

FOOD and BEVERAGE SERVICE

6th EDITION



DENNIS LILICRAP
JOHN COUSINS
AND
ROBERT SMITH



Contents

Acknowledgments	vii
Preface	viii
How to use this book	xi

Chapter 1

The foodservice industry	1
1.1 Introduction	2
1.2 Types of foodservice operations	2
1.3 Sectors of the foodservice industry	2
1.4 Variables in foodservice operations	7
1.5 The meal experience	7
1.6 Food and beverage service methods	9
1.7 Food and beverage service personnel	14
1.8 Attributes of food and beverage service personnel	19

Chapter 2

Food and beverage service areas and equipment	23
2.1 Introduction	24
2.2 Stillroom	25
2.3 Silver room or plate room	28
2.4 Wash-up	30
2.5 Hotplate	31
2.6 Spare linen store	33
2.7 Dispense bar	34
2.8 Automatic vending	38
2.9 Lighting and colour	43
2.10 Furniture	44

2.11	Linen	48
2.12	China	50
2.13	Tableware (flatware, cutlery and hollow-ware)	54
2.14	Glassware	57
2.15	Disposables	59

Chapter 3

The menu, menu knowledge and accompaniments	63	
3.1	The menu	64
3.2	Food, accompaniments and covers	72

Chapter 4

Beverages – non-alcoholic and alcoholic	97	
4.1	Tea	98
4.2	Coffee	102
4.3	Other stillroom beverages	114
4.4	Non-alcoholic dispense bar beverages	114
4.5	Wine and drinks lists	118
4.6	Cocktails	124
4.7	Bitters	127
4.8	Wine	128
4.9	Tasting of wine	139
4.10	Matching food and drinks	140
4.11	Spirits	144
4.12	Liqueurs	147
4.13	Beer	148
4.14	Cider and perry	151
4.15	Storage	152

Chapter 5

The food and beverage service sequence	157	
5.1	Basic technical skills	158
5.2	Interpersonal skills	166
5.3	Taking bookings	174
5.4	Preparation for service	175
5.5	The order of service (table service)	202
5.6	Taking customer food and beverage orders	209
5.7	Service of food	218
5.8	Service of alcoholic bar beverages and cigars	224
5.9	Service of non-alcoholic beverages	234

5.10	Clearing	238
5.11	Billing methods	246
5.12	Clearing following service	250

Chapter 6

The service of breakfast and afternoon tea	253	
6.1	Breakfast service	254
6.2	Afternoon tea service	259

Chapter 7

Specialised forms of service	265	
7.1	Introduction	266
7.2	Floor/room service	266
7.3	Lounge service	272
7.4	Hospital tray service	276
7.5	Home delivery	278
7.6	Airline tray service	278
7.7	Rail service	280

Chapter 8

Guéridon service	283	
8.1	Introduction	284
8.2	Guéridon service	289
8.3	Introduction to carving and jointing	292
8.4	Dishes involving work on the guéridon	297

Chapter 9

Function catering	337	
9.1	Introduction	338
9.2	Function administration	343
9.3	Function organisation	349
9.4	Weddings	358
9.5	Outdoor catering (off premises catering)	362

Chapter 10

Supervisory aspects of food and beverage service	365	
10.1	Legal considerations	366
10.2	Food and beverage revenue control	382

10.3	Beverage control	391
10.4	Performance measures	398
10.5	Customer relations	401
10.6	Staff organisation and training	404
10.7	Sales promotion	415

Annex A

Foods in season	419
------------------------	------------

Annex B

Glossary of cuisine and service terms	423
--	------------

Annex C

Cocktail listing and recipes	443
-------------------------------------	------------

Index	455
--------------	------------



Index

- 24-hour room service 266-9
- à la carte menus 66-7, 69
 - checks 210, 212
 - cover 189-91
- aboyeur 31-2
- accident recording 211-12, 377-9
- accompaniments 73-78
 - appetisers 79-82, 297-301
 - cheese 91
 - dessert 94-5, 325-30
 - egg dishes 83
 - fish 84, 303-4, 306-7
 - game 86-87, 320
 - hors-d'oeuvre 78, 279
 - joints 321-4
 - meats 85, 321
 - pasta and rice dishes 84
 - poultry 86, 315-19
 - salads 321-315
 - savouries 94
 - soup 82, 302
 - steaks 86, 307-10
 - sweets 91
 - table lay-up 192-3
- account billing 247, 250
- addressing customers 167, 354-5
- administration
 - beverage control 391-4
 - functions 343-9
- advertising 416-17
- aerated waters 114-15, 225, 237
- after meal drinks lists 118
- after service duties 251-2
- afternoon tea 259-64
 - buffet 264
 - covers 260-2
 - menus 260
 - order of service 262-3
- airline tray service 278-80
- alcohol-free wine 133
- alcoholic beverages 118-55
 - see also* cocktails; spirits; wines
 - dispense bar 34
 - licensing 366-73
 - over-consumption 171
 - service methods 224-32
 - storage 152-5
 - strength 123
 - wine and drinks lists 118-23
- all day dining menu 268
- allergies 71
- allotting stations, functions 352-3
- analysis sheets 247
- Angostura bitters 127
- apéritifs 141, 224-6
- appearance
 - cigars 233
 - customers 171-2
 - staff 19-20
- appetisers 78-82, 297-303
 - see also* hors-d'oeuvres
- apple, preparation 332-3

