

Customer Service

SECTIONS

5.1 Service Basics

5.2 Serving Customers

WRITING ACTIVITY

Dialogue

A dialogue is a piece of writing in the form of a conversation. Write a dialogue between a host and a customer. The customer has come to eat dinner, but does not have a reservation. There is a waiting list for a table. Focus your dialogue on a positive resolution to the situation.

Writing Tips

- 1 Make each character's voice reflect his or her personality.
- 2 Create a story with a beginning and an end.
- 3 Listen to how people speak to create realistic dialogue.

EXPLORE THE PHOTO

Good customer service means looking and acting like a professional. *Why do fine-dining restaurant servers wear a uniform?*



Service Basics

Reading Guide

Before You Read

Adjust Reading Speed Improve your comprehension by adjusting your reading speed to match the difficulty of the text. Slow down and, if needed, reread each paragraph. Reading more slowly may take longer, but you will understand and remember more.

Read to Learn

Key Concepts

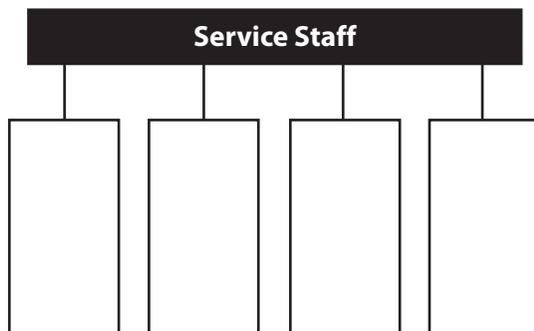
- **Outline** the duties of each member of the service staff.
- **Summarize** the traits servers need to have to provide excellent customer service.
- **Compare and contrast** the different types of beverage service.

Main Idea

It is important to know how to provide quality customer service. Quality customer service can bring back satisfied customers to a foodservice business.

Graphic Organizer

Use a tree diagram like the one below to help identify the role and duties of the four members of the service staff. In each box, write the title and duties of one member of the service staff.



Content Vocabulary

- reputation
- host
- reservation
- server
- section/station
- busser
- service station
- course
- cashier
- patronage
- client base
- uniform
- bag-in-the-box system
- tank system
- espresso
- cappuccino
- demitasse
- infuse

Academic Vocabulary

- offset
- interact

Do your service skills promote good customer relations?

ACADEMIC STANDARDS

English Language Arts

NCTE 7 Conduct research and gather, evaluate, and synthesize data to communicate discoveries.

Mathematics

NCTM Measurement Understand measurable attributes of objects and the units, systems, and processes of measurement.

Science

NSES B Develop an understanding of chemical reactions.

NCTE National Council of Teachers of English

NCTM National Council of Teachers of Mathematics

NSES National Science Education Standards

NCSS National Council for the Social Studies



Graphic Organizer

Go to this book's Online Learning Center at glencoe.com for a printable graphic organizer.

The Service Staff

Quality customer service is very important to a restaurant business. It is one of the things that keep customers satisfied. Satisfied customers will come back to the restaurant. Well-prepared meals and a charming atmosphere will not **offset**, or compensate for, slow or inefficient service. You must know how to provide quality customer service to be a successful part of the service team.

Customers expect skilled and friendly service, consistency in the quality of the food, and a clean, comfortable environment. Customers who are greeted with a smile feel welcome. Customers will feel more relaxed if they can make eye contact with servers. Going beyond what customers expect gives a business a good reputation. A **reputation** is the overall quality or character of a person or business. A good reputation improves the chance of repeat business because customers will return.

No employee can afford to be rude or unskilled when serving customers or resolving their complaints. If there is a problem with an order, the food, or the service, the server should bring the problem to the manager's attention. The manager should then recognize the issue and resolve the complaint quickly and positively. The host, server, busser, and cashier are all members of a restaurant's service team. Each member of the service team plays a key role to ensure the success of the foodservice operation. The service staff is also sometimes called the front-of-the-house staff, because they work outside of the kitchen.

Host

The **host** is the employee who greets the customers by smiling warmly and welcoming them. The host should make an effort to recognize customers who visit frequently. The host also is in charge of the reservation system. A **reservation** is an arrangement to have a table held for a customer at a specific time.

Small Bites

Special Needs A host can accommodate customers who have special needs:

- **Sight Impairment** Offer Braille menus, if available, provide check information, offer help when the customer is ready to leave.
- **Hearing Impairment** Speak directly to the customer.
- **Obesity** Offer more comfortable seating, such as an armless chair.
- **Wheelchair** Keep aisles clear, make appropriate accommodations at tables.
- **Language Barrier** Determine customer's language, locate an employee who speaks the language, if possible, offer a menu in the customer's language.
- **Children** Be alert to the child's actions, offer special seating, get parent's permission to offer crackers or crayons to keep the child occupied.

When customers arrive, the host should ask them if they have made a reservation, and in what name.

Keeping track of waiting lists is another responsibility of the host. Hosts often track empty and busy tables on a printed or computerized chart. Use these guidelines to track and seat customers using a waiting list:

- Ask how many people will be dining. Review the waiting list and seating chart for empty tables that will fit.
 - If there is no empty table available, apologize to the customer and ask if he or she would like to be placed on the waiting list.
 - Tell the customer about how long the wait will be. Call the customer's name when the table is ready. Many restaurants use pagers to alert customers that their seats are available.
 - Cross off the customer's name from the waiting list once he or she is seated. If you do not do this, you may become confused.
- The host also leads the way to the table. The host should always walk slowly so that the customers can easily follow. The host then seats the customers and presents them with



▲ Conserve Energy Every server should look for ways to save time, energy, and motion. *What are some ways that servers can conserve time, energy, and motion?*

their menus. Hosts in fine-dining restaurants should pull out chairs to seat customers. Each customer should receive a menu. If the customers have any special needs, such as a child's booster chair, the host will either provide the need or inform a server of the need. If the customer wishes to change seating, the host should inform the server of the change, and make sure the new seating is suitable. None of the services provided by the host should be rushed. A sense of being rushed will make customers feel uncomfortable.

Server

The **server** is the service staff member who has the most contact with the customers. Servers perform four tasks:

- Represent the foodservice operation
- Sell the menu
- Serve menu items skillfully

- Receive the correct payment from the customer

Servers must have good communication and interpersonal skills. They help set the tone of the dining experience. Servers are the sales staff of every foodservice operation. They help customers make beverage and food decisions by recommending menu items. A server must know the ingredients and preparation methods of all beverage and food items.

Use of Time and Motion

Service staff members are often responsible for serving a group of tables. This group of tables is called a **section** or **station**. The server should always look for ways to save time and energy when serving a section. Servers must be well organized and know how to set priorities, using as few steps as possible. For example, avoid unnecessary trips to the kitchen to increase your time management.



Cross-Training During training, chefs also learn basic money-handling skills.
Why is this important training for chefs?

Also, when pouring water at a table, the server should check his or her other tables to see if anyone else needs water.

