

FOOD & BEVERAGE

Learner guide

National Vocational
Certificate Level 3

Version 1 - July 2013

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Module 1: Supervising Effective Service For Food Outlet Guests

Learning Outcomes

After completion of this learning module, you will be able to:

- Improve service reliability of food outlet teams and deliver effective guest service
- Gather information on feedback of food outlet service and suggest opportunities for improvement
- Manage complaints relating to food service provision
- Take action to improve the reliability of the team's delivery of service based on guest comments
- Improve service standards by setting targets of achievement initiated by data collected
- Respond to service delivery problems when systems, people or resources have failed
- Improve service standards by setting targets of achievement initiated by data collected
- Collect and record feedback on the effectiveness of guest service
- Analyse and interpret feedback and share findings on the effectiveness of guest service with others
- Identify opportunities for further improvement
- Present these opportunities to the management team
- Identify food service complaints and the contribution required for resolution
- Develop resolutions and agree actions to resolve food business complaints
- Take action and make recommendations for improvements in response to food business complaints

Learning Unit 1: Delivering Effective Service By Improving Service Reliability

Overview

In this learning unit you will learn about types of guest, maintenance of service delivery, balancing of time management for teams and tools of research for quality services.

After completion of this unit you will be able to improve service reliability for guest, take actions on guest comments, handle service delivery problem and setting targets of achievement.

Hospitality

You are in Hospitality Business because of the guest

Delivery of effective guest service by team

Captain plays a lead role in by directing the team members and attending the guest to keep a balance in providing service.

A typical definition of a Captain is a person providing formal service in different service style of any restaurant.

Food & Beverage division has always been revolving around to provide better and greater services to walk in who is termed as Guest.

Types of guests:

Guest Expectation

Guest wants to be pampered and valued in restaurant and hotels

a) Spending Power

All guests have different spending power and such guests should be anticipated as per the demographics. Accordingly hotels and restaurant should provide food and service which caters to the needs of masses.

b) Special Dietary Needs

All guest don't have same appetite and similar eating pattern hence there should be flexibility in the menu to cater all types of guest. A guest suffering from cardiac problem may prefer eating food cooked with zero fats or very low quantity of oil. Similarly same precautions should be considered for guest suffering from diabetes, hypertension, blood pressure & the guest who is a fitness freak.

Guest

Guest is a person (customer) staying at a hotel or visiting a restaurant

c) International Tourists

They travel for sightseeing, recreation, visiting and non-business activities. They want to learn about the customs, the history and the language of every place they visit. Such kind of guests

are usually very price sensitive.

d) Local Tourists

They usually travel for recreational purpose and spend time out of the hectic routine. Local tourists moving around in one region are not usually interested in knowing too much of the region as they belong to the same region and their attraction is to shake and move for a slight change in routine.

e) Families

They usually travel on weekends and they want a short break from their everyday routine. They are looking for a quiet place to relax and enjoy their time.

f) The Elderly

They can't look after themselves as the years pass, so they are looking for a place with pleasant and friendly environment.

g) Business Travelers

Business travelers are further classified as domestic and international. Domestic travelers are more likely to stay in the country and don't have plenty of time to be treated with service errors.

h) International Business Travelers

They travel with a tight time constraint as long flying time, waiting & delays are all part of the final destination. Such guest requires extra attention as all of their time is decided and cannot accept any blunders from a hospitality business.

i) Delegates

They look for fast service and they don't like to stay in queues. Meeting and conventions have to do with people who are attending seminars, trade association shows etc.

j) All Day Guests

The guests coming for breakfast usually belongs to the corporate sector and don't have too much time to wait. Guests coming for lunch includes guest having one hour break from the office.

- First impression plays the most important role when a guest arrives at the restaurant and influences dine in experience.

- The Captain should always be:
 - warm and friendly during receiving/seating and serving the guests
 - keeping eye contact

Module 1: Supervising Effective Service For Food Outlet Guests

- clear in speech and use a pleasant tone
- always use the guest's name
- We can follow different steps for collecting guest data base such as:
 - membership cards,
 - loyalty programs,
 - discount cards
 - Comment Cards



Guests
G – Great
U – Unique
E – Experience
S – Satisfaction
T – Trust

Improving Service Reliability

- A Captain should understand the entire prerequisite for providing food and service to the guest. For doing such what a captain should do is to:
 - Ensure the restaurant is clean
 - All Mise en place is complete
 - Staff attendance as per schedule
 - Staff hygiene
 - Set table layout
- The best Captains are more than just efficient, they are gracious. Do not allow wait staff to rush from table to table. Captain's who make the largest tips are the ones who are able to make guests feel comfortable and happy
- As guests will want to repeat pleasant experiences, personable Captain is good for business. Captains should train wait staff to listen attentively when people at their tables speak and to seem interested in what they have to say
- A good Captain knows that listening politely and attentively to guest complaints is part of giving good service

Guest Experience Cycle



Improve Service Reliability

- A Restaurant Captain should strive to build a “world-class” service culture which will make every effort to develop service standards
- A Captain needs to be confident that in any given situation, the Restaurant staff knows how to respond and act appropriately
- Restaurant Captain should boost efforts to facilitate an unforgettable guest experience



Module 1: Supervising Effective Service For Food Outlet Guests

- To maintain service delivery captain should know where to assign the duty and responsibilities of the team members during busy and slow hours
- The captain should make sure that all guests are given equal attention and that no guest is left unattended
- To avoid delays or run out items from the menu the captain should ensure before the start of the operation and the heart of the house is prepared for production
- The captain should guide the guest as per the description in the menu which will help in conveying the guest about the food

Learner Activity 01

Description

Greeting the Restaurant Guest

Purpose

- To understand greeting the Restaurant Guest
- Relate with learning outcome

Instruction for Learners

1. Stand at the door to receive the guest
2. When a guest is approaching near the door, extend your arm at an angle of 90 degree
3. Hold the door handle and pull it towards yourself to let the guest in
4. When the guest has stepped in, make an eye contact with the guest and have smile on your face with a straight body posture
5. Release the door back to its actual position to close the door
6. Greet the guest by the time of the day i.e. Good Morning, Good Afternoon, Good Evening
7. Which guest, how many, number of guest, type of guest

Learner Activity 02

Description

Seating the Restaurant Guest

Purpose

To understand how to seat the Restaurant guest

Instruction for Learners

1. With a smiling face ask the guest if he/she would like to dine in or takeaway
2. If the guest wants to dine in than ask the guest how many more guests are accompanied with the guest
3. Make your position and walk towards to dining area and ask the guest for the seating preferences
4. When the guest decides the seating/table preference move the chair backward from the table for the guest approximately 3 feet away from the table and let the guest sit on the chair and move the chair forward in a position where the guest is comfortable

Learner Activity 03

Description

Presenting the menu to the Restaurant Guest

Purpose

To understand how to present the menu to Restaurant guest

Instruction for Learners

1. Seat the guest and move to your working station
2. Hold the same number of menu as to how many guest are seated
3. Walk towards the table where the guest were seated
4. Present the menu from the right hand side on the table to each guest

Learner Activity 04

Description

Taking an Order from Restaurant Guest

Purpose

To understand how to take order from Restaurant Guest

Instruction for Learners

1. When the menu has been presented move away from the table
2. Give guest the time to decide the order
3. After 2 minutes approach the guest back to the table along with the order book and ask if the guest is ready to order food
4. If the guest is ready to order then hold your order book and start writing the order on the order book
5. If the guest asks for suggestion then suggest the hot selling items from the menu
6. When the food order has been noted on the order book ask the guests for hot or cold beverages and desserts and repeat the order
7. When complete order have been taken then tell the guest about the standard waiting time. Menu item not decided, no specific time given
8. Remove the menu card from the table and place them back to their original position
9. Tear a copy from the order book of the order and go to the till and get the order punched
10. Which time of the day is the guest arriving, How to use order book

Learning Unit 2: Gathering Feedback Information For Services Improvement & Opportunities

Overview

Complaining guest

In this learning unit the learner will understand the importance of guest feedback in hospitality business..

Never argue with a complaining guest

By the end of this learning unit, followed by procedural activity learner will understand different ways of collecting feedbacks

Valuing Restaurant Guests Feedback

Feedback

Feedbacks are helpful for restaurant

We do not need anyone to tell us just how competitive the Restaurant industry is and a single poor review can have a damaging effect on your business. Valuing guests feedback is very crucial for restaurant business and gathering guest feedback has various steps.

1. Collecting New Feedback

Complaints

Complaint is a statement for something unsatisfactory or unacceptable

There are two reasons why people want to rate a Restaurant: the guests who were very satisfied with their food and service or disappointed.

With Restaurant review system you can invite your guests via email to give an online review of your Restaurant.

2. Distributing the Feedback

Guest feedback of your Restaurant should be distributed and posted to as many different channels and websites as possible in order to achieve more of visibility online and generate more attention.

You need to have a presence on all major platforms in order to main competitive edge.

3. Analyzing the Feedback

Fortunately, systems exist which can analyze and combine all of the feedback left to identify your strengths and weaknesses.

4. Changing your Online Positioning

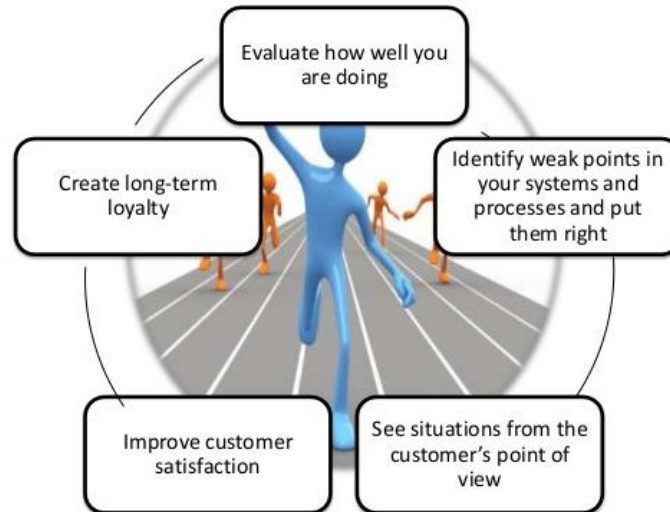
The step-by-step approach to overall review management will increase your visibility and search ability on the internet.

A Restaurant that cares about its guests even after their departure creates a positive image of your Restaurant and its staff.

Improving From Complaints

Complaints are Opportunities

to...



Responding On Feedbacks

- When guests leave feedback they are often looking for a reaction from your Restaurant and its staff
- This is especially true with guests who leave critical feedback about your Restaurant
- Taking a sensitive, individual approach to guest service is very important, and helps to create a warm, positive image of the Restaurant to potential guests

Different Types Of Feedbacks

There are various types of feedback

Factual:

Factual feedback are those based on actual feedbacks which the guest has given as per the experience

Praiseworthy:

Such feedback is a one in which the guest has appreciated the restaurant for its food and service

Emotional:

This feedback usually comes from a guest who patronizes the restaurant and has experienced bad service

Devastation:

When guest has experienced terrible food and service and leaves a comment that effects the reputation of the restaurant

Description

Taking feedback on comment card

Purpose

To understand how to take feedback

Instruction for Learners

1. When an order has been served to the guest, approach to the table
2. Stand with straight body posture
3. Ask the guest starting by how is the food, is everything served as requested or if any extra item is required by the guest it should be noted on the order book, coordinated with the kitchen and served
4. When the guest has completed the meal, approach the table remove the dirty and place it on the working station
5. When the guest asks for the check, present the check in a folder and along with the check folder carry a comment card that is to be obtained from the Host podium
6. Provide the guest with a pen and request the guest to fill out the comment card to rate the food and service of the outlet
7. Move away from the table and give guest the time to sort how will the payment be made and what does he think about the food and service
8. Approach back the table, receive the check folder and comment card
9. Handover the card to the designated personnel or place it where the outlet has defined the place to place comment card

Description

Taking Verbal feedback

Purpose

To understand how to take verbal feedback

Instruction for Learners

1. When the food has been served to the guest let the guest taste few bites of it
2. Approach the table and ask the guest if food quality is up to the mark or as desired
3. If everything is going well ask the guest to let know the captain if anything else is required
4. When the guest is leaving the outlet, thank the guest and ask the guest if the overall experience of dine in was pleasant or not

Description

Take feedback through suggestion box

Purpose

To understand how to take feedback through suggestion box

Instruction for Learners

1. Make a suggestion box and place it at a place where it is visible to the guest
2. Label the box with “suggestions are welcomed” or “suggestion box”
3. Place suggestion performa next to the box along with a pen
4. It is not necessary to request the guest to fill the suggestion performa
5. If the guest feels there was something wrong, than the guest can by himself write on the suggestion performa and drop in the suggestion box

Description

Take feedback via email/social media

Purpose

To understand how to take feedback digitally

Instruction for Learners

1. Develop a social media page for web presence
2. Highlight the presence of page by educating the guest through different medium
3. On the social media page develop a fan following so that the guest can easily view them
4. Insist the guest to post feedback through inbox with contact details so that the management can review and compensate

Learning Unit 3: Managing Food And Service Complaints

Overview

In this learning unit you will learn on managing and handling a complaint. By the end of this learning unit you will understand the level of complaints and what should be done to solve complains amicably followed by procedural activities.

