

# Chapter 5

## Welcome to the Front of the House

### Chapter Overview

This chapter introduces students to front-of-house jobs and operations in a foodservice establishment.

### Learning Objectives

1. Compare the duties, roles, and responsibilities of each service staff role.
2. Explain the process for handling guest reservations and special requests.
3. Indicate the appropriate way to greet guests and take their orders tableside.
4. Illustrate how suggestive selling benefits a foodservice operation.
5. Differentiate between contemporary service styles and three traditional service styles.
6. Describe how to properly set and clear items from a table.
7. Identify the types of hot and cold beverages and describe how they are served.
8. Understand the steps in processing guest payments.

### Advance Preparation

<b>Review</b>	<ul style="list-style-type: none"> <li>• Chapter 5 (Sections 5.1, 5.2, 5.3, 5.4)</li> <li>• Unit Business Case "Stepping into Management"</li> </ul>
<b>Prepare</b>	<ul style="list-style-type: none"> <li>• Front-of-house scenarios for skits for activity in Section 5.1</li> <li>• Table setting equipment for customized instruction activity in Section 5.2</li> </ul>

## Chapter Breakdown

### Introduction

#### Resources

- PPT slides 1 to 2
- Lab Manual—Chapter 5
- Activity Guide—Chapter 5

#### Discuss

- How do dining room staff members play a major role in determining a guest's experience?
- How can standard transactions, such as greeting guests or processing guests' payment, be opportunities to demonstrate high levels of customer service?
- What types of service styles have students experienced? What style seems appropriate for what type of environment? How can different service styles affect a guest's meal and overall impression of a restaurant?

### Section 5.1

### Service Staff Roles and Responsibilities

#### Resources

- PPT slides 3 to 11
- Activity Guide—Activities 5.1 and 5.2

#### Reinforce and Review

- FOH employees work as a team to provide an agreed-upon level of service to guests.
- Some full-service establishments have a formal service structure with many staff in specialized roles. More commonly, restaurants have a modified service structure with fewer specialized staff.
- In many full-service restaurants, it is the server's responsibility to take the guest's order, serve menu items, and process payment.
- Server service tools might include a corkscrew, a pen, an order pad, and a crumber. Additional items such as napkins and silverware are kept in a service station.
- The host or hostess provides the first impression of the restaurant and keeps track of guest reservations and special requests.
- Foodservice operations use various methods for taking guest orders, delivering orders to the kitchen, and processing payments. Some operations use POS systems exclusively, while others use a hybrid system of POS devices along with paper order pads. Still, others use paper order pads exclusively.
- Servers engage in suggestive selling when they recommend additional or different items to a guest to maximize guest satisfaction and increase the average check.

## Discuss

- How can some of these positions be combined or eliminated in smaller restaurants without affecting the quality of guest service?
- How can a properly managed service station improve a server's efficiency and the guests' experiences? How can a poorly managed one complicate the service period?
- How does the reservation process set the tone for the guest's actual visit? How can the process reinforce and reflect the restaurant's identity?
- What can a greeter do to make or break a guest's experience?
- How can taking a guest's order be an opportunity to learn more about the guest? How is it an opportunity to reinforce the restaurant's identity?
- How can professional staff members engage in suggestive selling without making guests feel uncomfortable? What issues of delicacy and discretion may arise?

## Key Terms

- **Formal service:** A service structure that includes well-defined roles, including maître d'hotel, headwaiter, captain, front waiter, and apprentice.
- **Maître d'hôtel:** In a formal service organization, the person who is responsible for the overall management of service.
- **Headwaiter:** In a formal service organization, the person who is responsible for service in a particular area, such as a banquet room or dining room.
- **Front waiter:** In a formal service organization, the person who assists the captain and has one to two years of experience.
- **Apprentice:** In a formal service organization, a person who is a server in training.
- **Floor manager:** Person in charge of the operation during a particular shift and who supervises a team of servers.
- **Captain:** In a formal service organization, the person who is responsible for a server area of about 15 to 25 guests.
- **Server:** Front-of-the-house staff member who serves food to guests and who is responsible for a specific section of the dining room.
- **Runner:** People who sometimes assist servers in bringing food from the kitchen to the tables.
- **Buser:** Also known as dining room attendants, busers assist with cleaning up and resetting tables.
- **Host or hostess:** Staff members who greet guests and arrange for someone to seat them.
- **Service tools:** Tools carried by a server, which may include a hand towel, a corkscrew, change, a pen, an order pad, and a crumber (which is used to neatly gather and clear crumbs and debris from a tablecloth after entrée service).
- **Shell cracker:** A tool made of two hinged metal levers that is used to crack the hard, thick shells of lobsters and crabs.
- **Serving utensils:** Items used to serve food, such as large serving spoons for casseroles and vegetables, tongs for pastries, etc.
- **Service station:** The area in which an operation keeps additional items such as napkins, silverware, cups and saucers, condiments, menus, and water glasses; a service station prevents servers from having to go to the back of the house to get these tools.

