

# The Federation of Dining Room Professionals (FDRP) 

1417 Sadler Road \#100
Fernandina Beach, Amelia Island, Florida 32034 USA
www.FDRP.com
904-491-6690
info@FDRP.com

Photographs by Lorna Smith


## Standards of Performance

The standards of performance for the techniques of service presented in this program are based on the IBGS of Hospitality, which is the:

International Business \& Gourmet Standards of Hospitality
The Beverage Service Standards portion of this course, which is also included in the IBGS Standards, has received:

> The International Sommelier Guild (ISG) Seal of Approual

The International Sommelier Guild is the only Sommelier certification body in the United States to be licensed by each State's Board of Higher Education for their 30+ satellite locations across North America.

An important part of the material used in this program is directly parallel to the Certified Dining Room Apprentice certification, which is a requirement in a growing number of culinary programs across the United States.

This program is endorsed by and is the recipient of the:
American Culinary Federation Foundation (ACFF)
Educational Assurance Award


## Disclaimer

The information provided in this manual has been compiled from sources and documents believed to be reliable and represents the best professional judgment of the Federation of Dining Room Professionals. However, the accuracy of the information presented is not guaranteed, nor is any responsibility assumed or implied, by the Federation of Dining Room Professionals for any damage or loss resulting from inaccuracies or omissions. The Federation disclaims any liability with respect to the use of any information, procedure, product, or reliance thereon by any member of the hospitality industry. The list of techniques and procedures included in this manual is not comprehensive and is meant to serve as a base, upon which students can expand.

Laws may vary greatly by city, county, or state. This manual is not intended to provide legal advice or establish standards of reasonable behavior. Operators who develop food safety-related policies and procedures, or training and management programs are urged to use the advice and guidance of legal council.

Copyright ©1996-2010 by the Federation of Dining Room Professionals (FDRP) ${ }^{\circledR}$
All rights reserved. No part of this document may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior written consent of the publisher.

Printed in the U.S.A.

Photographs taken by the Federation of Dining Room Professionals, FDRP at the Escoffier Room, The Culinary Institute of America, Hyde Park, NY.


Certified Hospitality Grand Master ${ }^{\text {TM }}$


Certified Dining Room Master ${ }^{\text {IW }}$


Certified Dining Room Professional| ${ }^{\text {TM }}$ Certified Steakhouse Professional] ${ }^{\text {TW }}$


Certified Dining Room Associate ${ }^{\text {T }}$ Certified Associate Wine Steward ${ }^{\text {IW }}$


Certified Dining Room Apprentice ${ }^{\text {m }}$


Federation of Dining Room Professionals (FDRP) 1417 Sadler Road \# IUC

Life Membership


## Table of Contents




## Restaurant Structure

## Function as a Whole

In this brief introduction, we review the restaurant industry's general structure and concepts. This review will help give students an understanding of their position in that structure, as well as help them identify opportunities for their future career.

## "The Big Difference"

There is a major business difference between a working foodservice establishment and almost any other kind of business. That difference rests on the fact that running a successful restaurant relies heavily on managing "inside" the box. What that means is that the success of a restaurant depends on what is going on within the establishment's walls rather than relying completely on external forces or other parameters often blamed for a lack of success. The simple fact that restaurants have a unique opportunity to control every aspect of making a business successful should not be ignored. Here is why. The product that generates the revenue of the establishment is (Figure A-1 and A-2):