Listening

Always listen
complaint with
concern & empathy

How To Handle Or Resolve The Complaint

Restaurant management and staff should keep the following resolution guidelines in mind when handling guest complaints:

- The complaints most likely occur in food and service

Misen place also becomes sometimes a factor where guest complaints, which includes:

- improper washing
- chipping
- polishing
- cutlery, glassware, stemware

GUEST ATTITUDE

Complaining guest is
usually quite angry

Understanding Complaint

What is a complaint?

“an expression of
dissatisfaction by a customer
whether justified or not”



Module 1: Supervising Effective Service For Food Outlet Guests

Here are some guidelines on handling complaint

1. Listen with concern and empathy
2. Isolate the guest if possible, so that other guests won't overhear
3. Stay calm. Don't argue with the guest
4. Be aware of the guest's self-esteem
5. Show a personal interest in the problem
6. Try to use the guest name frequently
7. Give the guest your undivided attention
8. Concentrate on the problem, not on placing blame
9. Do NOT Insult the guest
10. Take notes. Writing down the key facts saves time, if someone else must get involved
11. Tell the guest what can best be done
12. Offer choices
13. Don't promise the impossible, and don't exceed your authority
14. Set an approximate time for completion of corrective actions
15. Be specific, but do not underestimate the amount of time it will take to resolve the problem
16. Monitor the progress of the corrective action
17. Follow up. Even if the complaint was resolved by someone else, contact the guest to ensure that the problem was resolved satisfactory

Handling Complaint

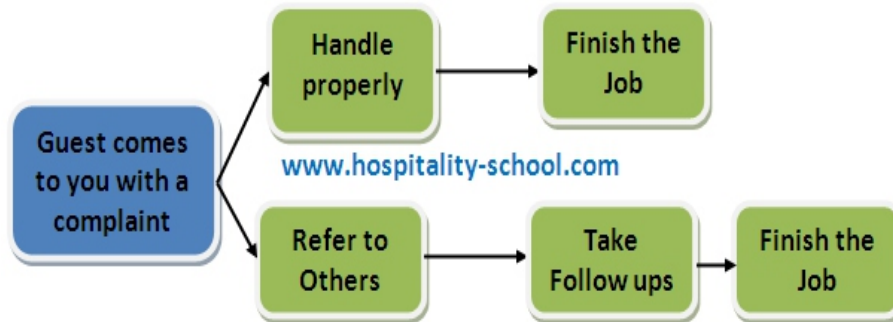


Figure: **Guest Complaint Handling Flowchart**

Description

Dealing with unhappy guest

Purpose

To understand how to deal with unhappy guest

Instruction for Learners

1. When the guest complains, approach the table where the guest is seated
2. Ask the guest what has went wrong
3. Identify if the complaint is related to food or service
4. If it's a food complaint then go to the kitchen and inform the chef and check if the food was cooked as per the standard. Request the chef by placing a new order for the guest and replace the meal with a fresh one
5. When fresh meal is ready bring it from the kitchen and serve to the guest

Description

Handling Complaint

Purpose

To understand how to handle complaint

Instruction for Learners

1. When a guest is dissatisfied with food or service, approach the table and ask the guest where we have failed not to have given him the proper food or service
2. When he speaks and brings forward his hard feelings, just quietly listen by bowing down a little and accordingly show a very humble body posture
3. Bring that complain into the notice of the restaurant manager and get it rectified as per the manager's instruction and company policy
4. Exchange your business card and tell the guest that our general manager will also get in touch with him, to further take any action at his level

Summary of Module

- In this module it has been discussed how important it is to understand the guests. There are different types of guests that can walk in to the property/restaurant
- Anticipating the guest needs is the key to success as each guest require different level of service. When perceiving the needs of the guests, anticipatory service shall be provided
- It is important to take guests feedback as it will help to improve service reliability, standard and help in filling the opportunities gap that can cater the guests resulting in repeat and new guests
- If there are any complaints, they should be handled with utmost attention and it should be made sure that guests are satisfied
- When viewing feedbacks the management should be able to identify the training need for the team and identify the weak areas to overcome and turn them into a strength
- When handling complaints the team should be aware of the organizational standards and their authority, up to what extent the guest can be facilitated and make sure no such promises are to be made which cannot be fulfilled

Frequently Asked Questions (FAQs)

FAQ 1: What are the different types of guests that may visit a hotel?

Answer: Tourists, families, elderly, business travelers and delegates

FAQ 2: Why do guests visit restaurant?

Answer: Guests visit restaurant to enjoy food

FAQ 3: What is the importance of guest feedback?

Answer: Guests feedback helps in analyzing and improving food and service

FAQ 4: How do you respond to guests feedback?

Answer: Feedbacks should be responded positively and without any agitation?

FAQ 5: How do you collect written feedback ?

Answer: Guest feedback can be collected through comment cards, online web, email etc

FAQ 6: What are the different types of feedback?

Answer: Types of feedback are factual, praiseworthy, emotional and devastating

FAQ 7: Why do guests complain in a restaurant?

Answer: Some guests complain as part of their nature while other guests are unhappy with food or service.

FAQ 8: What should you do when a guest complains?

Answer: The guest complaint should be listened properly and solved amicably

FAQ 9: How do you handle complaints?

Answer: Guest complaints are listened with concern and empathy, Inform the guest what can be done and monitor the solution provided for the complaint.

FAQ 10: What is the impact of guest's feedback on a restaurant reputation?

Answer: Positive feedback can build an image of a restaurant while negative feedback can ruin the restaurants business.

Test Yourself

Please mark the correct one from the given options. You can check your answer with the Answer Key at the end of this module.

1. The tourist travel for

- a. Sightseeing
- b. Cruising
- c. Sleeping
- d. Tourism

2. Service can be improved by

- a. Ignoring complaints
- b. Greeting the guest
- c. Taking feedback from the guest
- d. Interacting with the guest

3. Service excellence requires

- a. Personalized service
- b. Slow service
- c. Inferior service
- d. Below par service

1. Guests feedback can be taken:

- a. On restaurant log book
- b. Through non verbal ways
- c. On a plain paper
- d. Through comment cards

5. Why guests want to rate a restaurant?

- a. To share their experience
- b. To receive appreciation
- c. To sabotage the restaurant
- d. To impress the restaurant

6. Guest negative feedback on social media will:

- a. Increase the footfall
- b. Decrease the footfall
- c. Promote the restaurant
- d. Increase sale of restaurant

7. A guest complains because:

- a. He likes to complain
- b. He is happy with the food and service
- c. It's mandatory to improve service
- d. He is not satisfied with the food and service

8. When a guest complains you should:

- a. Ignore
- b. Argue
- c. Listen
- d. Confront

9. Service reliability can be improved by.

- a. Rotating the staff
- b. Regular meetings
- c. Evaluating the employee
- d. Reviewing feedback and taking action

10. Feedback information can be gathered by

- a. Increasing online presence
- b. Promoting the restaurant
- c. Membership cards
- d. Comment card

Answers Key

MCQ Number	Correct Answer
1	A
2	C
3	A
4	D
5	A
6	A
7	D
8	C
9	C
10	B

Module-2

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Module 2: Coordinating The Operation Of The Food And Beverage Service Area

Learning Outcomes

After completion of this learning module, you will be able to:

- Ensure that associates maintain personal hygiene and wear appropriate waiter's uniform throughout shift
- Ensure that associates work effectively as part of a hospitality team and communicate efficiently with each other throughout shift
- Ensure that associates know and understand how to respond to hazards, accidents and emergencies
- Ensure waste is properly managed
- Check current stock of food and other items available in the department
- Prepare requisition sheet to obtain appropriate amounts of food and other items from store
- Use stock control systems to manage levels and usage of stock
- Ensure that organizational yield levels are achieved
- Establish and maintain the condition of work areas and equipment
- Ensure that equipment is being used correctly and efficiently by associates
- Ensure that specific items of equipment are maintained, calibrated or replaced as required
- Take corrective action where required to improve the safety of work areas
- Discuss and agree on methods and formats of communication with the Captain (Supervisor)

- Agree with the Captain (Supervisor) daily and medium term areas for delegated responsibilities
- Support the Captain (Supervisor) in undertaking training and inspections
- Ensure that requirements of food outlet are signed off by Captain (Supervisor)

- Ensure that all associates arrive for duty at the prescribed time
- Ensure that all associates are wearing appropriate uniform
- Ensure that all associates have checked that all equipment is in good working order
- Ensure that all associates clear work area of equipment and food products
- Ensure that all associates clean and sanitize all equipment and surfaces
- Ensure that all associates return all surplus food, equipment and materials to the appropriate department
- Ensure that all associates hand over to next shift if appropriate

Learning Unit 1: Ensuring Food And Beverage Professional Standards

Overview

In this learning unit the learner will understand the requirement of the food outlets operation and how they maintain grooming standards and support the team to work as a team. By the end of this unit the learner will understand other than hygiene, hazards and its types and what measure can be considered to tackle the risk and hazards.

Washing Hands

Hands should be washed with soap for 20 seconds

Personal Hygiene

Personal hygiene is to preserve the health and overall wellbeing of individuals:

1. Arrive at work clean – clean hair, teeth brushed, bathed and use deodorant daily.
2. Maintain short, clean, and polish-free fingernails. No artificial nails are permitted in the food production area.
3. Wash hands (including under fingernails) and up to forearms vigorously and thoroughly with soap and warm water for a period of 20 seconds:
 - When entering the facility before work begins
 - Immediately before preparing food or handling equipment
 - As often as necessary during food preparation when contamination occurs
 - In the restroom after toilet use and when you return to your work station
 - When switching between working with raw foods and working with ready-to-eat or cooked foods
 - After touching face, nose, hair, or any other body part, and after sneezing or coughing
 - After cleaning duties

Hygiene

Hygiene plays a vital role for restaurant success

- Between each task performed and before wearing disposable gloves
 - After smoking, eating, or drinking
 - Any other time an unsanitary task has been performed – i.e. taking out garbage, handling cleaning chemicals, wiping tables, picking up a dropped food item, etc.
1. Wash hands only in hand sinks designated for that purpose.
 2. Dry hands with single use towels. Turn off faucets using a paper towel, in order to prevent recontamination of clean hands.

Fingernails

1. Fingernails should be trimmed, filed, and maintained so edges and surfaces are cleanable and not rough.

Proper Attire:

1. Wear appropriate clothing – clean uniform with sleeves and clean non-skid close-toed work shoes (or leather tennis shoes) that are comfortable for standing and working on floors that can be slippery.
2. Wear apron on site, as appropriate.
 - Do not wear apron to and from work.
 - Take off apron before using the restroom.
 - Remove apron when leaving the food service area.
 - Change apron if it becomes soiled or stained.
3. Wear disposable gloves with any cuts, sores, rashes, or lesions. Wear gloves when handling ready-to-eat foods that will not be heated-treated. Gloves should be worn when serving food.
4. Change disposable gloves as often as hand washing is required. Wash hands before wearing and after discarding gloves.

Personal Hygiene

Personal hygiene involves those practices performed by an individual to care for one's bodily health and well being, through cleanliness

Procedure of Hand Washing

The procedure of hand washing has the following steps:

1. Wet your hands with clean, running water (warm or cold), turn off the tap, and apply soap
2. Lather your hands by rubbing them together with the soap. Be sure to lather the back of your hands, between your fingers and under your nails
3. Scrub your hands for at least 20 seconds.
4. Rinse your hands under the clean running water and dry hands with blow dryer

Reporting of Illness

Server with the following symptoms should notify their Captain (supervisor) immediately:

- Fever
- Sneezing and coughing
- Diarrhea or vomiting
- Sore throat with fever
- Jaundice

Captain Do's & Don't's

Server should not be allowed to prepare or handle food, sanitize equipment or perform other duties that present potential for possible contamination. This includes handling utensils and linens.

All cuts, wounds or open sores on the hands and arms must be covered by a waterproof bandage. Single-use gloves must be worn over any bandage on the hands and fingers.

Eating and tobacco use of any kind are activities that should take place in designated areas only. The designated area should be located where no contamination of food or equipment can occur.

Team Work

Teamwork involves different people and different groups across business working together to maximize their efficiency and reach a common goal.

