 Taking bookings
- 3 Greeting and seating/directing
- 4 Taking food and beverage orders
- 5 Serving food
- 6 Serving beverages
- 7 Clearing during service
- 8 Billing
- 9 Dealing with payments
- 10 Dishwashing
- 11 Clearing following service

Each of these stages may be carried out by a variety of methods and these methods are described throughout the book. The method chosen for each stage depends on the factors listed at the start of this section and the process that the customer is to experience.

The customer process

The customer receiving the food and beverage product is required to undertake or observe certain requirements: this is the customer process. Essentially, a customer enters a food service area, orders or selects their choice and then is served (they may pay either at this point or later). Food and beverages are then consumed, following which the area is cleared.

Bringing these approaches together, it is possible to summarise the relationship between the various systems within a food service operation, as shown in Figure 1.5. This model identifies the key stages of a food service operation: for the customer, for the food and beverage service staff and for those involved in food production and beverage provision.

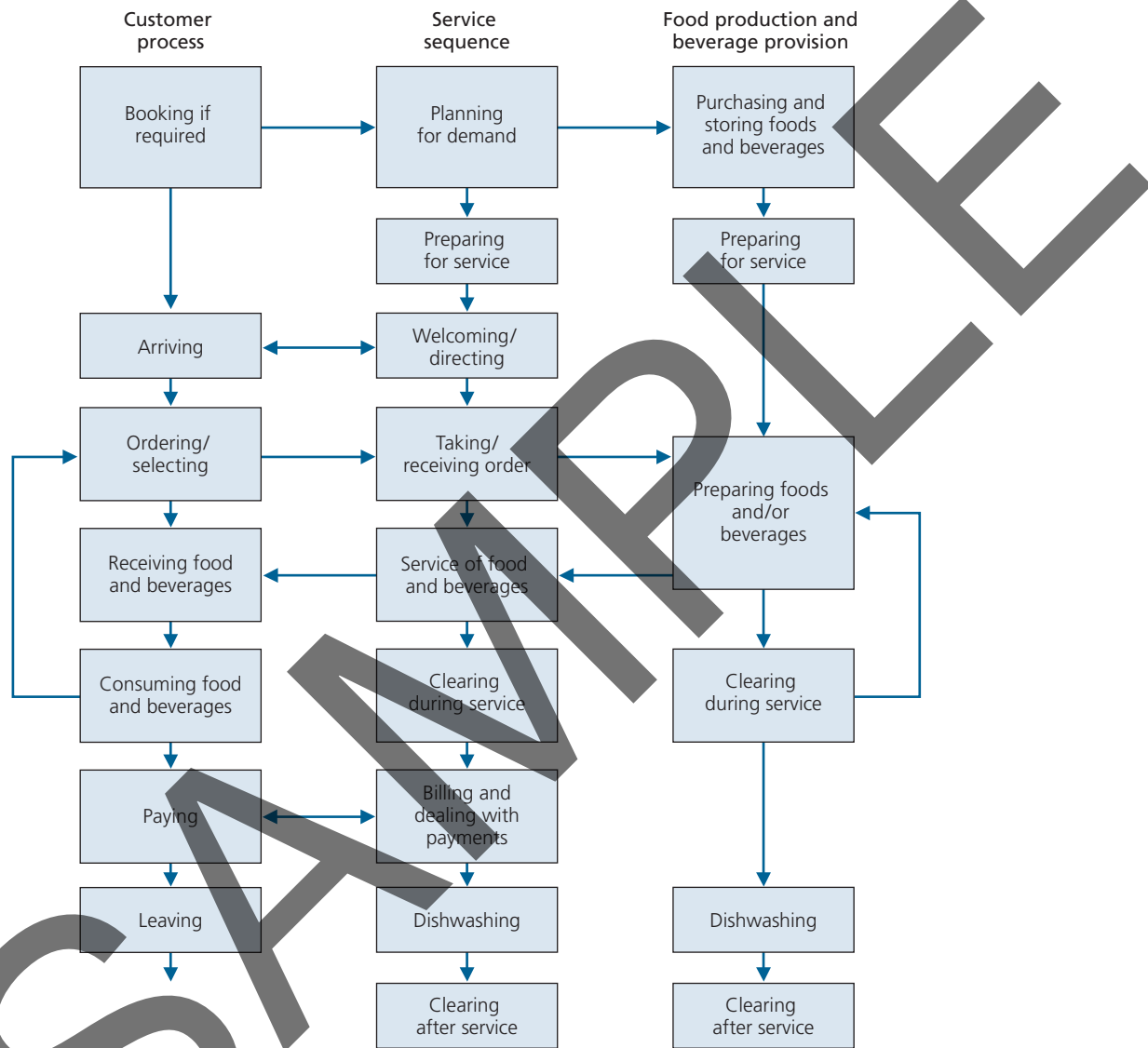


Figure 1.5 Outline of the relationship between the different operating systems within a food service operation

Categorising service methods

When considering food and beverage service from a customer process perspective, five basic types of customer process can be identified (see Table 1.6).

Table 1.6 Simple categorisation of the customer processes in food and beverage service

Service method	Service area	Ordering/ selection	Service	Dining/ consumption	Clearing
Table service	Customer enters and is seated	From menu	By staff to customer	At laid cover	By staff
Assisted service	Customer enters and is usually seated	From menu, buffet or passed trays	Combination of staff and customer	Usually at laid cover	By staff
Self-service	Customer enters	Customer selects items onto a tray	Customer carries	Dining area or takeaway	Various
Single point service	Customer enters	Orders at single point	Customer carries	Dining area or takeaway	Various
Specialised or in situ service	Where the customer is located	From menu or predetermined	Brought to the customer	Served where the customer is located	By staff or customer

All modern food and beverage service methods can then be grouped under the five customer processes summarised in Table 1.6, as follows.

- A Table service:** The customer is served at a laid table. This type of service, which includes plated service or silver service, is found in many types of restaurant, in cafés and in banqueting.
- B Assisted service:** The customer is served part of the meal at a table and is required to obtain part through self-service from some form of display or buffet. This type of service is found in carvery operations and is often used for meals such as breakfast in hotels. It may also be used for functions.
- C Self-service:** The customer is required to help themselves from a buffet or counter. This type of service can be found in cafeterias and canteens.
- D Single point service:** The customer orders, pays and receives the food and beverages at a single point, for instance at a counter, at a bar in licensed premises, in a fast-food operation or at a vending machine.
- E Specialised service (or service in situ):** The food and drink is taken to where the customer is. This includes tray service in hospitals or aircraft, trolley service, home delivery, lounge service and room service.

A detailed listing of all the modern food and beverage service methods is given in Table 1.7, with the methods split into groups A to E.

Table 1.7 Food and beverage service methods

Group A: Table service		
Service to customers at a laid cover		
Waiter	Silver/English	Presentation and service of food by waiting staff, using a spoon and fork, onto a customer's plate, from food flats or dishes
	Family	Main courses plated (but may be silver served) with vegetables placed in multi-portion dishes on tables for customers to help themselves; sauces offered separately
	Plate/American	Service of pre-plated foods to customers. Now also widely used for banqueting
	Butler/French	Presentation of food individually to customers by food service staff for customers to serve themselves
	Guéridon	Food served onto customer's plate at a side table or trolley; may also include carving, jointing and fish filleting, the preparation of foods such as salads and dressings, and flambage
Bar counter	Service to customers seated at a bar counter (often U-shaped) on stools; also found in sushi operations with a conveyor belt delivering the food	
Group B: Assisted service		
Combination of table service and self-service		
Assisted	Carvery	Some parts of the meal are served to seated customers; other parts are collected by customers. Also used for breakfast service and for banqueting
	Buffets	Customers select food and drink from displays or passed trays; consumption is either at tables, standing or in a lounge area
Group C: Self-service		
Self-service of customers		
Cafeteria	Counter	Customers queue in line formation past a service counter and choose their menu requirements in stages before loading them onto a tray (may include a 'carousel' – a revolving stacked counter, saving space)
	Free flow	Selection as in counter (above) but in a food service area where customers move at will to random service points; customers usually exit the area via a till point
	Echelon	Series of counters at angles to the customer flow within a free-flow area, thus saving space
	Supermarket	Island service points within a free-flow area
Note: Some 'call order' production may be included in cafeterias		

Table 1.7 Food and beverage service methods (cont.)

Group D: Single point service		
Service of customers at a single point – consumed on premises or taken away		
Takeaway	Takeaway	Customer orders and is served from a single point, at a counter, hatch or snack stand; customer consumes off the premises; some takeaway establishments provide dining areas
	Drive-thru	Form of takeaway where customer drives vehicle past order, payment and collection points
	Fast food	Term used to describe type of establishment offering limited range menu, fast service with dining area, and takeaway facility
Vending		Provision of food service and beverage service by means of automatic retailing
Kiosks		Outstation used to provide service for peak demand or in a specific location; may be open for customers to order and be served, or used for dispensing to staff only
Food court		Series of autonomous counters where customers may either order and eat (as in a Bar counter, see Group A above) or buy from a number of counters and eat in a separate eating area, or takeaway
Bar		Term used to describe order, service and payment point and consumption area in licensed premises
Group E: Specialised (or in situ) service		
Service to customers in areas not primarily designed for service		
Tray		Method of service of whole or part of meal on tray to customer in situ, e.g. at their hospital bed, aircraft seat or train seat; also used in off-premises catering
Trolley		Service of food and beverages from a trolley, away from dining areas, e.g. for office workers at their desks; customers in aircraft or train seats
Home delivery		Food delivered to customer's home or place of work, e.g. 'meals on wheels', sandwiches to offices or delivery through services such as Just Eat, Uber Eats and Deliveroo
Lounge		Service of a variety of foods and beverages in a lounge area, e.g. hotel lounge
Room		Service of a variety of foods and beverages in guest bedrooms or in meeting rooms
Drive-in		Customers park their motor vehicle and are served at their vehicles

Note: Banquet/function is a term used to describe catering for specific numbers of people at specific times in a variety of dining layouts. Service methods also vary. In these cases, banquet/function catering refers to the organisation of service rather than a specific service method – see Chapter 11.

In groups A–D, the customer comes to where the food and beverage service is offered and the service is provided in areas primarily designed for that purpose, such as a restaurant or takeaway. In group E, the service is provided in another location which is not primarily designed for the purpose, for example, in a guest room, lounge or hospital ward.

For a particular service method, such as waiter service, a number of tasks and duties are undertaken during the actual service of food and beverages. However, there are other tasks and duties that contribute to the service. These may be identified using the service sequence (see page 13).

The level of complexity of food and beverage service, in terms of staff skills, tasks and duties, reduces from Group A (the most complex) to Group D. Group E contains specialised forms of service and these are considered in more detail in Chapter 9.

Note: Apart from fast-food operations, there is no particular link between a specific service method and a specific food production method. It is also possible that the production and service may be separated by distance or time, or both, as for example in off-premises catering.

1.7 Food and beverage service personnel

Typical organisation charts for small and larger hotels are given in Figures 1.6 and 1.7. In both charts, various food and beverage job roles are identified. For food and beverage operations not set within hotels, the organisation often resembles the food and beverage section of the hotel organisation charts. However, different terminology can be used for the various job roles in differing types of establishment. The various types of job role in food and beverage service are identified below. In some smaller operations, a number of these job roles may be combined.

