**Staff Grooming & Hygiene**

**Practical Number:** 1

**Department:** Food & Beverage Service

**Time to Train:** 4 Hours

**Grooming in F&B Department:**

***For Gentlemen:***

**Hair**

* Hair should be combed back, short, well trimmed and should not cover the forehead. It should not be grown below the nape of the neck.
* Natural color of hair to be maintained and not be excessively gelled or frizzy.
* Sideburns should not be below the middle of ear Moustache and beard
* Moustache if worn be well trimmed and not cover the upper lip.
* Should be clean shaven on duty. Beard permitted for religious reasons only should be well trimmed.

**Nails**

* Hand and toe Nails be clean and well trimmed. No colour is permitted.

**Jewellery**

* Jewellery must be limited to a minimum
* One ring on each hand
* Bracelets are not allowed unless for religious reasons.
* Metal watches of reasonable size with leather or metal strap to be worn.
* Ear rings are not permitted

**Breath**

* Breath must be fresh (no smell of foodstuff, cigarette smoke or alcohol)

**Body odour**

* Ensure that deodorants and/or anti prespirants are used daily to ensure that no body odour is present.

**Footwear**

* Black socks to be worn. Socks be changed daily so that it doesn’t smell
* Black shoes with laces to be worn
* Safety shoes by company are issued to engineering and Kitchen employees. The same to be worn.

***For ladies:***

**Hair**

* Hair should be combed back, well trimmed and should not cover the forehead.
* Hair should be made into a bun and covered with a net.
* Hair length if just up to the nape of the neck could be made into a pony tail.
* Hair should not fall below the nape of the neck.
* Natural colour of hair to be maintained and not be excessively gelled or frizzy.

**Face**

* A light make up of foundation, eye liner be worn. Rouge as per skin tone may be worn.
* A neutral or medium shade lipstick should be worn.
* Heavy or brightly colored make up to be avoided.

**Nails**

* Hand and toe Nails be clean and well trimmed. If nails are long they should be shaped
* Nail polishes of neutral or light shades are permitted.

**Jewellery**

* Jewellery must be limited to a minimum. No large or hanging or noisy jewellery to be worn.
* One ring on each hand
* One simple bracelets or bangle can be worn.
* Only one Ear studs to be worn.
* Metal watches of reasonable size with leather or metal strap to be worn.

**Breath**

* Breath must be fresh (no smell of foodstuff, cigarette smoke or alcohol)

**Body odour**

* Ensure that deodorants and/or anti prespirants are used daily to ensure that no body odour is present.

**Footwear**

* Stockings may or may not be worn with skirts. If worn should be of skin tone and plain in texture. In case of trousers black socks to be worn.
* Black shoes with a small heel to be worn. Pencil or high heels are not permitted.
* Safety shoes by company are issued to engineering and Kitchen employees. The same to be worn.

**Personal Hygiene in F&B department:**

* Shower daily.
* Brush your teeth regularly
* Keep hair free of lice, dandruff.
* Do not chew gum, tobacco
* Wash hands regularly
* Gargle after smoking and have a breath freshener.

**Food handlers must:**

* Be properly clothed in clean clothing.
* Keep hands finger nails and body clean.
* Wash hands thoroughly before commencing work, after using the toilet and at other times.
* Wear water proof dressing over wounds.
* Do not smoke while involved in food handling.
* Ensure food is protected from pest and dirt.

**Wash hands:**

* After visiting the toilet.
* After blowing the nose if you are involved in food preparation or handling   of unprotected food.
* After fingering the nose or face.
* After handling the garbage or spoiled foods.
* Before and after handling raw produce such as meat, poultry and the vegetables.
* Before and after handling different types of food,Eg. Uncooked and cooked (To prevent cross contamination).
* After handling money
* After tea and meal break.
* After clean-up.
* Before handling unprotected food or preparing food.

**Hand Washing:**

* Use warm water
* Always use antibacterial soap
* Wash for at least 15 to 20 seconds.
* WASH: Palm, Nails, Wrists, between fingers, Thumbs, Knuckles.
* Dry with paper towel or hot air.