Organizing Teams

There are many ways of organizing teams:

- Staff Scheduling
- Operation Planning
- Orientation & Training
- Reservation Planning
- Allocation of Teams

Improved Morale

Teamwork allows employees to take greater responsibility:

- Decision Makings
- Creating efficiency & Effectiveness
- Control Work Process
- Ownership
- Sense of belonging and of recognition

Greater Flexibility

Teamwork can help companies to be more flexible. By bringing employees from different parts of a project together into one team, problems or bottlenecks can sometimes be ironed out more easily.

Increased Innovation

Food & Beverage service use teams and teamwork to create a work environment which excels at creativity.

Communication

- Without proper communication whole food outlet operation will turn into a mess
- The Captain will listen to the guest anything related to food specification or service
- If Captain will not communicate with the kitchen team, then there will be ample chances of complaints in food and service
- An efficient Captain can ensure these practices by holding pre and post shifts meeting and briefing the staff what are the areas that need all time attention
- The Captain will brief the team members about the outlet standards
- Captain will guide how they are to be maintained at all times. Such patterns are also termed as on hands training which shall be done by the captain on daily basis

Understanding Hazards

Policy:

All restaurant personnel will respond to a complaint of a physical hazard found in food promptly and will show concern for the individual making the complaint.

Procedure:

Captain involved in the service of food must observe the following procedures when a foreign object or physical hazard is found in food.

- Apologize for the inconvenience of finding a foreign object in the food
- Determine if the foreign object did any harm to the individual, such as broke a tooth, cut, etc.
- Take the customer to the manager if there was physical harm to the customer
- Save the object and the box/bag from which it came, if known
- Record the manufacturer, codes, and dates listed on the box
- Report the incident to the restaurant manager, so appropriate follow-up can be done

Once you have the answers to these questions, you should group the tasks, functions and workflows you examined into the following categories:

- High risk of injury – urgent need for response
- Medium risk of injury – accomplish changes within reasonable timeframe
- Low risk of injury – put on a rainy day list

Types Of Hazard

There are four main types of workplace hazards:

- **Physical Hazards**
are the most common hazards and are present in most workplaces at some time. Examples include: frayed electrical cords, unguarded machinery, exposed moving parts, constant loud noise, vibrations, working from ladders, scaffolding or heights, spills, tripping hazards.
- **Ergonomic Hazards**
occur when the type of work you do, your body position and or your working conditions put a strain on your body. They are difficult to identify because you don't immediately recognize the harm they are doing to your health. Examples include: poor lighting, improperly adjusted workstations and chairs, frequent lifting, repetitive or awkward movements.
- **Chemical Hazards**
are present when you are exposed to any chemical preparation (solid, liquid or gas) in the workplace. Examples include: cleaning products and solvents, vapors and fumes, carbon monoxide or other gases, gasoline or other flammable materials.
- **Biological Hazards**
come from working with people, animals or infectious plant material. Examples include: blood or other bodily fluids, bacteria and viruses, insect bites, animal and bird droppings.

- It may also be worth informing employees that there can be additional consequences for failing to report incidents promptly, such as a disciplinary action or termination.

Managing Waste

- Food waste generated by disease, spoilage, restaurant plate waste, plant and animal material produced during processing are not suitable for human consumption. These are better suited to composting
- Other waste can be recovered to be consumed. Examples of waste that can be recovered for consumption are: edible crops remaining in fields after harvest, blemished food, surplus perishable food from restaurants or caterers and surplus packaged foods from retail food outlets
- Reducing food waste is environmentally important as it keeps food out of landfills.
- It makes economic sense at the small scale, by lowering household food bills and at the large scale by reducing disposal costs for restaurants, processors and farmers. Finally, reducing food waste is socially important when the rescued food is redirected to emergency food providers working to eliminate hunger in our communities.

Procedure of avoiding Hazards

The procedure of avoiding slips, trips and falls has the following steps:

1. Walkways/stairways/ramps should be kept clear of any sort of obstacles or other trip hazards like rubbish or scrap
2. All floor surfaces should be even and not damaged
3. Well lit all areas so that employees can do their tasks safely
4. Make sure that all workers are using proper shoes
5. Install guard railings, toe boards etc. to prevent people falling off the high areas
6. Make sure all equipment have the guarding to prevent operators

7. All operators of equipment need to be trained and supervised as how to use equipment safely
8. Make sure equipment is only used for its intended purpose
9. Hot parts of equipment should be guarded or insulated
10. Take steps to minimize the amount of heat generated in the kitchen by effective HVAC system
11. Identify ways to prevent people being exposed to hazardous chemicals and put those controls in place

Learning Unit 2 : Manage The Food Outlet's Requisition Requirements, Work Area And Equipment

Overview

STOCK ROTATION

Stock rotation helps in minimizing wastage

In this learning unit learner will get insight of the restaurant back end operation on how they are managed. By the end of this learning unit learner will be able to understand different types of stock rotation method and managing the stock followed by procedural activities.

Understanding Stock Management

EMPLOYEES HYGIENE

Restaurants should maintain hygiene for health and safety of employees

Certificate of Analysis, C of A or COA:

A document that reports and certifies the test results of a product, commonly including confirmation of chemical, microbiological or physical composition

- **FIFO:**

FIFO is an acronym for First In, First Out; a method of inventory control where the stock of a given product first placed in store is used before more recently produced or acquired goods or materials

- **LIFO:**

LIFO is an acronym for Last In, First Out: a method for accounting for inventories under which the last unit added to an inventory is the first to be recorded as sold

Product Release:

The process and methodology through which finished products are made available for sale and dispatch to customers

Stock Rotation:

Stock rotation is the practice employed by food businesses which includes moving products with an earlier expiry date into a position where it can be used before other items

Safety

Safety is the condition of being protected from or unlikely to cause danger, risk, or injury.



Stock Rotation and Product Release Development

When considering the development, documentation and implementation of Stock Rotation and Product Release within food safety and quality management systems, the logical information should be considered to ensure effective outcomes

About Stock Rotation and Product Release

- Procedures must be developed, documented and implemented for Stock Rotation and Product Release to ensure older stock is utilized first
- These procedures must include requirements for the appropriate rotation of raw materials, work in progress, chemicals, packaging and finished products
- Stock Rotation and Product Release procedures are commonly managed alongside systemic elements such as product identification and traceability and good manufacturing practices
- **Stock Rotation Systems**
- Stock rotation systems must be developed, documented and implemented to ensure older foods are used first to avoid spoilage
- This applies to chilled and frozen foods as well as other products. In general, you should apply the first in first out rule, or FIFO as it is commonly known

- Foods which have a relatively long shelf life such as tinned products, cereals, ambient storage items are generally labeled with a Best Before date. It is illegal to sell these foods beyond the nominated best before date, because the product may suffer organoleptic or physical degradation due to its age
- Potentially hazardous foods with a short shelf life in which pathogenic micro-organisms can grow are generally labeled with a USE BY date
- It is generally a regulatory offence to have on display, or sell food after the USE BY date has expired, even if it appears to still be fit to eat
- The date generally expires at midnight on the date given. The shelf life and date codes of food products only remain valid if the recommended storage and handling conditions have been met. This includes adherence to elements such as required temperature controls

Precautionary Measure

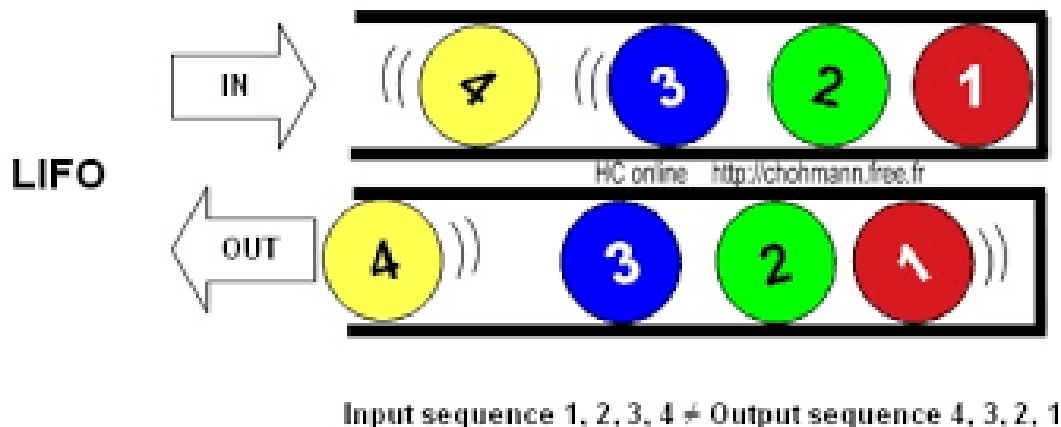
- An effective captain should always check stock levels by studying the sales report and the popularity index of the items and accordingly create a demand for the things required
- The captain should share with the production team the star product of the menu and how the production team should keep par levels in the sub store to avoid refusing the guest at any point
- The production team should always check the quality and quantity of the deliverables to ensure consistent quality and reject the material if they are not up to the mark
- Accordingly the received material should also be checked with quantity of the placed order to ensure there is no theft and pilferages or no excess material is being delivered

Operating Procedures for Stock Rotation

The application of an effective stock rotation and FIFO system will consider the following elements:

- 1 . Use oldest items first
- 2 . Put newly received goods to the back of the storage area, or underneath older stock items so that the older stock is used first
- 3 . Record the received date and use by or best before date on foods as they are received to ensure clear identification of stock age
- 4 . Record the use by or best before date and traceability details on food items after opening or when they are decanned into other containers

- 5 . Record production date and use by or best before dates on food items that are not scheduled to be used or further processed immediately
- 6 . A documented FIFO policy may include written procedure that ensures correct product rotation and usage according to shelf life and product date codes
- 7 . Potentially hazardous foods with a short shelf life in which pathogenic micro-organisms can grow are generally labeled with a Use by date.
- 8 . It is generally a regulatory offence to have on display, or sell food after the Use By date has expired, even if it appears to still be fit to eat. The Use By date generally expires at midnight on the date given
- 9 . It is important to ensure that items identified as non-conforming, whether they be raw materials, work in progress or finished products, are specifically covered within the Product Identification and Traceability procedures.
- 10 . It is common for non-conforming product to be segregated from conforming products stock to ensure no mix ups can occur. Non-conforming products are commonly labeled with brightly colored signage or labels to ensure they are easily identifiable. The control of non-conforming products is often linked to procedures for hold and release of such products



Maintaining Restaurant

Restaurants must maintain a clean and hygienic environment for the health and safety of employees and patrons.

- Every aspect of the facility must be properly cleaned to ensure safe food preparation and handling

- Captain (Supervisor) must carefully inspect kitchen areas, eating and dining areas and restrooms to make sure the restaurant meets health and sanitation requirements set forth by the local government

Kitchen Area

- This area is exposed to a variety of possible contaminants. Cooks, servers, bussers and even cashiers have access to the kitchen and could potentially contaminate food products
- Uncooked food also poses health risks if surfaces are not cleaned sufficiently
- To properly clean a restaurant kitchen, employees must sanitize equipment and surfaces that have come in contact with food and kitchen instruments and must do so after each task
- The state or local health organizations establishes the proper types of disinfectants and sanitizers kitchen workers should utilize when washing dishes, as well as the proper storage techniques for food that might contain blood borne pathogens
- Kitchen items such as cutting boards, blenders, grills and countertops should also be disinfected

Dining Area

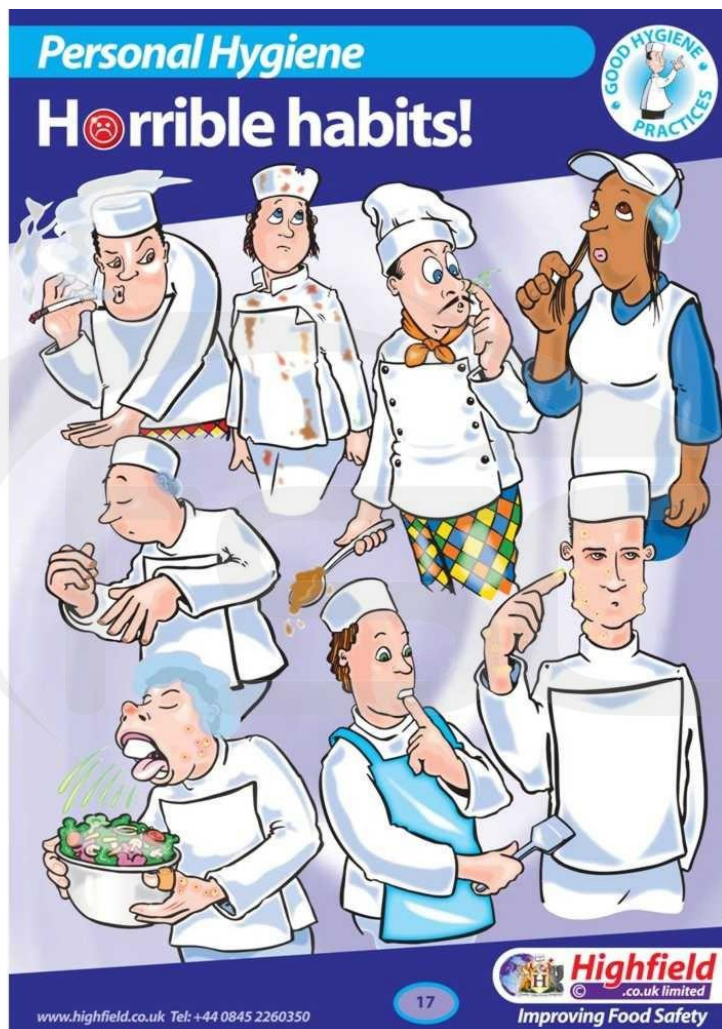
- The dining room is typically the first area patrons see when they enter a restaurant
- Restaurant workers can properly clean dining areas by thoroughly sanitizing the surface areas customer's come in contact with, such as bar tops, table tops and chairs
- Surface area cleaning should be done with clean towels that have not been used on surfaces in other areas of the restaurant, such as the restroom or kitchen
- It is also necessary to ensure condiment bottles and menus are disinfected regularly