- aromatised wine 134-5
 - ashtrays 178, 245-6
 - asparagus 79
 - assisted service 11-12
 - clearing checklist 250-1
 - cover 188-93
 - atmosphere 24
 - attributes of staff 19-21
 - automatic vending 38-42
 - average check 400
 - avocado 79-80
-
- back-of-house areas 24-5
 - baked potatoes 87
 - banana 325-7, 333, 335
 - banqueting 338, 339
 - staff 18, 340
 - table layouts 347-52
 - wine lists 119
 - bars
 - see also* cellar; dispense bars
 - after service duties 252
 - cocktail lists 118
 - equipment 37
 - functions 357
 - order taking 215-17
 - staff 340
 - tills 390, 392-3
 - young persons in 372-3
 - bases, drinks 145, 148-9
 - batch cooking 201
 - beef 311, 321-2
 - beer 148, 150-4
 - measures 150, 371
 - service 230-1
 - beverage control 391-7
 - beverages 66, 95, 359
 - see also* alcoholic beverages; non-alcoholic
 - beverages
 - bills 246-50
 - see also* checks; payment methods
 - duplicate method 248
 - example 384
 - with order 249
 - other methods 250
 - pre-paid billing 249
 - presentation 383
 - separate bills 247-8
 - summaries 387-8
 - triplicate method 247-8
 - used as check 246-7
 - bin cards 393, 396-7
 - Bin numbers 216-17
 - Bishop's mitre napkin fold 184, 185-6
 - bitters 127-8
 - blends, beverages 99, 102-3
 - blind and partially sighted customers 173, 218
 - blue cheeses 90, 91
 - blue trout 306
 - boat napkin fold 184-5
 - boiled meats 85-6
 - bomb threat 381
 - bone china 51
 - booking procedures 174-5, 344-5, 346, 373
 - books, beverage control 391, 393, 396, 397
 - boxing, buffets 196-7
 - brandy 145, 446-7
 - brasserie style menu 70
 - bread items 255, 260
 - breakfast 254-9
 - buffet 259
 - covers 256-7
 - menus 254-5
 - order of service 258
 - restaurant service 258-9
 - room service 269-71
 - wedding 358
 - buffets
 - afternoon tea 264
 - breakfast 259
 - checklists 222-4
 - chefs 17
 - display 181
 - functions 339, 342-3
 - lounge service 276
 - on-train shop 281
 - preparation 196-8
 - service 200-2
 - wedding reception 358-61
 - bulk coffee making 104

- bulk items, requisitioning 27
- butter dishes 178
- cafeterias 3, 46, 407–8
- cafetière coffee 106, 107, 112
- cake, wedding 359, 361, 362
- cake stand 263
- Campari 128, 225
- canapés 79, 93
- cancellations 174
- cappuccino coffee 106, 109, 112
- captive markets 6, 9
- care of customers 166–7, 204, 208
- carnations 194
- carrying techniques 158–61, 162–5
- carte du jour menus 66
- carveries 16, 33
- carving 292–7
 - beef sirloin 321–2
 - Châteaubriand 308
 - chicken 315–16
 - duck 317
 - grouse or partridge 320
 - hygiene 293–4
 - lamb 322–4
 - methods 294–5
 - tools 293
 - turkey 319
- carving trolley 180, 181–2, 295–7
- cash 385, 390
- cashier 17, 383–5
 - summary sheet 384, 388
- catering cycle ix
- catering services 41–2
- caviar 80, 299
- cedar wood, cigars 233
- cellar management 154, 393–7
- certificates, licensing hours 369–70
- Ceylon Blend tea 100
- chafing dish 286
- chairs 45–6
- Champagne 132
- charcuterie 80
- charges 49, 376
- Chateaubriand 308
- check pad design 213, 216
- checklists
 - buffet and counter service 222–4
 - cleaning tasks 409–10
 - counter preparation 200–2
 - function requirements 343–5
 - guéridon equipment 288–9
 - hot food counter 200, 223
 - table clearing 250–2
- checks 209–17
 - duplicate method 212–14
 - flow chart 383
 - function wines 357
 - lounge service 275
 - other methods 214–15, 382–3
 - room service 266–7
 - triplicate method 209–12
 - wine 216–17
- cheese 87–92
 - accompaniments and cover 91
 - cutting methods 92
 - matching drinks 142, 144
 - trolley 22, 182
- chef de buffet 17
- chef de rang 16, 291
- cheques 385, 386
- cherries 327–8
- chicken 315–16, 319–20
- children 172–3, 217, 372
- china crockery 50–3
- China tea 100
- chutney 74
- cider 151–2, 371
- cigars 232–3
- citrus fruit 76
- classic menu sequence 64–6
- cleaning
 - silver 28, 177
 - still-set coffee machines 110
 - tasks checklist 409–10
 - vending machines 42
- clear soup with sherry 302
- clearing
 - checklists 250–2
 - crumbing down 245