**Bad Personal Habits:**

* Smoking. Smoking in the kitchen area.
* Coughing and sneezing.
* Picking pimples and sores.
* Fingering food.
* Licking fingers.
* Tasting food with unwashed spoon.
* Scratching the head.

**Exclusion of food handlers:**

Food handlers must report:

* Diarrhea.
* Vomiting.
* Infected wounds.
* Major wounds even it not infected.
* Eye, Nose and ear infections.
* Colds and flu.

**Food & Beverage Service Equipments**

**Practical Number:** 2, 3

**Department:** Food & Beverage Service

**Time to Train:** 8 Hours

**Furniture-**

 Dining room furniture is available in many shapes, sizes, material, colour, texture and design. All of these must be taken into account while selecting them, so that the furniture blends with the décor of the food service areas. Furniture occupies most of the service area, so these should be arranged carefully for maximum space utilization. The common items of furniture found in food service are tables, chairs, trolleys and sideboards.

**Linen-**

Linens are fabric goods such as tablecloths, napkins, slip cloths, tray cloths, buffet cloths and waiter’s cloths etc. Linen is a material made from the fibers of the flax plant. Originally, many, such as bed sheets and tablecloths, were made of linen. Today the term ‘linen’ has come to be applied to all related products even though most are made of cotton, various synthetic materials or blend. Extensive use of linen involves higher laundry, which results in more overheads. Therefore, fabric chosen should be long lasting, with non-fading colour and must withstand frequent laundry and stain removal process.

**Crockery/chinaware**

China is a term used for crockery whether bone china (expensive and fine) or earthenware (opaque and cheaper) or vitrified (metalized). Crockery includes all items of earthenware chinaware such as plates, cups, saucers, pots, vases and so on. Chinaware is made of silica, soda ash and china clay, glazed to give a fine finish. Chinaware can be found in different colours and designs which are always coated with glaze. Crockery is also given rolled edges to make it more chip resistant. They are more resistant to heat than glass.

**Tableware-**

The term tableware refers to all the dishes, cutlery and flatware eating utensils (knives, forks and spoons) which are used to set a table for eating meal.

**GLASSWARE-**

Food and beverage service outlets use variety of glasses for different types of drinks which call for a huge investment in delicate and fragile equipment. The style, quality, and sparkle of glassware selected portray the profile of the restaurant. There are many glasses for different drinks, it is better to go for limited types of glasses that may be suitable for all kinds of drinks. This not only saves the investment but also reduces storage area and makes replacement easier in case of breakage. Glasses have any or all of the following parts:

* Bowl
* Base of Foot
* Stem

**TYPES AND STYLES OF SERVICE**

**Practical Number:** 4- 10

**Department:** Food & Beverage Service

**Time to Train:** 28 Hours

Depending upon different factors like the client, the location, the volume of operation, peak hours etc. service can be of many different types to suit the requirements of a particular establishment. An establishment can have a particular type of service or a combination of service depending upon the requirement of the restaurant. The different types of service are:
**Silver service:** This type of service involves service from entrée dishes and platters with the help of service spoon and fork on to the guest plate by the steward or the waiter. This is a very formal type of service which is carried out in very exclusive restaurants. Such kind of a service requires skilled and professional staff. The service is slower in comparison to plated service. This is also known as English service.

**Plated Service:** This kind of service involves service of pre-plated food. The food is pre portioned. Placed and garnished on the plate itself in the kitchen. The steward is supposed to just place the plate in front of the guest. Such kind of service does not require much skill and generally carried out in the coffee-shop where emphasis is on the pace of service and not on the quality of service. This is also called American service.
French Service: This service involves presentation of food to the guest individually by the service staff and the guests help themselves.

**Russian Service:** This kind of service involves the lay-up of the table with the food already presented for the guest to have themselves. Sometimes wrongly referred to as gueridon service.