Decided: In the Chef's Office usually by the owner, Chef and Maitre D'.
Selected: In the Chef's Office generally by the owner and the Chef.
Purchased: In the Chef's Office by the Chef (food), Maitre D' or Sommelier (beverages).
Delivered: Through the service door in the back of the restaurant.
Controlled: By the Chef or the Sous-Chef, but sometimes other members of the kitchen staff.
Stored: Often in the basement or other storage areas away from the high traffic zones.
Prepared (Prep): Depending on the restaurant and type of cuisine, the basic preparation of the ingredients (peeling, butchering, cleaning, etc.) is either done in a separate area e.g. often times while the restaurant is open, or in the kitchen itself (off service hours).
Cooked: In the kitchen in each appropriate station. For example, fish is prepared in the "Fish Station", all sautéed items are cooked in the "Sauté Station", most appetizers in the 'Entremétier Station" (the more elaborate the restaurant--the larger the number of stations).
Plated/Garnished: Either by the station's chef (called a Chef De Partie) or by the Chef Expeditor who assembles all the plates, table by table at the 'Window'.
Delivered: To the customers in the dining room by the dining room staff to their own station, or in more sophisticated restaurants, by a team of runners.
Complemented: By beverages which are also selected, ordered, received, controlled, stored, conditioned, mixed (for cocktails) somewhere by the Maitre D's office and the Sommelier and/or Head bartender; and finally served at the bar the lounge and the dining room.
Consumed: At the bar the lounge and the dining room by the clientele.
Paid For: In the dining room by clientele. Finally, all the equipment is cleaned for reuse in the dish room.

The key point is that all these functions are accomplished within the physical boundaries of the establishment. The self-evident conclusion of this logic is that, ultimately, if the customers are not satisfied and do not come back to the restaurant, there is little to blame outside all of the depart-
ments that make up the complete operation of the restaurant. One would think that another restaurant nearby can hurt your business. But that is only true if you let it. Simply, your guests will not stop to come to your establishment because of what the other restaurant has to offer, but rather because what you do not offer, which can be changed every day. While this criteria of operation is a blessing in many ways, it can also be your downfall. As much as everything you do well impacts your business in almost immediate terms - what you do not do well also impacts your business in almost immediate terms.

All in all, the restaurant business in one where there is little room for resting on your laurels, and one where the difference between success and failure shows drastically at every turn of your performance. Furthermore, the human aspect is so great, due to the fact that every step of the product's production is controlled by individuals, from the hospitality aspect of the service to the atmosphere rendered in the dining room, that the quality of individuals employed as well as their professionalism cannot be compensated by technology or a price reduction, as is the case with some other industries.

So, while many other industries have to worry more about competing products, the evolution of technology, keeping large stocks of inventory, demography changes and other criteria including the economy, the restaurant industry still has a unique opportunity to modify its product on a daily basis in order to adapt to consumer demand. This allows for amazingly quick flexiblity to adjust the restaurant to meet customers' buying power and account for other market fluctuations.


Figure A-1
Figure A-2

## The Hidden Reality

One known, but somewhat ignored fact, about the industry and its staffing is that the hospitality industry is the second largest employer in the country after the government. Also, the vast majority of its workforce is constituted of "Service" (dining room and hospitality staff) personnel rather than "Production" personnel (Kitchen personnel).

Add to this the fact that out of the more than 500 United States culinary schools not one offers a degree in dining room hospitality (not to be confused with "Hospitality Management," which studies more "management" functions than "on-the-floor" operations). The service section of the industry, therefore, offers the greatest opportunity for career advancement for those individuals who display true dedication and professionalism.

## Back-of-the-House (BOH) Structure

There are four main kitchen areas that are important to understand by staff working in the front of the house (See Figure A-3):

Hot food preparation: This is the area where most of the hot food is created. This location is separated from the waiter section of the kitchen by a counter generally referred to as a "Window." The "Window" is normally equipped with hot lamps or some type of heating element, which allows food to stay hot during its time there. Food stays in the Window until waiters pick it up, which will either be immediately or when the entire order is ready (since not all plates come out simultaneously).

Cold food preparation: This is where most of the cold food is generated, including appetizers, salads and desserts. This station is also equipped with a "Window," which is designed to keep cold food the proper temperature until pick up. To do this, this area often has a refrigerated space underneath that allows plates to be kept cold. In addition there is usually a cold surface on top that will reduce the amount of heat that plates are exposed to from the potentially hot kitchen. In more elaborate establishments, each type of cold preparation can have its own designated area. Some establishments even create cold food dishes in a slightly separate room, which is colder than the rest of the kitchen.