- clearing (*continued*)
 - dirty ashtrays 245-6
 - methods table 239
 - restaurant tables 238-44
 - service conventions 205
 - using service plates 161-2
- clothing-up 183-8
- cloths 183, 348-9
- clubs 367-8
- cock-a-leekie soup 83
- cockscorn napkin fold 184, 187-8
- cocktail bar 17, 35
- cocktails 124-7, 443-54
 - brandy 446-7
 - gin 445-6
 - glasses 126
 - lists 118
 - non-alcoholic 453-4
 - rum 447-8
 - service 226-7
 - tequila 450
 - vodka 448-9
 - whisky 443-5
- coffee 102-14, 144
 - how to carry 160-1
 - methods of making 104-11
 - service 234-6
 - specialities 111-14
 - styles 112
- cold food service conventions 205, 218
- colour schemes 43-4
- commis de rang 16
- commissary, airlines 278
- communication with customers 166, 174
- complaints 21, 403
- conduct, staff 20-1
- cone napkin fold 184-5
- conferences 338, 339
- consommé soup 82, 218, 220, 302
- consumables 38
- consumption
 - control 388-9
 - sheet 389, 396, 397
 - time 405
- containers, draught beer 150
- continental breakfast 254, 257, 271
- contract 373
- control
 - beverages 391-7
 - checks 247
 - consumption 388-9
 - goods 27
 - revenue 382-91
 - stillroom 27
- conventions of service 202-6
- conversation with customers 166
- cork 230
- corn on the cob 80
- costs 59, 399
- counter assistant 18
- counters
 - checklists 222-4
 - clearing 251
 - preparation 200-2
 - service 198-200
- countries
 - cider production 151
 - coffee production 102
 - tea production 98
 - wine production 128
- covers
 - afternoon tea 260-2
 - breakfast 256-7
 - cheese 91
 - desserts 94-5, 324-30
 - fish 302-6
 - formal seating plans 349-52
 - hors-d'oeuvres 297-302
 - poultry 315-19
 - room service 269-71
 - savouries 94
 - soup 302
 - steaks 307-10
 - table/assisted service 188-93
 - tea and coffee 234-6
 - traditional 73
 - turnover 400
- credit and debit cards 385-6
- Crêpes Suzette 330
- crockery, preparation 177

- croûtons 75
- cruets 178
- crumbing down 161-2, 245
- cultural influences on diet 67, 71-2, 218
- curries 86
- customer process 11
- customer relations 401-4
- customers
 - appearance 171-2
 - children 172-3
 - experience 7-8, 10
 - forms of address 167, 354-5
 - illness 170-1
 - interaction with staff 20, 166-9, 208
 - needs 7-9
 - property and debt 376
 - returned food 169
 - satisfaction 7-9, 21
 - special needs 173-4
 - spillages 167-8
 - table orders 209-17
 - throughput 198-9, 405-8
- cutlery 54-6, 160, 191
 - see also* silver
- daily duties 175-82, 408-9
- dancing licences 371
- debarrasseur 16
- debris 240-1, 244
- deep fried sole 304
- deferred billing 247, 250
- deliveries, cellar 395-6
- demand levels 405-8
- demi-chef de rang 16
- desserts 94, 142, 144
 - flambés 325-30
 - fresh fruit and nuts 330-5
- diets, special 67, 71
- digestifs *see* after meal drinks
- dining area checklist 201, 223-4
- dining car menu 282
- dining furniture 45
- discrepancies 387, 392-3
- discrimination 374
- dishwashing 30-1
- dispense bars 34-8
 - glasses 57
 - non-alcoholic drinks 237-8
 - order taking 215-17
 - preparation 180
- dispensers, coffee 111
- display buffet 181
- disposables 49, 59-61, 109
- distillation 144-5
- doilies 205
- Dover sole 302-4
- dressings, salads 313-15
- drinks
 - see also* alcoholic beverages; non-alcoholic beverages
 - lists 118-23
 - matching food 140-4
- duck 317-18
- duplicate checking method 212-14, 248, 382, 383
- duties
 - after service 251-2
 - daily 175-82
- earthenware 50-1
- eau de vie 145-6
- eel, smoked 297-8
- eggs 79, 83-4, 93, 127
- electronic check pads 215
- electronic point of sale (EPOS) 249, 389-91
- elements of cost 399
- en place checks 211-12
- English dressing 313
- entertainment licences 371
- entrecôte steak 307
- entrées 65
- EPOS *see* electronic point of sale
- equipment
 - see also* trolleys
 - bars 37
 - beer storage 153-4
 - care and maintenance 286-9
 - cocktails 125
 - coffee making 106, 109, 110, 111, 113
 - dispense bar 34-6