- **Suggestive selling:** Recommending items to guests in a way that maximizes guest satisfaction and increases the average check, resulting in more profits. The success of suggestive selling depends on product knowledge, effective communication skills, and sales training.

<p><b>Classroom Activity: Collaboration</b></p>	<p><b>Front-of-the-House Scenarios</b></p> <ul style="list-style-type: none"> <li>• Divide students into small groups.</li> <li>• Assign each group a scenario like the following: <ul style="list-style-type: none"> <li>• A floor manager, host, server, food runner, and busser get ready for service.</li> <li>• A group of diners walk into a restaurant and a host shows them to their table.</li> <li>• A host takes a phone call from someone who wants to make a reservation.</li> <li>• A server greets a table of guests and takes their order.</li> <li>• A table finishes their meal and pays their check.</li> <li>• A server takes a table's order and uses suggestive selling.</li> </ul> </li> <li>• Give groups time to assign roles to group members and write a short script depicting their scenario.</li> <li>• Ask students to perform their skits for the class.</li> </ul> <p><i>Teacher Notes: This assignment can take place over two class sessions. Allow students to practice skits if timing allows. Ask other groups to give feedback to students after their skits. Would they have handled the scenario the same way?</i></p>
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## Knowledge Check Answers

1. The most important front-of-the-house responsibility is to satisfy customers so that they keep coming back. Without customers, the foodservice operation has no purpose.
2. Answers will vary but may include the following details: A POS system can make taking orders simpler and more efficient, because servers just need to tap a screen to make selections. But the equipment and software are expensive, and some operations may not be able to afford it. When servers take orders with pen and paper, they don't have to worry about order-taking equipment breaking down. Some restaurants are small enough that it's not difficult to give paper slips to the cook.
3. Servers, with the help of the menu, must sell the product that makes a profit for the operation: food and beverages. Suggestive selling might lead to guests having higher checks, which creates the possibility of higher tips for servers.

## Section 5.2

## Service Styles and Setups

### Resources

- PPT slides 12 to 21

## Reinforce and Review

- Contemporary service styles are used in quick service and fast casual restaurants, where guests order at a counter.
- Traditional service styles include American, French, and English. Each service style matches the restaurant's menu, theme, and décor.
- Traditional service styles require specific utensils for certain foods. Each table must be set with the appropriate silverware, dishes, and glassware.

## Discuss

- How do the three traditional service styles differ from one another in terms of guest perception and cost to provide?
- Do all restaurants need to have all these types of utensils? How does a menu determine which implements are required and thereby control costs?
- How can the use of uncommon service utensils add to a restaurant's ambience or to guest perceptions of service? For instance, the presence of shell crackers usually signals that the restaurant has made a serious commitment to high-quality crustaceans. What does that indicate to guests?
- How does the shape of each utensil reflect its purpose?
- How does the shape of a glassware item depend on what it is intended to contain?

## Key Terms

- **Contemporary service style:** A style of service that is more casual than traditional styles. Contemporary service styles include quick service dining and fast casual.
- **Traditional service style:** A style of service that reflects a cultural influence. Three traditional service types are American, French, and English.
- **Guéridon:** A tableside cart used in the French service style that holds food or liquid items that will be served to guests, as well as dishes and utensils the servers and guests may need. Servers present food to guests tableside from the *guéridon*.
- **Réchaud:** In the French service style, a warming unit that keeps food hot in the tableside cart (*guéridon*).
- **Family style dining:** Another name for the English service style, in which bowls and platters of food are placed on the table and a seated host or hostess from the guests' party places the food onto plates and serves them to the other guests. Guests may also pass the dishes around the table so they can serve themselves.
- **Types of knives:** Knives used in dining for different purposes. Types of knives include butter, dinner, and steak.
- **Types of forks:** Forks used in dining for different purposes. Types of forks include cake, dessert, dinner, fish, and salad.
- **Tines:** The pointed prongs on a fork. Different types of forks have different numbers and shapes of tines.
- **Types of spoons:** Spoons used in dining for different purposes. Types of spoons include coffee, sauce, soup, espresso, and sundae.
- **Snail tongs:** A specialized utensil for holding a snail shell so the snail can be removed.