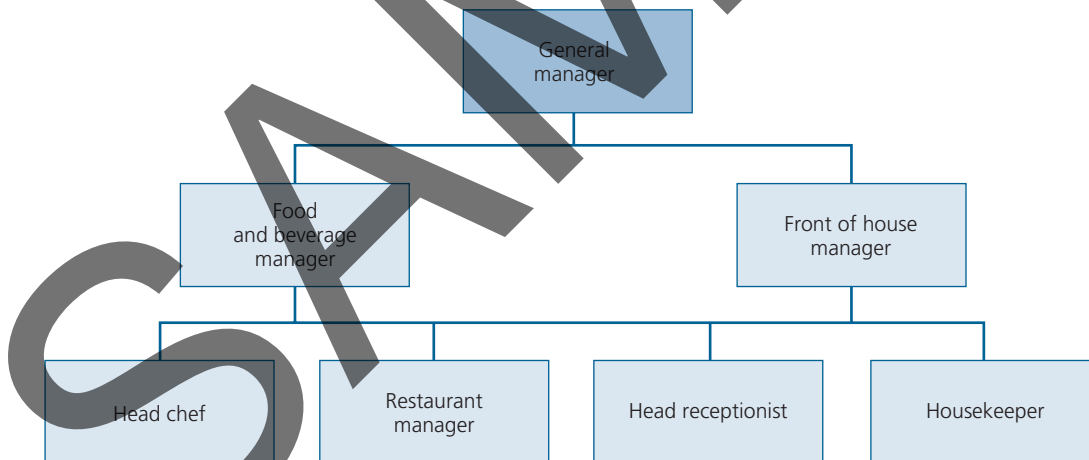


Figure 1.6 Small hotel organisation chart

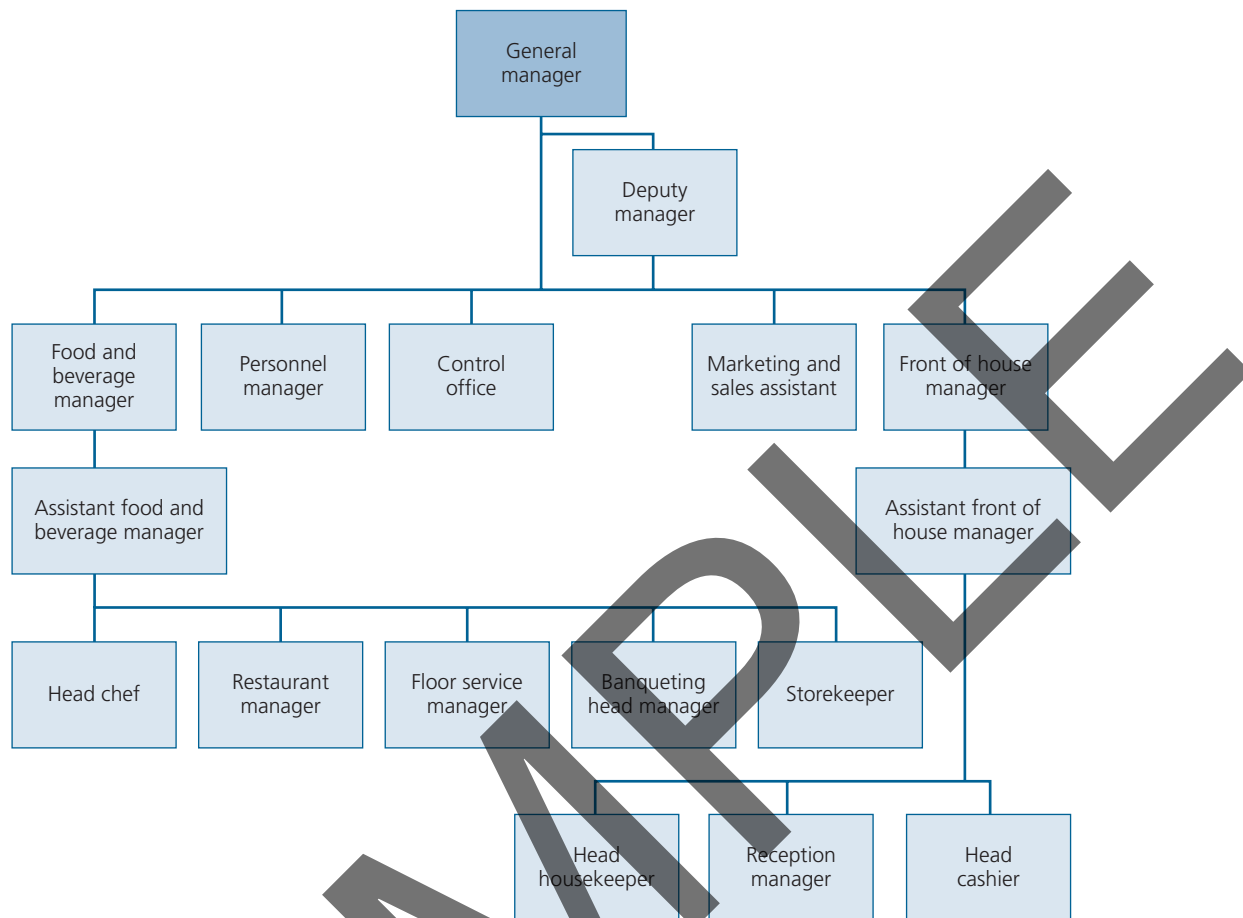


Figure 1.7 Large hotel organisation chart

Job roles

A hospitality team will consist of operational staff, supervisory staff, management staff and, in large organisations, senior management staff.

- **Operational staff** are practical, front-line, hands-on staff and include waiters and bar staff as well as chefs, reception staff and accommodation staff.
- **Supervisors** oversee and support the work of the operational staff.
- **Managers** are responsible for making sure the operation runs smoothly and within budget.
- **Senior managers** have responsibilities that are broader in scope than those of managers. They help to determine the strategic direction of the business and are responsible for its overall efficiency, productivity, performance and profitability.

Food and beverage manager

Depending on the size of the establishment, the food and beverage manager is either responsible for the implementation of agreed policies or for contributing to the setting of the food and beverage policies. The larger the organisation, the less likely the manager is to be involved in policy setting. In general, food and beverage managers are responsible for:

- ensuring the required profit margins are achieved for each food and beverage service area in each financial period
- updating and compiling new wine lists according to availability of stock, current trends and customer needs

- compiling, in liaison with the kitchen, menus for the various food service areas and for special occasions
- purchasing all materials, both food and drink
- ensuring that quality in relation to the price paid is maintained
- determining portion size in relation to selling price
- ensuring staff training, sales promotions and maintenance of the highest professional standards
- employing and dismissing staff
- holding regular meetings with section heads to ensure all areas are working effectively and efficiently and are well co-ordinated
- ensuring all legal requirements are met.

Food production job roles

Head chef/maître chef de cuisine

The head chef has overall responsibility for the organisation and administration of the food production operation. He or she is responsible for the management of the food production team, often called a kitchen brigade. They also undertake menu planning and development, oversee the sourcing of produce, set standards for the operation and ensure these standards are maintained.

Second chef/sous-chef de cuisine

The sous-chef is the second in command to the chef de cuisine and will act as head chef when the head is off-duty. He or she may also cover for or assist a chef de partie when required. They often have responsibilities for staff training and staff rotas as well as overseeing the stock control. In smaller operations, there might not be a sous-chef, while larger operations may have more than one.

Chef de partie/section chef

A chef de partie may also be known as a section chef and is usually in charge of a specific area of the food production such as fish, vegetables, roasts, sweets or the larder. In larger kitchens, each chef de partie might have several cooks and/or assistants.

Commis chef

A commis is a junior chef who works under a chef de partie in order to gain experience in the section's work. It is common for commis chefs to work in a number of sections as part of their training.

Kitchen assistants

There are often two types of kitchen assistant. Kitchen hands assist with the basic food preparation tasks, under the section chef's direction. Stewards work in the scullery and carry out the washing up and general cleaning duties. In smaller kitchen operations these two duties are often combined.

Food and beverage service job roles

Restaurant manager/supervisor

The restaurant manager or supervisor has overall responsibility for the organisation and administration of particular food and beverage service areas. These may include the lounges, room service (in hotels), restaurants and possibly some of the private function suites. It is the restaurant manager who sets the standards for service and is responsible for any staff training required, either on or off the job. They may make out duty rotas, holiday lists and hours on and off duty, and contribute to operational duties (depending on the size of the establishment) so that all the service areas run efficiently and smoothly.

Reception head waiter/receptionist/host/greeter

The reception head waiter or receptionist is responsible for accepting any bookings and for keeping the booking diary up to date. They will take reservations and work with the head waiter to allocate these reservations to particular stations. A restaurant is usually split into sets of tables (between about four and eight) which are known as stations. Staff are allocated to serve on individual stations. The reception head waiter or receptionist greets customers on arrival, takes them to the table and seats them.

Head waiter/maître d'hôtel/supervisor/senior captain

The head waiter has overall charge of the staff team and is responsible for seeing that all the pre-preparation duties necessary for service are efficiently carried out. The head waiter will aid the reception head waiter during the service and may take some orders if the station waiter is busy. The head waiter also helps with the compilation of duty rotas and holiday lists and may relieve the restaurant manager or reception head waiter on their days off.

Station head waiter/section supervisor/service captain

The station head waiter has overall responsibility for a team of staff serving a number of stations within a section of the restaurant area. The station head waiter will also assist in taking food and beverage orders and help with the service if required.

Station waiter/chef de rang/captain

The chef de rang or station waiter provides service to one station within the restaurant area. The station waiter will take food and beverage orders and carry out service at the tables with the help of the demi-chef de rang.

Assistant station waiter/demi-chef de rang/assistant captain

The assistant station waiter or demi-chef de rang is the person next in seniority to the station waiter and assists as directed by the station waiter.

Waiter/server/commis de rang/assistant waiter/bus boy/runner

The waiter or commis de rang acts by instruction from the chef de rang. This person mainly fetches and carries, offers rolls, places plates on the table and helps to clear the tables after each course. They may also do some service of either vegetables or sauces. During the pre-preparation period, much of the cleaning and preparatory tasks will be carried out by the commis de rang.

Trainee commis/debarrasseur/apprentice waiter

The trainee commis or debarrasseur is the apprentice or learner. The debarrasseur will carry out many of the tasks during the pre-preparation periods. During the service, this person will keep the sideboard well stocked with equipment and may help to fetch and carry items as required for the bar or kitchen. They will also, as their skills develop, begin to assist in the service at the table.

Carver/trancheur

The carver or trancheur is responsible for the carving trolley and the carving of joints at the table as required. The carver will plate up each portion and serve with accompaniments as appropriate.

Floor or room service staff/chef d'étage/floor waiter/room waiter/butler

The floor or room service staff are often responsible for a complete floor in an establishment or, depending on the size of the establishment, a number of rooms or suites. Room service of all meals and beverages throughout the day is usually only offered in a first class establishment, while smaller establishments may be limited to early morning teas and breakfasts with the provision of in-room mini bars and tea and coffee facilities. In addition to the service of food and beverages, butlers can also provide valet and concierge services.

Lounge staff/chef de sale

Lounge service staff may be employed only for lounge service within larger establishments. In a smaller establishment it is usual for members of the food service staff to take over these duties on a rota basis. The lounge staff are responsible for the service of food and beverages, for setting up the lounge for service and maintaining its cleanliness and presentation throughout the day.

Wine butler/wine waiter/sommelier

The sommelier is responsible for the sales and service of all alcoholic and non-alcoholic drinks. He or she needs a thorough knowledge of all drink to be served, the best wines and drinks to go with particular foods, and of the liquor licensing laws in respect of the particular establishment and area.

Bar staff/bar tender/mixologist

The people working within bar areas must be responsible and competent in preparing and serving a variety of wine, drinks, cocktails and often hot beverages. They should have knowledge of all alcoholic and non-alcoholic drinks offered by the establishment and understand the requirements of the liquor licensing laws to ensure legal compliance. A mixologist is an employee who mixes and serves alcoholic beverages at a bar and is also often used as a name for people who create new mixed drinks. The term can also mean a cocktail maker or cocktail bar person or simply bartender. Mixology is the art of making mixed drinks.

Barista

The word *barista* is of Italian origin. In Italian, a barista is a male or female bartender who typically works behind a counter, serving both hot and cold beverages as well as alcoholic beverages. Barista does not mean specifically a coffee maker although it is now often used to mean this.