There are other ways to save time and motion during service. You may set more than one table at a time, deliver food items for more than one table at a time, and clear dishes from more than one table at a time. Always be aware of customers at all the tables in a station. This allows you to be more effective and efficient.

Busser

The **busser** helps maintain an inviting table and keeps the service station stocked with supplies. The **service station** is where supplies are kept for the service staff to reset tables between customers. Bussers sometimes serve water and bread to customers as soon as they are seated. Then, as customers finish eating, the busser clears the table. The busser

also cleans and resets the table prior to seating the next customer, and notifies the host when the table is ready.

In some restaurants, the server or busser will clear the table between courses of a meal. A **course** is a part of a meal that is served at one time. Remember, dishes should not be removed from the table until all the customers have finished eating. When in doubt, you should ask the customers whether you may clear their dishes. Bussers also keep the dining room tidy.

Cashier

Some busy, informal, or family-style restaurants have a cashier. A **cashier** is the employee who correctly reads the amount of the bill, processes the payment, and makes change. Other restaurants may have servers process customer payments and bring change to the table.

The cashier should always thank customers for their support. Spending money at a business is called **patronage** ('pa-trə-nij). Some establishments also offer items for sale at the cash register. These may include cakes, pies, bottled dressings, sauces, or syrups. The cashier sells these items to customers as they pay their bills.



Determine When should dishes be removed from the table?

Service Skills

All foodservice employees, especially those who **interact**, or talk and work together, with customers, must possess the following qualities. Each of these qualities is important to a successful career as part of the service staff:

- A positive attitude
- A neat and clean appearance
- Good communication and teamwork skills
- Thorough job knowledge and the ability to manage time wisely
- An ability to resolve customer complaints by positive means

Positive Attitude

It is critical to have a positive attitude at all times when you deal directly with customers. You cannot allow one difficult customer to affect your attitude. For example, a server may have just dealt with a difficult customer. That same server must be able to serve other customers without being visibly upset. It is important for service staff members to be able to manage stress well.

The proper attitude for a server is a willingness to please the customer. Without this willingness, you cannot succeed, despite any other skills you may have. This is also a way to build and maintain a client base. A **client base** consists of the customers who come regularly to your business. These behaviors show a willingness to please customers:

- Take pride in your work, regardless of your job assignment.
- Be cheerful. Friendliness matters to everyone around you.
- Try to resolve complaints and problems in a positive way.
- Show courtesy to customers and coworkers alike. This includes helping your coworkers if they need it.
- Never argue with customers. People prefer a relaxed, pleasant setting when dining out. Arguments create tension.
- Remember that the customer is never “wrong.” Your role is to find solutions that will keep customers happy.
- Do not hold conversations with coworkers in the dining area. Customers need to know that they are your only priority.

Personal Attire

The service staff's appearance is key to giving customers a good first impression of both the staff members and the foodservice operation. Most foodservice operations have their own policies regarding proper attire, or clothing. Foodservice businesses usually require a uniform for serving staff. A **uniform** is clothing that is worn by a particular group to help identify workers. Here are some general grooming guidelines for service staff:

- Be sure your uniform fits properly and that it is clean and pressed.
- Keep your work shoes clean and polished.
- Remove any nail polish before going to work.
- Keep jewelry to a minimum.
- Wear proper underwear.

Personal Health

The energy and skills demanded in foodservice can be best achieved when you are in good physical and mental health. Foodservice careers often involve long hours on your feet. Getting enough sleep is key. Too little sleep weakens the body's immune system and puts



Ice Makers Ice makers should be used only to make and store ice. *What should you do with the scoop after you are finished using it?*

Do not speak so rapidly that your words run together. Also, make sure that you face customers when you speak to them. Otherwise, customers may have to ask you to repeat yourself. Your tone of voice should always be professional, pleasant, and friendly.

Nonverbal Communication

One form of nonverbal communication includes body language, or expressing your thoughts through physical action. For example, stand attentively when you take orders. This shows customers that you are listening carefully.

Here are some general guidelines:

- Do not chew gum, eat, or drink while you serve customers.
- Do not lean, slouch, or stand around with your hands in your pockets.
- Do not touch your mouth, nose, or hair while you serve customers.

Writing is a form of nonverbal communication. Service employees use writing every day on the job. For example, when you write out an order, you are using nonverbal communication. (See **Figure 5.1.**) Or, you may need to leave a note for a coworker or write out an accident report. It is always important to write clearly and concisely so that your message is understood.

Reading Check **List** Describe the guidelines for professional body language.

Beverage Service

Good customer service includes offering a full range of well-prepared beverages. Whether it is juice, milk, coffee, tea, or soft drinks, customers expect a refreshing beverage that is safe to drink. To do this, each member of the service staff must know how to operate cold and hot beverage equipment.

Cold Beverage Equipment

Cold beverages range from bottled water to soft drinks, milk, iced tea, and juice. Each is dispensed from a special machine. Dispensers for tea, milk, or juice should be taken apart, cleaned, and sanitized daily. The U.S. Food and Drug Administration (FDA) recommends this practice to keep harmful bacteria from multiplying in the machine's tubing.

Ice Makers

Because ice can be contaminated easily, always use a plastic or metal scoop. Never use your hands or a glass to scoop ice. A glass is too fragile and could easily be broken by the ice. After you remove ice from the ice maker, place the scoop on a hook or in a holder on the outside of the ice maker. The ice maker should not be used for chilling any food or objects. Always close the ice maker and put away the ice scoop when it is not in use. Keep the floor around the ice maker dry to prevent slips and falls.



Fresh Brew Foodservice coffee makers are often rented from the same company that provides coffee for the establishment. *How do foodservice coffee makers differ from home coffee makers?*

Soft Drink Machines

Soft drinks are often dispensed from a system that consists of a container of concentrated soda syrup, a tank of carbon dioxide (CO₂), and a soda gun dispenser. Two types of systems are the bag-in-the-box system and the tank system. The **bag-in-the-box system** is a cardboard box with a bag of concentrated soda syrup inside. Tubes are attached to air-tight pegs in the boxes.

In the **tank system**, two plastic lines are connected to each carbon dioxide tank. One line leads to the CO₂ tank and allows it to pressurize the soda syrup. The other line permits the soda to pass to the dispensing gun.

You must clean the nozzle and rubber holster on a soft drink machine daily. Place the nozzle in a pitcher of warm water with a sanitizer for 15 minutes and then allow it to air dry. The soda lines should be maintained by the soda supplier according to state sanitation laws.

Hot Beverage Equipment

Many customers order hot beverages with or following their meals. With the exception of water, tea is the most popular beverage in the world. Tea comes in the form of loose tea leaves or tea bags. Coffee has long been a favorite beverage as well. Coffee is also very popular internationally and can be prepared in a variety of ways. The equipment used to prepare coffee is as varied as are the forms of the beverage.

Coffee Makers

Most restaurants lease coffee makers from the company that supplies their coffee. This reduces expenses. Also, the coffee company provides regular maintenance for the machines. Some coffee machines make regular grind coffee only. Others make only espresso and cappuccino. **Espresso** (e-'spre-(,)sō) is a beverage made by forcing

Science à la Carte

Flat or Fizzy?