Dish Room: This is where all the equipment is cleaned and temporarily stored. Although some establishments have distinct rooms that separate kitchen equipment from customer equipment, many restaurants handle both types of equipment in the same area. This is often due to either space or staff limitations. For those establishments that have two areas, there is a "Pot Room" where all the pots, pans and cooking utensils are cleaned, and a "Dish Room" where the flatware, glassware and chinaware used by the customers are cleaned. But regardless if it is two rooms or one, the "Dish Room" is generally equipped with a drop off area that allows for equipment to be sorted by category for efficiency. A common system is that the flatware is dumped into a bucket filled with soap; The chinaware is scraped and stacked on the counter, which is equipped with a garbage disposal; and finally the glasses are turned upside down in a rack equipped with a drain to help dispose of the leftover liquid they contain. Clean equipment coming out of the dish room is generally stored in an area clear of cooking smoke and dish room steam until they are needed again.

Waiter Station: This is where the waiters store the equipment and products they will need (to serve customers) but should not be in sight of the clientele. Generally, this is where bread is warmed, cut, and placed in baskets. This is often also where butter is stored. In many restaurants the "Waiter Station," which may be called a "Shed" or "Bread Station," is located outside of the kitchen. This area may be a small room that separates the kitchen from the dining room or may simply be hidden from the clienteles' sight by a divider. More elaborate restaurants will have an assigned station for each need the dining room has, such as "Water Station," "Bread Station," "Coffee Station" and so forth.


Figure A-3: Back-of-the-House Structure

## Front-of-the-House (FOH) Structure

The Dining Room is divided in four main areas (See Figure A-4):
The Entrance: Although this area represents a brief time of the total guests' experience, it is what gives the first and lasting impression of the location. The entrance generally includes a "Coat Room" where the guests' coats are stored as they arrive and a "Maitre D' desk," "Podium" or "Front Desk". This area is where both reservations are handled and the seating is controlled. This critical area must run smoothly in order to both seat guests in a timely manner and make the best use of the restaurant capacity. The entrance is where the flow of both the service and product production (food) is controlled. This is achieved with adjustments to the seating.

The Lounge: Although not every restaurant has a "lounge," which is where guests can wait for either their table or for the rest of their party, most restaurants have a location that is aside from the rest of the dining room and offers some comfort for customers. Typically adjacent to the bar, this area is either run by the bar staff or by a waiter. A waiting area is an opportunity for the restaurant to generate extra sales and accommodate customers for various needs that include taking a phone call away from their table to discussing special arrangements with the Maitre D'.

The Bar: Again, not every establishment has the luxury to be equipped with a full bar, as is shown in Figure A-4. It is, however, a significant asset to a restaurant for it offers a multitude of advantages similar to a lounge. Depending on the size of the establishment, this area is where the checks are handled and settled. If a restaurant has a bar, it will require a "bank" (cash register or electronic means to record and settle financial transactions) to handle the transactions that take place at the bar and/or the lounge. Therefore, many restaurants will opt to use the bar "bank" for the dining room transactions, rather than adding a second one. This can save the investment of personnel, cash and space that another bank would require. Also, since often the bar's activity slows down drastically as the shift proceeds, it makes sense for many restaurants to recycle the bar personnel into handling the check processing, which busiest time increases as the shift progresses.

The Dining Room: This is, in most restaurants, the largest section of the restaurant (in square footage.) This is where the guests seat and dine. The dining room is also equipped with "Side Stands" or "Bus Stations" where the dining room personnel keep at hand the tools and dining ingredients/accessories they will need most, including water pitchers, bread, condiments, flatware and other equipment necessary to reset the tables. These waiter stations are critical to the smoothness of servers' work. By saving steps to get equipment a waiter is able to spend more time with the clientele, which ultimately reflects directly on the clientele's perception of the attention they receive. Please note that "attention" does not translate into talking with or entertaining customers. Rather a well-trained waiter should be omnipresent to meet all guests' needs, while simultaneously being as subtle and unobtrusive as possible.