- equipment (*continued*)
 - guéridon 284-9
 - liqueur trolley 232
 - purchasing 24
 - silver room 28
 - special tableware 56-7
 - stillroom 26
- espresso coffee 106, 109-10, 112
- etiquette, banquets 354-6
- exemptions, licensing hours 369
- experience, customers 7-8, 10
- extensions, licensing hours 369-71

- family line-up, wedding reception 361
- farinacious dishes 142
- faults, drinks 130-1, 152-3
- fermentation 129-30
- fibreglass chairs 45
- fillet steak 308
- filter coffee 106, 108, 108-9, 112
- fire procedures 379-80
- first-class service 278, 281
- fish 79, 84-5
 - covers 302-6
 - guéridon 302-7
 - matching drinks 141, 143
 - in season 419-20
 - service 220
- flambé trolleys 286-8, 324-5
- flambés
 - see also* guéridon service
 - chicken breast 319-20
 - liquors 292
 - scampi 306-7
 - sweet dishes 324-30
- flans 94
- flare lamps 284-5, 286, 287
- flatware 54-5, 160
- flavour, wine 139
- flavourings, coffee 234
- floor service *see* room service
- floral arrangements 193-6, 359
- flowcharts
 - cellar control 395
 - checks 383
 - function administration 346-7
 - fluorescent lighting 43
 - folding serviettes 183-8
 - foliage greenery 193-4
 - food
 - checks 32, 210-12
 - matching drinks 140-4
 - returned 169
 - service methods 218-24
 - stillroom provisions 26-7
 - food items 72-95
 - breakfast 255
 - dispense bar 36
 - examples 74-8
 - in season 419-22
 - forks 158, 159
 - formal meals *see* banqueting
 - formal seating arrangements 349
 - formica table tops 44, 46
 - forms of address 167, 354-5
 - fortified wines 134
 - frappé, serving liqueurs 231
 - French dressing 75, 313
 - French food and wine 83, 136-7, 138
 - French terminology 32-3, 419-22
 - fresh cheeses 87-8
 - fresh herbs, in season 422
 - fried fish dishes 84
 - fruit 76, 80, 94
 - flambés 325-9
 - preparation 330-5
 - in season 422
 - fruit juices 225, 228
 - full wines 120-2
 - functions 337-63
 - see also* wedding receptions
 - administration flowchart 346-7
 - booking procedures 344-5, 346
 - buffet-style 339, 342-3
 - etiquette 354-6
 - instructions to staff 352-3
 - licensing extension 369
 - menus 345
 - order of service 356
 - organisation 341-3, 349-57

- outdoor catering 362-3
- requirements 344-5
- sales 343-4
- seating plans 349-52
- staff 18, 339-41
- tabling 347-9
- types 339
- wines 347, 357
- furniture for dining 44-8
- game 86-7, 320-1, 420-1
- Ganymede system 277
- garnish, alcoholic drinks 225-6
- gas lamps 284-5, 286, 287
- gas-fuelled flambé trolley 287, 288-9
- gâteaux 260, 263
- German food and wine 83, 137
- gin 146, 225, 445-6
- glasses 57-9
 - beer 231
 - cocktails 126
 - dispense bar 36
 - how to carry 160, 162-5
 - polishing 192
 - wine 139, 230
- globe artichokes 81, 300
- goods
 - cellar 394-6
 - control of 27
- goods received book 391
- greeting customers 167
- grilled fish 302-3, 304-5
- grilled meats 86
- gross profit 392-4, 399
- ground coffee 103-4
- grouse 320
- guéridon service 283-336
 - appetisers 297-302
 - carving and jointing 292-7
 - desserts 325-35
 - fish 302-7
 - game 320-1
 - joints 321-4
 - lay-up 179
 - mise-en-place* 289-90
 - poultry 315-20
 - salads 312-15
 - serving methods 290-2
 - soup 302
 - special equipment 284-9
 - steaks 307-12
- guests
 - see also* customers
 - service procedures 206-8
 - wedding reception 361
- Guides, Wine Taste 140-1
- ham, carving 324
- hand positions, clearing plates 239-41, 244
- hard cheeses 90
- hare, saddle of 321
- head waiters 15-16, 251-2, 356
- health and safety 376-7
- healthy eating 67, 71
- herbs, in season 422
- high tea 260, 261-2
- history
 - cocktails 124
 - coffee 102
 - tea 98
- hollow-ware 54-5
- home delivery services 278
- hors-d'oeuvres 64, 78-9, 189, 297-303
- hospitals 60, 276-7
- hosts 203, 206-7
- hot cupboards 33
- hot food
 - checklists 200, 223
 - conventions 205, 218
 - service 218
- hotel organisation 15
- hotplates 31-3, 176, 286, 290, 342
- housekeeping duties 176
- humidors 233
- hygiene
 - carving 293-4
 - disposables 59-60
 - guéridon 286-8
 - staff 19-20