Have you ever wondered what makes a soft drink fizz, or what makes a soft drink go flat? The fizz in soft drinks is caused by carbonation. Carbon dioxide (CO₂), a clear, colorless gas, is dissolved into the soda mixture under pressure. In a container of soda, there is CO₂ in the soda and in the space between the soda and the top of the container. When the CO₂ in that space is lower than the CO₂ in the soda, more of the CO₂ comes out of the soda than returns to the soda. In other words, the CO₂ moves from the soda to the empty space. This causes the soda to become flat.

Procedure Create an experiment to see how carbonated beverages go flat. Get a soft drink bottle with a replaceable lid. Let the bottle sit open without its cap at room temperature overnight. The next day, replace the cap tightly and shake the container. Remove the cap and pour some of the liquid into a glass.

Analysis Taste the liquid you have poured into the glass. Record your observations on the taste and texture of the beverage. Draw conclusions on how this affects customer service.

NSES B Develop an understanding of chemical reactions.

hot water and steam through finely ground, dark-roasted coffee beans. **Cappuccino** (*ˌkɑ-pə-ˈchē-(j)nō*) is a beverage made from espresso and steamed and foamed milk.

To make coffee, first put the coffee pot on the burner. Check the filter basket to make sure it is clean. Then, line the filter basket with a coffee filter and add the correct amount of coffee. Note that the amount of coffee used will vary depending on the type of coffee maker. Return the filter basket to the coffee maker. Press the on switch and then the start switch.

Here are some general guidelines for using foodservice coffee makers:

- Turn on the hot plates and set the adjustable plates to high so that water will boil for tea.
- Do not place empty or near-empty glass pots on warming plates. They may break.

- Always ensure that the brew cycle has finished completely before you remove the pot. Interrupting the brew cycle by removing a pot too early will result in the first pot being too strong and incorrectly balanced, while the second pot will be too weak and bitter.
- Be sure to use coffee within 15 minutes if it is kept on a direct heat source such as a warming plate. After one hour, coffee will begin to lose flavor.
- If the coffee is kept in a vacuum or insulated container, it will maintain its quality and temperature for more than an hour.

Coffee-to-Water Proportion The proportion of coffee to water affects the strength of coffee. This preference varies with customers. In general, the recommended proportion is 1 pound of coffee to 1¾ to 2½ gallons of water. Do not try to brew more coffee than the machine can make at one time. For the best flavor, use good quality water.

Many commercial coffee makers use pre-measured, vacuum-sealed packets of coffee. The packets are available in a wide variety of sizes. Follow the manufacturer's instructions to use this type of coffee. Some restaurants use fresh coffee beans. A coffee filter is placed under a coffee grinder to catch the coffee as the beans are ground.

Always match the grind of coffee to the coffee machine's brew cycle. Coffee beans can be ground from coarse to fine. Using the wrong grind for a particular coffee maker can produce results that are too weak, or that have coffee grounds in the coffee. It may also clog the coffee maker. A coarse grind takes longer to brew than a fine grind.

Espresso Machines

Espresso and espresso-based coffee drinks are a fast-growing segment of the hot beverage market. Espresso machines produce only one or two cups at a time, but each ounce of espresso takes only 17 to 23 seconds to run through the machine. Most machines require



Specialty Coffee Espresso is the basis for many different hot beverages. *In what kind of cup would you serve a single espresso?*

a grinder to finely grind the espresso coffee beans. This is done immediately prior to dispensing a designated portion into the filter. For convenience and freshness, vacuum-packed single and double doses of espresso, called pods, are available.

Traditionally, espresso is served in a half-size cup called a **demitasse** ('de-mi-tas) cup. The cup should be filled about one-third of the way full. Double espressos may be served in regular coffee cups. A shot of espresso is the basis for other beverages. Cappuccino is an example of a beverage prepared from espresso. One shot of espresso is equal to 1 ounce. A quality serving of espresso should be covered with an amber-colored thin layer of froth called a crema ('krā-mə). A crema will form only if the coffee beans are fresh, the grind is correct, the water temperature was sufficiently hot and pressurized, the brew cycle was correct, and the equipment was clean. Always leave an espresso machine turned on.

Tea-Making Equipment

Tea can be made in a variety of equipment. Pottery, china, stoneware, porcelain, and glass are all used to make strainers, kettles, teapots, and teacups. These may be simple or decorative in design. Like coffee, tea made in metallic equipment will give the liquid a metallic taste. Humidity, temperature, oxygen, and light all affect tea leaves. Store tea in a sealed container in a cool, dry place. Do not use the same service container for tea and coffee.

The final taste of tea is determined by the proportion of tea to water. Depending on the type and quality of tea leaves, use 6 ounces of water with 1 rounded teaspoon of loose tea or one tea bag.

Infusing Tea To **infuse** a substance means to extract its flavors by placing it in a hot liquid. When you infuse tea in fresh water, consider the water temperature and the length of time that the leaves and water are in contact. Infusion usually lasts from two to four minutes.

The water that you use to infuse tea should be at or near the boiling point to release the flavors and aromas of most teas. Color should not be used to determine how long to infuse tea. Tea will often turn a dark, rich color long before it is ready to be drunk. A good cup of tea depends on its flavor and aroma.

Clean Hot Beverage Equipment

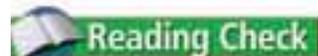
In order to continue to provide your customers with flavorful and sanitary hot beverages, you must thoroughly clean hot beverage equipment, such as coffee makers, espresso machines, and tea containers, every day.

Coffee Makers Turn off or unplug the coffee machine, and remove the used filter and grounds from the filter basket. Remove the water spray fixture and clean it. Be sure to clean and replace the filter basket. Clean coffee pots at the end of each shift with a brush and commercial cleaner.

Espresso Machines The filter from an espresso machine should be removed immediately after serving the beverage. After each use, knock out the spent grounds into a special box,

called a knock box. Empty the knock box when it is full, or at the end of the shift. Rinse the filter by running a cycle of hot water through it without coffee grounds. Place the filter upside down on top of the machine to air dry. Use an approved cleaner to clean the machine. Dispense the recommended amount of the cleaner into a filter that has a blind screen, or a screen with no holes in it. Run the brew cycle up to eight times once the blind filter with the cleaner has been inserted into the machine. Leave the cleaner in the system for 15 minutes, or according to the manufacturer's instructions. Remove the blind filter. Flush out the machine by running at least two brew cycles with clear water.

Tea Containers Tea-making equipment must be kept free of any mineral deposits that build up from both the water and the tea. This buildup can give the tea an unpleasant flavor and aroma. Boil tea-making equipment in a solution of one part white vinegar and one part water to clean the parts and remove mineral deposits.

 **Reading Check** Describe What is the correct coffee-to-water ratio?

SECTION 5.1

After You Read

Review Key Concepts

1. **Describe** the duties of the busser.
2. **Summarize** the general guidelines for a server's personal attire.
3. **Explain** how to clean and maintain a soda machine.