**Gueridon service:** This service involves preparation of food gueridon or the side table infront of the full view of the guests. Gueridon service involves operations like filleting, flambeying, carving, jointing etc. This kind of service generally requires special skills and generally seen in very high class restaurant. One of the most common items which are prepared on the gueridon is salads. In gueridon service the main preparations are done in the kitchen and the final touch is given on the gueridon inside the restaurant in the full view of the guests.

**Bar counter service**: Service is done on the semicircular counter to the guests who are seated on the other side of the counter. Generally seen in the bars. Now a days seen in some fast food oulets as well.
Buffet service: this service involves presentation of food on the buffet counter in chafing dishes and large platters and the guest are supposed to help themselves. The only cutlery kept on the buffet is fork the guests have to help themselves from a separate counter for water as well. The guests are supposed to keep their dirty plate at a designated place and the stewards are supposed to clear them at a time. When a lot of guests are to be served in a short span of time this service is carried out.

**Room service:** This is done from the room service dept. of the hotel to guests staying in the room of the hotel only. Here the service is done with the help of trays and trolleys. the trolleys are generally attached with hot cases to keep the food hot. Here the food is pre plated from kitchen and when it is carried on a tray the plate is covered with the plate cover.

**Cafeteria service** :Here the food are displayed in the counters the guest are supposed to move around the counter to pick up the food as per they liking and pay at the end pf the counter. In certain cases the payment is done in way of coupons. Such kind of a service is generally seen in railway station and air ports.
**Free flow:** Here the guest can freely move to any service point but the exit is generally through one particular point where the bill may be paid. The advantage is that the guest does not have to stay in a queue for his food.
**Echelon:** counters are at an angle in a free flow area for saving of space and expedite the service

**Automatic vending machine:** Such kind of a service involves service from a machine is requiring a coin or token of a particular denomination and the product comes out through an outlet in the machine itself. These machine are not extensively used in India and the use is still confined to tea, coffee and packed milk etc.

**Food court:** There are counter of different cuisine and separate dining area. Food can be picked up from the chosen area and it can be eaten in the dining area.

**Tray and trolley service:** It refers to service in an area which is not designed for the proper service of food and beverage like hospital and office premises. Here the service is done with the help of tray and trolley.

Top of Form

Bottom of Form

Top of Form

Bottom of Form

**F & B Service Terminology**

**Practical Number:** 11

**Department:** Food & Beverage Service

**Time to Train:** 4 Hours

**86’d**: When an item on the menu is unavailable for sale, it is referred to as 86’d. A drunk customer or even an exhausted colleague, is also deemed to be 86’d.

**À la, Au / Aux**: French terms referring to the style or manner of cooking, or what the dish is served with.

**À la Carte**: A type of menu where each item is separately listed described and priced.

**Al Dente**: Literally means “to the teeth / to the bite”. The term is used when evaluating the correct degree of doneness of dishes, particularly vegetables and pasta. It is considered just right when biting into an item offers a slight resistance without being hard.

**Al Fresco**: Literally translated “in the fresh air”, this term in the restaurant industry refers to outdoor dining spaces.

**American Service**: American style food Service involves serving restaurant guests food that is pre-plated in the kitchen itself. Table sauces, Bread & Butter, Salads etc. are usually placed at the table. Possibly the only style of food service wherein service is from the right side of the guest.

**Apéritif**: An alcoholic drink taken as an appetizer before a meal.

**Appetizer**: A small portion of food or beverage taken before a meal to stimulate the appetite.

**Audit**: An examination of stocks, systems or processes such as inventory management, financial transactions, customer experiences etc. with a view to correct or improve.

**Average Bill per head**: The total sales per day divided by the total number of visitors that day.

**B&B Plate**: Bread and Butter Plate is a 6 inch side plate placed to the left of the dinner plate. In a fine dining restaurant, it would be used to place bread to be buttered and consumed. It is also known as a quarter plate and in many cases side dishes or starters are placed in it for consumption.

**Back of the house**: Usually consists of office, kitchen, stores and pot-wash.

**Bain-Marie**: A water bath or double boiler that comprises of 2 utensils: a smaller one placed inside a larger one with a liquid (usually water) in between. It may be used for cooking custards, whipping mousses, melting chocolate etc. or for keeping food warm as with chafing dishes on buffet counters or even in a cold version as in the case of a salad counter.