- ice pack compartments 222
- iced coffee 111-12
- iced tea 101
- illness of customers 170-1
- in situ service 11, 13
- in-flight service 278-80
- in-room facilities 272
- incandescent lighting 43
- index of productivity 400-1
- Indian tea 100
- induction training 414
- industry sectors 2-7
- instant coffee 105, 112
- interpersonal skills 166-74, 401-2
- Irish coffee 111, 113
- Irish stew 86
- Italian food and wine 83, 137

- job analysis and description 413-14
- joint plates 239-41
- joints
 - carving 294-5
 - guéridon 321-4
 - preparation 294
- jugs, coffee 106-7, 111
- juices 117, 225, 238

- Kelvin(R) disc 342
- ketchups 76
- kitchen French 32-3
- knives, carving 293
- knowledge 20, 72-3

- labels, wine 135-6
- labour costs 399, 400-1
- lamb 322-4
- lamps, guéridon 284-5, 286, 287
- laundry charges 49
- lay-up 190-2, 208
 - see also covers*
 - breakfast tray 269-71
 - guéridon 291
 - room service 271
 - sideboards 48, 179
 - standard 202
- layout
 - function tables 347-52
 - service areas 25
- left/right hand service 203-5, 218
- leg of lamb 323-4
- leg of pork 324
- legal considerations 366-81
 - contract 373
 - health, safety and security 376-81
 - licensing 366-73
 - price lists 375-6
 - safety 376-7
 - sales of goods and trades descriptions 373-4
- lemon dressing 315
- lemon tea 100-1
- licensing 366-73
 - conditions of 366
 - drinks 366-71
 - entertainment 371
 - permitted hours 368-71
 - weights and measures 371-2
 - young persons 372-3
- light wines 120-2
- lighting schemes 43-4
- linen 48-9, 176
- liqueurs 147-8, 149, 225, 231-2
 - in cocktails 443-54
 - wines 134
- liquor sales *see* licensing
- liquors, flambé 292
- lobster 85
- local knowledge, staff 20
- lost children 172
- lost property 169-70
- lounge service 17, 272-6, 384
- low alcohol wine 133
- Loyal Toast 356

- main courses 66
- maintenance
 - see also cleaning*
 - equipment 286-9
 - vending machines 42
- making cocktails 125, 127

- making coffee 104–13
- making tea 99–102
- managers 14–15
- marketing 415–18
- markets 6–7, 9
- marquee, wedding reception 358
- mayonnaises 74, 76
- meal experience 7–9, 10
- Meals on Wheels services 278
- measures
 - beer 150, 371
 - liquor sales 371–2
 - performance 398–401
- meats 85–6
 - see also* game; poultry; steak
 - carving 292–5
 - joints 294, 321–4
 - matching drinks 141–3
 - in season 420
 - service 220
- media, advertising 416–17
- melon, whole 299–300
- memory, staff 20
- menus 64–72
 - afternoon tea 260
 - breakfast 254–5
 - classes 66–70
 - counter service 198–9
 - functions 345
 - hospitals 277
 - in-flight 279
 - influences 67–72
 - lounge service 274, 275
 - mini bar 273
 - on-train 281, 282
 - room service 268, 270
- merchandising 417–18
- metals, furniture 44
- micratex crockery 50–1
- micro-vend buffets 41
- microwave ovens 40–1
- milk shakes 114
- mineral waters 115, 225, 237
- mini bar 272, 273
- mint jelly 76
- mise-en-place* 175–202
 - afternoon tea 262
 - breakfast 257, 258
 - carving trolley 297
 - dispense bar 180
 - guéridon 289–90
 - room service 269
- mixed beer drinks 151
- mobility of customers 173
- monkey gland steak 310–11
- mousses 81
- multi-pot tea 101
- music and dancing licences 371
- mussels 85
- mustard 76–7
- mustard cream 315
- napkins *see* serviettes
- national dishes 82–3, 141
- National Licensee's Certificate 372–3
- needs of customer 7–9
- no charge billing 250
- non-alcoholic beverages 114–17, 234–8
- non-alcoholic cocktails 453–4
- nuts 94, 330–1
- oasis 193–6
- off premises catering 362–3
- off-licences 368
- off-sales book 391
- oils 77
- OIML scale 123
- omelette, rum 328
- on-licences 367
- operating statistics 398–401
- orange salad 331–2
- order of service 202–8
 - breakfast 258
 - drinks 119
 - functions 356
- order taking
 - children's orders 217
 - dispense bar beverages 215–17
 - methods 209–15
 - special needs 218