Buffet assistant/buffet chef/chef de buffet

The chef de buffet is in charge of the buffet in the room, its presentation, the carving and portioning of food and its service. This staff member is often a member of the kitchen team.

Cashier

The cashier is responsible for billing and taking payments and making ledger account entries for a food and beverage operation. This may include making up bills from food and drink checks or, in a cafeteria for example, charging customers for their selection of items on a tray.

Counter assistants

Counter assistants are found in cafeterias where they will stock the counter and sometimes serve or portion food for customers. Duties may also include some cooking of call order items.

Table clearers

Table clearers can be found in seating areas where the service is not waiter service. They are responsible for clearing tables using trolleys specially designed for the stacking of crockery, glassware and cutlery, etc.

Function catering/banqueting staff/events staff

In establishments with function catering facilities, there will normally be a certain number of permanent staff. These will include the banqueting and conferencing manager, one or two assistant managers, one or two head waiters, a bar person and a secretary to the banqueting and conferencing manager. All other banqueting, conferencing and events staff are usually engaged as required on a casual basis. In small establishments, where there are fewer events, the manager, the assistant manager and the head waiter will undertake the necessary administrative and organisational work.

Porters

Porters are some of the most valuable people in any operation. They help with general cleaning duties and assist with moving equipment and stock.

Staffing requirements

The staffing requirements in various establishments will differ for a number of reasons. Table 1.8 gives examples of the food and beverage staffing that might be found in different types of operation.

Table 1.8 Examples of staffing requirements for different types of food service operation

Medium class hotel	Cafeteria
Hotel manager	Catering manager
Assistant manager	Supervisors
Head waiter	Assistant supervisors
Waiters	Counter service staff
Wine waiter	Clearers
Cashier	Cashier
Popular price restaurant	Industrial food service/welfare catering
Restaurant manager/supervisor	Catering manager
Waiting staff	Assistant catering manager
Bar assistant	Supervisors
	Assistant supervisors
	Waiter
	Steward/butler
	Counter service staff
	Clearers
	Cashiers

1.8 The food service industry and the environment

The food service industry is a substantial consumer of resources. Many organisations have introduced corporate social responsibility (CSR) objectives which state their ethical business aims. These can include objectives for:

- sustainable and responsible sourcing
- using Fairtrade products
- energy saving
- reducing waste, including food waste
- business sustainability
- reducing pollution and avoiding causing damage to the environment.

For many organisations, having a clear ethical policy is seen as good for the business. Increasingly, many businesses will only seek to trade with other businesses that have clear social responsibility policies. (Also see notes on ethical influences on menu development in Section 4.4, page 96).

Transport

For the food service industry, the environmental impact of transport includes:

- deliveries to the premises
- the need for specialised delivery systems, such as refrigerated vans
- travel distances for food and beverages – often referred to as ‘food miles’
- removal of waste from premises
- staff travel costs
- how customers travel to and from the premises.

Reducing the need for transport, especially by reducing food miles, has become a priority for the food service industry. Greater emphasis is being placed on local sourcing and the use of more efficient methods of transport.

Energy

The hospitality industry is a huge consumer of energy. Saving energy is essential to protect the environment. The costs of energy can be a large expense for a business, so controlling energy costs is also essential for profitability.

A business may reduce energy usage by:

- ensuring equipment is turned off when not required
- reducing the amount of energy used during slower times
- using energy-efficient equipment.

Waste and recycling

Significant actions that food service operations can take to reduce waste include:

- efficient stock management, which reduces stock holding and over ordering
- not providing oversized portions of food and beverages
- efficient food production and service systems that produce consistent outcomes and less spoilage
- maintaining a clear waste management programme.

Food service operations can also recycle significant quantities of materials.

Recycling waste can:

- lower waste management costs, especially if the business often disposes of heavy materials such as glass
- save space and reduce clutter
- reduce the business’s impact on the environment.

Any sustainability programme should also aim to encourage reduction, reuse and recycling. This is sometimes known as R³, and is shown in Figure 1.8.

Labour

The food service industry is a large employer. Contributing to sustainability also includes a responsibility to:

- adopt fair labour standards
- protect against human trafficking and modern slavery.

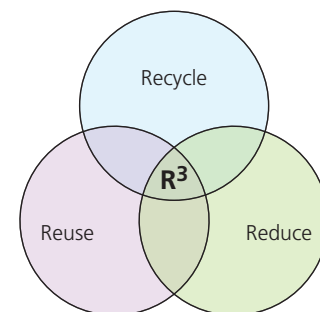


Figure 1.8 R³: Reduce, Reuse, Recycle

Chapter 2 Staff attributes, skills and knowledge



2.1 Success in food and beverage service

Food and beverage service is the essential link between customers and the menu, beverages and other services provided by an establishment. The server plays an important role in a noble profession, with increasing national and international status.

To be successful in food and beverage service, staff require:

- sound product knowledge
- well-developed interpersonal skills
- a range of technical skills
- the ability to work as part of a team.

The skills and knowledge of food and beverage service, and therefore careers, are transferable between establishments, sectors and throughout the world.

2.2 Attributes of food and beverage service personnel

Your appearance and behaviour contribute to the first impression others have of you and are seen as a reflection of the hygiene standards of the establishment and the quality of service to come.

Professional and hygienic appearance

All members of staff, including supervisors and managers, should be aware of the factors listed below and should ensure they put them into practice.

- Staff should be clean and should use deodorants (but not strong smelling ones).
- Aftershave and perfumes should not be too strong (as this may have a detrimental effect on the customer's palate).

- Sufficient sleep, an adequate and healthy intake of food and regular exercise are essential for good health and the ability to cope with the pressures and stress of work.
- Particular attention should be paid to the hands. They must always be clean, free of nicotine stains and with clean, well-trimmed nails.
- Teeth should be brushed immediately before coming on duty and breath should be fresh smelling.
- Males should normally be clean shaven or with a neatly trimmed moustache or beard.
- Females should only wear light make-up. If nail varnish is worn, then it should be clear.
- Earrings, if worn, should normally be studs/sleepers.
- Piercings and tattoos must comply with the establishment rules.
- Excessive jewellery should not be worn and any policies relating to jewellery must be followed.
- Uniform must be clean, starched as appropriate and neatly pressed. All buttons must be present.
- Hair must be clean and well groomed. Long hair must be tied up or back to prevent hair falling into food and drinks and to avoid repeated handling of the hair.
- Shoes must be comfortable and clean, and of a plain, neat design. Fashion is not as important as safety and foot comfort.
- Cuts and burns should be covered with waterproof dressings.
- Any colds or other possible infections should be reported immediately.
- Hands should be washed immediately after using the toilet, smoking or dealing with refuse. Hot water and soap must be used.
- Staff should avoid any mannerisms they may have, such as running their fingers through their hair, chewing gum or scratching their face.

Knowledge of food and beverages and technical ability

Staff must have enough knowledge of the menu and wine and drink lists to enable them to advise and offer suggestions to customers. For each dish on the menu, they must also know how to serve it correctly, what its accompaniments are, the correct cover and the make-up of the dish and its garnish. For beverage service, staff should know how to serve various types of wine and drink.

Local knowledge

Staff should have knowledge of the local area in which they work so they may be able to advise customers on, for example, the various forms of entertainment offered or the best means of transport to places of interest.

Punctuality

Being on time is essential. If staff are continually late on duty it shows a lack of interest in their work and a lack of respect for the rest of the team as well as for management and customers.

Personality

Staff must be tactful, courteous, good humoured and of an even temper. They must converse with the customer in a pleasing and well-spoken manner. The ability to smile at the right time pays dividends.

Conduct

The staff represent the establishment's values and attitudes. Staff conduct should be impeccable at all times, especially in front of customers. The rules and regulations of an establishment must be followed, and respect shown to all colleagues and managers.

Attitude to customers

Staff must provide good service but should not be servile. They should be able to anticipate the customer's needs and wishes. A careful watch should be kept on customers during the service (but without staring) to check the progress of the meal. Be attentive but not intrusive.

Cultural awareness

The cultural diversity of customers for food and beverage operations is increasing. This is reflected in factors such as language, dress and traditions, as well as dietary requirements (see Section 4.4, pages 93–95 for more information on specific dietary requirements). Service staff need to be open-minded, non-judgemental and flexible, and able to appreciate and communicate respect for other people's backgrounds, values and beliefs.

Memory

A good memory is an asset to food and beverage service staff. It may help them in their work if they know the likes and dislikes of customers, where they like to sit in the food service area, what their favourite drinks are, and so on.

Honesty

Trust and respect in the triangle of staff, customer and management relationships lead to an atmosphere that encourages efficiency and a good team spirit among the food and beverage service operators.

Loyalty

The staff's obligations and loyalty are firstly to the establishment in which they are employed and its management. Staff therefore need to commit to the ethos of the establishment and be fully aware of their department's aims and objectives.

Sales ability

All members of staff reflect the image of the establishment. They are sales people and must therefore have a complete knowledge of all forms of food and drink and their correct service, and be able to contribute to personal selling and merchandising. (See Section 12.6, pages 370–375 for more information on personal selling and merchandising.)

Sense of urgency

In order for the establishment to generate the maximum amount of business over the service period, with as high a net profit as possible, staff must develop a sense of urgency in their work. This should be promoted by management, who should lead by example.

Contribution to the team

Above all, staff should be able to work as part of a team within and between departments. Being a team member means communicating, co-operating and being reliable, to enable a successful service to be delivered.



Figure 2.1 Staff working as a team

2.3 Key service conventions

In food and beverage service there are traditional ways of doing things that have become established over time. These are known as the 'service conventions' and they contribute to effective and efficient service.

The use of service conventions ensures standardisation of the service sequence and the customer process (see Section 1.6, page 13), both for staff and for customers. These conventions are also used to compile training manuals known as 'standards of performance manuals'. Examples of general service conventions and the rationale for them are given in Table 2.1.

Table 2.1 General conventions for food and beverage service

Convention	Rationale
General requirements	
Always work as part of a team	To ensure a smooth, well-organised and disciplined operation, all members of the team should be able to do their own job well and contribute to team working, both within and between departments
Work hygienically and safely	To protect all staff and customers from harm and to avoid accidents
Pass other members of staff by moving to the right	Having an establishment rule about staff members always moving to the right (or left) when trying to pass each other saves time and avoids confusion and accidents
Avoid contact between fingers and mouth or hair	If contact between fingers and mouth or hair is unavoidable, hands must be washed before service continues. Always wash hands after using the toilet
Cover cuts and sores	Covering cuts and sores with waterproof plasters or dressings is essential health and safety practice
Use checklists for all the tasks and duties required	Using checklists ensures all required tasks are carried out in the same way and all tasks are completed
Preparation tasks	
Prepare service areas in sequence	Ensure service areas are laid out and housekeeping duties have been completed before the preparation for service begins. This can save time and unnecessary duplication of effort
Use model lay-ups	Lay one initial full place setting (cover) to use as a model for all staff to measure against
Hold glasses or cups at the base or by the handle	This is hygienic practice. Service staff should not hold glasses or cups by the rim
Hold cutlery in the middle at the sides between the thumb and forefinger	This is safer, makes for more accurate placing of items on the table and helps to prevent finger marks on the clean cutlery items
Consider using white gloves	In some establishments, members of staff wear white cotton gloves when carrying out various preparation tasks. The gloves help to prevent the soiling of clean service items and avoid finger marks on cleaned and polished service equipment. White gloves are also sometimes used during service, instead of service cloths, when serving plated foods that are presented on hot plates

Table 2.1 General conventions for food and beverage service (*cont.*)