**Barista**: Italian for bartender, a Barista is a person proficient in the art of preparing and pulling espresso-based and other beverages at a coffee shop or any other type of restaurant.

**BCG Matrix**: A 4-quadrant tool for restaurant [menu engineering](http://www.raviwazir.com/rsg/ch_jargon.htm#menu_engineering), named after a business consulting firm called the Boston Consulting Group where its original avatar was first created. Each item on the menu is mapped to 2 parameters: profitability and popularity. The standardized recipe card provides us with details on profitability (selling price less recipe cost) while the POS data provides us with the number of units sold per dish, indicating its popularity.


1. **Stars** (High in Popularity & High in Profitability) are the best menu items, ideally our signature dishes to be up-sold.
2. **Plowhorses** (High in Popularity & Low in Profitability), with their selling price slightly increased could become stars, thus bettering business.
3. **Puzzles** (Low in Popularity & High in Profitability) are difficult to sell, sometimes even if their selling price is reduced. It may be worth considering altering these dishes, whether by taste, presentation or name, with a view to enhancing their popularity. If unsuccessful, treat as a dog.
4. **Dogs** (Low in Popularity & Low in Profitability) are difficult to sell, and if sold, offer little profit. Thus these are best eliminated from the menu.

**Bill / Check**: Item-wise total of purchases along with service charge and taxes.

**Bistro**: A small informal restaurant serving slow-cooked food at moderate prices; meals along with wine.

**BLT**: Bacon, Lettuce and Tomato sandwich made with mayonnaise, is amongst the popular sandwiches in the US and UK.

**Breakeven**: The point where the business expenses equal the income generated, with neither profit nor loss.

**Broth**: A thin soup made from meat or fish stock.

**Busboy / Busser**: An assistant waiter who helps lay out tables, clear dirty dishes and support the service experience, usually with less direct guest contact than the waiter.

**BYOB**: “Bring Your Own Bottle” is a restaurant policy that allows guests to bring their own liquor. It is often subject to a fee / [corkage](http://www.raviwazir.com/rsg/ch_jargon.htm#corkage).

**Café**: Synonymous with coffee shop, a café usually refers to a small restaurant where snacks or light meals are served with drinks which may also include alcoholic beverages.

**Cash Flow**: The movement of money into and out of a business that affects its liquidity. It is a measure of financial efficiency.

**Casual Dining**: A restaurant which offers a casual ambience and food at moderate prices where formal dressing is unnecessary. Table service usually involves food being served either pre-plated or on platters with or without a buffet option.

**CCG**: Cutlery, Crockery, Glassware is easy to refer to in one cluster as CCG in the Restaurant Business.

**CDP / DCDP**: Chef de Partie / Demi Chef de Partie is a chef in charge of a particular section in the kitchen such as grills, sauces, etc. In standalone restaurants, he may have a wider responsibility than handling just one section. He is the third in-charge of the kitchen, the first being the head/executive chef and the second being the sous/under chef.

**Chaffing Dish**: A dish of stainless steel or silver with a heating device fitted below it to keep food warm over an extended period of time, such as on a buffet.

**Chaser**: A drink that immediately follows another drink. For instance a beer after a straight shot of hard liquor.

**Chef’s Table**: A table at a restaurant that offers an exclusive meal experience to discerning guests, usually for a premium price. The table is located either in the kitchen itself or right next to it, while the chef prepares his culinary creations.

**Commis**: A junior kitchen assistant or apprentice who performs the more basic tasks of food production in each section of the kitchen, getting promoted from Commis III to Commis II and finally to Commis I, before reaching a DCDP level.

**Comp Off**: A compensatory off given to a restaurant employee for having worked on his holiday.

**Comping**: Comping a meal or dish means giving it free or complimentary to a guest who may either be a regular patron, one of some commercial importance to the establishment, or even one whose experience at our restaurant has not been up to the mark.