- order of work 180–1, 191
 - see also* preparation
- ordering
 - goods 26
 - guéridon 290
 - room service 269, 270
 - wines 357
- organic wine 133
- organisation
 - see also* staff organisation
 - functions 341–2, 349–57
 - hotels 15
 - hotplate 31
 - lounge service 272–6
 - outdoor catering 362–3
 - variables 7–8
 - wash-up 30
 - wedding receptions 358–60
- outdoor catering 362–3
- outlet types 3–7
- overage 394

- pantry 266, 267–9, 272–4
- parmesan 77
- partridge 320
- party bookings 175
- pasta dishes 84
- pastis 146
- pastries 27, 93
- pâtés 81, 300–1
- payment methods 275, 385–7
- peach flambé 325
- pear 325, 332–3
- peppers 74, 77
- performance measures 7–8, 398–401
- permitted hours 368–71
- perry 151–2
- personal selling 418
- personality of staff 20
- personnel *see* staff
- pests and diseases of wine 129
- pheasant 321
- pickles 74–7
- pigeon 321
- pineapple 329, 333, 334

- place cards 354–5
- place settings 188
 - see also* covers
- placement
 - coffee service 235
 - service conventions 202–3
- planning
 - cafeterias 46
 - dispense bar 36, 38
 - training 415
- plastic furniture 44, 45
- plate room *see* silver
- plated service 342
- plates 158–9, 161–2
 - clearing 238–44
- poached fish 303–5
- polishing glassware 192
- popular catering menus 67
- porcelain 51
- porterhouse steak 308
- porters 341
- portion sizes 173, 199
- posies 193–6
- potages 82
- potatoes 87, 220–1
- pots, coffee 236
- poultry 86
 - accompaniments 315–19
 - guéridon 315–20
 - in season 421
- poussin 316–17
- pre-paid billing 249
- preparation
 - see also* *mise-en-place*
 - buffets 196–8
 - clothing up 183–8
 - counters 200–2
 - covers 188–93
 - crockery 177
 - daily duties 175–82
 - floral decorations 193–6
 - napkin folding 183–8
 - trolleys 181–2
- presentation
 - carving trolley 297

- of dish 290, 292
- service conventions 204–5
- preserves 27
- pressed wild duck 318
- price lists 375–6
- Prince of Wales feather napkin fold 184
- procedures
 - accidents 378–9
 - bookings 174–5, 344–5, 346, 373
 - fire 379–80
 - security 380–1
 - service 206–8
 - wedding buffet reception 360–1
- productivity 39, 400–1
- profit-orientated sectors 6–7
- promotions 415–16
- provision of services 374–5
- provisions, stillroom 26–7
- puddings *see* sweets
- punctuality of staff 20
- purchasing 24, 98–9

- quality of wine 129, 136–8

- rail service 280–2
- reception head waiter 15–16, 206
- receptions 264, 358–62
- record of accidents 172, 211–12, 377, 378
- reduced alcohol beer 150
- red wines 121, 140–1, 229
- regulations, wine labels 136
- relevé 65
- religious dietary influences 67, 71–2, 218
- replenishment, vending machines 42
- requisition, beverages 393–4, 395–6
- residential licence 387
- restaurants
 - see also* table service
 - breakfast 258–9
 - licence 367
 - sales summaries 387–8
 - supervisor 14–15, 16
 - types 3–5
 - wine lists 118
- retour checks 211–12
- returned food 169
- revenue control system 382–91
 - see also* checks
 - billing and payment methods 383–7
 - electronic cash registers 389–91
- rice dishes 84
- right/left hand service 203–5, 218
- roast meats 85, 315–19
- roasting coffee beans 103
- room service 266–72
 - breakfast only 269–71
 - checks 384
 - drinks lists 119
 - full and partial 266–9
 - staff 17
- Roquefort dressing 314
- rose napkin fold 184, 186–7
- rosé wines 121
- rum 147, 225, 328, 447–8
- Russian dishes 83, 100–1