## The "Brigade" or "Team"

The term "Brigade" is used to refer to a group of people whose function as whole is to meet a common goal. In classic "Old School" language, people would refer to the kitchen staff as the "Kitchen Brigade," derived from the French term "Brigade de Cuisine." The dining room staff is called the "Front Brigade,"


Figure A-4: Front-of-the-House Structure
which is an adaptation from the French phrase "Brigade de Salle à Manger." Although in present times the term "Brigade" is not used as much as it used to be, it is still largely employed in classic restaurants, that is high-end and very traditional restaurants. It also is the most efficient way to refer to groups of people without spelling out the entire description: e.g. Front-of-the-House Staff. For this reason, this document uses the "Brigade" terminology.

The choice of brigade type and organization a restaurant utilizes to take care of their customers is closely tied to a number of criteria, some of which are explored in greater detail in the Dining Room Layout / Organization section of this program (found in Session III, Chapter 6). Therefore, we will limit this section to a brief introduction to the most common terms and structures used to form a Front Brigade.

There are many different Front Brigades structures, each of which vary depending on three main criteria:

1. The amount of elaborate styles performed while serving
2. The configuration of the dining room
3. The level of professionalism of the brigade staff

Unfortunately, the same name or title can have different signification depending on the restaurant. We wish there was an easy way to assign a designated title to specific dining room functions, but the nature of the industry is such that it is not quite possible. To keep it simple, we present three common brigade styles: Grand Brigade Small Brigade Single Brigade

## The Grand Brigade (Figure A-5)

This type of structure is encountered in restaurants where the service is the most elaborate. Every table is subject to such attention to detail and amount of work, which possibly includes tableside preparations and ceremonious wine service due to the high quality/prices of wines, that every task is very specialized and time consuming. The Grand Brigade designates a single individual to be the main interface to a customer--an ambassador of the establishment in some ways--while coordinating a number of functions filled by as many as eight other individuals.


Figure A-5: The Grand Brigade

General Manager: Oversees the entire operation. Communicates with the owner(s) and Chef, as well as controls the financial flow of the establishment.
Maitre D': Runs and controls all the aspects of the hospitality part of the restaurant. Organizes scheduling and staffing plus handles the inventory control of dining room materials and schedules special functions. Sets the standards of performance, enforces policies and deals with difficult situations.
Assistant Maitre D': Assists the Maitre $\mathrm{D}^{\prime}$ in the discharge of his/her responsibilities. Acts as Maitre $\mathrm{D}^{\prime}$ in his/her absence.
Host/Hostess: Reports to the Maitre D' or his/her assistant. Handles greeting guests and assists customers with coats and their reservations. Potentially escort guests to their table.
Head Bartender: Runs all of the functions and assumes all the decisions that fall under the responsibility of the bar and potentially the lounge (when applicable.) Watches cost control and inventory control.
Bartenders: Assists the Head Bartender in the discharge of his/her responsibilities.
Sommelier: Although under the responsibility of the Maitre D', his/her direct supervisor is often the General Manager. His/her responsibilities include all the wine purchases, inventory control, sales, and wine service.
Assistant Sommelier: Assists the Sommelier in the discharge of his/her responsibilities.
Wine Runner: An apprentice to the Sommelier profession whose responsibility is to assist the sommelier and his/her assistant by handling most of the physical tasks that the work involves, e.g. handling delivery, stocking shelves, and supplying the dining room par stock from the cellar. Dining Room Manager or Chef de Carré: Responsible for the control of a dining room (for restaurants that have more than one) or an average of three or four Captains. In establishments that perform extensive tableside service, they help coordinate the completion of tableside work with the arrival of the rest of the food from the kitchen. They report directly to the Assistant Maitre D' and handle all situations within their perimeter.
Captain: Responsible for a group of tables with the assistance of a Front Waiter and one or two Back Waiters. They also get assistance from the Bread Waiter and Coffee Waiter for these specific duties.
Front Waiter: Generally handles a group of tables under the supervision of a Captain, and is mostly responsible for the service of beverages, the setting of flatware for the appropriate course for each table and course. He/she manages directly the Back Waiter and assists him/her as well. Back Waiter: Responsible for communicating to the kitchen the direct command from the Captain and the Front Waiter, the Back Waiter is the liaison between the kitchen and his/her station. He/she has authority over the Bread Waiter and the Coffee Waiter as well the Runners, although his/her responsibilities mostly entails making sure that all his direct superiors have what they need to work.
Expeditor: While in many establishments this is strictly a kitchen function, often it is actually a dining room function. The Expeditor calls for the orders, assembles them as they come out from each station (or from the Chef him/herself) and expedites them in an orderly fashion to their destined table via Runners. It is a very tedious and difficult position in a restaurant and is often paid as much as what a Front Waiter or a Captain makes. Commonly, experienced Runners end up at this position.
Runner: Responsible for carrying the food from the kitchen to the dining room. Depending on the restaurant the responsibility means different things, from simply bringing a loaded tray to a specific location by a table to setting the food directly in front of a designated guest.