**Corkage**: Restaurants that allow guests to bring their own alcohol, may levy a charge called corkage for consuming liquor (originally drawing the cork of each bottle of wine, now other liquor as well) bought “off the restaurant premises”.

**Cover / Covers**: Refers to (a) the table setting laid out for a single guest or (b) the number of guests that can be seated in the restaurant.

**Crumbing**: In the kitchen, the term “crumbing” or “breading” refers to coating a piece of wet food with a bread-like mixture such as bread crumbs before cooking. In the restaurant, the term “crumbing” refers to clearing the table of food crumbs between courses, with the help of a small brush.

**CTC**: Cost To Company is the total annual cost that a company incurs towards retaining a particular employee. It includes all expenses which are a part of the salary as well as perks and other hidden expenses which may not be a part of the remuneration package. Ideally it should include the cost of items which directly or indirectly go towards an employee’s gain such as training programs for instance but not the cost of business-related expenses such as mobile phone bills incurred to conduct the company’s business. This interpretation of CTC varies from organisation to organisation.

**Damask**: A reversible fabric used for table covers or even curtains made of linen or silk with a pattern woven into it.

**English Service**: A formal sort of food service in which the host or hostess flamboyantly carves or portions out meat or vegetable dishes on the platters in which they are served. Then the waiter takes these platters around to first serve the guest of honour, followed by the remaining guests.

**Entrées**: The course following the fish course in a French classical menu. Generally well garnished and served with a gravy or sauce.

**Exhaust**: The ventilation system comprising of ducting and exhaust fans that facilitate the inflow of fresh air and the outflow of hot / stale air.

**FF&E**: Furniture, Fixtures & Equipment. Movable furniture and heavy equipment including tables, chairs, sideboards, computers, refrigerators, cooking ranges, coffee machines, microwave ovens, food processors, worktables, storage racks etc.

**FIFO**: First-In, First-Out is a method of inventory management based on the premise that goods bought first (first-in) are the goods sold first (first-out). This is logical from the stores perspective in the case of perishable goods as well as from the accounts perspective since during inflation it yields the best value of closing inventory (the cost of goods bought first, thus cheapest, correspond best with cost of goods sold first).

**Fire it**: Firing a certain dish or the entire order at a particular table is a call for action to actually begin cooking those items immediately. A server estimates the time within which a guest must be served his food as well as the time it would take the kitchen to execute the order and gives a “fire it” request accordingly.

**Fit-out**: An architectural term in regard to the act of filling the raw shell of a space with a restaurant’s interiors including its ducting, utilities, treatment of walls, floor & ceiling, ventilation, lighting plumbing etc.

**Float**: A small sum of money set aside at the beginning of a period for petty cash expenses.

**Food Contamination**: The unintended presence of harmful substances (physical / chemical / biological) that can cause illnesses such as [food poisoning](http://www.raviwazir.com/rsg/ch_jargon.htm#food_poisoning).

**Food Poisoning**: An acute illness caused by the consumption of contaminated food usually accompanied by vomiting, fever, aches and even diarrhoea.

**Footfall**: The number of people frequenting a restaurant or a specific locality, during a particular period of time. Visible footfall at a particular location is often a key consideration in guesstimating possible sales of a business when selecting that location for a start-up.

**Franchise**: A business scaling up technique where the learnings from one unit can successfully be used to grow the brand to multiple units. The concept owner is the franchisor, while the entity investing in the brand is the franchisee. The franchisor earns a one-time fee or royalty from the franchisee for use of the brand name and guidance on the business. The franchisor also earns an ongoing percentage of sales and profit for on-going training and support given to the franchisee.

**Front of the house**: Guest visible areas including the lobby, dining room and show kitchen if any.

**Garde Manger**: In French, it translates “keep to eat”. Essentially a part of the cold kitchen, this section covers pantry items such as soups, salads, sandwiches, sauces, condiments, cheeses, sausages, pâtés, terrines, pickled foods and even ice carvings.