Floors

- Dirty restaurant floors are unsightly and pose a safety risk for restaurant employees and patrons
- Many establishments place a large floor mat at the entrance of the restaurant to prevent outside dirt from being brought inside
- Workers must sweep and mop near the restaurant's entrances and exits frequently as well as underneath booths and tables to keep these areas clean
- Regular deep cleaning with soap, water and liquid bleach help remove soil buildup in tile grout. If a spill occurs, workers must promptly section off the area, clean up the spill and allow it to dry to avoid a slip-and-fall incident

Restrooms

- Restrooms are another area that requires frequent cleaning and maintenance. In most cases, restrooms are shared by employees and visitors
- Properly cleaning restrooms helps prevent cross-contamination from employees to food products and eating utensils. To properly clean the restroom, employees must scrub toilet bowls and seats, as well as the floor around the toilets
- All door handles and sink faucets must be disinfected. Surface areas around sinks should be disinfected and dried. Dispensers for soap, paper towels and toilet paper should also be fully stocked
- Staff should monitor restrooms frequently to ensure they do not require attention



SAFETY AT WORK

Inspect your workplace

- The first thing to do is carry out a full inspection on your workplace. You should call in a expert or company to help with this, as they will be better placed to identify any potential hazards or pitfalls in your workplace layout
- The last thing you should do is perform an inspection by yourself, as this could see you missing a crucial element in the workplace that could lead to one of your employees getting injured in the future

Once identified the hazards, you can begin taking steps to rectify them.

Create a plan

- This is when you should create a safety plan to help control and eliminate workplace hazards
- At this point, it is important to inform your employees of the steps you are taking to boost health and safety levels
- Factors such as keeping a communal first aid kit in an easily accessible location and making sure your workers have a full understanding of the fire drill procedure will help to contribute towards a safer work environment

Train staff

Providing your staff with training is an effective way to enhance workplace health and safety.

- Training should take place within working hours and should not come at a cost to your employees
- Decide how much training is necessary depending on whether you are a low-risk or high-risk business
- Inform your staff about any hazards and risks they may face, how to follow any emergency procedures and the measures that are in place to diminish potential hazards
- It may even be worth providing your employees with first aid training so they can deal with any emergencies calmly and efficiently

Hold regular meetings

- Following the training, you should hold regular meetings with your staff
- Give them an opportunity to voice their opinions, raising any concerns or problems they might have
- Captain will also be able to see how effective the training was and whether you need to carry out any additional measures

Maintain records

- Throughout the health and safety implementation process, you should keep hold of any records, making a note of the dates any inspections and training took place, as well as the outcomes
- This will enable you to identify any trends in workplace conditions, allowing you to take appropriate action



Procedure of Stock Rotation

The procedure of Stock Rotation has the following steps

1. FIFO: First In, First Out, Use the oldest items first
2. Put newly received goods to the back of the store to promote FIFO
3. Record the receipt date and use by date on goods as they are received
4. Record use by date on non perishables when they are opened

Teaching and Learning Material: Food And Beverage Captain (Hospitality)

5. Record production date and use by dates on food prepared that will not be served immediately

Procedure of Maintaining Food Area

The procedure of maintaining restaurant has the following steps:

1. Food and nonfood contact surfaces should be cleanable, well designed and properly used
2. Physical facilities installed are maintained and well cleaned
3. Clean and sanitize food contact surfaces
4. Check how clean are non-food contact surfaces

Learning Unit 3: Support The Restaurant Manager

Overview

In this learning unit the learner will understand on how to establish effective communication method with the restaurant manager and support him for service and production. By the end of this unit the learner will be able to understand effective ways of communication with the restaurant manager and achieve targets by agreeing on a uniformed pattern, followed by procedural activities.

Communication

Problems in restaurants result from poor communication

How To Support & Communicate With The Restaurant Manager

Creating proper two-way contact policies can help you avoid staffing, scheduling, reservations, and order and inventory problems. Hold regular staff meetings to keep everyone on the same page and review your operations to determine each area where at least two people must work together.

Guest

Complaining guest is usually quite angry

Staffing and Scheduling

- Create an effective policy for communication about staffing levels, including a form for employees to submit for a shift-change, day off or vacation request
- Do not allow employees to swap shifts without written approval from a manager
- This eliminates the potential for one employee to forget to tell the manager or for a miscommunication between two employees that results in short staffing
- Managers can also ensure a swap won't result in too many inexperienced staffers on the floor during a busy or important service

Feedback

Feedback is information coming directly from customers about the satisfaction or dissatisfaction they feel with a product or a service

Order Placement

- Create a detailed procedure for placing orders in the kitchen to avoid incorrect or incomplete meals being served to guests. Review how KOT's are to be turned in and any communication requirements between servers, an expeditor and cooks

- Reduce the amount of abbreviations servers can use on written KOT's or create a list of acceptable abbreviations to avoid misinterpretations between dining room and kitchen staff

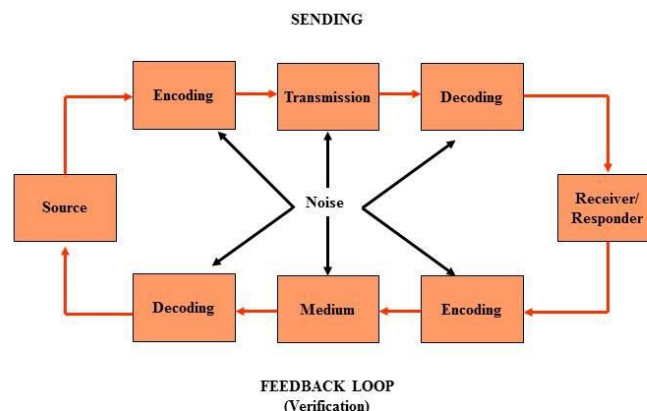
Inventory Control

- Set up a communications protocol between dining room management and the kitchen to ensure the restaurant has enough food inventories to meet expected sales levels
- When the executive chef turns in an inventory order to purchasing, require a date requested on the inventory order
- Have your purchasing person verify with suppliers whether or not they can meet your requested deadline, and if not, inform the chef so he can revise the menu

Bookings

- Avoid overbooking or overwhelming your kitchen staff by creating an organized reservations system that takes into account your average table turnover time, kitchen staffing level and available servers
- Alert your dining room manager when you will have a busy service so she can review her wait staff schedule for that shift
- Let your kitchen know in advance when you'll have rushes so it can review its inventory, specials it wants to offer and staffing levels

Basic Communication Process



Ways To Effective Communication

First Impressions

- When a guest enters your restaurant or food service establishment, the guest makes judgments about the business based on the appearance, grooming, posture, and courtesy of the staff, and the appearance of the business
- These factors communicate a message to the guests about the business and its attitude to guests
- These first impressions can color the guest's perception of the entire dining experience
- Once the perception is formed, even if it is faulty, it is very hard to change. You only get one chance for a good first impression
- If guests come into your restaurant and see you replacing the hot vegetables on the buffet while dressed in a stained or torn uniform, they may immediately jump to the conclusion that the restaurant staff is sloppy
- If the host does not greet them politely when they first come in the door, they may feel that guest service is not a priority. The appearance of the business itself is also part of creating a good first impression
- Dirty windows, a tattered menu, untidy service areas, spills on the buffet table, and less than pristine washrooms can create a negative impression

To create a good first impression of your business, you should:

- Keep all work areas tidy
- Greet guests as soon as they enter, even if seating guests is not your responsibility
- Make eye contact and smile at guests when in the dining room
- Ensure that uniforms are spotless when you enter a public area
- Maintain an erect posture and alert manner

Non-Verbal Communication

Non-verbal communication includes such things as tone of voice, voice quality (nasal, whiny, musical), making eye contact with the person to whom you are talking, paying attention when somebody else talks, body position, distance from the person, and body movement.

Captain will communicate with:

- People who supervise you; for example, the **executive chef**
- People who you supervise, such as apprentices, helpers, and dishwashers
- People who are your co-workers in the kitchen
- Other workers in the hotel or restaurant such as servers, hosts, and bartenders
- Guests in the restaurant
- Suppliers

Each guest is different. Each situation is different. You are **empowered** to try and resolve the issue the best way possible.

- You are responsible for a positive total guest experience
- Make sure it happens. They will return. On a personal basis, our business will grow and along with it your “tips” will grow

Handling Complaints

1. Listen
2. Accept feelings
3. Clarify the complaint
4. Take action-don't make a promise you can't keep-but do try and resolve the issue yourself
5. Take complaint to the MOD
6. Be cheerful and helpful

Responding To Guest Complaints

- Despite the positive, friendly behavior of the food server, there may be situations where working with the guest is difficult. Often it may be impossible for you to identify the cause of the guests' negative reaction
- Whatever the cause, your goal must be to handle the complaint in a manner that will leave the guest with a favourable impression of Your Restaurant. The following steps are important guidelines to making this possible

Procedures

1. Listen attentively as the guest relates the problem. Stay calm...avoid becoming hostile or defensive. If the guest becomes loud or upset, isolate them from other guests who may be within hearing range. Listen to the guest's entire explanation.
2. Create empathy with the guest. Acknowledge their feelings. Apologize for any inconvenience to the guest, even if the complaint seems unreasonable. Where the guest has a genuine complaint, you should attempt to work out an acceptable solution.
3. Maintain or enhance the guest's self-esteem. Avoid shifting the guilt to the guest.
4. Do not allow personalities to become an issue. Keep the conversation focused on the problem.
5. Know in advance what your authority is, then when a complaint occurs; tell the guest what you can do to remedy the situation.
6. If you are unable to resolve the situation, contact the manager, explain the situation and allow the manager to take care of the problem.
7. Do not let anything affect your mood or appearance.

8. Give the guest a reasonable length of time in which they can expect the problem to be resolved. It is better to allow too much time than to underestimate.
9. Follow-up. Make sure that the problem was resolved to the satisfaction of the guest.

Other Languages and Cultures

Not all of the people who you work with will speak English well. Because a person does not speak English well, it does not mean that he or she is not intelligent.

When you speak with people who have a lower level of English than you, imagine trying to speak in their language if you were just learning it.

- Speak like you would want them to speak to you
- Speak slowly
- Choose simple words and pronounce them carefully
- Watch the person's non-verbal communication for signs of understanding
- Ask simple questions that will give the person a chance to show understanding
- Avoid using unnecessary jargon, but do use the jargon that is common in the company
- Do not treat the person like a child but as a dignified adult whose knowledge of English is limited
- Do not raise your voice. A lack of language is not a hearing problem. When you adjust the way you speak so that people who do not speak English well can understand you, both they and you will benefit. Those people will be able to do their job better because they understood your instructions
- The way that we communicate depends on our culture
- Language is a big part of culture, and so is non-verbal communication
- In some cultures, it is insulting to make eye contact or to stand in front of the person you are speaking to
- Many cultures have different norms of communication for women, men, older people, and younger people
- When speaking to people from different cultures, keep in mind that their norms of communication may be different from yours
- What you think is a sign of disrespect may actually be the opposite — a sign of respect in that person's culture

Communicating in a Noisy Environment

A busy kitchen in the midst of meal service can be a noisy environment in which it is hard to understand speech.