Convention	Rationale
Place items on tables consistently	This looks neat and presents a professional image. Make sure any crested or patterned crockery or glassware is always placed the same way round on the table and that items are evenly spaced. Crests or badges are usually placed at the 12 o'clock position
Use trays	Using trays improves service efficiency. Smaller trays should be used to carry equipment to and from tables. Larger trays are used to bring food and beverage items to service areas and to clear during and after service. Trays can also be used to serve plated foods from (or to clear plates onto) with service staff working in pairs
Order taking	
Take food, wine and drink orders through the host of the table	This is common courtesy. The host is usually the one paying for the meal so their agreement should be obtained for any items to be served. This will save any disagreements about payment later
Be able to explain to a customer what the food and beverage items are	Customers like to know what they are eating and drinking. For some customers this is essential knowledge as they may have dietary requirements to consider
Always ask customers about food allergens and food intolerances	Customers need to be able to identify allergens and foods to which they are intolerant. It is essential that the customer's requirements are understood and communicated to the kitchen and beverage provision areas. Never attempt to bluff. Mistakes can be fatal for the customer
Use order notation techniques	These techniques will help the server to identify which customer at the table is having a particular item
Always be aware of customers who may have additional needs	Be prepared to deal with people with sight, hearing, mobility and communication difficulties. Also be prepared and be able to deal with children
Be open-minded and non-judgemental towards customer differences	This helps to demonstrate respect for cultural traditions and diversity in society
General service	
Serve cold food before hot food	This ensures hot food does not go cold while customers are waiting for cold items to be served. When the hot food is served the service is complete and customers can enjoy the meal without waiting for additional items to be served. For the same reason, accompaniments should be offered and served at the same time as the main food items
Serve wine and other drinks before food	Customers want to enjoy the wine or drinks with their meal. They will not want to wait for the wine and drink service as their hot food goes cold
Use underplates (liners)	These are used (cold) to: <ul style="list-style-type: none"> ● improve presentation on the table ● make it easier to carry soup plates, bowls and other bowl-shaped dishes ● isolate the hand from hot dishes ● allow cutlery to be carried along with the item



Table 2.1 General conventions for food and beverage service (*cont.*)

Convention	Rationale
Use service salvers or service plates (with napkins or mats on them to prevent items slipping)	Service salvers or service plates are used to: <ul style="list-style-type: none"> ● improve presentation of items to be served ● make carrying of bowl-shaped serving dishes easier and more secure (also avoids the thumb of the server being inside a service dish) ● allow more than one serving dish to be carried at a time ● isolate the hand from hot dishes ● allow service gear to be carried along with the item(s)
Hold flats, food dishes and round trays on the palm of the hand	This is a safe method of carrying items and ensures the food items are best presented for the customer. It also makes for easier carrying and avoids the server's thumb or service cloths being seen on the edge of flats, dishes and round trays. If the flats or dishes are hot, the service cloth can be underneath, folded and laid flat on the palm to protect the hand
Use doilies/dish papers on underplates (liners)	Doilies, dish papers or linen or paper napkins on underplates are used to improve presentation, reduce noise and prevent the dish from slipping on the underplate. Use doilies for sweet food items and dish papers for savoury food items
Avoid stretching across customers	Shows respect for personal physical space. If it is necessary to reach across a customer, always use the arm furthest away from them – no one likes an elbow in their face. Also, no matter how clean the service staff are themselves, food and beverage smells do tend to cling to service uniforms
Table service	
Place items on a table for the convenience of the customer	Lower height items should be placed near to the customer and taller items behind or to the side. This makes items such as glassware or jugs or teapots easily accessible for the customer and helps to prevent accidents
Start service from the right-hand side of the host, with the host last	Principal guests are usually seated on the right of the host. During service of the table, serve the principal guest first, then move clockwise for plated service (and anti-clockwise for silver service) to each customer. This ensures members of the serving staff are always walking forwards (and seeing where they are going) to serve the next person. The host is normally served last
Serve women first	This is sometimes done if it does not slow the service. However, there are potential cultural issues here. In addition, particular care needs to be taken so as not to confuse things when the host is a woman. A host of either gender is still the host and should be served last
Silver serve food from the left-hand side of a customer	This ensures the service dish is nearer the plate for ease of service and prevents food being spilt onto the person. Customers can more easily see the food being served and make choices if necessary, and members of the service staff can see and control what they are doing. Foods should be placed consistently on each plate – otherwise it can look messy

Table 2.1 General conventions for food and beverage service (*cont.*)

Convention	Rationale
Use separate service gear for different food items	Avoids different food items or sauces being transferred from one dish or plate to another and prevents messy presentation of foods on the customers' plates
Serve plated foods from the right-hand side of a customer	Plates are placed in front of the customer with the right hand so the stack of other plated food is behind the customer's chair in the left hand. If there is an accident, the plates held in the left hand will go onto the floor rather than over the customer. Plated foods should also be placed so that the food items are in the same position for all customers, and as the chef designed them to be presented
Serve all beverages from the right-hand side of a customer	Glasses are placed on the right-hand side of a cover and the service of beverages follows from this. For individual drinks and other beverages, the tray is held behind a customer's seat in the server's left hand. Other beverages such as coffee and tea are also served from the right. All beverages should also be cleared from the right
Clear from the right-hand side of a customer	Plates should be removed from in front of the customer with the right hand so the stack of plates is behind the customer's chair, in the server's left hand. If there is an accident, the plates held in the left hand will go onto the floor rather than over the customer. The exception to this is for side plates, which are on the left-hand side of the cover. These are more easily cleared from the left
Separate the serving at table from food/drink collection and sideboard/workstation clearing	This ensures there is always someone in the room to attend to customers and to monitor the overall service, while others are bringing in food and beverage orders or clearing items from the service stations. This approach also allows for the training of new staff and ensures customer contact is primarily through experienced staff

2.4 Essential technical skills

There are six essential technical food and beverage service skills. These are shown in Table 2.2, together with examples of their application.

These essential technical skills are used specifically for table service and assisted service. However, they are also used when providing other forms of service, for example, when carrying trays for room service or using a service salver for bar service.

Note: For a glossary of service terms, see pages 390–396.

Table 2.2 Technical skills and their application

Technical skill	Examples of application
Holding and using a service spoon and fork, and other service equipment	For the service of food at a customer's table, especially for silver service, and for serving at a buffet
Carrying plates	When placing and clearing plates from a customer's table
Using a service salver (round tray)	For carrying glasses, carrying tea and coffee services, as an under liner for entrée dishes and for potato and vegetable dishes
Using a service plate	For carrying items to and from a table, including clean cutlery, clearing side plates and knives, crumbing down and clearing accompaniments
Carrying glasses	Carrying clean glasses by hand or on a salver and clearing dirty glasses from a service area
Carrying and using large trays	For bringing equipment or food and beverage items to the service area and for clearing used equipment from the service area

Holding and using a service spoon and fork

Expertise in this technique can only be achieved with practice. The purpose of the service spoon and fork is to enable the waiter to serve food from a flat or dish on to the customer's plate quickly and to present the food on the plate well.

- The service fork should be positioned above, or on top of, the service spoon.
- The key to developing this skill is locking the ends the service spoon and fork with the small finger and the third finger, as illustrated in Figure 2.2, Step 1.
- The spoon and fork are manoeuvred with the thumb and the index and second fingers (see Figure 2.2, Step 2). Food items can then be picked up from the serving dish between the service spoon and service fork.

Alternatively, the service fork may be turned to match the shape of the items being served, for example, when serving bread rolls (see Figure 2.2, Step 3).

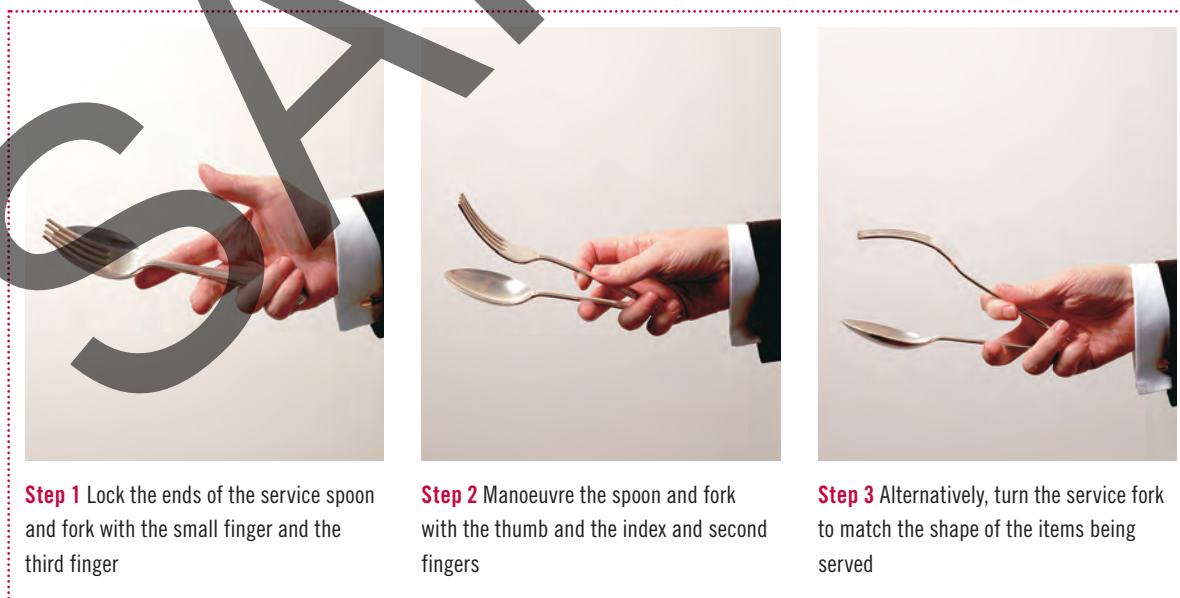


Figure 2.2 Hand positions for holding a service spoon and fork

There are occasions where two service forks may be used. For example, when serving fillets of fish, the two forks are held side by side, as this makes the service of this food item easier.

When using a serving spoon and fork to serve at a sweet or cheese trolley or at a buffet or guéridon, the spoon and fork are held one in each hand.

Other service equipment that may be used includes serving tongs, fish slices and gâteau slices, serving spoons, scoops, small sauce ladles and larger soup ladles.



Figure 2.3 Examples of service equipment (top row: sets of tongs; middle row: various food slices, serving spoons and ladles; bottom row: left to right, service spoon and fork, ice tongs, cake tongs, gâteau slice, sauce ladle and soup ladle)

Carrying plates

Clean plates can be carried in a stack using both hands or on a tray. When carrying clean plates that are to be placed on the customer's table, a single hand is used to hold the plates (usually the left hand) and the right hand is used to place a plate at each cover on the table. If the plates are hot, they are held with a service cloth placed on the palm of the left hand. A separate service cloth is used in the right hand to hold the hot plates when placing them in front of the customer.

When carrying plates of pre-plated food and when clearing plates from a customer's table, a single hand is used to hold the plates (usually the left hand) and the right hand is used to place and remove plates from the table. Special hand positions are used as follows:

- Figure 2.4a illustrates the initial hand position for the first plate. Care must be taken to ensure the first plate is held firmly as succeeding plates are built up from here. The second plate will rest firmly on the forearm and the third and fourth fingers.
- Figure 2.4b shows the second plate positioned on the left (holding) hand.