## The Small Brigade (Figure A-6)

This type of structure is typically encountered in restaurants where the service is attentive, but not quite as elaborate as what a "Grand Brigade" can provide. This style of brigade can still support offering the clientele with a limited amount of basic tableside preparation as long as the stations are small enough to make it possible. This brigade type is a very flexible system that allows for the availability of attentive service with a minimum amount of resource. The quality of service, however, depends greatly on the quality of the team.


Figure A-6: The Small Brigade

General Manager/Owner: Oversees the entire operation. Communicates with the owner(s) (if not the owner) and Chef, as well as controls the financial flow of the establishment.
Maitre $D^{\prime}$ : Runs and controls all aspects of the hospitality part of the restaurant. Organizes scheduling and staffing as well as the inventory control of dining room materials and scheduling of special functions. Sets the standards of performance, enforces policies and deals with all issues in the dining room.
Assistant Maitre D': Assists the Maitre $\mathrm{D}^{\prime}$ in the discharge of his/her responsibilities. Acts as Maitre D' in his/her absence.
Head Bartender: Runs all of the functions and assumes all the decisions that fall under the responsibility of the bar and potentially the lounge (when applicable.) This person watches beverage cost control and inventory control. In this type of organization, the bartender often also occupies the function of cashier and runs the restaurant's bank.
Host/Hostess: Reports to the Maitre D' or his/her assistant. Handles greeting guests and assists customers with coats and their reservations. Potentially escort guests to their table.
Cashier: Handles processes and settles payment of all restaurant transactions, unless the bar operates under its own bank.
Bartender: Assists the Head Bartender in the discharge of his/her responsibilities.
Sommelier: This function is generally filled by the Front Waiter or the Assistant Maitre D'.

Front Waiter: Responsible for a group of tables with the assistance of a Back Waiter. Mostly responsible for the service of beverages, taking orders and handling tableside service (if any), as well as most communication with the customers.
Back Waiter: Handles a group of tables under the supervision of a Front Waiter. Responsibilities include setting of flatware for the appropriate course for each table and course. He/she also handles most of the bread/water services as well as all soft drink refills and clearing. He/she is the liaison between the kitchen and his/her station.
Busser: $\mathrm{He} /$ she is responsible for helping the waiter(s) reset tables during service as well as assists the dining room to reach its maximum capacity. This generally implies helping with bread and butter service at the beginning of the service, then clearing, resetting and helping with soft drink refills as much as possible during service. He/she also assists with coffee service and restocking at the end of the shift.

## The Single Brigade (Figure A-7)

This is the smallest organization size one can find and qualify as a "Brigade." The next smaller size is basically a cafe or coffee shop where the waiter that serves you handles everything from clearing and setting your table to preparing your check and everything in-between.