Practice Culinary Academics

English Language Arts

4. Find some trade magazine articles about how excellent customer service positively affects a restaurant's profits. Read each article carefully, and summarize the main points of each article. Using your summary, as a class discuss the advantages of developing professional service skills for the server and owner. Use points from your summary to support your arguments.

NCTE 7 Conduct research and gather, evaluate, and synthesize data to communicate discoveries.

Mathematics

5. Your restaurant's coffee maker brews half a gallon of coffee at a time. If you wish to transfer this coffee into 32-ounce thermal carafes for service, how many carafes will you need?

Math Concept **Converting Volume Units** One gallon is the equivalent of 128 ounces. To convert gallons to ounces, multiply the number of gallons by 128. To convert ounces to gallons, divide the number of ounces by 128.

Starting Hint Convert $\frac{1}{2}$ gallon (0.5 gallon) into ounces by multiplying 0.5 by 128. The result is the total amount of brewed coffee in ounces. Divide this remainder by 32 to determine the number of carafes needed.

NCTM Measurement Understand measurable attributes of objects and the units, systems, and processes of measurement.



Check your answers at this book's Online Learning Center at glencoe.com.

Serving Customers

Reading Guide

Before You Read

Look It Up As you read this section, keep a dictionary nearby in addition to the glossary at the back of this book. If you read a word that you do not know, look it up in the glossary or the dictionary.

Read to Learn

Key Concepts

- **Describe** the server's role in greeting customers and taking orders.
- **List** the order of service for a meal.
- **Demonstrate** how to total a check and accept different forms of payment.

Main Idea

The servers have a key role in how the customer rates his or her dining experience. This section will teach you about the role of servers and how their duties should be performed.

Graphic Organizer

Use a sequence chart like this one to show the 10 steps in serving a customer.

Serving Customers

First Step:
Next Step:
Next Step:
Next Step:
Next Step:
Next Step:
Next Step:
Next Step:
Next Step:
Last Step:

 **Graphic Organizer** Go to this book's Online Learning Center at glencoe.com for a printable graphic organizer.

Superior customer service skills make customers want to return.

ACADEMIC STANDARDS



English Language Arts

NCTE 9 Develop an understanding of diversity in language use across cultures.



Mathematics

NCTM Number and Operations Compute fluently and make reasonable estimates.



Social Studies

NCSS V B Culture Analyze group and institutional influences on people, events, and elements of culture in both historical and contemporary settings.

NCTE National Council of Teachers of English

NCTM National Council of Teachers of Mathematics

NSES National Science Education Standards

NCSS National Council for the Social Studies

Opening Service

Customers have the most contact with servers when they dine out. From taking orders to presenting checks, the server plays a key role in how the customer rates his or her dining experience. In this section, you will learn about the role of servers and how their duties should be performed.

The host or busser may serve bread and water before the server arrives at the table. However, the server is the main caretaker of customers' needs throughout the meal. The server's job is to greet customers, take the order, serve the meal, and present the check. The server must make sure that the cover is clean, with all of the proper equipment necessary for the meal. A **cover** is an individual place setting that includes utensils, glasses, and dishes. The server should do everything possible to make the total dining experience enjoyable and relaxing.

Greet Customers

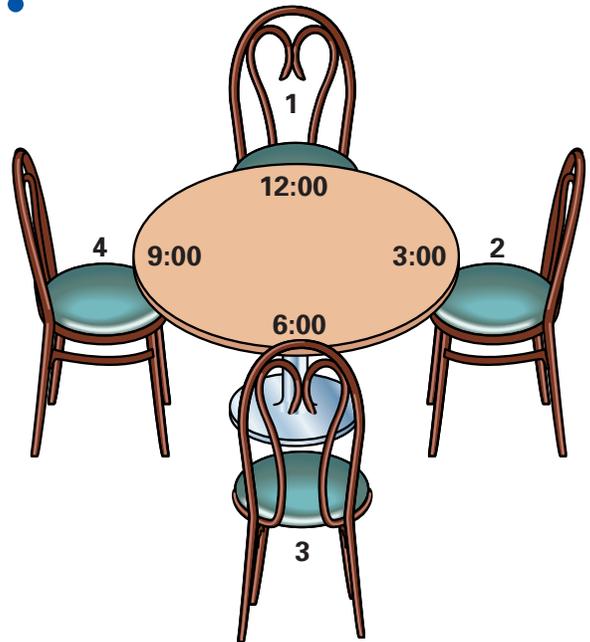
Give the customer a moment to adjust to his or her surroundings before approaching the table. Be sure to smile and maintain good eye contact with each customer. Say, "good morning," "good afternoon," or "good evening." If your customers are gathered to celebrate a special event, try to find out who the guest of honor is. Your **objective**, or goal, is to make customers comfortable. Let them know that you are a caring and attentive server.

Take the Beverage Order

The first point of service is to take the beverage order from customers. Repeat the beverage order to the customer to confirm it. You can use position numbers to make sure the right beverage is served to each customer. (See **Figure 5.2**.) This can be done if you take the beverage order in a clockwise direction around the table. It can also be done by numbering each customer at a table by his or her seat position.

FIGURE 5.2 Numbered Seating

Table Positions In this illustration, the seats have been numbered clockwise. *How do you think this helps the service staff give customers the correct order?*



If the restaurant has a wine list, ask customers if they wish to order wine with their meals. If so, present the wine list. Explain any wine policies, such as whether customers can take home unfinished bottles.

Serve Cold Beverages

Beverages are either cold or hot. They are served on a small, handheld tray called a beverage tray. Cold beverages include milk, iced tea, soft drinks, juice, and water.

When you serve cold beverages:

- Be sure that the tray is clean and dry before you use it at a table.
- Use beverage napkins for each beverage if the table surface is not covered with a cloth.
- A server who will serve alcohol should check the bar to see when beverages are ready, and add appropriate garnishes.
- Arrange the glasses so that the beverage served first is closest to the rim of the tray. However, the tallest and heaviest

glasses should be in the center of the tray for balance. Adjust the positions of the glasses on the tray as they are served.

- Carry trays at waist level and with your left hand under the center of the tray. Use your right hand to place the beverage on the customer's right.
- When possible, beverages should be served from the right side. Do not reach across the customer.
- Do not hold the tray between you and the customer or you and the table.
- Do not allow a customer to remove beverages from the tray.
- Keep your fingers as far as possible from the rim of the glass. Handle a stemmed glass by the stem and other glasses at the base.
- When about two-thirds of a beverage has been consumed, ask whether the customer wants another one.
- Remove the empty glass before serving a fresh beverage to a customer. Unless the glass is empty, ask the customer whether you may remove it.

Water Service

Some foodservice operations serve water to customers as soon as they are seated. Customers may want only water with their meals, or in addition to another beverage.

When serving water, place water glasses above the entrée knife and in line with its tip. Do not allow a serving pitcher to touch the rim of a customer's glass. Do not fill a glass more than ½ inch from the rim. Overfilling is a sign of sloppy service and causes spilling.