**Griddle**: A flat (usually circular) metal surface on top of a stove on which food is cooked.

**Gueridon Service**: An interactive and flamboyant form of restaurant service where food is prepared on a well equipped trolley or small table in full view of the guest, right next to his table and served to him directly.

**Holding time (food)**: The amount of time you can hold a dish after it is prepared, until the time it may be served without compromising on the quality & safety of the food. It also applies to the holding of raw food. Whether you are holding raw food or cooked food, ideal hold temperature plays a crucial role in food safety of the dish.

**Holding time (table)**: The amount of time you can hold a booked table for a late guest, from his reservation time till the time you need to release that table to another guest.

**House Brand**: An item of merchandise declared by an establishment as preferred for its guests and usually offered at a bargain price. For instance, a house brand of wine at a restaurant is one either chosen from those available in the market, or then one especially made in-house for them.

**HR**: Human Resources.

**HVAC**: Heating, Ventilating and Air-Conditioning are crucial to the environmental comfort and operational ease of the Restaurant and its Kitchen.

**In-house restaurant**: A restaurant situated within a larger establishment such as a hotel or corporate office. Unlike a [stand-alone restaurant](http://www.raviwazir.com/rsg/ch_jargon.htm#stand-alone_restaurant), support functions are shared with the parent organisation.

**Kill it**: Cooking a dish extra-well to the point of almost being burnt. For instance, a guest who emphatically insists that his steak not be the slightest bit pink and wants it really well-done, might be a candidate for his server telling the kitchen that the dish be cremated (till there’s not the slightest bit of life left in it).

**Kitchen steward**: One who supports the kitchen staff by keeping all kitchen areas, equipment and utensils clean and sanitised. Apart from cleaning pots and pans, a kitchen steward would also be responsible for clearing the debris from serviceware including cutlery, crockery and glasses and washing them thereafter.

**LDA**: Legal Drinking Age is the minimum age at which a person is legally permitted to consume alcoholic beverages. Some European countries permit drinking of alcohol from childhood within their home while some Islamic countries and a few Indian states do not permit it at all. Broadly, across most countries, legal drinking age ranges between 18 and 21 years.

**Lead time**: The amount of time between placing an order (with a vendor) and the receipt of his products and or services. Knowledge of the lead time of each vendor helps plan out the ordering time-schedule, the payment schedule and the overall management of inventory.

**LOI / MOU**: Letter of Intent / Memorandum of Understanding is a document that outlines an agreement between two or more parties. The extent to which this is legally binding depends on the wording as well as the intention of the parties concerned. It serves as an interim “in principle” arrangement before a final agreement / contract is signed.

**Maitre d’hôtel / Maitre d’**: Meaning “Master of the House” in French, is in charge of allocating guests their tables and servers their dining areas each day. Being responsible for the overall dining experience and complaints if any, this person often plays the role of a de-facto restaurant manager and is thus considered to be a key to a restaurant’s success.

**Menu**: A menu is a statement of food and beverage items on offer, designed on the basis of guest needs and organisational objectives. This French word implies “particulars”. It had its origins in 1541 when Duke Henry of Brunswick was seen referring to a long slip of paper that reflected the list of dishes to be served. This enabled him to reserve his appetite accordingly.

**Menu Engineering**: Identifying the most and the least popular & profitable dishes on the menu with a view to eliminating or altering existing dishes and adding new ones, while holistically considering their price and portion sizes to deliver better value to guests and promoters.

**Menu mix**: The ratio of each item on the menu in relation to the rest of the items on the menu in terms of its sales, popularity and profit.

**Mis en place**: Literally translated “put in place”.
*In the cooking area* it refers to preparation of the kitchen for cooking by ingredient processing as well as utensil and service-ware readiness.
*In the dining area* it refers to preparation of the restaurant for service by table setting, service-ware cleaning as well as [sideboard](http://www.raviwazir.com/rsg/ch_jargon.htm#sideboard_station) stacking.

**Mis en scene**: Literally translated “put in scene”. This refers to the broader picture in area preparation. It includes [mis en place](http://www.raviwazir.com/rsg/ch_jargon.htm#mis_en_place) as well as general layout readiness.