- You will need to speak more loudly, but avoid shouting because shouted words are more difficult to understand
- Be sure to face in the direction of the person to whom you are speaking because the sounds you produce are loudest in front of you
- Be sure that the person is looking at you so that the sound can easily reach both ears, and so your facial and body expressions can be read
- Support what you are saying with appropriate gestures, such as pointing at the objects to which you are referring
- Often there are specific gestures used in the company for certain actions: a kind of local sign language
- Be sure to learn what these gestures mean and use them whenever you speak in a noisy location
- For longer conversations or when you must be sure that the listener has understood you, go to a place where there is less noise
- Be aware of how loudly they speak and adjust the volume of your voice to match theirs

Making Oral Reports

You will need to make oral reports to other staff, being as a Captain (Supervisor):

- You might have to report on the condition of some equipment or explain your actions regarding a problem with a restaurant supplier
- You will also need to make oral reports to people who work under you, such as apprentices or salad preparation staff
- An effective oral report has the same parts as an effective written report, namely an introduction, a body (or explanation), and a conclusion

In the introduction, you must get the listener's attention and introduce the subject. For example, "I am having a problem with the appearance of the Caesar salads, and I could use your help." The listener now knows what the conversation is going to be about, and that attention must be paid because he or she will need to get involved

In the body of your oral report:

- Identify the key points or ideas of the subject matter
- Put them in a sequence that makes sense
- Join the key points in a logical manner that your listener can follow
- The more points you try to make, the harder it is for the listener to follow you
- If the listener interrupts you to start offering solutions before you have finished, you could say "Let me explain what I've done so far to give you the whole picture"

In the conclusion, summarize your main points. This is a chance to re-emphasize those points, but do not repeat everything you have already said.

Using the Telephone

How to Answer the Telephone

- Answer the telephone in three rings. Research shows that 60% of the population will hang up on a 60 second hold. 50% will stay up to 2 minutes if you check-back every 30 seconds
- Approved Greeting:
“Good time of day, Your Restaurant, Your Name speaking. How may I help you? Tone and tempo are very important to the greeting (are you smiling?)”

What do people hear?

In Person:	On the Telephone:
55% body language	86% Tone
38% tone	14% Words
7% words	

Never, ever say “It’s really busy—can you call back???” Why would the guest want to experience, in person, the indifference being shown on the phone?

- **Knowledgeable:**
 - How to take reservations (follow the reservation sheet)
Accurately describe how to get to Your Restaurant.
Menu item “sizzling steak;” “succulent seafood;”
 - Description:
 - “freshly prepared;” “appetizers from Rs:250/- to 300/-”
“main courses from Rs:650/- to 1200/-”
 - Operating hours; Upcoming promotions; Entertainment; Parking etc.

Message Taking

1. No employees are permitted personal phone calls or have use of the phone at any time. (Emergency situations are exceptions).
2. You are not permitted to give out any personal information over the phone. For example: phone numbers; schedules to anyone except staff members.

3. When a staff member calls to inform us that they will be absent or late, you are to call or inform the supervisor on duty.
4. All messages are to be taken on the appropriate message pad, and not on a scrap piece of paper.

How to Take a Reservation

1. Ask the day and date required
2. Ask the time they would like to dine
3. Ask how many in the party
4. Ask what name they would like their reservation in
5. Ask the phone number or room number
6. Ask them if they prefer smoking or non smoking
7. Once all information is obtained, repeat it to the guest using their name
8. Ask if there is any special occasion or requirements
9. All reservations are to be printed directly into the reservation book. Never write a reservation on a piece of paper
10. Please initial the reservation and write the date it was received
11. Please inform reservation that we will hold their reservations for 15 minutes and then we will be releasing it unless notified otherwise beforehand

Miscellaneous

1. If a guest has any questions, it is your responsibility to answer them accurately. Therefore, know your product and price list.
2. Read the Area Magazine of Record to know the area and what is going on.
3. You must have complete knowledge of all food and beverage menus...the ingredients; the preparation; how items are served and with what; know your prices, know daily specials

How to Say Farewell to the Guests

1. On departure of a guest, you must make eye contact with them.
2. Ask them how their evening was and say good-bye.

Note : *If there are any complaints, retrieve a manager or senior supervisor immediately.*

Giving Directions and Feedback

A form of oral report that you will have to make if you supervise other people feedback on others' performance.

Feedback

Feedback can be constructive or destructive. As these words imply, only constructive feedback serves any useful purpose. When you must give feedback on someone's work, keep these tips in mind:

- Focus on the work performance, not on the person
- Be objective and descriptive rather than too personal
- Start by mentioning things that the person is doing well
- Keep the feedback to the point
- Focus feedback on two or three things that the participant might be able to change in a short period of time
- Give feedback as soon as possible after an event
- Focus feedback on something a person can do something about
- Never criticize a person in front of guests or other staff
- Give the person a chance to comment

● **Support**

If you are responsible for the work of others, you will be checking that they do it correctly like:

- You may find fault with some of their work even if they perform most of their job well
- If you mention only the faults, the message is that they are doing everything wrong
- By mentioning the things that they are doing right, they will better accept some things could be improved

Take an example where the apprentice under your supervision is making pastries. Destructive feedback would be, “Are you stupid or something?

The oven needs to be preheated before you put the pastries in to bake!” Do not use blaming words or indulge in name calling (“You are so...”). When people feel blamed, they often tune out of the discussion and do not hear your positive suggestions for improvement.

Less destructive, but still not constructive, feedback would be, “You did not preheat the oven before you baked the pastry. You must make sure the oven has reached...”

Now compare this constructive feedback: “Aftab, you’re doing a good job with the pastry. They have a neat, attractive appearance and are well browned. I’m not sure you understand how critical the preheat time is. The quality of the finished product could be improved by...”

Tell people what they are doing right

- Aftab will feel good about your directions because he was told about the things he is doing right
- It is a good idea to tell people about the things that they are doing right on a regular basis
- You do not need to say good things in private. Most people enjoy being praised in front of others

Give feedback that is specific and descriptive

- Give feedback that is concrete and specific
- Your directions should tell the person exactly what she or he is doing well and what needs improvement
- You could provide more information by saying, “You did a good job of serving the roast beef tonight”
- “You sliced the beef thinly and evenly, and you always asked the guests for their preferences before serving”

Focus on the behavior that needs changing

- Keep the discussion focused on the behavior that needs changing
- Often when people are uncomfortable about giving or receiving criticism, they change the subject or bring up the past
- If you are uncomfortable, you might share your feelings
- This may help put them at ease, and let them know that you are honestly struggling with being direct

Give suggestions for improvement

- Provide specific suggestions on what you would like to do in future. For example:
- you might say, "In future, I would like you to consult me before you make changes in the recipe"
- Or you might say, "Tomorrow, could you check that the vegetables are refilled promptly?"
- Tonight, the line was slowed because there was no broccoli left in the steam trays

Give criticism in private

- Always give criticism in private
- When people are criticized in public, they may feel belittled or humiliated
- It is especially important not to criticize staff in front of guests
- Guests may be very embarrassed for the staff member
- Their embarrassment may ruin their enjoyment of an excellent meal

Provide opportunities for the person to respond

- Ask the person for her or his reaction or comments about the criticism
- There may be an explanation for the problem
- Treat the criticism as a problem that you and the employee will work on together
- Do not treat the employee as the problem. Blaming will not give results

Handling Criticism

It is often difficult to receive criticism. When your behavior is criticized, it is easy to take it very personally, especially if the person giving the criticism is angry, frustrated, or blaming.

- Constructive criticism can provide you with feedback that can help you improve your skills, so it is important to pay attention to the criticism you receive
- Sometimes lack of feedback can create difficult situations at work
- If your supervisor is reluctant to provide direction, you may not know that you are doing something poorly
- You think that everything is all right with your work. At the same time, your supervisor may be getting more and more upset about your performance

Relax and pay attention:

Relax and listen carefully to what the other person is saying. Taking a few deep breaths may help you overcome your anxiety.

- **Paraphrase the criticism:** Repeat what you have heard in slightly different words so that the other person knows that you have heard and understood what was said
- **Decide whether the criticism is fair:** Decide whether the criticism is fair or unfair. If you feel the criticism is unfair, question the matter of unfairness rather than the criticism itself
- **Ask for clarification:** If the criticism is vague or unclear, ask for an explanation or specific examples
- **Ask for suggestions:** If the criticism is fair, ask for specific suggestions or alternatives for improving your performance
- **Admit your mistakes:** Do not go into long, self-critical, or rationalizing excuses. Admit your mistakes
- **State your opinion if you disagree:** If you disagree with the criticism, respond with correct statements
- **Respond calmly:** When responding to someone who is speaking loudly, quickly, or angrily, keep your voice low and speak slowly
- **Share your feelings:** If you find yourself getting angry or upset, take a few deep breaths before you respond

Increasing Communication between Captain (Supervisor) and Employees

Communication is key to success within a restaurant. Creating good, open communication between Captain (Supervisor) and employees will help to create a more focused and positive workplace. Here are some tips on increasing communication between Captain (Supervisor) and employees.

Utilize an open door policy

An open door policy means that a manager's door is always open for communication. This policy makes employees more comfortable with approaching and speaking to managers.

Provide feedback

- Feedback lets employees know how they are doing.

- Providing consistent feedback and coaching lets staff members know that you are taking an actual interest in them and care about them on an individual level
- Utilizing logbooks or management software can help managers better track what happens with their staff

Hold staff meetings

The best way to avoid miscommunications and ensure everyone on staff is on the same page is to hold regular staff meetings. Implementing scheduled meetings, or shift check-ins ensures everyone is getting the same updates,

Publically recognize staff

The majority of employees want to know how they are doing at work, especially if they are doing well. By publically recognizing employee's Captain (Supervisor) improve team morale and give individual employees a boost..

Implement communication tools

Today, there is an app for everything. Communicating with employees via mobile apps is gaining popularity within restaurants. There is a number of communication tools that can help keep everyone on the same page regarding shift times, shift trades, or any important changes employees may need to know.

Procedure of Improving Verbal Communication

The procedure of improving verbal communication has the following steps:

1. Give attention by making an eye contact
2. Have a proper and clear speech in a very lighter tone
3. Be knowledgeable and choose the right words
4. Keep your volume always low with an audible pitch
5. In case of any ambiguity do ask questions

Procedure of Non Verbal Communication

The procedure of non verbal communication has the following steps:

1. When writing an official letter, memo, observation, report or any other inter department communiqué then it should be precise and brief
2. The salutation and grammar should be proper with the right font size
3. Avoid writing any harsh or derogatory remarks
4. Don't forget not to write the day and the date.

Learning Unit 4: Effective Opening And Closing Of The Shifts

Overview

Shift Meeting

Pre shift meeting has immense importance

In this learning unit the learner will get an insight of the shift management. By the end of this learning unit the learner will be able to understand the pre and post shift requisites followed by procedural activities.

Mastering The Shift Management

Running Restaurant

Running restaurant shift has some level of unpredictability

It is a busier than usual Saturday night at a restaurant. The sauté cook who called in sick at the last minute has created a huge void that the other line cooks cannot fill because the chit machine keeps churning out orders. The orders just tripled. One of your weaker servers and the dishwasher walked off the job. At least three guest requests to “see the manager” have come in over the past five minutes. As you try to prioritize the tasks that require immediate attention, you lament your decision to allow the shift manager to go home early.

Welcome to the art of shift management

Starting the Shift

1. Report for work in the restaurant/conference facility at your scheduled starting time in full uniform, clean and pressed with shined shoes, your name tag, two pens and a smile.

Shift

Shift work is an employment practice designed to make use of, or provide service across, all 24 hours of the clock each day of the week

2. Sign-in at your scheduled starting time.
3. Find out your station and your side-work.
4. Go to your station and make your table tops picture-perfect.
5. Check your silverware for cleanliness, make sure your salt and pepper shakers and sugar bowls are clean and full, your ashtrays are sparkling clean and at breakfast, check your butters, creamers and flowers (where applicable).
6. Make sure your table and chairs are de-crumbed, clean, and in their proper place. Make sure the tables do not shake. Make sure the floor in your station is perfectly clean.
7. Take care of your side work completely. Inform your manager if any equipment is not working or if you do not have enough time to finish. If you complete your side work ahead of time, find someone who needs help and offer your assistance.

8. When all your work is completed, stand near a service station with your station in sight to watch when guests are seated.

Reservations

1. Check your reservation book for reservations for the current meal period.
2. Set up seating plan and confirm with shift supervisor.
3. Distribute reservations among all servers equally, informing them of all necessary information. For example: birthdays; anniversaries; bill not to be taken to the table; any other unusual requests.
4. See that the reservation signs are placed on the tables.
5. Inquire with the kitchen what the daily specials are for the shift.
6. Confirm porter pager number for the shift and who is on duty.