Figure A-7: The Single Brigade
Maitre D'/Cashier: Oversees the entire operation, communicates with the owner(s) (if not the owner, which is often the case) and Chef, as well as controls the financial flow of the establishment. Runs and controls all aspects of the hospitality part of the restaurant. Organizes scheduling and staffing plus the inventory control of dining room materials and scheduling of special functions (if any.) Sets the standards of performance, enforces policies and deals with all issues in the dining room. Unless there is a designated cashier, he/she is likely to also handle check settlements. In this kind of structure, it is common to find waiters responsible for the tallying of their own checks and running their own credit card payment, too.
Waiter: Responsible for a group of tables with the assistance of a Busboy, who is oftentimes shared with another waiter. Responsible for the service of beverages, taking orders and most communication with the customers. He/she is responsible for the setting of flatware for the appropriate course for each table and course, handling most of the bread/water services (although the Busboy does share that responsibility unless something else takes precedence at the time) as well as all soft drink refills and clearing. He/she generally retrieves his/her own food tray from the kitchen to serve the guests.
Busser: He/she is responsible for helping the waiter(s) reset tables during service as well as assists the dining room to reach its maximum capacity. This generally implies helping with bread and butter service at the beginning of the service, then clearing, resetting and helping with soft drink refills as much as possible during service. He/she also assists with coffee service and restocking at the end of the shift.

## Equipment Identification

The three categories of utensils most commonly used to set up a tabletop are flatware, chinaware and glassware. Viewed collectively, the selections chosen by a restaurant establish a large portion of the dining room's look and service style.

## Flatware

With the exception of utensils used during Asian meals, this category includes all utensils a guest will use during the course of a meal (Figure B-1). Besides bringing food to the guest's mouth, flatware also assists the guest in carving, cutting, peeling, deboning, crushing, slicing, spreading, scooping or stirring food items. Oftentimes referred as silverware, flatware is usually composed of metal materials. Some exceptions in the use of metals are Mother-of-Pearl (used for Caviar spoons) and wood (commonly used in tableside salad preparations.)

## Historical Overview

## The Knife

In the Greek and Roman times, the knife was an object of luxury, but was already designed close to that which we use today. Until the end of the XVI Century, the knife was used to cut as well as pick up food and bread from the platter (especially the meat.) It was a utensil personalized to each individual and the host would not necessarily provide it for guests. Most people used to carry a knife at their belt and, depending on the wealth of the individual, some would change knives for each change of season (i.e. different woods) and in relation to religious holidays (i.e. ivory for Easter). The knife we are most familiar with today, with a rounded nose, appeared in the early XVII Century. That is when the rules of etiquette changed and it was no longer appropriate to pick one's teeth with the point of your knife. During that same time period, the practice of providing guests with knives also became standard, and different varieties were created to accommodate different dishes. Even though our modern lifestyle has reduced the number of knives to a minimum, we still differentiate the Dinner knife (mostly for meat), the Fish knife (for fish main courses), the Entremet knife (used for all appetizers, salads, cheeses, pastries with hard crusts, etc.) and occasionally a more or less formal Steak knife (mostly used for red meat).

## The Fork

In the XVI Century, Italians created a smaller version of the two-tined long fork used in the kitchen to pick the meat out of the fire and ovens and thus introduced the use of the fork as an eating utensil. Similar to the knife, the fork was also a very personal utensil. Many were engraved and often made of precious metals. Some came with folding handles to facilitate being carried belt side. The King of France, Henry III, discovered the fork in 1574 when visiting the Court of Venice, Italy, and brought it back to France. It became very popular among the noble society as it allowed one to bring food to the mouth more safely and efficiently over the big fluffy collars that were in fashion at the time. It was only in the XVIII Century, however, that the fork's acceptance spread to non-nobles.

Just as with knives, different types of forks were designed to accommodate different dishes, and they were paired by size with the knives and spoons to facilitate the service. Except for the Snail fork, most standard forks placed on a table today have three or four tines.