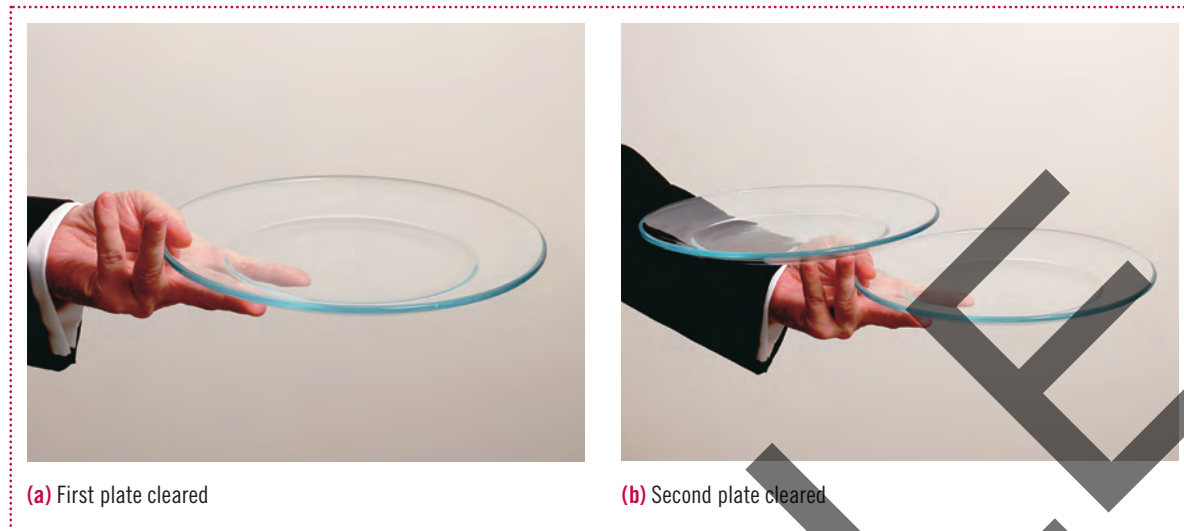


Figure 2.4 Hand positions when clearing plates and carrying pre-plated food (cold)

The ability to clear properly ensures efficiency, reduces the possibility of accidents and minimises inconvenience to customers. Well-developed clearing techniques enable more to be cleared, in less time and in fewer journeys between sideboard or workstation and the customer's table. In addition, clearing properly allows dirties to be stacked neatly and safely at the sideboard or workstation. (See also Section 6.8, page 234.)

Using a service salver (round tray)

A service salver is a round tray, often made of silver or stainless steel (although wood or plastic can also be used). A napkin (folded flat) is placed on the tray to help prevent items slipping as they are being carried. There are also special non-slip mats that can be used instead of napkins. Some trays are made with non-slip surfaces. The service salver may be used to:

- carry clean glasses to, and remove dirty glasses from, a customer's table
- carry clean cutlery to and from a customer's table
- place clean cutlery on the table
- place clean cups and saucers on the table
- provide an underflat when silver serving vegetables.

Carrying clean cutlery

When placing on or removing clean cutlery from a table, the items can be carried on a service salver. This is more efficient, more hygienic, safer and generally more professional than carrying these items in bunches in the hands.

Clean cutlery is placed on the service salver after the final polish and carried to the table on the tray. When placing cutlery from the service tray onto the table, hold each piece of cutlery between the thumb and forefinger at the side, to reduce the possibility of finger marks.



Figure 2.5 Carrying clean cutlery on a service salver

Carrying cups and saucers

Tea and coffee cups are carried using a service salver, by stacking the saucers, cups and teaspoons separately. Then, before the cup, saucer and teaspoon are placed on the table, the cup is put onto a saucer, together with a teaspoon, and then the whole service is placed in front of the customer. This is a speedier and safer method (especially when larger numbers are involved) than carrying individual cups, saucers and teaspoons to the table one by one.

As an underflat

When silver serving food dishes, potatoes or vegetables and at the table, an underflat can be used to hold either one large vegetable dish or a number of smaller ones, depending on the customer's order (see Section 6.5, page 216). Using a service salver as an underflat:

- adds to the presentation of the food being served
- gives the waiter more control when using a service spoon and fork to serve from the food dishes onto the customer's plate
- provides greater protection in case of spillage, therefore not detracting from the presentation of the food on the plate or the overall table presentation
- gives the waiter added protection against heat and possible spillage on the uniform.

(For more information on silver service see Section 6.5, page 214.)

Using a service plate

A service plate is a joint plate with a napkin upon it. It has a number of uses during the meal service:

- for placing clean cutlery on and removing it from the table
- for clearing side plates and side knives
- for crumbing down after the main course, or any other stage of the meal if necessary
- for clearing accompaniments from the table as and when necessary.

Carrying clean cutlery

When placing on or removing clean cutlery from a table, the items can be carried on a service plate. The reasons for this are the same as those given under using a service salver above.

Clearing side plates and knives

When clearing dirty side plates and side knives from the customer's table, the use of a service plate means the waiter has a larger area on which to stack the side knives and any debris. Using the hand positions shown in Figure 2.2, Steps 1 and 2 (page 32), the side plates may be stacked above the service plate and all the debris in a separate pile, together with the side knives laid flat upon the service plate (see Section 6.8, pages 235–236). This is a much safer and speedier method, especially when larger numbers are involved.

Clearing accompaniments

The service plate is also used to clear items such as the cruet, cayenne pepper, pepper mill or other accompaniments, which may not already be set on an underplate.

Crumbing down

The service plate is used in the crumbing down process. The purpose here is to freshen up the appearance of the tablecloth before laying the sweet covers and serving the sweet. (For further information see Section 6.8, page 236.)

Carrying glasses

There are two basic methods of carrying glasses in food and beverage service areas: by hand or on a service salver.

Carrying by hand

Wine goblets should be positioned between alternate fingers as far as is possible. The wine goblets should only be carried in one hand, allowing the other hand to remain free to steady oneself in case of emergencies.

Figure 2.6 provides a close-up of wine goblets held in one hand and shows how the base of each glass overlaps the next, allowing the maximum number of glasses to be held in one hand. This method allows wine goblets that are already polished to be handled. They can be carried about the room and set in their correct positions on the table without the bowl of the glass being touched. Clean glassware is always handled by the stem or, for non-stemmed glassware, by the base.



Figure 2.6 Carrying clean glasses by hand

Carrying glasses on a service salver

Figure 2.7 shows the method of carrying clean wine goblets about the restaurant using a service salver.

Figure 2.8 shows the use of a service salver for clearing dirty wine goblets from the table.



Figure 2.7 Carrying clean glasses on a service salver



Figure 2.8 Carrying dirty glasses on a service salver

Carrying glasses using glass racks

Glass racks are usually made of plastic and are often used to carry glasses during the setting up of the service areas. These racks enable the transportation of glasses in bulk once they have been washed and polished at a central point. Glass racks are also used for used glasses and many can be put through a glass wash machine.



Figure 2.9 Carrying clean glasses in a rack



Figure 2.10 Carrying dirty glasses in a glass rack

Carrying and using large trays

Trays are used for:

- carrying food from the kitchen to the restaurant
- service in rooms and lounges
- clearing from sideboards/workstations
- clearing from tables (when the customer is not seated at the table)
- carrying equipment.

The method of holding and carrying an oblong tray is to position it lengthways on the forearm and support it with the other hand.

Figure 2.11 shows how to carry an oblong tray. The tray is organised so the heaviest items are nearest the carrier. This helps to balance the tray. Note that one hand is placed underneath the tray and the other at the side.



Figure 2.11 Carrying a loaded oblong tray

2.5 Interpersonal skills

In a food and beverage operation there are interactions between two types of customer:

- **External customers:** interaction with the people who buy food and beverages and the other products on offer.
- **Internal customers:** interaction with staff outside the service areas, such as kitchen staff, bill office staff, dispense bar staff and still room staff.

Communication

There are three main types of communication:

- **Face-to-face:** The key skills required are maintaining eye contact and active listening. Eye contact may differ across cultures; active listening is about head nodding, gestures and repeating back phrases to confirm understanding.
- **Telephone communication:** The communication skills for telephone conversations differ because the member of staff is not face-to-face with the customer. It is important to speak clearly and slowly (particularly if reception on the phone line is not perfect) and to adapt your speech to meet the individual needs of the customer. It is also important to make sure the customer is informed when the staff member is looking for information and if they are to be placed on hold.
- **Written communication:** for example, letters, emails, memos and reports. Written communication will be necessary when a formal response is required. The organisation will provide guidelines for staff on when and how to use written communication.

Dealing with customers

The starting point for all good interpersonal skills is good manners: saying 'please', 'thank you' and 'I beg your pardon'; being pleasant to people; showing that you care about what they want and apologising for anything that has been unsatisfactory, such as having to wait.

When addressing customers, 'Sir' or 'Madam' should be used when the customer's name is not known. If the name is known, the customer should be referred to as 'Mr Smith' or 'Miss Jones', etc. First names should only be used in less formal operations and where the customer has explicitly indicated that this is acceptable. If the customer has a title, appropriate use should be made of the correct form of address (for further information on forms of address, see Section 11.4, page 342).

Interpersonal skills in food and beverage service centre on the interactions between the customer and the food and beverage service staff. All other interactions are secondary to, and the result of, the prime interaction between customers and staff. This has implications for the way customers are treated. Conversations between customers and staff override conversations between staff. When in conversation with customers, staff should not:

- talk to other members of staff without first excusing themselves from the customer
- interrupt interactions between customers and staff; instead, they should wait for a suitable moment to catch the attention of the other staff member so they can excuse themselves from the customer first
- serve customers while carrying on a conversation between themselves
- talk across a room, either to each other or to customers.

Customers should always be made to feel that they are being cared for and not that they are an intrusion into the operation.

Further information on customer service is given in Section 1.4, page 10 and on customer relations in Section 12.4, page 364.

Dealing with customers during service

Greetings such as 'Good morning' and 'Good evening' should be used when receiving customers or when the member of staff first comes into contact with the customer.

The list below identifies examples of interpersonal skills needed at particular points during the service.

- **Showing customers to their table:** Always lead and walk with them at their pace.
- **Seating customers:** Women first, descending in age unless the host is a woman.
- **Handling coats/wraps:** Handle with obvious care.

- **Handing menus/wine lists to customers:** Offer the list the right way round and open for the customer and wait for the customer to take it.
- **Opening and placing a napkin:** Open carefully, do not shake it like a duster. Place it on the customer's lap after saying 'excuse me' to the customer.
- **Talking to customers:** Only talk when standing next to them and looking at them.
- **Offering water or rolls:** Say, for example, 'Excuse me Sir/Madam, may I offer you a bread roll?'
- **Explaining food and beverage items:** Use terms the customer understands, not technical terms such as turned vegetable or pané. Use terms that make the item sound attractive, such as casserole instead of stew, or creamed or purée potatoes instead of mashed. Do not use abbreviations, for example, 'veg'.
- **Being culturally aware:** The needs of customers from other cultures will affect the ways in which staff interact with them (see the information on cultural awareness in Section 2.2, page 27). In addition, staff need to be aware of the dietary requirements of various religious faiths (see Section 4.4, page 95).
- **Serving and clearing:** Always say 'Excuse me' before serving or clearing and 'Thank you' after you have finished with each customer.
- **Offering accompaniments:** Only offer them if you have them at the table. Offering them when they are not readily available usually means, 'I will get them if you really want them!'

Other factors that contribute to good customer relations are highlighted throughout the rest of this chapter. Also see Section 12.4, page 364.

Dealing with children

If children are among the customers arriving in the food service area then take the lead in how to care for them from the parents, guardian or accompanying adults. Where applicable, the following factors should be considered:

- Need for highchairs/seat cushions.
- Restrictions on the service of alcohol to minors.
- Requirement for children's meals.
- Portion size required if items are ordered from the standard menu.
- Provision of children's 'give aways', such as crayons, colouring books, etc.
- Awareness of children's movements, for the safety of both children and others.
- Serving younger children promptly as this will lessen the stress on the parents/guardians.
- Teenage and older children should be addressed as either 'Sir' or 'Miss'.

Customers with additional needs

Extra awareness is needed to meet the requirements of customers who may have additional needs.

Customer mobility

Customers may have walking difficulties and/or difficulties with stairs; they may use walking sticks or crutches, use a wheelchair or have limitations in manual dexterity. The following considerations should be given for these customers:

- Offer wheelchair users places at tables where there is adequate space for manoeuvrability. This should be a place out of the main thoroughfare of customer/staff movement and with easy access to cloakrooms, exits and fire exits.
- Offer a wheelchair user the opportunity to transfer to a restaurant chair.
- Never move a wheelchair without asking the customer first.
- Place crutches/walking sticks in a safe but readily accessible position for the customer.
- Assist customers with manual dexterity difficulties by first asking the customer how best they can be helped. Assistance might include, for example, ensuring all items served or placed on the table are near to the customer; offering to fillet/bone fish and meat items or to cut up other food items and offering alternative cutlery.