Here are some tips that define the art of shift management:

Pre Shift

- The most important five minutes of your shift is when you gather the team together for a pre shift meeting
- This gives Captain (Supervisor) the opportunity to touch one, possibly two topics that require immediate attention
- Captain (Supervisor) can either motivate team members with a short, clear presentation or bore them to tears as their sections fill up
- The ability to communicate information is where true power lies
- Pre shift topics can include discussing new menu items, sharing best service practices, or simply telling some funny anecdotes

Energy, Enthusiasm, Excitement

- Your team should see the three E's in action during the pre shift and throughout the rest of the shift
- Captain (Supervisor) who bring authentic energy and enthusiasm to running a shift generate real team member excitement
- Some Captain (Supervisor) demonstrate their enthusiasm by working in the trenches, while other managers prefer to keep their teams pumped up by making them smile
- Captain (Supervisor) should be the most vocal cheerleaders for their service and culinary

The Four Corners

One of the biggest sins committed by Captain (Supervisor) during a shift is spending too much time in one place.

- The training programs encourage Captain (Supervisor) to move about the restaurant during each shift and thus, touch every corner of the restaurant
- Captain (Supervisor) should spend time greeting guests at the front door, as well as at tables
- They should work the expo area during a rush and check on the dish station when the dishes begin to stack high
- Above all, Captain (Supervisor) should not deal with paperwork until the end of the shift

Spread Knowledge

- Captain (Supervisor) should view their service and culinary teams the way farmers view barren land.
- They should cultivate knowledge growth
- Teach something new to as many team members as possible during each shift
- Spreading knowledge can include reminding the host team to remember guest names and demonstrating to new servers how to save steps on the floor

The Rule of Two

How Captain (Supervisor) run their shifts determines how successful they are at acquiring and retaining guests.

One of the best ways to win over guests is handling complaints in a timely and proper manner. Restaurant managers have numerous options for handling guest complaints, so the point here is to remember the rule of two.

Delegate

In the opening paragraph of this topic, a typical scenario described unfolds inside of most restaurants. Maybe the exact circumstances do not correspond, but there are times during restaurant shifts when Captain (Supervisor) become overwhelmed. This is when delegation saves a shift from irrevocably falling into chaos.

Lessons Learned

Running restaurant shifts involves some level of unpredictability, from the sprinkler system inadvertently turning on to a team member slipping and falling on the kitchen floor. Restaurant managers cannot afford to play the “should've, would've, could've” game, but they can play a game called “What lessons did I learn

Recognition

Captain (Supervisor) can fall into the trap of negativity, a place where everything that comes out of their mouths denigrates other team members. The best way to generate and maintain enthusiasm is to recognize the high achievers during each shift and/or after a shift.

Procedure of closing restaurant shift

The procedure of closing restaurant shift has the following steps:

1. Do not extinguish or dim any lights until all guests have left
2. Ensure all parking lots and exits have adequate lighting and that all bulbs are lit and functioning
3. Assign closing and cleaning duties to the team members
4. Clean and restock restrooms
5. Lock all perimeter doors, including main entrance and exit doors
6. Turn off the air conditioning system
7. Turn off all lights
8. Activate burglar alarm system
9. Double check that the door is securely locked
10. Double check the smoke detectors functioning properly

Procedure of Opening Restaurant Shift

The procedure of opening restaurant shift has the following steps:

1. Captain (Supervisor) and crew should arrive 30 minutes prior to opening so that they have enough time to prepare for the start of the day
2. If there is any tampering inside or outside the restaurant, do not enter and bring it into the notice of the management

3. Do a visual check of doors, windows, and aisles to be sure nothing was disturbed
4. Set up cash registers for opening cashiers
5. Turn on computer and overhead music system
6. Turn on air conditioning system
7. Start creating a daily task list
8. Prepare lunch and break schedule
9. Assign cleaning/restocking schedule

Summary of Module

- In this module the most emphasized area in a food outlet is of personal hygiene. The staff should be well aware of what is personal hygiene. The staff should have complete knowledge on personal hygiene and how to maintain personal hygiene at workplace
- The staff should have complete knowledge on personal hygiene and how to maintain personal hygiene at workplace. The staff should be able to understand the importance of personal hygiene and how crucial it can be for the success of a any food outlet
- The staff should know what is a team and what a team can achieve which an individual cannot. The staff should be able to understand the importance of team work. How a team work helps in achieving organizational goal and gives a chance for self improvement as well
- While working in a food outlet the staff should have good understanding of workplace hazards and accident. The staff should be well trained in identifying and eliminating a hazard. The staff should be trained in recognizing the types of hazards and the scale of hazard which can pose a life threat
- The staff should have ample training on communication and similarly understanding the role of effective communication, how it removes ambiguities among the team and department of a food outlet
- The staff should understand the stock management procedures and how stocks should be rotated to ensure there are minimum wastage due to mismanagement of the stock
- The staff should be able to maintain the working areas and equipments. For this the staff should be able to make different cleaning schedules and periodic maintenance so that equipment does not deteriorate before its expected working life
- The staff should be able to understand the medium of communication on how they can be of support to the Captain (Supervisor). The staff should come up with suggestions if

they feel certain area needs attention. The staff should be able to take tasks from the restaurant manager and likewise they can ask for the support and help if the need arises.

- The staff should be able to work within the standard of conduct provided by the organization. The standard of conduct includes arriving of the staff on time, opening and closing shifts of the restaurant to be managed properly, all team adheres to the proper dress code or uniform provided by the company. Further staff should be able to take care of the organization assets similarly they do of their personal belonging. For an organization the assets range from kitchen equipment to the dining area. In a nutshell all types of precautionary measure for the front of the house and the heart of the house

Frequently Asked Questions (FAQs)

FAQ 1: What symptoms employees should notify their supervisors?

Answer: Fever, sneezing, diarrhea, vomiting, jaundice, coughing.

FAQ 2: Why ill employees should not be allowed to handle food?

Answer: Ill employees pose potential threat for contamination.

FAQ 3: Why personal hygiene matters in a restaurant?

Answer: Personal hygiene matters because an employee who maintains personal hygiene is less likely to transmit bacteria that could make the guests sick.

FAQ 4: What is the importance of teamwork?

Answer: Importance of team work results in increased efficiency, financial savings, innovation and morale.

FAQ 5: What are the different types of hazard?

Answer: Different types of hazard are physical, ergonomic, chemical, biological.

FAQ 6: What are the different types of stock rotation?

Answer: First in First Out (FIFO) & Last in First Out (LIFO)

FAQ 7: What is stock rotation?

Answer: Stock rotation is the practice employed by food businesses which includes moving products with an earlier expiry date into a position where it can be used before other items.

FAQ 8: How do you improve safety at work?

Answer: Safety can be improved by inspecting the workplace, creating a plan, training employees, holding regular meetings and safety trainings and maintaining record of trainings.

FAQ 9: What are the different methods of communication?

Answer: Methods of communication includes verbal and non verbal communication

FAQ 10: How do you support the restaurant manager?

Answer: The restaurant manager can be supported by effective communication and highlighting the weak points of the restaurant for improvements.

Test Yourself!

Please mark the correct one from the given options. You can check your answer with the Answer Key at the end of this module.

1. Stock rotation is practice:

- a. To use older stock first
- b. For personal gains
- c. To generate loss
- d. To take promotion

2. Tinned food are generally labeled with

- a. Donot use
- b. Expiry date
- c. Use by date
- d. Best before date

3. Restaurants must maintain:

- a. Clean and hygienic environment
- b. Dirty equipments
- c. Clean floor
- d. Clean freezers

4. Restaurant should always:

:

- a. Discourage safety
- b. Exploit team members
- c. Close early
- d. Encourage safety at work

5. Regular meetings give employees opportunity to:

- a. Voice their opinions
- b. Resign without notice
- c. Fight with team members
- d. Misbehave with colleagues

6. Restaurant Manager can be supported by:

- a. Effective communication
- b. Regular absentees
- c. Aloofing from him
- d. Boycotting him

7. Communication is a:

- a. Six way process
- b. One way process
- c. Eight way process
- d. Two way process

8. A smile is a:

- a. Verbal communication
- b. Encoding process
- c. Non verbal communication
- d. Bad gesture

9. The staff should arrive for the shift:

- a. After the closing
- b. Early morning
- c. Before the shift
- d. Mid of the shift

10. During a shift the restaurant manager should:

- a. Sleep
- b. Move on the floor
- c. Take a break
- d. Talk on the phone

Answers Key

MCQ Number	Correct Answer
1	A
2	C
3	A
4	D
5	A
6	A
7	D
8	C
9	C
10	B

Module-3

FOOD & BEVERAGE

Learner guide

National Vocational
Certificate Level 3

Version 1 - July 2013

Module 3:Supervising The Food Outlet Section

Learning Outcomes

After completion of this learning module, you will be able to:

- Supervise preparation of the area for food and beverage service
- Ensure preparations are carried out in time to allow the scheduled food and beverage service to be provided
- Ensure that F&B service area ambiance meets the guest needs and expectations
- Supervise operation of the area for food and beverage service
- Ensure that food outlet standards are maintained throughout the shift
- Deal with problems that may affect the standard of food service
- Maintain and monitor the cleaning programme
- Co-ordinate the food and beverage delivery operation
- Monitor food and beverage service to ensure that guest needs are being met at all times
- Identify and resolve any problems with food and beverage service
- Control practices for handling payments
- Manage the food and beverage service log on a daily basis
- Agree with other department heads the most appropriate written, verbal and technological methods of communicating different types of information
- Ensure that agreed methods of communication are used clearly, coherently and promptly to provide information about the food and beverages service to other departments
- Communicate appropriate information with other departments and make sure the communication has been delivered and received as intended
- Ensure that other departments have the opportunity to ask questions and checking their understanding
- Present a positive image of own self and the food and beverage service department
- Ensure that all associates are aware of and follow health and safety requirements in line with organisational requirements
- Ensure that associates follow safe working practices at all times
- Ensure that associates identify any hazards or potential hazards and deal with these correctly
- Ensure that associates report any accidents or near accidents quickly and accurately to the proper person
- Ensure that associates practise emergency and security procedures correctly
- Complete records as required to demonstrate that section team follows health and safety requirements

Learning Unit 1: Organizing Preparation Of Food And Beverage Service

Overview

In this learning unit the learner will understand the requirements of food operations before opening doors for the guests, the availability of complete shift is factor to get the staff working on the staff and what service style are to be adopted for service. By the end of this module the learner will be able to learn how all misen place should be completed and all raw material should be on hands to avoid run out items in the menu

Hand Washing

Hands should be washed with soap for 20 seconds

Understanding Food Business Pre Requisite

- As Captain, you will be expected to have reasonable knowledge of all the legislation affecting food production
- Some of it is specific to various sectors of food production, and your knowledge of these will be vital at this level of responsibility
- An important point to remember is that it is the duty of Captain, as far as reasonably practical, to ensure a safe and hygienic workplace
- It is also a Captain's responsibility to work safely and hygienically
- If you notice an employee is not working to relevant procedures you should either deal with it by showing the eight procedure & put him to training till he/she adopts the procedures

Hygiene

Hygiene plays a vital role for restaurant success

Organization will operate under HACCP (Hazard Analysis and Critical Control Points). This focuses on:

- Identifying critical points in a process where food safety problems (or hazards) could arise
- Putting steps in place to prevent things going wrong.
- All food handlers must receive appropriate supervision, and be instructed and/ or trained in food hygiene, to enable them to handle food safely
- Captains responsible for developing and maintaining the business's food safety procedures, based on HACCP principles, must receive adequate training
- Checking that staff is working hygienically
- As a captain, you must ensure that no staff or food can be cross-contaminated

HACCP

HACCP stands for Hazard Analysis and Critical Control Points. This is a preventative food safety system in which every step in the manufacture, storage and distribution of a food product is scientifically analyzed for microbiological, physical and chemical hazards.



Styles of Table Service

- Seated Styles
 - French
 - Russian
 - Butler
 - English and Family
 - American
- Others
 - Buffet
 - Cafeteria
 - Take-out and Counter



Different types of Service

Food service has a number of different styles of service. Style of service should be selected based on the type of food being served. There are various methods in which the service of the food can be done on the guest table. Some of the service styles are

1. Silver Service/Platter to Plate

This involves presentation and service of food to the guest by the restaurant staff from the food platter or dish to the guest plate, with the help of a service gear. Always done from the left hand side of the guest.

2. Pre-plated Service/American Service

A service of pre-plated food to the guest by the restaurant staff carried out from the right hand side of the guest. This demands the service staff to be skilled in carrying plates without disturbing the food arranged on them.

American Style Table Service

Salt and pepper can be set anywhere above the dessert utensils. Place a butter knife, blade facing the diner, atop the bread plate.

Multiple glasses should form a triangle, with the water glass closest to the dinner knife.



The dessert spoon is set above the dessert fork and points left, the opposite direction of the fork.

Utensils are placed in the order they will be used. Always work from the "outside in".