## The Spoon

The history of the spoon goes back as far as the knife's. It was originally used interchangeably to either cook or eat and was often carved out of wood chosen for their specific scent, e.g. Juniper. It wasn't until the Middle Ages and Renaissance periods that the spoon emerged as a luxurious table utensil. Made out of crystal, semi-precious stones or minerals, they had short handles decorated with precious stones, enamels or engravings. In the XVII Century they became more accessible, not as personalized, and were made of silver or less precious metals. Handles were elongated to create different sizes in order to help them pair well with different sizes of forks.

## Social Impact

The table was, and still is, an important gathering place for social celebration and recognition. The silverware on the table marked your importance and correlated to the family's status in society. For example, an anonymous painting of the governor Hans Bodmer (Switzerland, 1643) depicts his family at dinner: the Governor, his spouse, their four daughters, four sons and four infants. The infants and daughter's silverware setting are limited to a single knife, the son's setting includes both a fork and a knife, and the Governor and his wife are provided a fork, a knife and a spoon precisely placed on a neatly folded napkin.

Another interesting detail regarding the use of the fork is whether it would be placed with the tines up or down on the table. As we mentioned earlier, when the fork first appeared only wealthy nobles were able to afford them. When its use became popular enough for the hosts to provide them to their guests, forks were still made of precious metals (often silver) and almost always engraved on the back of the handle with the family crest or even the title of the host. Since the engraving was on the backside, forks were always set tines down to show off the engraving.

In France, the next category of people who reached the ability to afford silverware was the Bourgeois, who were not allowed to carry a title (for they were not nobles). Bourgeois would purchase their silverware from silversmiths who produced large quantities of tableware that were not personalized. The Bourgeois set their forks with the tines up for three reasons: 1) to reduce the wear on the tines, 2) to avoid piercing the linen of the table, and 3) they had no crest to display. Sunday lunch was the exception, however. Since Sunday was the most important meal of the week (from the social aspect), people would turn the tines down because forks of the time had only three tines and looked, with its tines up, much like the trident of Satan. To present the tines up would obviously not be acceptable during the meal with a priest at your table. Even today if a restaurant uses flatware engraved with its name, the silver should be set tines down. Except for Sunday and major religious holidays, flatware that is not engraved should be set tines up.
$14 \left\lvert\, \begin{aligned} & \text { Associate Handbook } \\ & \text { Equipment Identification }\end{aligned}\right.$


Figure B-1

## The Entremet / Appetizer Flatware

More commonly known as appetizer flatware, these utensils (Figure B-2) are simply smaller versions of the Dinner knife and fork. The picture presents only the fork and knife options, but it should be noted that there is also a spoon of the same size, discussed later in this section. There are a few subtle variations of the Entremet silverware. The left fork is shorter and has wider spread tines with a slightly wider outside tines. This design favors the handling of pastries and desserts, which fit under the Entremet category. The right fork is a bit longer and narrower, thus a favorite when handling salads, puff pastries or hot and cold appetizers. The differences of Entremet knives relate to style, more than anything else. Theoretically, the knife to be used for the desserts is serrated to help cut pastry crusts and fruits so they don't slide, and the knife designed for appetizers is supposed to be sharp. Since sharp knives require more maintenance to keep them that way, a lot of establishments will only use the serrated Entremet knife.


Figure B-2

## The Bouillon Spoon



Figure B-3

Because of their very light texture, Bouillon and Consommé are normally served in a consommé cup (Figure B-4). The shape of the cup would make it very difficult, if not impossible, to spoon the bouillon out of the cup without leaning it on its side. The Bouillon Spoon (Figure B-3) is shaped to mold to the curvy side and bottom of the Consommé cup. This spoon is designed for Bouillon and has a tendency to drip (a lot) when used with soups having thicker or creamier textures. The spoon is also shaped for the guest to sip from its side (not inserted into the mouth) that is even more difficult if the creamy soup contains chunks of lobster meat or any other item with a size large enough to interfere with sipping.