**Mixer (drink)**: Non-alcoholic beverages such as juices, sodas etc. that are mixed with alcoholic beverages to create cocktails.

**Mixology**: The science and art of preparing mixed drinks.

**Mystery dining**: An exercise in which a restaurateur secretly hires the services of a professional to report on the delivery of the restaurant’s brand experience to its guests with a view to correct gaps that occur in this endeavour.

**Napery**: In reference to restaurant linen fabric collectively including table cloths, runners, skirting of banquet-tables, napkins, aprons etc.

**NCNS**: A “No Call No Show” by an employee who goes on an unauthorized absence from work without notifying his employer. When this happens often or for a significant duration, a legal notice usually needs to be given and disciplinary action taken.

**No show**: Either a guest who doesn’t show up after making a table reservation or an employee who doesn’t show up at work.

**ODC/OPC**: Outdoor Catering / Outdoor Party Catering includes various social events from weddings to seminars, anniversaries to picnics that are catered to outdoors. While outdoor usually indicates open air spaces, it may also include enclosed spaces such as banquet halls where the caterer creates a temporary kitchen at the venue where he serves his guests.

**Pax**: A hospitality industry term used interchangeably with “people”. So number of pax is typically in reference to the number of guests at a restaurant, number of customers at a party, number of occupants in a hotel, number of passengers in an aircraft etc.

**PDR**: A Private Dining Room is a space separate from the main dining area of a restaurant, where exclusive small gatherings may be hosted.

**Performance Appraisal**: A systematic and periodic review and evaluation of an employee’s work performance as against the goals outlined for him in his existing role by his superiors. The criteria of assessment may include job knowledge, productivity, initiative, adaptability, leadership ability etc.

**Pest**: A creature capable of directly or indirectly contaminating food therefore detrimental to human health.

**Pick-up counter**: A counter in the kitchen from which servers pick-up food items to be served to guests. One member of the kitchen staff barks out the order for each table and as each item is prepared, the kitchen staff deposits it on this table in readiness for a “pick-up” by the servers.

**Portion Control**: The establishment of standards in a restaurant for the weight, size and number of items in each dish that the organisation will serve consistently regardless of when or by whom.

**POS**: Point of Sale is the location at which sales transactions occur. While in a restaurant this in-fact happens between the guest and the server at the table, the computer terminals referred to as POS terminals, capture sales transactions and print receipts at sideboards nearby.

**PR**: Public Relations. Endeavours made by the entrepreneur to give a social image to his establishment.

**Push it**: Sell it. A dish may need to be hard-sold at times when it is nearing the end of its shelf-life or when money might be lost by not selling the dish immediately.

**QSR**: Quick Service Restaurants is the phrase now used for restaurants that were earlier referred to as Fast Food Restaurants.

**Ramekin**: Fireproof dishes in which individual portions of savoury or dessert items are both baked and served. A Ramekin is also the name of a food made of cheese, egg and breadcrumbs prepared within a ramekin dish.

**Regulars**: Guests who patronise a business frequently enough to be rewarded or at-least more personally acknowledged than other guests. Repeat patrons are a critical factor in the success of a restaurant business.

**Rest room / area**: Space allocated for staff relaxation, changing of attire and grooming.

**Restaurateur**: The manager or owner of a restaurant.

**Runner**: A food runner is a busboy / busser. A table runner is a table accessory made of narrow fabric or paper used to drape a table at a restaurant.

**Running Order / On the Fly**: Refers to an order that needs to be served right away. This is either because the guest is getting late, the rest of the guests at the table have been served, a guest needs to leave urgently, a dish is inedible, or because the waiter has delayed or made a mistake with an order that needs to be replaced / served urgently.

**Salamander**: An electric or gas powered oven with high temperature overhead heating elements used to grill sandwiches, melt cheese, brown baked dishes etc.

**Sangria**: Spanish drink made from sweet red wine, pieces of fresh fruit like orange, lemon etc., and spices like cinnamon, cloves etc.