Refill water glasses whenever needed during the meal. Do not allow customers' glasses to be less than ⅓ full.

Serve Hot Beverages

Many customers have coffee or hot tea with their meals. A hot beverage may be the customer's last impression of the meal and the service. To ensure quality service, warm the cups or mugs before presetting the table or

placing them in front of the customer. A customer who receives hot coffee in a cold cup or mug will have lukewarm coffee, especially if he or she adds milk.

The setup for coffee or hot tea must be completed before the beverage is served. The setup for coffee consists of cream, sugar, a cup and saucer or a mug, and a teaspoon. Coffee is poured from the customer's right side with your right hand. Hot water for tea is often served in a separate container. Offer to bring more hot water as needed.

Sell the Menu

Servers represent the menu to customers. Servers must know the descriptions, ingredients, and prices of all regular and special menu items. Many customers have dietary requirements or allergies. Servers can suggest alternatives, or can check with the chef if the customer has questions.

Some restaurants allow servers to participate in taste panels. This allows them to try dishes that they will recommend to customers. Servers should be able to identify seasonings and cooking methods of special menu items.

An effective server encourages customers to try different items. You can use highlighting, open-ended questions, and upselling. When servers use these selling techniques, customers may be more inclined to try something new or order more items. It is part of the server's role to increase sales and enhance the customer's dining experience.

Highlighting

Servers can use highlighting to promote specials of the day or regular menu items. **Highlighting** means emphasizing a particular menu item. It is important for servers to have favorite items on the menu. It is easier to recommend items that you personally like. The enthusiasm shown by a server for a food item will be clear through his or her description. Remember, however, that the customer should make the final decision.



Listening Skills Listen carefully to each customer when you take food orders.
How can servers ensure that they have taken food orders correctly?

Open-Ended Questions

Ask questions that require a specific answer. Open-ended questions cannot be answered with yes or no. For example, rather than asking, “Would you like something to start with?” you might ask, “What would you like to start with?” This suggests that the customer is expected to order something right away after sitting.

Upselling

The technique to suggest a larger size or better quality than the customer’s original order is called **upselling**. For example, if the prime rib is offered in 10-ounce and 16-ounce servings, you might ask the customer, “Would you like the 16-ounce size?”

Take the Order

Servers use the same position numbers that were used for taking beverage orders to take food orders. Always ask if customers have

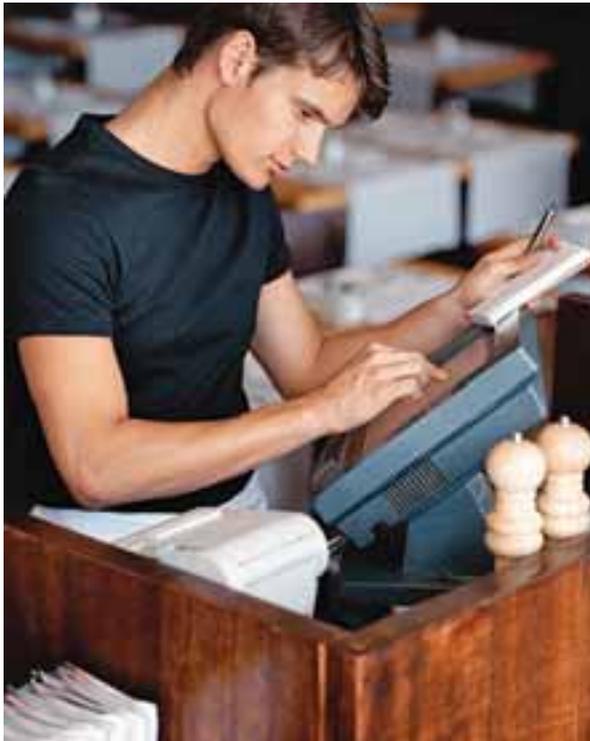
any questions, or if they are ready to order. According to the restaurant’s policy, ask if separate checks are needed. Also, ask about any dietary needs.

Servers should follow these general guidelines to take orders:

- Smile, maintain eye contact, and use a pleasant tone of voice.
- Listen carefully to each customer.
- Take one customer’s complete order, and then confirm the order before you move to the next customer.
- Take the menu from each customer after you have taken his or her order.

Write the Order

Usually, the server takes orders on a customer check or transfers them directly into a computerized system. You need to write quickly and clearly when you take an order. You must learn the shortened forms of words, or abbreviations (ə-ˌbrē-vē-ˈa-shənz), that are understood by the kitchen staff.



 **Computerized Kitchen** Computerized point-of-sale systems make transferring orders to the kitchen faster and easier. *How else can a computer be used in a professional kitchen?*

When you use an order pad, write down the table number and the customer's position number next to each item ordered. If a customer orders the same item as another customer, add the second customer's seat number next to the item. Place the quantity of each item in front of it. This technique will make it easier for the kitchen to fill the order. You may also need to write down additional information (for example, the degree of doneness for red meat or dressing on the side).

Transmit the Order

The three ways to place an order in the kitchen are to write out a customer check, recite the order from memory, or use a computerized point-of-sales system. Using a **point-of-sale system** involves a computer that has either a number or a button code for each item on the menu. By simply pressing a button or entering a code, the order is sent to the kitchen.

A verbal ordering system is sometimes used in very elegant restaurants. Most foodservice operations use a computerized point-of-sale system. A handwritten system of customer checks is used if the computer system breaks down. Servers must be able to clearly write an order in an organized way. Each course should be listed in the correct order.

Electronic Ordering

Nearly every foodservice establishment uses a computer to help communication and service flow smoothly. There are many benefits to using point-of-sale computer technology:

- **Fewer Errors** The computer sends orders to a printer in the proper workstations. For example, cold food orders are sent to the pantry and hot food orders are sent to the hot line. The computer also tracks each menu item and may be programmed to tell the server how many portions are available to sell.
- **Increased Efficiency** Using a touch pad computer to send orders also cuts down on steps for the server and increases accuracy in ordering. Orders are organized and easy to read, and the system prints accurate customer checks. Customers receive itemized checks with clearly marked totals.
- **Better Marketing** Management can also add messages to checks, such as "Make Your Reservations Early."
- **Theft Reduction** Item printouts help reduce employee theft. Each server's sales output is available for the manager to check during the server's shift.

To prevent misuse of the computer, each server receives an identity code or key. The computer prompts the server to enter information such as the check number, the number of customers, and the table number. After this information is entered, the server enters the order into the computer.

 **Reading Check** **Explain** What is a server's objective when greeting customers?

Serve the Order

The technical aspects of service refer to the way items are physically placed before a customer. You should check to make sure that all dishes are complete and properly garnished before you serve them.

More important to customers, however, is the manner in which they are served. Most customers care about the following:

- When delivering dishes, did the server keep his or her fingers on the edge of the plate, away from the food?
- Did the server use his or her left hand to serve the food products from the customer's left side?
- Did the server anticipate customer needs instead of waiting to be asked?