Figure B-4


## The Sauce Spoon

This is the specialty spoon found almost exclusively in up-scale establishments. The shape of this spoon (Figure B-5) is designed to ease the handling of sauce in the customer's plate. It also prevents guests from sticking their hands in their plate while trying to finish that last bit of sauce with a piece of bread (actually not considered proper business etiquette). This spoon is designed with a flat head, thereby allowing sauce to be scooped with almost its entire rim rather that just an edge. It also is not quite as curvy as an Entremet spoon on its contour to help follow the thin curve of the plate (Figure B-6). The notched lower right side is designed for the removal of excess sauce without creating a suspended, and dangerous, drip under the spoon (Figure B-7). Finally, this spoon can be used to either sauce the food (Figure B-6) or to eat the sauce directly (Figure B-7).

Figure B-5


The Entremet / Soup / Dessert Spoon


Figure B-8

This piece of silverware (Figure B-8) has so many uses that a restaurant must stock a higher number of this silverware type than any other type. Some uses of the Entremet Spoon are listed below:

Soup: Accompanies soups that are served in a soup bowl (Figure B-9).


Figure B-9

Sauce Service: This spoon is also used for the service of sauces since its size fits best for most gooseneck and larger ramequin. They can be served tableside or simply left on the table for the guests to help themselves.

Broth: When utilized as a broth-spoon, that is when serving dishes that sit in a broth (seen in Figures B-10 and B-11), this spoon is to be placed in addition to the normal silverware that the specific dish requires. This allows the guest to enjoy the broth without bringing the plate to his/her mouth.


Figure B-10


Figure B-11

Deep plates and dishes: When serving dishes in deep containers such as large sizes of ramequin that require "digging," this spoon best fits that dish.

Pasta: It also is the spoon most often presented with the service of pasta to help control the amount of pasta being rolling around the fork.

Dessert: Finally, it is used for dessert as well. The ice creams, sorbets, mousses and so on, are all served with the Entremet spoon. Paired with the Entremet fork, it is the classic dessert set up for cakes, tortes, etc. and to which the Entremet knife can be added for the service of hard-crusted desserts.

## The Fish Fork



Figure B-12


Figure B-14

This fork, (Figure B-12) which is supposed to be paired with the Fish knife, can dramatically improve the guest's dining experience when eating fish. Its design is almost one of half spoon and half fork. The wider top allows the lifting of flakes of fish meat without having them falling off the fork (Figure B-13), which is so often the case with a regular Dinner fork. Also, because some fish can be hard to pick, the wider tines hold the meat better than the thin tines of a regular Dinner fork. Considered specialty items, the fish fork and knife are not very popular utensils in the more casual dining room.


Figure B-13

## The Fish Knife

This knife, (Figure B-14) which is supposed to be paired with the Fish fork, also makes the handling of fish in your plate a simpler task when compared to using a standard Dinner knife. Originally, this knife was designed to help the guest fillet his own fish in his plate, but its use is not really justified in the United States where pretty much every fish dish is presented to the guest already filleted. The blade of the knife is set at a lower position than the handle so the blade can slide between the fillet and the bone without the guest's hand ending up in his dinner (Figure B-15).


Figure B-15

The blade's pointed tip is designed to pick between bones and separate them from the flakes of meat. Notches on the top right side of the blade (which may be one large notch rather than a few smaller ones,) are designed to help lift bones that have stuck to the meat (figure B-16). Without these notches, the bones would slide off the blade of the knife and it would be more difficult to remove them. The technique of finding the bones stuck into the meat consists of caressing the filet gently with the end of the blade to feel for the hardness of the bones versus the softness of the meat.


Figure B-16

One issue that exists with this knife is that because of its specific design, it is awkward to use for a left-handed person since the blade faces the left and the notches are on the right. This is probably the only modern piece of silverware that is not ambidextrous.

It should be noted that the Fish fork and the Fish knife are to be served exclusively with fish (not shellfish) and usually during the main course (since fish prepared for other than the main course fit under the category of Entremet and should then be served with Entremet silverware (Figure B-18). Besides, it is extremely difficult to cut a shrimp with a fish knife (Figure B-17). This is because this knife is designed to separate flakes and NOT to cut and, therefore, it is not sharp.


Figure B-17


Figure B-18