- saddle of hare 321
- saddle of lamb 322–3
- safety
 - see also* procedures
 - legislation 376–7
 - trolleys 286–9, 296, 325
 - working environment 377–8
- salad bar checklist 200–1, 223
- salads 78, 80–1
 - dressings 313–15
 - orange 321–2
 - varieties 312–13
- Sale of Goods Act 1979* 373
- sales
 - ability of staff 21
 - functions 343–4
 - performance measures 398–401
 - summaries 387–8
- sales manager 339–40
- sales mix figures 398
- sales promotion 415–18
 - advertising 416–17
 - merchandising 417–18
 - personal selling 418

- salmon 82, 298, 304–5
- salt 75, 77, 305–6
- salvers
 - carrying glasses 160–1, 163–5
 - coffee service 235–6
 - food service 161, 204
- sandwiches 260, 262–3, 274
- satisfaction, customers 7–9, 21, 404
- sauces 73–4, 78, 221, 314
- savouries 93–4
- scampi, flambéed 306–7
- scones 260, 263
- screen folds 183, 196
- sea bass 305–6
- seafood 81
- seasonal food items 419–22
- seat turnover 400
- seating capacity 407
- seating plans, functions 349–52, 358
- seating time 405, 407–8
- security
 - see also* revenue control systems
 - electronic cash register 390, 393
 - working environment 380–1
- sediment, wine 229–30
- self-service 11–12, 259
 - see also* buffets; cafeterias
- semi-automatic dishwashing 30–1
- semi-captive markets 6, 9
- semi-hard cheeses 88–90
- separate bills 247–8
- sequence of service 10–11, 292
- service areas 24–5
- service charges 376
- service conventions 202–6
- service cupboard, lounge 272–4
- service methods 9–13, 290–2, 341
- service points 199
- service sequence 10–11, 292
- service time 407
- services, automatic vending 38
- serviette folds 183–8
- shellfish 301–2, 420
- shortage 394
- sideboards 47–8, 178–9
- sideplates 244
- silver
 - cleaning methods 28–30
 - preparation 176–7
 - tableware 54–5
- silver room 28–30
- silver service 203–4
 - functions 342
 - soup 219
 - vegetables 161, 221
- single order sheets 215–16
- single point service 11, 13
- sirloin of beef 321–2
- sizes
 - china 52, 53
 - cigars 232
 - glasses 58
 - linen 49
 - tables 46–7
- smoked eel 297–8
- smoked salmon 82, 298
- smoked trout 82, 298
- smoking cigars 233
- snails 82
- snipe 321
- soft cheeses 88
- sole 302–4
- sommelier 17, 341
 - apéritifs 224
 - dispense bar 34
 - service procedures 206–8
 - wine tasting 139
- sorbets 65
- soup 82–3, 302
 - plates 240, 242–3
 - service 218–20
- spacing of tables 348
- Spanish and Portuguese wines 138
- spare covers 208
- spare linen store 33
- sparkling water 115
- sparkling wines 120, 132–3, 229
- special diets 67, 71, 218
- special hours certificate 369–70
- special needs of customers 173–4, 218

- specialised equipment 56-7, 284-9
 - specialised service 11, 13, 265-82
 - speciality coffees 111-14
 - speciality teas 101
 - spend per head 400
 - spillages 167-8, 211, 212
 - spirit lamps 284, 285, 295
 - spirits 144-7, 225-6, 371
 - spoons 158, 159
 - spring waters 114-15
 - squashes 117, 237-8
 - staff 14-18
 - attributes 19-21
 - cafeterias 407-8
 - floor service 266, 269
 - functions 18, 339-41, 352-3, 360
 - interpersonal skills 166-74, 401-2
 - lounge service 272-6
 - outdoor catering 363
 - requirements 18
 - responsibilities 377-81
 - silver room 28
 - stillroom 25-6
 - wedding buffet 360
 - staff organisation 404-10
 - see also* training
 - cafeteria operations 407-8
 - cleaning programmes 409-10
 - daily duty rota 408-9
 - table service 405-8
 - stainless steel tableware 55
 - standard lay-up 202
 - standards *see* customers; performance
 - measures
 - starters 66, 141
 - station allotment, functions 352-3
 - station waiters 16, 206-8, 252
 - steak 86, 307-10
 - steak Diane 309-10
 - steak tartare 309
 - steelite crockery 50
 - still water 115
 - still wine 131-2
 - still-set coffee 110-11
 - stillions 154
 - stillroom 25-7, 178
 - after service duties 252
 - beverages 98-114
 - stock, linen 48-9
 - stock book 397
 - stock turnover 401
 - stocktaking, beverages 391-4
 - stoneware 51
 - storage
 - beer 153-4
 - china 52
 - cigars 232-3
 - coffee 103-4
 - glasses 59
 - other drinks 155
 - tableware 55
 - tea 99
 - wine 155
 - strawberries Romanoff 328-9
 - strength, alcoholic drinks 123
 - suivant checks 211
 - summary sheets 247
 - supervisors
 - after service duties 251-2
 - daily duties 175
 - responsibilities 404
 - restaurant 14-15, 16
 - role 411
 - stillroom 25
 - supplement checks 211
 - suspicious package 381
 - Suzette pans 286
 - sweet trolley 180, 182, 222
 - sweetness, sparkling wine 132
 - sweets 66, 91-3
 - flambé 324-30
 - matching drinks 142, 144
 - syrops 117, 238
- 'T' bone steak 308
- table accompaniments 192-3
 - table clearing 18, 238-44, 250-1
 - table d'hôte menus 66-7, 68
 - checks 212
 - cover 189-92