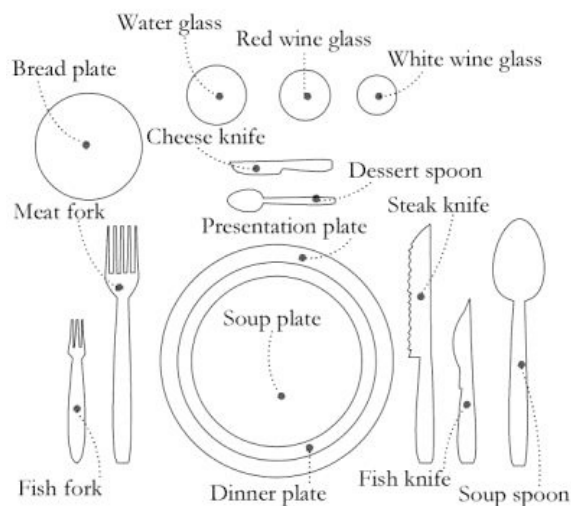
The napkin may be either in the center of the plate or to the left of the fork.

Bottoms of all flatware align.

3. Family Service/French Service

A very simple method of service in which the serving dishes are presented to the guests and placed on the dining table, allowing the guest to select and serve himself

French place setting



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4. Buffet Service

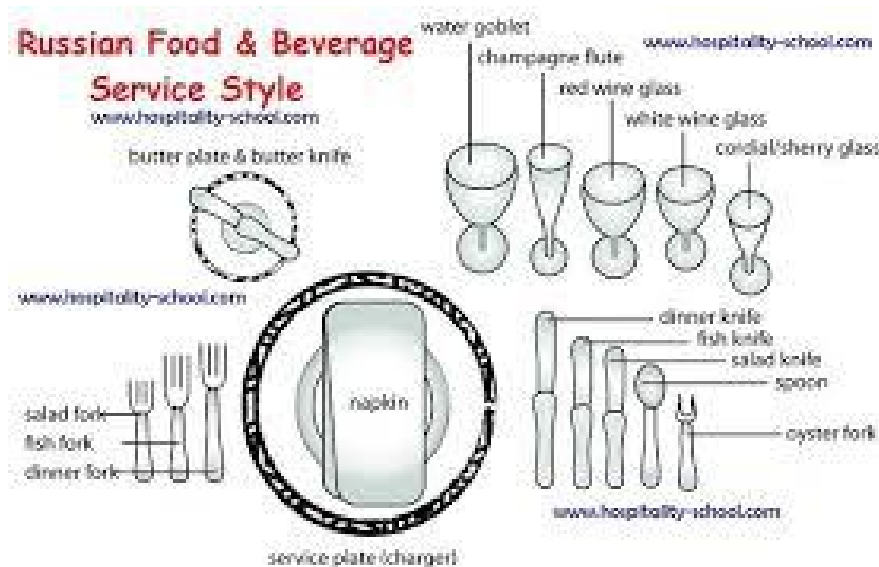
A huge presentation of food items, hot and cold, different cuisines. The service staff positions itself behind the buffet and assists the guests by plating their food for them as they select it.

5. Gueridon Service

The term 'Gueridon' means a trolley used for the preparation or finishing of food. A trolley is used to cook various ingredients, involving a lot of showmanship such as flambé, carving etc. Done next to the guest table.

6. Russian Service

Food, which usually consists of a whole roast, is presented to the host, then taken back to the side station by the service staff, which is then served to the guests.



Other than providing par excellence service the captain should know:

- How to make different layouts with combination for table setup of 2 ,4 ,6
- Party size table setup
- Creating enough space for smooth flow of traffic which will help them to move freely without bumping in the guests.

The traffic flow does not only matters in the service area but in the kitchen as well. When working in the kitchen the captain should make sure that:

- All necessary measure have been taken to avoid accidents
- Accidents includes slips, fall and trip in the kitchen due to poor sanitation practices, wet floors, blocked emergency area, poor light and ventilation
- The production team is well aware of cross contamination to avoid any happenings with the guest like vomiting, diarrhea, food poisoning

Food contamination can be avoided by:

- Storing meat, poultry, dairy items separately and at the correct temperature

Contamination varies in its category such as

- Physical contamination,
- Chemical contamination,
- Bacterial contamination.

Before providing service to the guest the captain should ensure:

- All service area is cleaned on daily basis by following deep cleaning practices.
- Such practice will make the dine in area hygienic and safe to consume food by the guest
- From guests point of view as how the guest will always value the outlet as the hygienic will speak for itself

Captain will only be able to make such outlet highlighted by doing amply paperwork to cross check outlet of daily basis. This includes:

- Front and back of the house checklist
- Maintenance checklist
- Employees hygiene checklist

In parallel to the captain should complete all misen place to avoid rush and panic if the stations run out of stock in peak hours of the outlet.

Importance Of Quality & How To Assess It

- Quality management is about doing things right first time
- Understanding your organization will enable you to assess the type of quality required from the food production operation
- Quality varies from establishment to establishment, but all guests expect certain standards to be maintained
- quality must be closely associated with the overall aim of the business
- Quality matters, and all staff must be aware of what is expected of them
- Suppliers need to know the quality points required by the establishment

Quality also applies to working methods, ingredients, standards of dress and behavior within the establishment – even how the phone is answered.

As a captain of food production, you can set up:

- a quality management system that requires a procedure for everything that is carried out
- All recipes and methods of working should be recorded with cooking times and temperatures
- If a product is below the standard required, its audit trail can be followed to see who is responsible for the fall in quality
- Problems can occur because of poor quality of the ingredients supplied and a lack of technical knowledge by staff

If deviations from a standard recipe are made, this needs to be noted, and the quality standard document should have sufficient detail to ensure that the right quality of the food can be made

Motivation & Performance Management

Most organizations have both a mission statement and a vision that are used alongside when setting objectives.

A Mission Statement answers the question:

- Why are we in business?'

This statement should describe:

- The purpose of the business
- Identify what the business describes as success inform and inspire employees define what success looks like

A Mission Statement will be the focus point of the business; it will be the guide of where the business is trying to go or what it is trying to achieve. All staff should be aware of the company mission statement and be motivated to achieve it.

Motivating staff to achieve the level of quality required by the mission statement is not an easy task, therefore, it is important to set standards as follows:

- Check your team understands the mission statement
- Clarify any points that they do not understand
- Outline the level of performance required and emphasize that poor performance will not be accepted
- Train staff in the procedures
- Set realistic objectives for them. These objectives must be SMART objectives
- Staff needs to be aware of what they are expected to achieve, in line with the company mission statement and vision

Some organizations even set individual department mission and vision statements; this will depend on the size of the organization.

Always ensure that both serving staff and food production staff are aware of portion sizes. Every item that is overweight will add to a portion that cannot be produced/served, which in turn leads to a loss of profit.

- Team members must be briefed in a manner and at a level that is appropriate for them
- The way a captain gives information should also be appropriate to the situation
- Verbal instructions will be effective at many times
- Recipes should include every available detail
- Communication should be a two-way process: with the giving of information and ensuring that it is received and understood
- Encourage questions if staff is not sure what to do

Roles & Responsibilities In Food Production

In order to supervise people, there must be people to supervise.

The job description should give details of what each person is responsible for and their level of authority. The role of the captain is to ensure that the section is producing sufficient food at the correct time and of the right quality.

Planning For Food Production

Planning involves estimating the timescales estimating the amount of resources required getting extra resources if necessary using available resources.

Raw Materials

To calculate raw material resources, you need to estimate the amount to be produced each time the organization is open.

- In a new establishment this can be very difficult, as you will be predicting what the sales will be
- In more established organizations, records should have been kept of past sales and any other relevant information

Staff

Staffs are also a resource, and as a captain you should have:

- Sound knowledge of the skills
- Capabilities of all your staff members
- Knowledge on how each food production shift will require an optimum number of staff with the right skills and resources to produce the correct amount of food
- Regular training development will give the staff not only the opportunity to develop their existing skills but also the chance to learn new ones

Equipment is a vital part of food production resources. Without the correct equipment, a team will not be able to produce the necessary food. Buying equipment of the correct quality should prolong its life, provided that it is maintained appropriately.

There are three main types of equipment:

1. Large Equipment includes:
 - Tables,
 - Ovens,
 - Sinks,
 - Dishwashers,
2. Mechanical Equipment includes:
 - Mixers,
 - Blenders, choppers,

3. Utensils includes:
- All the pots and pans,
 - Dishes,
 - Whisks,
 - Spoons,

Importance Of Recording Accurate Information

Information is the key to success in any operation. You need to have information about every aspect of food production,

- The dishes
- Recipes
- Production
- Sales data
- Staff numbers.

Much of the information required about food production is collected on standard forms. Electronic information systems are now in place in many food production operations

The information recorded includes:

- Menus
- Standard recipe cards, which will include yields, production methods and times
- Staff rotas – these may include details of cost per hour of staff
- Records of what was produced
- Records of wastage per service
- Ingredient supplier details
- Temporary staff details
- Access to relevant legislation
- Accident reports
- Machine maintenance reports

Dealing With The Problems

A style of management is important when dealing with problems arising due to targets and standards not being met..

- When the reasons are found, solutions can be created
- If staff requires training, develop training programs

Organizations have different ways of reporting issues up and down the chain.

- Even if a report is presented verbally, it is often best to prepare the report in a written format
- If a problem has arisen, explain why it has happened and your proposed solution (if this is within your work role), and action the solution

When preparing the report, if there is a standard format set down by management, use it. If there is no set format, it is usual to give an outline of what has been produced in the area you are responsible for

Procedure of Quality Assurance

The procedure of quality assurance has the following steps:

1. Inspection of raw materials to ensure that no poor quality ingredients are used.
2. Carrying out checks on the process to ensure that the weights of the ingredients and temperature and time of cooking are correct.
3. Inspecting the final product to ensure that no poor quality product are sent to the consumer.
4. Analyzing food processes to improve quality using HACCP.
5. Monitor and document any short comings observed physically.
6. Take instant and appropriate action to rectify the problem identified.

Procedure of maintaining production record

The procedure of maintaining production record has the following steps:

1. Decide meal date.
2. Menu type (breakfast, lunch, dinner, or supper) .
3. Food components and other items including condiments.
4. Recipe of food product used.
5. Planned / projected number of portions and serving sizes.
6. Total amount of food prepared.
7. Actual number of reimbursable meals or snacks served.
8. Actual number of non-reimbursable meals or snacks served.
9. Leftovers and substitutions.
10. Recording any over production or wastage.

Learning Unit 2: Supervise Food And Beverage Service In Different Settings

Overview

Fraudulent Payments

From time to time you will come across issues involving fraud in payments

In this learning unit the learner will grasp with the insight of food and beverage operations. By the end of this unit learner will learn what are the hurdles of running the operation which should be encountered with backup plan to ensure there are no errors in service and production. Interestingly the learning unit will also add to the knowledge of the learner on handling payments either by cash or card and observing how to prevent fraudulent activities involved in POS and payment methods followed by procedural activities.

Problems In Food & Beverage Production

Staff

Untrained staff may cause negative brand image

Point Of Sale

A **point of sale(POS)** is the place where sales are made. On a macro level, a **POS** may be in a mall, a market or a city. On a micro level, retailers consider a **POS** to be the area where a customer completes a transaction, such as a checkout counter. It is also known as a point of purchase..

1. Impact sequences of labor shortage

Casual staff recruitment and internal staff rotation without training are the main problem for F&B operation because untrained staff, who does not understand the service standard, may cause negative brand image, guest's dissatisfaction, overloaded staff, workplace conflict.

2. Service Quality

This problem may occur every time even from professional staff, especially, untrained or unqualified staff. If a staff gives haphazard information to the guest they will not judge only the staff but also the Restaurant.

3. Negative brand image

When guests are unhappy with poor service, they love to complain to the staff. Dissatisfied guest may never return to use your service again because they do not believe that the service is not worth for their expense. This is called negative word of mouth.

4. Overloaded staff

When the Restaurant has high occupancy in term of F&B operation including Banquet, overloaded staff will appear even if HR department hires/fires casual staff and rotates associates in other departments

5. Workplace conflict

If the current staff in F&B department is unpleasant, they may blame on related departments. The problem may arise between F & B department and another department.

6. Lost profits

All the mentioned negatives and damages can bring staff's vulnerability, cost of trainings, cost of employment, will go waste.

Providing Knowledge To The Team

The captain should train his team in a manner that all staff has adequate food knowledge so that they can easily communicate with the production team.

This knowledge include:

- The basic ingredients being used in a dish
- Cooking time of the dish so that the same can be communicated to the guest

The team should be trained to have:

- On hand knowledge on the cooking method
- Familiarity of technique being used to cook the food
- Knowledge how the food will be cooked and
- Understanding on to explain the flavor of the dish
- As how it will taste
- Kind of texture
- Aroma.