**Sanitizing**: Cleaning or disinfecting surfaces that are prone to harbouring bacteria and compromising the health or safety of restaurant guests.

**Server (computer)**: Main computer that stores consolidated data accessed by other computers or POS units on the network.

**Server (person)**: A waiter / waitress serving the guest.

**Service Charge**: An additional charge for a service for which there is already a basic fee. At a restaurant, it may involve adding an additional percentage of the bill to the total bill, often in lieu of tipping. It may also involve the restaurateur paying service tax to a consultant for instance.

**Shelf life**: The amount of time for which a food or other perishable item may be kept on the shelf or served to a guest, without becoming unsuitable for consumption or unsuitable for cooking. A fresh-cream cake for example, may have a “best consumed by” number of hours on the label, after which it’s intended form may begin to deteriorate such as the cream drying up, souring etc.

**Sideboard / station**: A pre-service setup area in the dining room containing extra cutlery, crockery, glassware, linen, accompaniments, water jugs, hot plates, [POS](http://www.raviwazir.com/rsg/ch_jargon.htm#pos) system etc.

**Signature Dish**: A recipe that epitomizes the distinctive style of cooking of a particular restaurant or a particular chef by which that restaurant or chef may be identified.

**Silver Service**: A formal style of service wherein food is transferred from a service dish to the guest’s plate from his left using a service spoon and fork. Clearing of plates and serving of beverages is done from the guest’s right. Further, guests seated at the table are served clockwise, ladies first followed by the gentlemen and lastly the host.

**Sommelier**: A French term for a wine steward who has expertise in wine varieties, their procurement, storage and service. In high-end restaurants, that offer such wine, a sommelier will help the restaurant select its wines, work in conjunction with the chef to plan the pairing of wines with food and accordingly recommend suitable options to guests, as per their tastes and budgets.

**SOP**: Standard Operating Procedures are a set of operational instructions (usually in the form of a manual) with a view to ensure uniformity in the maintenance of predetermined standards of performance and delivery of guest experience.

**Sous Chef**: Meaning under chef is the number two person after the executive chef or head chef, in charge of the kitchen.

**Speed Pourer**: A device fitted at the mouth of a bottle (usually liquor) to facilitate a speedy flow and accurate quantity of the drink without spillage. Particularly useful during peak hours at a bar, the bartender’s practised hand, times each pour to perfection sometimes sliding his thumb or finger over the air-hole to control the pour.

**Stand-alone restaurant**: One that is independent of supporting infrastructure such as may be available within a hotel – for example stores, administrative offices, housekeeping etc.

**Sunny side up**: A style of fried egg with only one side cooked, thereby leaving the yolk on top intact like a sun.

**Table d’hôte**: A fixed menu prepared in advance, offering limited options at a set price and time.

**Tableware**: All table appointments in a restaurant including cutlery, crockery, glassware, linen, cruet set, bud-vase, ashtray etc.

**Tips / Gratuity**: Money left by the guest in exchange for a service performed.

**Up selling**: A sales technique that involves the server exposing the customer to options that are more expensive or more profitable for the establishment.

**USP**: Unique Selling Proposition. The unusual factor that differentiates one product / service from another.

**VAT**: Value Added Tax is a consumption tax levied at each stage of the production or distribution of a product based on the value added to the product at that stage.

**VFM**: Value for Money. The fair amount a consumer perceives a particular product / service to be worth.

**Waitlist**: A list of guests waiting to be seated at a restaurant while it is full. The restaurant representative handling the seating writes down the name of the host of each group in the order they arrive along with the number of their guests. Then as the occupied tables clear up, she allocates a table based on a first-come first-served basis and a match between table size and group size based on the policy of the restaurant. While a celebrity skipping this line rarely goes down well with other waiting guests, a handicapped person skipping it is often more acceptable.

**Walk-in (cooler/freezer)**: A refrigerated storage room for food and beverage within which a person can actual walk-in and collect his requirements.

**Walk-in (guest)**: A guest who directly walks into the restaurant without a prior reservation.