Hand Service

Many restaurants use hand service instead of tray service. **Hand service** is bringing dishes to the table without using a tray. Hand service works well if the distance from the service line in the kitchen to all points of the dining room is short.

A server should be able to carry three soup cups or soup plates on the left arm and hand, with a fourth in the right hand. A server should be able to carry plates on the right arm, with the last plate in the left hand when serving the appetizer, salad, dinner, or dessert courses. You must develop the skill to carry plates, cups, or bowls without tipping or angling them. This will ruin the presentation, and soup or sauces will run onto the rim of the bowl or plate. If soup does spill along the rim of the bowl, wipe it clean using a server napkin or towel.

Hand service often requires more teamwork between service staff members. The size of a party may prevent one server from carrying all the plates to a table at one time. No matter what type of service is used, everyone at a table should be served at approximately the same time.

Tray Service

Tray service involves bringing dishes to the table at the same time on a large tray. Tray service allows the server to carry more cups, bowls, and plates without worrying as much about the presentation.

Tray service is almost universally used in banquet service. A single server can carry a course for 10 to 12 guests at a time. Dinner plates are covered with plate covers to allow dinners to be stacked one on top of another. For banquet service, portion foods onto trays, and prepare menu slips or tray cards to identify the dishes on the tray.

Service Trays and Stands

A **tray stand**, or tray jack, has metal, wood, or plastic leg frames that will fold. The leg frames are usually connected by two fiber or cloth support straps that hold the legs steady when the tray stand is set up. Some frames include a low-level shelf to use as a small side stand. Follow these general guidelines when you use service trays and tray stands:

- To prevent plate slippage and accidents, service trays are usually lined with rubber or cork. If the service tray is not already lined, use a wet service napkin to line the inside of the tray.
- Arrange items on the tray so it is as evenly balanced as possible.
- Pick up and carry the heaviest part of the tray closest to your body.
- Always carry a service tray in the left hand when going through a door. This allows you to go through a doorway without the door swinging back and hitting the tray.
- Carry the tray on your fingertips or palm, depending on the tray's weight.
- Use your left shoulder to help balance the tray if necessary.
- Carry the folded tray stand on your right while you walk in the dining room.
- Try not to place the tray stand right next to the customer's table when you set it up. Leave a little space instead.



Tray Service Carrying a service tray in one hand allows you to set up and take down a tray stand with the other hand. *Why is it important to have a procedure to set up and take down a tray stand?*

- After clearing a customer's table, use a service napkin to cover the tray before you carry it from the dining room.
- Remove the tray and tray stand as soon as the table is cleared.
- To prevent accidents, tray stands should always be folded and placed out of busy traffic lanes when they are not being used. Follow these steps when you unfold a tray stand at a table:
 - Extend the arm holding the tray stand and flick your wrist. The support legs will separate, bringing the tray stand to an open position. Place the tray stand so that one set of legs faces your side. This will ensure that as you place the tray on the stand, the top cross bar will not obstruct your movements. The frame legs should be parallel to your body.
 - Turn, bend your knees, and lower the tray horizontally until it sits directly on the tray stand.
- Carefully slide the tray across the top of the tray stand to distribute the tray weight evenly.
- Keep your back straight. Bend and lift with your knees and legs when you pick up or put down a loaded tray.
- Reverse the process when you remove the tray. While you hold the tray level, collapse the tray stand against your hip. Then, remove both the tray stand and the tray.

Course Service

In addition to following procedures for using trays and stands, servers must follow procedures for serving each course. There are separate guidelines for serving bread, appetizers, soup, salad, entrées, and desserts.

Food is always served from the customer's left with your left hand. Dishes are cleared from the customer's right with your right hand whenever possible.

Safety Check

✓ Hot Plates

Always use a clean, folded service towel when you handle hot plates. This will prevent hot plates from burning or hurting you or the customer. Be sure to warn customers when their plates are hot.

CRITICAL THINKING *Why is food sometimes served on a hot plate?*

Bread Service

Bread is usually served once the beverage order has been taken and served. Preset butter or olive oil. To **preset** items means to set them on the table before food is served. Place the bread or rolls in the center of the table. Do not touch the bread or rolls with your hands. Serve enough bread or rolls initially for each customer to have one-and-a-half servings.

Appetizer Service

Appetizers are frequently offered on a menu. An **appetizer** is a small portion of hot or cold food meant to stimulate the appetite that is served as the first course of a meal.

If a customer orders a cold and a hot appetizer, serve the cold appetizer first, unless asked to do otherwise. If two or more customers will share an appetizer, divide and plate equal, attractive portions. Or, place the appetizer between the customers. Offer serving utensils and a clean plate for each customer who will share the appetizer.

Soup Service

If the customer orders a cup or bowl of soup or chowder, you will serve it from the customer's left in a cup or bowl placed on a saucer or an underliner. An **underliner** is a dish placed under another dish to protect the table from spills. If the underliner does not have an insert for the bowl to sit in, use a paper doily to keep the bowl from slipping. Place the soup spoon on the saucer or underliner before you clear the soup to prevent accidents and spills.

Salad Service

The salad can be presented before or after the entrée. In the United States, a salad is usually served before the entrée. In other countries, a salad is often served after the entrée. Become familiar with any particular dining customs associated with ethnic cuisine.

Serve cold salads on chilled plates from the customer's left. Preset a salad fork and knife. Salad forks are generally smaller than dinner forks.

Entrée Service

When you hand-carry plates or use food trays, be sure the plates stay level. Carefully placed food items can shift, affecting presentation. Sauces can flow together if a plate is tipped. When you place the plate in front of the customer, allow about 1 inch between the edge of the plate and the table edge. Use your left hand to place the plate from the customer's left side.

Dessert Service

Dessert is usually the last chance to impress customers. Showing desserts is a very effective way of merchandising, or selling, them. Many foodservice operations display their desserts on trays or on rolling carts.

Ask customers if they would like milk, coffee, water, tea or a cordial, a sweet alcoholic beverage, with their desserts. When you preset the dessert course, set the appropriate utensil at the customer's place before you serve dessert. A dessert fork should be placed to the left for cake and pie. A dessert spoon is placed to the right for ice cream and pudding. Serve all desserts from the customer's left.

Small Bites

Adjust Utensils Forks, knives, and spoons should always suit the food order. Whichever utensil will be used first should be placed on the outside. If the customer has used an incorrect utensil, clear it from the table and preset the correct utensil for the next course.

Carry-Out Orders

Some customers may want to order food to carry out of the restaurant. Use these steps to prepare carry-out orders for customers:

- Place the customer's order with the kitchen. Specify that the order is for carry-out.
- Prepare any items that the kitchen would not, such as rolls.
- Assemble the order once it is ready, and double-check it to make sure it is correct.
- Place the order in a bag. Add any necessary condiments.
- Bring the order to the customer.

During and After the Meal

Servers should check back with their customers during the meal to see whether they are satisfied. However, be careful not to interrupt the customer too often. You can check back with customers by sight as well as sound. Check back with the customers once they have been given a minute or two to taste the food. Watch their reactions as they taste the food. If they appear content, no further action is required. If a customer's facial expression shows disappointment or displeasure, however, ask whether the dish is prepared to his or her liking.