- table layout
 - functions 347-52
 - room service 270-1
 - size and shape 46-7
- table numbers 178
- table service 11-12
 - see also* covers; lay-up
 - breakfast 258-9
 - cover 188-93
 - customer throughput 405-6
 - daily duty rota 408-9
 - order 202-8
 - staffing requirements 406
- table skirting 198
- table waters 116
- tablecloths 183, 348-9
- tableware 54-7
 - see also* silver
- take-away service checklist 201-2
- tasting, wine 139-40
- tea 98-102, 234, 272
 - see also* afternoon tea
- teamwork, staff 21
- technical skills 158-65
- temperature
 - beer 230-1
 - cigars 232
 - hot cupboards 33
 - wine 227, 230
- tequila cocktails 450
- terminology
 - French menu 419-22
 - French wine 138
 - hotplate 32-3
 - kitchen French 32-3
 - sparkling wine 131-2
- throughput, customers 405-8
- tills 390, 392-3, 407
- tisanes 101-2
- toast 258, 263
- toasted savouries 93
- toasts at functions 356, 362
- tools for carving 293
- top table 349-52
- Trades Description Acts 1968/1972* 374
- traditional service 341-2
- train service 280-2
- training 410-14
 - fire drill 379
 - needs 411-13
 - objectives 411-12
 - planning 415
 - supervisor's role 411
 - terms 413-14
- transport catering 39
- traveller's cheques 386
- tray-jack 47
- trays
 - see also* salvers
 - airlines 278-80
 - breakfast 269-71
 - carrying 165
 - counter service 198
 - hospitals 276-7
 - rail 280
 - tea and coffee 234-6
- triple wave napkin fold 184
- triplicate checking method 209-12, 247-8, 382, 383
- trolleys 180-2, 191
 - see also* guéridon service
 - carving 295-7
 - cutlery 191
 - flambé 286-8, 324-5
 - liqueurs 231-2
 - preparation 181-2
 - service 221-2
 - sweets 180, 182, 222
- trout 82, 298, 306
- turkey 318-19
- Turkish coffee 111-12
- turnover of customers 198-9, 400, 405-8
- turtle soup 83
- underplates 73, 204
- vacuum flasks 236
- vacuum infusion coffee 106, 107-8
- vandalism 40
- veal escalope suédoise 311-12
- vegetables 220-1, 421-2

- vegetarianism 67, 72, 218
- veloutés 82
- vermouth 134, 226
- vinegars 74–8
- vinification 129–30
- vins doux naturels 134
- vodka 226, 448–9
- vouchers 250, 387

- waiters 15–17
 - see also* head waiters; sommelier; station waiters
 - banquets 340–1
 - personal numbers/letters 213
 - service procedure 206–8
- waiting skills 158–65
 - carrying glasses 160, 162–5
 - carrying trays 165
 - interpersonal skills 166–74
 - using service plates 161–2
 - using service salvers 160–1, 163–5
- wash-up 30–1
- waters 115–16
- wave service 342
- wedding receptions 358–62
 - buffet 358–60
 - cake 359, 361, 362
 - organisation 358–61
- weights and measures 371–2
- whisky 147, 226, 443–5
- white wines 120, 140–1, 227
- whole melon 299–300

- whole sea bass 305–6
- wine 128–44
 - alcohol-free 133
 - apéritifs 225–6
 - bin cards 393, 396–7
 - checks 216–17
 - conventions 205
 - functions 357
 - geographical listing 119, 122, 136–8
 - matching foods 140–4
 - measures 372
 - quality 129–31
 - reading a label 135–8
 - red 121, 140–1, 229
 - rosé 121
 - service 227–30
 - tasting 139–40
 - types 120–2, 131–5
 - white 120, 140–1, 227
- wine butler/waiter *see* sommelier
- wine glasses 58
- wine list 118–23
 - banquets 347
 - in-flight 279
 - on-train 282
- women, service first 203
- wood, furniture 44
- wood pigeon 321
- woodcock 321

- young persons in bars 372–3