- **Types of china/dishware:** Plates and bowls used in dining for different purposes. These include a bread-and-butter plate, a dinner plate, a salad plate, and a soup bowl.
- **Snail plate:** A plate with six or twelve indentations for holding snails.
- **Gravy boat:** A boat-shaped bowl that has a special lip or spout to prevent spilling when pouring sauce onto a plate.

### Customized Instruction

- **ELL:** Ask students to choose one style of traditional service and create a visual representation that includes the table setting, tools, and characterizing details.
- **Below Grade Level:** Ask students to demonstrate table settings for the three types of traditional service using physical setting pieces. Optional: view a video as a class as a demonstration.
- **Above Grade Level:** Ask students to create a menu designed for each type of service, including a drawing or illustration of the proper table setting for each course for each type of service.

### Knowledge Check Answers

1. Contemporary service style is a casual way of serving food at a restaurant. It is the service style of quick service and fast casual restaurants. Answers to the second part of the question will vary but should refer to the characteristics of quick service or fast casual dining, such as the absence of servers, ordering at a counter, or serving oneself from a food bar or buffet.
2. In American service, kitchen staff arranges the food on plates in the kitchen, and servers transport the food to the guests' table. It requires the fewest tools and utensils. In French service, servers finish cooking the food in front of guests and then serve it to them. This style is elegant, but it is also expensive and requires a great deal of equipment and a number of highly trained service staff. In English service, or family dining, servers bring food to the guests' table on platters and in bowls, and guests serve themselves or are served by someone in their party. This method is simple and inexpensive.
3. A charger plate is a decorative plate placed underneath the plate on which food is served. A dinner plate is used for all main courses. A salad plate is used for salad, desserts, and appetizers. The bread-and-butter plate is used for bread and butter, as well as jams and other condiments. A soup plate is used for soup, stew, pasta, and shellfish.

## Section 5.3

## Beverage Service

### Resources

- PPT slides 22 to 27

### Reinforce and Review

- Hot beverages, including coffee, tea, and cocoa, should be served piping hot. Coffee should not be held longer than an hour.
- Selling beverages benefits a restaurant's profit margin.
- Mocktails are making their way onto beverage menus across the industry.

## Discuss

- Discuss which hot and cold beverages students enjoy and why.
- What is the purpose of having nonalcoholic beverage items that are not sodas?
- When and why do people consume hot beverages? How do individuals determine which hot beverages to consume?

## Key Terms

- **Hot beverages:** Beverages that should be served hot. These include coffee, tea, and cocoa.
- **Caffeine:** A stimulant found in beverages such as coffee and tea.
- **Cold beverages:** Beverages that should be served cold. These include iced tea, soft drinks, and bottled water.

<p><b>Homework Activity:</b> <b>Math</b></p>	<p><b>Beverage Poll</b></p> <ul style="list-style-type: none"> <li>• Assign students to design a poll that asks people about their favorite beverages to order when they visit foodservice establishments.</li> <li>• Ask them to poll at least 12 people.</li> <li>• Require students to create a graph depicting their poll results.</li> <li>• Ask students to share and compare their graphs during the next class session.</li> </ul> <p><i>Teacher Notes: Answers will vary. Allow students to poll their peers, family members, and/or use social media. Students should include at least four categories such as coffee, tea, soda, juice, water, smoothies, etc.</i></p>
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## Customized Instruction

- **ELL:** Ask students to create a beverage menu for a contemporary service style restaurant and one for a traditional service restaurant. Discuss the differences and similarities between the beverages offered at each establishment.
- **Below Grade Level:** Ask students to look up menus from popular restaurants and create a list of the most commonly offered beverages.
- **Above Grade Level:** Ask students to research the impact of caffeine on the human body and write a short essay explaining the effects.

## Knowledge Check Answers

1. After an hour, coffee loses a considerable amount of its flavor. Therefore, servers should hold hot coffee one hour or less. Then they should discard it and make fresh coffee.
2. The cup and saucer should be served on the right, in front of the guest, with the handle facing four o'clock.
3. Answers will vary but might include hot and cold beverages that children prefer, such as hot cocoa and chocolate milk. The restaurant might also develop a line of mocktails geared toward children that feature edible fruit or vegetable garnishes, making them healthier than soda.

**Section 5.4****Processing Payments****Resources**

- PPT slides 28 to 30

**Reinforce and Review**

- Most guests pay using cash or credit. It is the responsibility of staff who process guest payments to do so efficiently and graciously.