Blind and partially sighted customers

The following considerations should be taken into account for blind and partially sighted customers:

- Be prepared to accept guide dogs into your premises.
- Describe the route to the table, including stairs, changes in floor surfaces, location of walls and potential hazards such as pillars.
- Seat customers away from excessive noise, which can be distracting and potentially distressing.
- Offer to read menus or wine and drink lists.
- Consider having larger print menus and menus in braille.
- Be prepared to fillet/bone fish and meat items and to cut up other food items.
- Never overfill cups, glasses or bowls.
- Consider using bowls instead of plates for specific food items, but always ask the customer first.
- Be prepared to provide alternative cutlery.
- Ask if you should describe where the food items are on the plate. Use the clock method to explain the location of food on a plate, for example, six o'clock for meat, ten to ten for vegetables and ten past two for potatoes.

Customers with communication difficulties

Communication issues may arise when, for example, customers have a hearing or speech impairment or have little understanding of the English language. The following may be helpful when dealing with customers with communication difficulties:

- Seat customers away from excessive noise, as this can be especially uncomfortable for customers using hearing aids.
- Speak directly to the customer face to face.
- Speak normally but more distinctly.
- Describe food and drink items in simple, precise and plain language.
- Consider having menus in different languages and pictures of the dishes.
- Identify members of staff who speak more than one language.
- Listen attentively to what is being said and always repeat back the food or drink order to the customer to confirm all requests.

Essential points to remember when dealing with customers with additional needs

- Talk to and treat customers with additional needs as you would any other customer.
- Do not talk to a person's companions as if the person was not there.
- Most people with disabilities are not wheelchair users.
- Do not assume anything; always try to find out from the customer how best they can be helped.

Handling complaints

If a problem arises and a customer makes a complaint, the following steps should be taken.

- 1 Do not interrupt the customer – let them have their say and make their point.
- 2 Apologise – but only for the specific problem or complaint.
- 3 Restate the detail of the complaint briefly back to the customer to show you have listened and understood.
- 4 Agree by thanking the customer for bringing the matter to your attention. This shows you are looking at the problem from the customer's perspective.

- 5 If you are unable to resolve the situation, immediately refer it to a senior member of the team.
- 6 Act quickly, quietly and professionally and always follow the establishment's procedures for handling complaints.

Never:

- lose your temper
- take comments personally
- argue
- lie
- blame another member of staff or another department.

Valid complaints provide important feedback for a food service operation and can be used as valuable learning opportunities to improve service.

2.6 Dealing with incidents during service

When an unforeseen incident arises, it must be dealt with promptly and efficiently without causing more disturbance than is necessary to any of the other customers. Quick action will very often soothe the irate customer and ensure a return visit to your establishment. Complaints, of whatever nature, should be referred immediately to the supervisor. Delay will only cause confusion and the situation may escalate if it is not dealt with straight away.

Listed below are some of the incidents that may occur and the suggested steps that might be taken to put right any fault.

Spillages

If during the service of a course a few drops of sauce or gravy have fallen on the tablecloth, the following steps might be taken:

- 1 Check immediately that none has fallen on the customer being served. Apologise to the customer.
- 2 If some has fallen on the customer's clothing, allow the customer to rub over the dirtied area with a clean damp cloth. This will remove the worst of the spillage.
- 3 If it is necessary for the customer to retire to the cloakroom to remove the spillage, their meal should be placed on the hotplate until they return.
- 4 Depending on the nature of the spillage the establishment may offer to have the garment cleaned.
- 5 If the spillage has gone on the tablecloth, the waiter should first remove any items of equipment that may be dirtied or in the customer's way.
- 6 The waiter should then mop or scrape up the spillage with either a clean damp cloth or a knife.
- 7 An old menu card should then be placed on top of the table but under the tablecloth beneath the damaged area.
- 8 A second menu should be placed on the tablecloth over the damaged area.
- 9 A clean rolled napkin should then be brought to the table and unrolled to completely cover the area of the spillage. The menu will prevent any damp from soaking into the clean napkin.
- 10 Any items of equipment removed should be returned to their correct positions on the tabletop.
- 11 Any meals taken to the hotplate should be returned and fresh covers put down where necessary.
- 12 Again, apologies should be made to the customer for any inconvenience caused.

Figure 2.12 illustrates some of these steps for covering spillages.

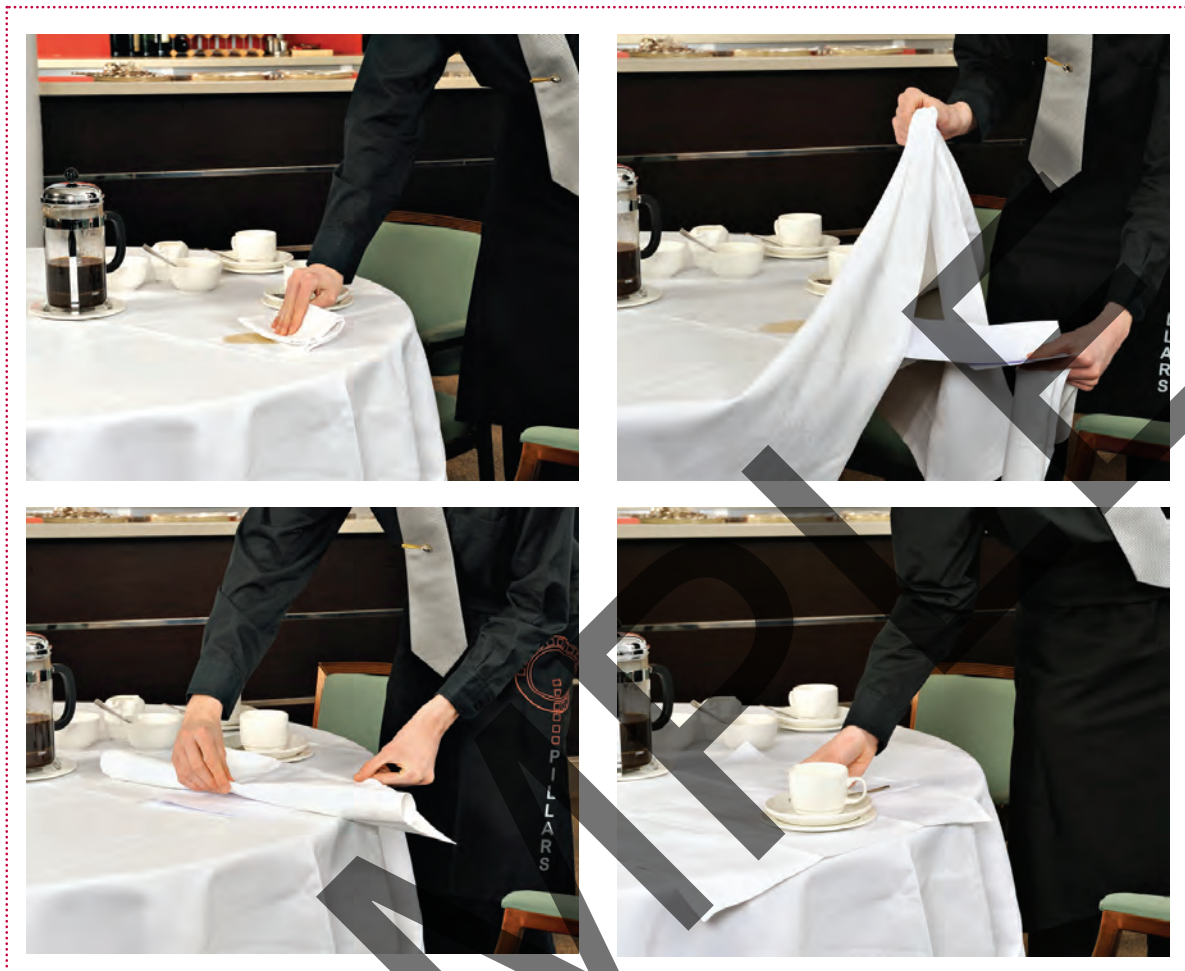


Figure 2.12 Example process for covering spillages

If a customer knocks over a glass of water or wine, then the following steps might be taken:

- 1** Ensure none has gone on the customer.
- 2** If some of the liquid has fallen on the customer's clothing, follow steps 2, 3 and 4 above.
- 3** This form of accident usually involves changing the tablecloth so, where possible, the party of customers should be seated at another table and allowed to continue their meal without delay.
- 4** If they cannot be moved to another table, they should be seated slightly back from the table so the waiter can carry out the necessary procedures to rectify the fault speedily and efficiently.
- 5** The customers' meals should be placed on the hotplate to keep warm.
- 6** All dirty items should be removed on a tray to the waiter's sideboard ready to go to the wash-up area.
- 7** All clean items should be removed and kept on the waiter's sideboard for relaying.
- 8** The tablecloth should be mopped with a clean absorbent cloth to remove as much of the liquid as possible.
- 9** A number of old menus should be placed on the tabletop under the spillage area of the soiled tablecloth.
- 10** A clean tablecloth of the correct size should be brought to the table. It should be opened out and held as when laying a tablecloth during the pre-service preparation period. The table should then be clothed up in the usual manner except that when the clean cloth is being drawn across the table towards the waiter, the soiled cloth should be taken off the table at the same time. This will mean the customers cannot see the bare tabletop at any time. The old menus will prevent any dampness penetrating to the clean tablecloth.

- 11 When the clean tablecloth is in place, the table should be re-laid as quickly as possible.
- 12 The customers should then be re-seated at the table and the meals returned to them from the hotplate.

(Also see notes on laying a tablecloth in Section 6.2, page 186.)

Lost children

If a child is reported lost, the steps listed below must be taken.

- 1 Obtain a complete description of the lost child:
 - male/female
 - name
 - age
 - where last seen
 - clothing worn
 - any predominant features
 - colour of hair
 - whether any accessories were being carried, e.g. a doll.
- 2 Immediately inform the supervisor/security.
- 3 Put a constant watch on all entrances/exits.
- 4 Check all cloakroom/rest areas, play areas and the immediate vicinity where the child has been reported missing.
- 5 Should nothing result from taking the actions above, immediately inform the police.

Returned food

If, for example, a customer suggests their chicken dish is not cooked, the following steps might be taken.

- 1 Apologise to the customer.
- 2 The dish should be removed and returned to the kitchen.
- 3 The customer should be asked if they would like another portion of the same dish or would prefer to choose an alternative.
- 4 The new dish should be collected as soon as possible and served to the customer.
- 5 Apologies should be made for any inconvenience caused.
- 6 The policy of the establishment will dictate whether or not the customer is charged for the alternative dish.

Lost property

If, for example, a waiter finds a wallet under a chair that has recently been vacated by a customer, the steps listed below might be taken.

- 1 A check should be made immediately as to whether or not the customer has left the service area. If they are still in the area, the wallet may be returned to them.
- 2 If the customer has left the service area, the waiter should hand the wallet to the head waiter or supervisor in charge.
- 3 The supervisor or head waiter should check with reception and the hall porter to see if the customer has left the building.
- 4 If the customer concerned is a resident, then reception may ring their room, stating the wallet has been found and can be collected at a convenient time.
- 5 If the customer is a regular customer, the head waiter or receptionist may know where to contact them to arrange for them to collect the wallet.
- 6 If the customer is a regular customer but cannot be contacted, the wallet should be kept in the lost property office until their next visit.

- 7 If the owner cannot be found or contacted immediately, the head waiter or supervisor should complete a lost property record sheet as shown in Figure 2.13.
- 8 A copy of the lost property record sheet should go with the wallet to the lost property office where the contents of the wallet must be checked against the list before it is accepted. The details of the find are then entered in a lost property register.
- 9 Another copy of the record sheet should be given to reception in case any enquiries are received concerning a wallet. Anyone claiming lost property should be directed to the lost property office.
- 10 Before the lost property office hands over any lost property, they should ask for a description of the article concerned and its contents, to ensure as far as possible that it is being returned to the genuine owner. The office should also see proof of identity of the person claiming ownership.
- 11 The steps described above should be carried out as quickly as possible, as this is in the best interests of the establishment and causes the customer minimum inconvenience. On receipt of lost property, the customer should be asked to sign for the article concerned and to give their address and telephone number.
- 12 Any lost property unclaimed after three months may become the property of the finder, who should claim it through the head waiter or supervisor.