Clear the Table

Use a tray to make clearing and carrying soiled dishes and service items safer, easier, and more efficient. Watch tables regularly to decide whether all customers have finished eating before clearing any dish. Customers might push the dish away, place their napkins on the table, or lay the utensils side by side across the dish to show that they have finished with a course.

If you clear a customer's dish before all of the customers are finished, you may make him or her feel rushed. Clear the dishes from the right side using your right hand. Do not reach across the table or in front of customers unless absolutely necessary. Keep cleared plates in your left hand away from the cus-

tomers and table. Move around the table clockwise. Do not overstack dishes on your arm or on the tray, and do not stack dishes on top of food. Do not scrape leftover food from one plate onto another plate when you stack dishes.

Although many foodservice operations are smoke-free, some have separate smoking areas. Ashtrays should be changed by placing a clean ashtray over the dirty one. Remove both from the table, and then place the clean one back on the table.

Assess Customer Satisfaction

There are many ways to assess how satisfied customers are with their meals and service:

- Use a survey or feedback cards. Ask customers, "How was your meal?"
- Listen for customer comments throughout the meal.
- Share comments with your manager. File any written comments for later use.
- Work to improve your service based on customer comments.



Reading Check

Explain When is the salad course usually served in the United States?

Calculate Customer Checks

Every restaurant has its own policy about customer checks. In some places, the server or cashier calculates the check. Other operations use a computer. Regardless of the method, you must accurately list charges on the check.

Small Bites

Crumb the Table Crumbing is the process of removing crumbs that may have accumulated during the meal. The proper way to crumb a table is to fold a service towel into a small square and use it to brush the particles onto a small plate. Some manufacturers make crumbing sets with a scraper.

It is expensive to operate a foodservice business. If servers do not accurately charge customers, profit will be lost. Managers generally double-check the accuracy of checks.

Hand-Calculated Checks

There are still a few foodservice operations where servers need to calculate the check by hand. Do this away from the customers' table and use a calculator. To prepare the check, list all of the charges and double-check that the prices are correct. Next, add the prices of all the food and beverage items. This is the subtotal. Then, add the sales tax to the subtotal. This gives you the grand total.

Computer-Calculated Checks

Most foodservice operations use computers that perform every calculation. The server puts the order into the computer. That information then appears on the computerized check. Computer-calculated checks are convenient and reliable. Totals are accurate, and each item's price, the subtotal, the tax, and the grand total all appear on the check.

Check Errors

Errors are always possible. Errors are fairly simple to correct if you catch them early enough. If you make an error, simply draw a line through the error and begin again. Most foodservice operations use numbered checks. If a computerized check is printed before the error is noticed, or if a written check is beyond fixing, ask your supervisor what to do.

Present the Check

Prepare the customer check once you are certain the customer has finished ordering. A good server will **anticipate**, or predict, the request for the check. Make sure that all items and the check total are accurate. The check should be legible and clean.

Before you present the check, all unnecessary plates, glasses, and utensils should have been cleared from the table. Give the check to the host of the party, or place it in the center of the table. When the server collects the payment, the check is placed on a check tray, a small plate, or in a check folder. Check back often to see if payment is ready.

Cash

In many foodservice operations, the customers pay the server directly. Be sensitive to whether customers seem to want to sit and talk or pay the bill immediately. If the customer pays with cash, be sure that the correct payment is received. Never ask customers if they want change. Always give them the change and thank them for their business.

A TASTE OF HISTORY

2004

SpaceShipOne, the first privately funded spacecraft, launches

2005

Chef Thomas Keller replaces tipping in his restaurant with a fixed service charge

Tipping Point

The practice of tipping can be traced back to the coffeehouses of sixteenth-century Europe, and perhaps even further. English sources believe that the word "tip" was originally medieval street talk for "hand it over." Many historians believe that the first tips were gold that was thrown to peasants by feudal lords riding horses, as payment for safe passage. However, tipping did not become widespread in America until the middle of the nineteenth century.

For many years, the standard tip in America was 10%. This rose to 15% in the 1970s, and today, many foodservice workers receive a tip of 20% or more for a job well done. Internationally, tipping practices are varied. In some countries, the tip amount is automatically added to the check. In other countries, it is considered rude to tip a server. For some larger parties, a tip in the form of a service charge is added to the total of the check.

History Application

Write a dialogue between two people discussing the pros and cons of tipping and the effects it has on service employees.

NCSSVB Culture Analyze group and institutional influences on people, events, and elements of culture in both historical and contemporary settings.

After you present the check, return to the table within five minutes, or when you see the customer has placed money or a credit card with the bill. Take the money to the cash register. Be sure the change is correct before you return it to the table. Place the money to the left of the person who paid the bill. Thank your customers and invite them to return.

Credit Cards

Many customers pay by credit card. Credit cards are easier to carry than cash, and they provide customers with an expense record.

Most restaurants today use an electronic credit card machine that may be part of a point-of-sale computer system. The card will need to be swiped through the machine correctly. The correct total must be entered into the computer. It should be double-checked before the total is transmitted.

Use these steps:

- Check the expiration date and the customer's signature.

- Make sure the customer signs the credit slip. Compare the signatures.
- Immediately return the credit card to the correct customer.
- If the card is declined, return it to the customer and ask for another form of payment.

Service Tips

Customers show their appreciation for good service by tipping. A tip is usually based on a percentage of the check amount, depending on the type of establishment. A good tipping guide is a minimum of 15% of the total of the check. Outstanding service at a restaurant might call for a tip of 20% to 30% of the check total. Although the federal government sets a minimum wage, servers are often paid less than the minimum wage by employers because money from tips is expected to make up the difference.

 **Reading Check** **Describe** How do you prepare a hand-calculated check?

SECTION 5.2

After You Read

Review Key Concepts

1. **Describe** how to transmit an order.
2. **List** the guidelines for serving bread.
3. **Demonstrate** how to handle credit cards.

Practice Culinary Academics

English Language Arts

4. Review the information on tipping in this section's A Taste of History feature. Research the practice of tipping in other countries. Take notes on your research, and organize it either by country or by tipping practice. Discuss as a class how tipping customs differ in other countries and what elements of different cultures might influence tipping practices. Use your notes to support your arguments.

NCTE 9 Develop an understanding of diversity in language use across cultures.



Mathematics

5. You present a check of \$86.43 to one of your customers, who then pays with a \$100 bill. How much change is due to the customer? What bills and coins can you use to provide the change?

Math Concept **Calculating Change** The amount of change due is calculated by subtracting the amount due from the amount actually paid. Count out change beginning with pennies and moving up to larger coins and bills.

Starting Hint Subtract the amount due (\$86.43) from the amount paid (\$100) to determine the change. Count out the coins and bills you need to get from \$86.43 to \$100, starting with pennies.

NCTM Number and Operations Compute fluently and make reasonable estimates.



Check your answers at this book's Online Learning Center at glencoe.com.