**Discuss**

- When might guests pay with cash instead of a credit card?
- Why might a foodservice establishment be cash-only? What are the advantages and disadvantages of being cash-only?
- Why should servers and other staff members always thank guests for their patronage? How can professional staff members project a sincere, credible image when doing so?
- Discuss students' perspectives on tipping service staff.

**Knowledge Check Answers**

1. The server presents the check to the guest at the table, collects payment from the guest, and processes the payment. If the guest pays in cash, the server returns the change and receipt to them. If the guest pays by credit card, the server processes the charge and returns the card and receipt to them. The server should thank the guest graciously for their business and collect a signed credit card receipt as soon as the guest leaves.
2. Answers will vary but might include that there are unknown reasons for why guests tip the way they do. Treating guests well, regardless of the way they tip, is its own reward.

**End of Chapter****Resources**

- Chapter 5 Test Bank
- PPT slide 31

**Business Case Follow-Up Answers**

1. After taking the beverage order, serve the beverages quickly and correctly. For all hot beverages, the restaurant needs to determine how they will be served (either dispensed tableside or brought over in filled cups). In either case, the following service concerns need to be addressed:
  - The cup and saucer need to be served on the right in front of the guest with the handle facing four o'clock.
  - Teaspoons (if not already on the table) need to be placed on the right side of the guest.

- Hot water needs to be served with tea if servers are dispensing tableside.
  - Sweeteners and milk or cream containers (handles to the right) are placed on the table (if not already present).
  - In some operations, a small dish is placed on the table to collect used tea bags, sugar packets, etc., to prevent them from touching the table.
  - Servers should check with guests periodically to see if they need refills. If a refill is needed, refer back to the restaurant's policy on how to perform this service. Some restaurants bring a completely new cup and saucer; some refill on the table, etc. Check to see that enough milk, cream, and sweeteners are still available for the guest (or refill those if necessary).
2. First, Medina should make sure the hostess knows how to use the POS reservations system correctly. Then she should stress how important her role as hostess is to the rest of the team. She should tell the hostess that if she needs help, she should ask for it.

## Chapter Activities Answers

- **Language Arts: Knowing Your Audience**

Answers will vary, but scripts should show awareness of the differences between guest expectations for contemporary service style and traditional service style. The script for the server at the fast casual restaurant might have a more friendly or familiar tone. It might suggest bringing guests extra items rather than having them return to the counter to get them. The script for the server at the French service restaurant might have a more polite and formal tone. It might suggest describing the cooking techniques used tableside.

- **Science: Some Like It Hot!**

Answers will vary. Students will find that melting chocolate is a delicate business, requiring a double boiler, and that air, water, or the wrong temperature can cause problems. With a powdered mix, students might find that it is difficult to dissolve all of the powder, leaving a bit of grit.

- **Math: Sharing Tips**

The total tips for the shift equal \$592. The hostess gets \$29.60 ( $592 \times .05$ ). The runners and buser get \$35.52 each ( $592 \times .06$ ). The servers get \$113.96 each ( $592 \times .1925$ ).

- **Collaboration: Setting the Table**

Silverware is listed in order of the dishes:

- Dinner knife, steak knife, dinner fork
- Dinner knife, salad fork
- Dinner knife, dinner fork, soup spoon
- Cake fork, coffee spoon

- **Career Readiness: The Right POS System for You**

Answers will vary. Students should conduct online research to identify POS systems similar to those they observed at their favorite restaurants. The positive and negative effects they discuss should reflect the type of operation that uses the POS system (traditional or contemporary service, for example), and a simple cost-benefit analysis (Does the operation use all of the features of the system? Will the investment pay off in time and money saved and improved guest service and satisfaction?)

- **Critical Thinking: The Pros and Cons of Self-Service**

Answers will vary. Students should conduct online research to determine how self-service restaurant kiosks work and how they help and hurt foodservice operations. They may determine that this technology works best for operations that use contemporary service styles, such as quick service and fast casual operations, where ordering is straightforward and guests are loyal to certain brands. Kiosks may be effective and efficient in these contexts. Students may find that kiosks do not work well for operations whose guests are less confident interacting with technology. Kiosks might result in such operations losing both money and guests.

## Review Questions Answers

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|--------------------|--------------------|--------------------|---------------------|
| 1. D (Section 5.1) | 4. B (Section 5.2) | 7. B (Section 5.1) | 10. C (Section 5.2) |
| 2. A (Section 5.4) | 5. A (Section 5.1) | 8. D (Section 5.3) |                     |
| 3. B (Section 5.2) | 6. C (Section 5.1) | 9. A (Section 5.1) |                     |