Lost property record sheet	
Date:	Establishment:
Item description:	
Found by:	
Where found:	Time found:
Checked by:	
Where stored:	
Claimed by:	Date:
Contact details:	
Proof of identity seen:	Customer signature:

Figure 2.13 Example of a lost property record sheet

Customer falling ill

If a customer falls ill in your establishment then the steps below might be taken.

- 1 As soon as it is noticed that a customer is feeling unwell, a person in authority should be called.
- 2 If the customer falling ill is a woman then a female member of staff should attend her.
- 3 The person in authority must enquire if the customer needs assistance. At the same time, they must try to judge whether the illness is serious or not. If in any doubt it is always better to call for medical assistance.
- 4 If required, an in date first aid kit should be easily to hand. If a customer experiences a severe allergic reaction known as anaphylaxis, an EpiPen will need to be administered as a matter of urgency and the ambulance service called. (An EpiPen is an adrenaline auto-injector (AAI) designed for the emergency treatment of the symptoms of a severe allergic reaction.) Customers affected by this condition usually carry their own EpiPens. It is possible to obtain first aid training in the use of an auto-injector.

- 5 It is advisable to offer to take the customer to another room to see if they are able to recover in a few minutes. If this happens their meal should be taken back to the kitchen until their return.
- 6 If the illness appears to be of a serious nature, an ambulance should be called for immediately.
- 7 The customer should not be moved until they have been examined by a qualified first aider or paramedic.
- 8 If necessary, the area should be screened off.
- 9 Although this is a difficult situation to deal with in front of the general public, the minimum fuss should be made and service to the rest of the customers should carry on as normal.
- 10 The customer may have had a sudden stomach upset and wish to leave without finishing the meal. Assistance should be offered in helping the customer to leave.
- 11 Payment for the part of the meal consumed and any ensuing travel costs would be according to the policy of the establishment.
- 12 For all accidents (minor or serious) details must be recorded (see recording incidents below). This provides evidence of what happened in case of a claim against the establishment at a later date.
- 13 If after a short period of time the customer returns and continues with their meal, a fresh cover should be laid, and the meal returned from the kitchen or a new meal served.

Alcohol over-consumption

If a customer is suspected of having too much to drink the following steps might be taken.

- 1 If a prospective customer asks for a table and staff believe the client is under the influence of drink, they may refuse them a table, even if there is one available. It is not always possible, however, to recognise a customer who is drunk.
- 2 If a customer is thought to be drunk, this must first be ascertained by the supervisor.
- 3 The customer should then be asked to leave rather than being allowed to become objectionable to other customers.
- 4 If the customer has already consumed part of the meal but is not being objectionable, the remainder of the meal should be served in the normal fashion but the supervisor must ensure no more alcoholic beverages are offered or served.
- 5 On finishing, the customer should be watched until they have left the premises.
- 6 If the customer becomes difficult to handle, other members of staff may assist in removing the person from the service area (depending on establishment policy, physical contact should be avoided).

It is essential to make out a report of all such incidents. This can then be referred to at a later date if a complaint or claim is made against the establishment.

Unsatisfactory appearance

If a customer's appearance is not satisfactory according to the policy of the establishment, the following steps might be taken.

- 1 If a customer's appearance does not meet the dress code policy of the establishment or is likely to give offence to others, they should be asked to correct their dress to the approved fashion required by the establishment.
- 2 Staff should be made aware of the need for sensitivity towards cultural dress.
- 3 If the customer will not comply with the request, they should be asked to leave.
- 4 If they have partly consumed a meal, then whether they will be charged or not depends on the policy of the establishment.
- 5 A report of the incident must be made and signed by the staff concerned.

Recording incidents

When an incident occurs, it is essential that a report is made out immediately. The basic information that should be recorded in the report is as follows:

- Place
- Date
- Time
- Nature of incident
- Individual signed reports from those concerned
- Action taken
- Name, address and phone number of the customer involved
- Names of the staff involved

All reports should be kept as they provide evidence of what happened and what action was taken.

2.7 Health, safety and security

Maintaining a safe environment

Essentially, safety is a civil duty and negligence is a criminal offence. With regard to health, safety and security, staff should:

- understand food hygiene regulations and that it is their responsibility to act within the bounds of these regulations
- notify management of any major illnesses
- perform duties in any area concerned with the handling of food in a hygienic manner, paying attention to food and hygiene regulations
- make themselves familiar with all escape routes and fire exits in the building
- ensure that fire exits remain clear at all times
- participate in fire evacuation drills and practices
- take reasonable care for the health and safety of themselves and of others, and ensure that health and safety regulations are followed
- report to heads of department or duty managers any hazards which may cause injury or ill-health to customers and/or staff (see notes on risk assessment on page 54).

Food safety

Everyone consuming food prepared for them by others when they are away from home (for example, in canteens and restaurants) has the right and expectation to be served safe food that will not cause illness or harm them in any way.

High-risk groups

Food poisoning is unpleasant for anyone but for some the illness can be very serious or even fatal. Take extra care with food safety when providing food for these groups of people. High-risk groups include:

- babies and the very young
- elderly people
- pregnant women
- those with an impaired immune system who are already unwell.

High-risk foods

Some foods pose a greater risk to food safety than others and are called high-risk foods. Examples include:

- soups, stocks, sauces and gravies
- eggs and egg products
- milk and milk products
- cooked meat and fish, and meat and fish products
- any foods that need to be handled or reheated.

Food handlers

Because humans are a source of food poisoning bacteria, it is essential for all food handlers to receive formal training, take care with personal hygiene and adopt safe practices when working with food. Illnesses must be reported. Food handlers must wash their hands thoroughly after using the toilet, coughing or sneezing, after breaks (especially if they have been smoking) and after handling raw or high-risk foods.



Figure 2.14 Wash hands thoroughly

Avoiding food hazards

A food hazard is something that could make food unsafe or unfit to eat. All food items should undergo Hazard Analysis Critical Control Point (HACCP) analysis. HACCP is a way of managing food safety hazards. The process is used to highlight where potential risk of food spoilage/contamination could occur and to identify the necessary precautions that must be taken to prevent incidents of food poisoning.

Records must be kept at all stages of food processes. These records also provide evidence of due diligence which can be used as part of the defence if the business is accused of malpractice.

Colour coding in food preparation

Worktops and chopping boards will be in contact with the food being prepared and need special attention to prevent cross-contamination. Colour-coded chopping boards are a good way to keep different types of food separate.

Some kitchens also provide colour-coded knives, cloths, cleaning equipment, storage trays, bowls and even staff uniforms to help prevent cross-contamination.

Use of personal protective equipment (PPE)

PPE should be worn when handling and serving foods to reduce the risk of cross-contamination. Disposable gloves, hair nets and aprons should be worn in addition to freshly laundered uniforms. Goggles, gloves and aprons should be worn when using hazardous chemicals. (See also the section 'Control of substances hazardous to health', page 50.)

Temperature

To prevent the growth of food bacteria, the temperature of food should be kept below 5 °C or above 63 °C. Temperatures between 5 °C and 63 °C are called the danger zone (see Figure 2.16) because it is possible for bacteria to multiply between these temperatures. The most rapid multiplication occurs at around body temperature (37 °C).



Figure 2.15 Colour code chart for chopping boards (image courtesy of Russums)

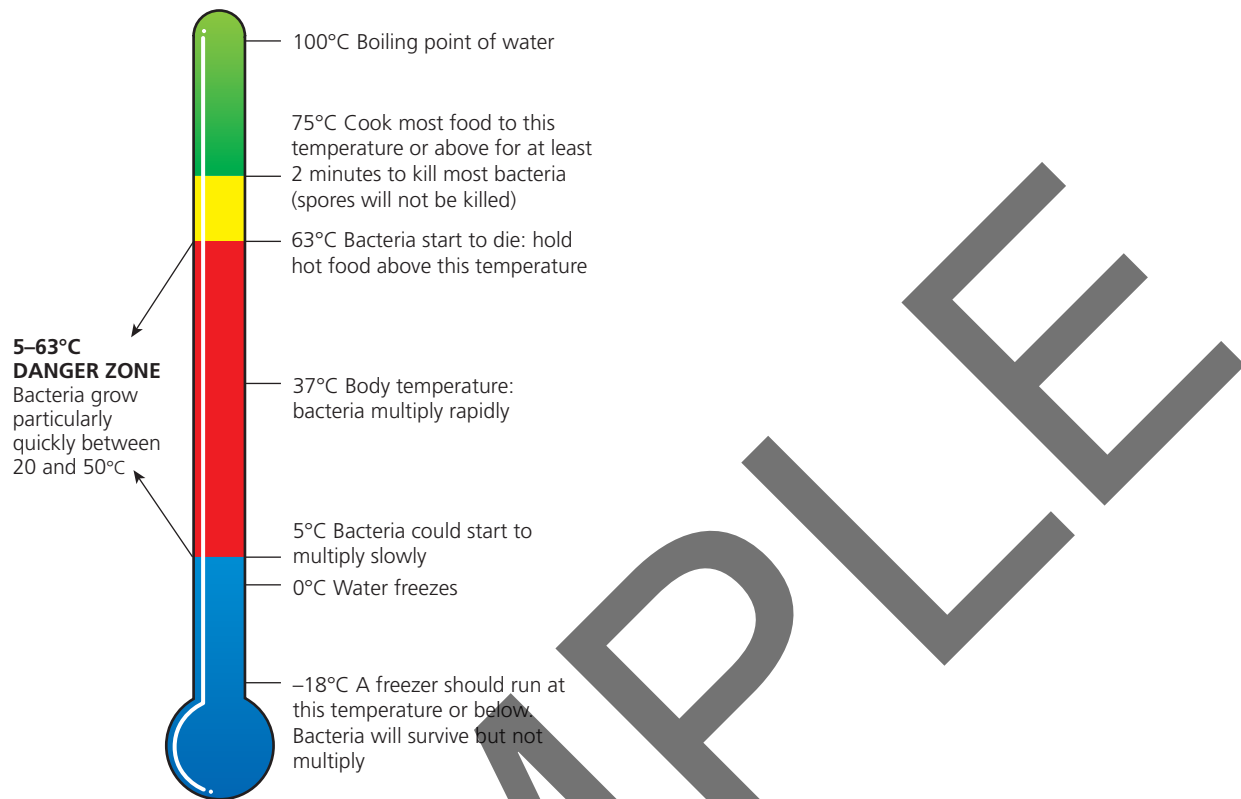


Figure 2.16 Important food safety temperatures

Food displays

Food displayed in restaurants or cafés, put out on buffets or served in shops, can be kept out of temperature control for a limited time. However, care must be taken not to exceed the maximum display times, because this could cause a risk to health.

Temperature readings

At every service session, temperature readings must be taken and recorded for:

- fridges
- freezers
- cooked food
- cooled food
- core temperatures of large joints of meat to assess thorough cooking.

Allergenic hazards

All food businesses need to provide allergy information about food sold, for example in restaurants and cafés, deli counters, bakeries and sandwich bars. A list of the 14 allergens covered by European Union Regulations that must be identified and displayed is given in Section 4.4, page 94.

Avoiding hazards


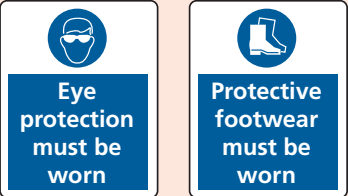


Employees have a responsibility to themselves, work colleagues and customers to know the procedures for reducing the risks from hazards (see notes on risk assessment, page 54). Hazards can be caused by:

- **equipment:** incorrect use of liquidisers, food processors, mixers, mincers
- **substances:** cleaning chemicals, detergents, sanitisers
- **work methods:** carrying knives and equipment incorrectly and not following a logical sequence
- **work areas:** inefficient lighting, spillages not cleaned up, overcrowded work areas, insufficient workspace, uncomfortable working conditions.