Chapter Summary

Customer service positions include hosts, servers, bussers, and cashiers. Service employees should have a positive attitude, a neat and clean appearance, good communication and teamwork skills, job knowledge, and the ability

to use time wisely. Servers must greet customers, assist them with their questions, take their orders, transmit them to the kitchen, serve the food, and tabulate and present the check. Excellent service can help boost restaurant profits.

Content and Academic Vocabulary Review

1. Arrange the vocabulary terms below into groups of related words. Explain why you put the words together.

Content Vocabulary

- reputation (p. 116)
- host (p. 116)
- reservation (p. 116)
- server (p. 117)
- section/station (p. 117)
- busser (p. 118)
- service station (p. 118)
- course (p. 118)
- cashier (p. 118)
- patronage (p. 119)
- client base (p. 119)
- uniform (p. 119)
- bag-in-the-box system (p. 122)
- tank system (p. 122)

- espresso (p. 122)
- cappuccino (p. 123)
- demitasse (p. 124)
- infuse (p. 124)
- cover (p. 127)
- highlighting (p. 128)
- upselling (p. 129)
- point-of-sale system (p. 130)
- hand service (p. 131)
- tray service (p. 131)
- tray stand (p. 131)
- preset (p. 133)
- appetizer (p. 133)
- underliner (p. 133)

Academic Vocabulary

- offset (p. 116)
- interact (p. 119)
- objective (p. 127)
- anticipate (p. 135)

Review Key Concepts

2. **Outline** the duties of each member of the service staff.
3. **Summarize** the traits servers need to have to provide excellent customer service.
4. **Compare** and contrast the different types of beverage service.
5. **Describe** the server's role in greeting customers and taking orders.
6. **List** the order of service for a meal.
7. **Demonstrate** how to total a check and accept different forms of payment.

Critical Thinking

8. **Analyze** various companies' practices regarding customer satisfaction. How can this help you improve your service to customers?
9. **Describe** how good teamwork benefits the customer. How do the host, server, busser, and cashier work together as a team?
10. **Imagine** you are a restaurant manager hiring for server positions. What qualities would you look for in a potential employee? Why?

Academic Skills

**English Language Arts**

- 11. Effective Communication** Imagine you are a host and service is running behind. You are unable to seat a customer with a reservation. She has been waiting for 20 minutes. She is angry and asks to be seated immediately, but her table will not be ready for another 10 minutes. Write out two ways of handling the situation: One that demonstrates good customer service, and one that demonstrates poor customer service.

NCTE 12 Use language to accomplish individual purposes.

**Social Studies**

- 12. Development of Utensils** Research the development of eating utensils. How were the knife, spoon, and fork invented? How did people eat before they were invented? What other types of eating utensils do people use around the world? Choose one type of utensil and write a report about its invention and development, how it is used, and which cultures use that utensil. Cite your information sources.

NCSS VIII A Science, Technology, and Society Identify and describe both current and historical examples of the interaction and interdependence of science, technology, and society in a variety of cultural settings.

**Mathematics**

- 13. Probability** During bread service, you bring a basket of rolls to a table. The basket contains 4 sourdough rolls and 3 wheat rolls, and is covered by a napkin. When you present the basket to your customer, he reaches into the basket without looking and selects a roll. What is the probability that he selected a sourdough roll, rather than a wheat roll?

Math Concept Finding Theoretical

Probability The probability of an event is a number between 0 and 1 that measures the chance of the event occurring. To find an event's probability, write a fraction with the total number of possible outcomes as the denominator and the number of ways the event can occur as the numerator.

Starting Hint Determine the number of ways that the event of selecting a sourdough roll can occur. Because there are 4 different sourdough rolls in the basket, there are 4 ways that the customer can select a sourdough roll. This number becomes the numerator. The denominator equals all possible outcomes, which here is the total number of rolls that are in the basket.

NCTM Data Analysis and Probability Understand and apply basic concepts of probability.

Certification Prep

Directions Read the questions. Then, read the answer choices and choose the best possible answer for each.

- 14.** What piece of equipment is best used for removing ice from the ice maker?
- | | |
|---------------------------|----------------|
| a. hand | c. water glass |
| b. metal or plastic scoop | d. spoon |
- 15.** How much space should be allowed between the edge of the plate and the table edge when placing a plate in front of a customer?
- | | |
|-------------|-------------------|
| a. 1 foot | c. about 1 inch |
| b. 3 inches | d. 18 centimeters |

Sharpen your test-taking skills to improve your kitchen certification program score.

Test-Taking Tip

Be sure to read all answers, paying attention to words like correct and best. If you are asked to choose the best answer, there may be more than one correct answer from which to choose.

Real-World Skills and Applications

Communication Skills

- 16. Sell the Menu** Get a menu from a local restaurant and review the items on the menu and their prices. Imagine that you work as a server in a restaurant. Follow your teacher's directions to form pairs. With your partner, practice suggesting items from the menu, and guiding the customer through the menu. Then, switch places.

Critical Thinking Skills

- 17. Good Customer Service** Examine the relationship between skillful servers and customer satisfaction. How do well-trained servers contribute to customer satisfaction? How can poorly trained servers take away from customer satisfaction? How important do you think servers are to how a customer views his or her restaurant experience? Discuss these topics as a class.

Technology Applications

- 18. Create a Chart** Using word processing or desktop publishing software, create a chart that illustrates the skills that you will need to have to provide good customer service at a restaurant. Your chart can take whatever form you like, but it must be easy for new foodservice employees to understand. It must also be a useful tool for anyone who wants to be reminded of good customer service skills. Display your finished charts in class.

Financial Literacy

- 19. Calculate Change** It is important for a server to know how to quickly and accurately calculate change from a check for a customer. Calculate the change for the following restaurant payments: A \$100 bill for a check total of \$39.77; a \$50 bill for a check total of \$42.50; and a \$20 bill for a check total of \$11.23.

Culinary Lab

Practice Table Service

- 20. Practice Serving** In this project you will divide into teams of four and practice being the server to a table set for three people.

- A. Form teams.** Follow your teacher's instructions to divide into teams of four students each.
- B. Gather supplies.** Gather the following supplies: linen; beverage tray; serving tray and tray stand; glasses, cups, and saucers; bread plates; salad plates; soup bowls; dinner plates; dessert plates; flatware for each course; blank check and writing instrument; check tray or folder.
- C. Assign duties.** Determine the role each person will play and then enact a meal, from greeting the customer through payment and making change.
- D. Prepare for service.** Number a sheet of paper for as many students as will be servers. After each participant serves, write down what you thought of his or her service.
- E. Evaluate service.** Watch and listen closely as each server takes his or her turn and answer the questions listed in the evaluation section.

Use the culinary skills you have learned in this chapter.

Create Your Evaluation

Fill out an evaluation page for each server answering the following questions:

- How does the server talk to the customer?
 - How does the server move around the table?
 - Does the server place and clear from the correct position?
 - Does the server place and remove the tableware and glassware properly?
- Make a list of the areas with which people had the most problems.