Safety signage

The standard safety signs used to control hazards are shown in Table 2.3.

Table 2.3 Types of signage used in food service

Type of sign	Use
<p>Yellow warning signs</p> 	<p>These are warning signs to alert people to various dangers, such as slippery floors, hot oil or hot water. They also warn people about hazards such as a corrosive material</p>
<p>Blue mandatory signs</p> 	<p>These signs inform people about precautions they must take. They tell people how to progress safely through a certain area. They must be used whenever special precautions need to be taken, such as wearing protective clothing</p>
<p>Red prohibition signs</p> 	<p>Red signs tell people that they should not enter a particular area or carry out a particular action. They are used to stop people doing certain tasks in a hazardous area</p>
<p>Green safe signs</p> 	<p>These are route signs designed to show the location of fire exits and emergency exits. Green is also used for first aid equipment</p>

Manual handling

Lifting heavy objects

Picking up and carrying heavy or difficult loads can lead to accidents if not done properly. The safest way to lift objects is to have your feet slightly apart and to bend your knees rather than your back (see Figure 2.17). This will help to prevent straining and damage to your back.

For heavy items, it is better if two people lift together, rather than one person trying to do it on their own.



Figure 2.17 How to lift correctly

Moving goods on trolleys, trucks or other wheeled vehicles

You may be required to use a trolley, truck or other wheeled vehicle to move goods. To ensure safety:

- load the goods carefully
- do not overload the trolley or vehicle
- load the vehicle in a way that allows you to see where you are going.

Tips on ensuring proper manual handling

- In store areas, stack heavy items at the bottom.
- If a stepladder is needed to reach higher items, use it with care.
- Take particular care when moving large pots of liquid, especially if the liquid is hot.
- Do not fill pots to the brim.
- Use a warning sign to let people know if equipment handles, lids and so on might be hot.
- Take extra care when removing a tray from the oven or salamander to avoid burning someone else.

Control of substances hazardous to health

In food service establishments, there are many substances that can be harmful if not used correctly. Warning signs for substances that are dangerous to health are shown in Figure 2.18. Hazardous substances can enter the body through the skin, eyes, nose (by inhaling) and mouth (by swallowing). Staff using these substances must be trained to use them correctly. They must also wear protective clothing such as goggles, gloves and face masks.

Procedure in the event of an accident

All employers must be able to provide first aid in the workplace. In the event of an accident, the first course of action should be to call for the assistance of a trained and qualified first aid person.

Employers must keep a record of all accidents that occur in the workplace. If you are involved in or witness an accident, you will be required to give information and/or to complete an accident form. For this reason, it is wise to make notes about the event as soon as you are able. The information should include:

- the location of the accident
- the time of the accident
- a brief description of the event
- details of witnesses
- treatment administered.

Procedure in case of a fire

All employees should be given fire drill training during their induction programme. This initial training should be followed up with regular training sessions on the procedures to be followed in the event of fire. This training should include:

- fire procedures in each area of work
- fire drill instructions for both customers and staff
- the location of fire points (safe places where staff and customers should assemble after an evacuation) nearest to a particular area of work
- the location of fire exits
- the correct type of fire extinguisher to be used for each type of fire (see Table 2.4 below)
- the employee's specific responsibilities in the event of fire.



Figure 2.18 Hazardous substances symbols (top row: explosive, flammable, oxidising; middle row: gas under pressure, corrosive, acute toxicity; bottom row: health hazard, hazardous to the environment, serious health hazard)

In the event of the fire alarm ringing employees must be aware of the following rules.

- Follow the fire instructions as laid down for the establishment.
- Usher all customers and staff out of the work area promptly and calmly.
- Pay special attention to customers with special needs such as those with mobility problems.
- Walk quickly but do not run. Display a sense of urgency.
- Do not panic; remain calm as composure will be imitated by others.
- Proceed as promptly as possible to the nearest assembly point.
- Ensure someone watches to see that there are no stragglers.
- Follow the exit route as laid down in the establishment's fire instructions.
- Never use a lift.
- Never re-enter the building until told it is safe to do so.
- Do not waste time collecting personal items.

Table 2.4 Fire extinguishers and their uses

Contents	Water	Foam	Wet chemical	Dry powder	CO ₂
Label colour*	White on red	Cream on red	Yellow on red	Blue on red	Black on red
Class A Combustible materials	✓	✓	✓	✓	✗
Class B Flammable liquids	✗	✓	✗	✓	✓
Class C Flammable gases	✗	✗	✗	✓	✗
Class D Flammable metals	✗	✗	✗	✓	✗
Electrical fire (formally Class E)	✗	✗	✗	✓	✓
Class F Cooking oils and fats	✗	✗	✓	✗	✗

* Under European Union standards the body of every extinguisher must be coloured red. However, a colour zone is used to identify the extinguishing medium (i.e. water, foam, powder, etc.). The colours used in these colour zones are the same as the previous whole-body colour coding system.

Employees have a responsibility to assist in fire prevention, control and safety.

They must therefore ensure that:

- fire exits are not obstructed
- fire-fighting equipment is not damaged or misused
- no smoking rules are observed at all times
- as far as is possible, all electrical and gas equipment is switched off
- all doors and windows are closed when not being used for evacuation purposes
- fire doors are not locked or wedged open
- sufficient ashtrays/stands are available for the disposal of cigarette ends and used matches
- the procedure for making an emergency fire call is known.

Cleaning programmes

All food and beverage service staff should be aware of the importance of cleaning programmes. Maintaining clean work areas and equipment is important to:

- control the bacteria that cause food poisoning
- reduce the possibility of physical and chemical contamination
- reduce the possibility of accidents (e.g. slips on a greasy floor)
- create a positive image for customers, visitors and employees
- comply with the law
- avoid attracting pests to the kitchen.

The cleaning schedule needs to include the following information:

- **What** is to be cleaned.
- **Who** should do it (name if possible).
- **How** it is to be done and how long it should take.
- **When** it is to be done, i.e. time of day.
- **Materials to be used**, including chemicals and their dilution, cleaning equipment and protective clothing to be worn.
- **Safety precautions** that must be taken.
- **Signatures** of the cleaner and the supervisor checking the work, along with the date and time.

A cleaning programme should be set up for any cleaning tasks to be done in an area. Some tasks are done daily or even twice daily, for instance, the washing and polishing of crockery before each service period. Other tasks might be done weekly, monthly or every six months. Certain items of equipment must be cleaned immediately after each service period is finished. Examples of cleaning tasks are given in Table 2.5.

Table 2.5 Examples of cleaning tasks and when to carry them out

When	Items/tasks
Immediately after use	Carving trolley Sweet trolley Copper pans Refrigerated trolleys Flare lamps
Daily	Vacuuming Damp dusting chairs Polishing sideboard tops Cleaning brasses
Weekly	Silver cleaning Cleaning pictures Defrosting fridges Wiping down doorframes and all high ledges Washing cellar/crockery store floors
Monthly plus	Shampooing carpets Dry cleaning curtains Maintenance checks on still set, chilling units, fridges, air conditioning systems Cleaning all lighting

Points to note:

- Always use the correct cleaning materials for the task in hand.
- Clean frequently.
- Rinse all surfaces well.
- Use dusters only for dusting, not for other cleaning tasks.
- Use cleaning procedures that are adequate and efficient.
- Cloths used for cleaning toilets must not be used for any other purpose.
- Clean and store equipment safely and in its correct place.
- Do not use cleaning cloths to wipe down food preparation surfaces.
- Ensure vacuum cleaners are emptied on a regular basis.
- Consider safety at all times and do not stretch or stand on chairs to reach high points – use a stepladder.

Maintaining a secure environment

Security measures may vary considerably depending on the nature of the establishment. As employees, staff should be aware of all measures relating to their own work environment as well as those outlined below.

- The importance of wearing some form of recognised identity badge.
- Being observant and reporting 'suspicious' persons and/or packages.
- Not discussing work duties with customers or outside the workplace.
- Allowing bags, packages and one's person to be searched on request when entering or leaving the workplace.
- Being aware of the security procedures for the establishment, in case sudden and urgent action needs to be taken.
- Ensuring external fire doors are kept shut but not locked, nor left ajar in error.
- Ensuring all areas have been vacated when responsible for 'locking up' duties. All toilets/cloakrooms must be carefully checked and at the same time all windows and doors should be checked to ensure they are locked.
- Keys should not be left unattended and should only be handled by someone in authority. A signing out book should be available when staff request keys.
- When handling cash, all large denomination notes should be checked carefully as well as all debit and credit card payments, to prevent fraud, the passing of illegal notes and the acceptance of altered debit/credit cards.
- Being alert and observant at all times and not hesitating to report anything suspicious to the immediate superior.

Terrorism

In modern society, terrorism is a real threat. The establishment's policy for dealing with terrorism incidents must be agreed in advance to ensure all managers and staff know how to react to protect themselves and customers. Procedures for evacuating the premises or to 'lock down' the premises (close all exits and entrances to prevent anyone from entering or leaving) should be in place. Staff must also be trained to follow instructions from the security services and the police if an incident occurs.

Dealing with suspicious people

All employees must be on the alert for suspicious-looking people.

If a person is identified as potentially suspicious (for example, they have no reason to be there), this must immediately be reported to the security officer or senior manager.

Unless authorised to do so, do not approach a suspicious person but try to monitor their activities.

Dealing with threatening behaviour and violence

No staff member should have to deal with threatening behaviour or violence. Staff should remain calm and, if possible, try to create a space between themselves and the person causing the issue.

- Stand behind the bar, a counter or a table to create a safe space. Do not shout. Speak slowly and clearly to try and calm the person down.
- Report the behaviour to a senior member of staff – if security staff are employed, they should be summoned to assist. The customer should then be asked to leave and escorted away from the premises.
- Record the incident as per the establishment's procedure, including any witness statements.

Threatening behaviour or violence within the workforce itself cannot be tolerated and should result in disciplinary proceedings or even dismissal.

Dealing with a suspicious item or package

All employees should be constantly alert for suspicious items or packages.

- If an object is found, it must immediately be reported to the security officer, manager or supervisor.
- Do not touch or attempt to move the object.
- If there are customers in the immediate vicinity, discreetly try to establish ownership of the object.
- If the ownership is established then ask the customer to keep the object with them, or to hand it in for safekeeping.
- If no immediate ownership is established, the area should be cleared and the authorities notified without delay.

Dealing with a bomb threat

Immediate action needs to be taken as a bomb could go off at any moment. As a result, staff should:

- be aware of and follow the establishment policy regarding bomb threats and evacuation procedures
- evacuate the immediate work area
- search the work area to ensure it is cleared, if this is their responsibility
- evacuate the premises and usher all customers/staff through the nearest usable exits to specified assembly areas
- count all persons present to determine their safety and minimise the risk of accidents.

Ensuring health and safety

To ensure health and safety in the workplace, employers must have formally considered what could cause harm and whether they are taking reasonable steps to prevent any harm. This is known as **risk assessment**.

How to assess risk

A risk is the chance of somebody being harmed by a hazard. There are five steps in conducting a risk assessment:

- 1 Identify hazards (the processes or procedures that could cause harm).
- 2 Decide who might be harmed and how.
- 3 Evaluate the risk and decide if the existing precautions are adequate, or whether more should be planned.
- 4 Record the findings so there is a formal record that can be checked.
- 5 Regularly review risk assessments with 'spot' checks to see if the required standards are being complied with, and revise the risk assessments and update the preventative procedures as necessary.

All those involved with a work activity (employers, managers, supervisors and operatives) must be trained to be actively aware of possible hazards and risks and how to take action to minimise them.