If the food pick up has any delay the captain should know

- Up to how much time the food can be held
- Food does not enter the temperature danger zone where the bacteria growth starts rapidly.

When it comes to serving the food the captain should know what service style the outlet has adopted:

- There are different school of thoughts in serving the among the American and European style
- The American style believes in serving from the right and removing from the left where the European style suggest the opposite of it
- When serving food the captain should make sure that all relevant cutlery has been placed on the table according to which course of meal is being served
- Before serving a second course of meal the captain should remove the dirty of the previous meal and then serve the second course of meal

Practices For Handling Payments

As a captain, you may be responsible for ensuring that there are

- Sufficient resources for your staff to carry out their tasks
- Understanding on knowing the different roles and responsibilities of your team members for handling payments and collecting takings
- You will also be responsible for training staff in using the various payment systems
- Ensure that the staff are aware of the procedures they should be following, especially regarding security.

. You should also be aware of the limits of your authority when controlling payments, and know when to refer a matter to a senior member of staff.



Organization's Guidelines For Payment Handling

- Your organization will have a policy or operational guidelines for the use of payment systems and payment handling
- Your job specification will outline your individual responsibilities with respect to supervising and operating the payment handling system
- These guidelines or workplace rules may cover the procedures for handling cash and using credit/debit cards, cashier tills and electronic payment equipment
- Guidance on the procedures to follow in the event of a security issue or any suspicious activity will also be included

Workplace rules will also give you some information on:

- Use of large denomination notes,
- Use of debit card limits
- Exceeding the card transaction value,
- Checking the validity of credit card transactions
- Dealing with vouchers
- Identifying and reporting suspected false notes
- Procedures for guests keeping tabs, or credit for payment of a final bill,

You should be able to communicate your organisation's policies and rules to the other members of staff..

Security of Payments And Taking

- Security of payments and takings is extremely important
- Items, goods or services sold to the guest have a cash value, and this value belongs to the organisation in which you work

Therefore, how the security is managed must be planned and monitored very carefully. Security suggests that locking up and securing of payment must be supervised. However, it also includes

- The actual cash handling
- Function of staff members and guests
- Procedures such as taking cash and returning change can be quite challenging in a busy environment. Giving a guest wrong change or mistaking the amount taken can cause problems both within the business and with guests
- As a captain you must ensure that the procedures for handling cash and dealing with guests are clearly communicated to all staff and are strictly adhered to

Systems For Taking Payments

There are several different methods for taking payments in the hospitality industry, and many of these systems will be in use within your own workplace. The most common methods are:

- EPOS systems
- Cash tills
- Credit/debit card processing (chip and pin)

As a captain, you must know how to operate all the equipment at payment points. You are likely to be called to sort out problems on a regular basis.

Cash Tills/Card Payment

Cash tills or electronic cash registers are probably more relevant to small hospitality businesses. These systems are very quick to operate and give instant receipts. As the captain of such a system, it will be your job to ensure that money, whether in cash or card form, is taken accurately and records are kept.

You must follow these check rules:

- Is the card being used one that your business can accept? (MasterCard, Visa, etc.)
- Check the card's validity dates, and for evidence of a signature or signs of tampering
- Enter the details of the price to be charged on the till receipt after the card is swiped
- Ask the guest to sign the till receipt and acknowledge the charge
- Check that the signature on the guest receipt matches that on the card
- Check your system to see if the card is on a warning list (if card is rejected)
- Gain authorisation if the card is over your organisational floor limit

As the captain, you may oversee the use of the cash register, in particular, the routines for preopening for business and the closing period.



Payment Point Till Readings And Recording Information

The recording of information is an important aspect of the Till Procedure, especially when losing down a cash register or other cash handling system.

Different cash systems usually present similar information but in different formats or layouts, typically:

- Sales history by item
- Sales history by price
- Cash/credit sales
- Times of cash register usage
- Staff operator information
- Cancellations
- Refunds

Your role as the captain or line manager may be to coordinate the closing-down function and collect all the till data.

Procedure of handling card payments

The procedure of handling card payments has the following steps:

1. Cross check the name on credit/debit card
2. Check for valid date
3. Swipe the card and process payment
4. Take signature on the receipt and return the card

Procedure of handling cash payment

The procedure of handling cash payment has the following steps:

1. Count the cash
2. Verify that there is no unauthentic currency note
3. Give right denomination of currency
4. Cross check the change with the receipt
5. Return the change

Learning Unit 3 : Managing Communication Among Outlets Department

Overview

In this learning unit the learner will learn the right way of communicating with the food outlets department. By the end of this learning unit the learner will learn what are the factors that effect the working environment and how the employees and the management can assist each other by establishing correct methods of communication followed by procedural activities.

Management & Employees

Management and employees have important role when it comes to running a restaurant

How Stress Affects the Working Environment

Management and employees are aware of how a “bad day” can negatively affect one’s working environment.

How Management and Employees can Make Decisions Together

- Employees feel they are not being heard when they express their long-term experiences and ideas
- How could this problem be solved?

Communication

Communication skills are important in hospitality even if staff does not face guest

How to Acquire Understandings Between Management and Employees

The fact is, management and employees often come from two different cultures.

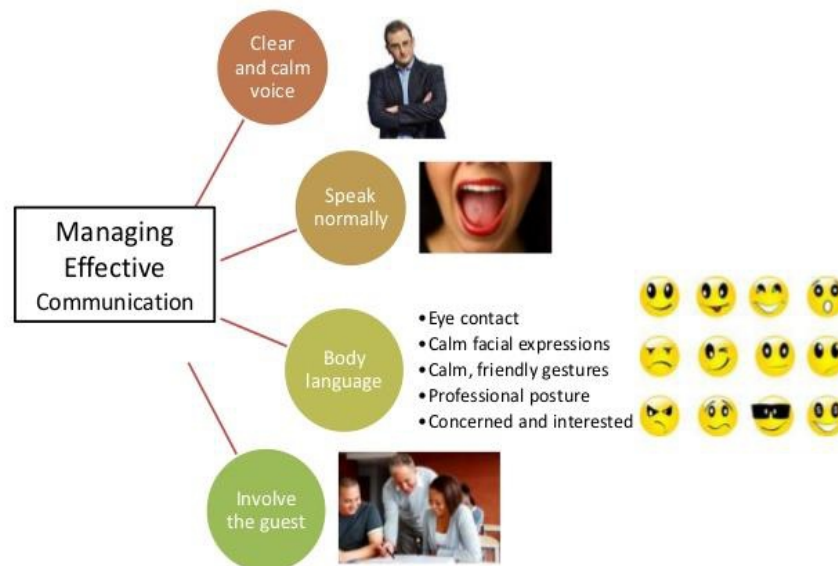
Management

Management is the process of dealing with or controlling things or people

Results of Great Communication Skills

- Improved guest service
- Better understanding of the instructions from supervisors among the staff members
- Great understanding of the latest technology used by Restaurants
- Boosted confidence to approach guests
- Positive attitude towards the workplace and higher level of understanding between the department heads

Managing Effective Communication



Procedure of Training

The procedure of Training has the following steps:

1. Develop purpose of Employee Training and Development Process.
2. Identify the Training Needs.
3. Selection of Trainees as who requires training.
4. Set Training Goals as what
Is the purpose of training.
5. Decide Training Methods i.e. how will the training be delivered.
6. Prepare Lectures to be delivered in training session.

7. Role playing and simulation.
8. Record and document all the audio and visuals of the training done.
9. Evaluation of Training with Proper certification and failures to Reappear within a week.

Procedure of decision making

The procedure of decision making has the following steps:

1. Identify a problem or opportunity
2. Gather information
3. Analyze the situation
4. Develop options
5. Evaluate alternatives
6. Select a preferred alternative
7. Act on the decision

Learning Unit 4: Ensuring Safe Working Practices For Food And Beverage Service

Overview

Injury

Working too quickly can also result in injury

In this learning unit learner will learn the knowledge on safe practices in a food outlets front of the house and back of the house. By the end of this learning unit the learner will be equipped in understanding different types of injuries and risk that occur in food and beverage area including service and production. Moreover the learner will understand on how to deal in emergency situations in line with the outlets policies and procedure followed by procedural activities.

Safe Working

The safest restaurant is one in which as many hazards as possible are eliminated through careful planning

A food outlet is always a place where the flow of the guest and employees is always on the go and traffic flow between the two is inevitable. In such places where there is a lot of footfall of the guest the chances of accidents are very likely to occur.

The captain should foresee such accidents and take precautionary measures to ensure safe working practices for the staff and guest as well.

Keeping restaurant safe from pesticides is also another safe working practice which is possible by ensuring deep cleaning on daily basis.

Hazard

A **hazard** is something that can cause harm, e.g. electricity, chemicals, working up a ladder, noise, a bully at work, stress, etc.
A **risk** is the chance, high or low, that any **hazard** will actually cause somebody harm

Type of injuries for restaurant workers?

The most common injury is sprains and strains – these make up a third of injuries reported in restaurants. Other common injuries include cuts, bruises and burns.

Preventing injuries can actually save lives and save money by:
reducing workers' compensation claims
avoiding loss in productivity when injuries occur and
improving employee morale



What are Job Hazards?

Anything at work with the potential to harm a worker either physically or mentally is considered a job hazard. Some hazards in restaurants are easily visible.

Job hazards can be grouped into different categories, such as:

Safety hazards which cause immediate accidents and injuries. For example, knives, ovens, slippery floors are hazards that can result in burns, cuts, or broken bones.

Ergonomic hazards that cause sprains and strains, such as doing repetitive tasks or heavy lifting.

Other health hazards: additional workplace conditions that can make you sick, such as noise, chemicals, heat, and stress.



Making Restaurants Safer

Many hazards exist in restaurants, but there are also steps that can be taken to dramatically improve safety. As the safety triangle shows there are three main ways to protect workers.. Many restaurant workers get burned lowering frozen food into deep fryers, or cleaning the fryers.

What controls can a restaurant put in place to keep workers from getting burned?

1. Is there a way to remove the hazard?

Install grease pans that dump automatically for cleaning.

2.What improvement in work practices would help?

Train workers on the importance of shaking ice crystals off frozen foods before putting them into the deep fryer, to avoid splattering.

3.What protective clothing or equipment would help?

Gloves, sleevelets, and long aprons. These need to resist heat and grease to at least 400°+ F for anyone working with fryers.

The goal should be to come up with changes that remove or isolate the hazards and do not depend on people to follow procedures that need to be enforced. Procedures can be hard to keep up when restaurants get busy.

- Personal protective equipment (PPE) is the last resort because it requires proper maintenance and must fit the worker



The Hazard Communication Standard

This standard gives you the right to know about the chemicals you work with and requires that employers:

- Make an inventory of all the chemicals used or stored at the workplace.
- Label all chemical products.
- Obtain and make available to employees copies of the Material Safety Data Sheets (MSDSs) for all chemicals. MSDSs give you detailed information about the chemical, possible health effects, and how to work with it safely.
- Train all employees about the chemicals they work with and how to use them safely.
- Right to protection from workplace hazards
- Injury and Illness Prevention Program (IIPP)

This standard requires every employer to have an effective Injury and Illness Prevention Program (IIPP) to promote health and safety in the workplace. The IIPP must include the following information:

1. Name of the person responsible for the program.
2. A system for making sure workers comply with safety rules and procedures.
3. A system to communicate with workers on health and safety matters, which must include a way for workers to report unsafe conditions without fear of reprisal.
4. A system to identify unsafe or unhealthful conditions. This must include regular inspections of the worksite. Captains must be informed of any problems found.
5. A system to investigate any job-related injuries and illnesses that occur.
6. A system to correct hazards in a timely manner.
7. Training for workers about the specific hazards on their jobs before they start work and every time a new hazard is introduced. Training must be provided in a language and manner workers can understand.
8. A written document describing the IIPP. Workplaces with fewer than 10 employees are exempt from some documentation requirements.

Restaurant workers and employers need to work together to prevent injuries and illnesses and improve productivity and the overall functioning of their workplace:

What can workers do?

1. Report hazards and injuries to their manager or employer immediately.
2. Practice using the hazards checklist and hazard mapping.
3. Suggest the best solutions to the hazards present in their workplace.
4. Participate in safety and health training.

What can workers ask management to do?

1. Set up safety meetings to listen to workers' concerns.
2. Set up and support a safety committee that would take on the task of identifying hazards and coming up with solutions.
3. Provide health and safety training for all workers.
4. A job hazard is anything that can potentially harm workers physically or mentally.

5. Some job hazards are more obvious because we know they are dangerous, and some are not, such as things that can harm workers over a longer period.
6. Workers are in an important position to identify hazards and to suggest solutions. Managers may provide the resources and have the decision-making power to implement the changes that will keep workers from being injured or becoming ill.

Preventing Injuries from Ergonomic Hazards

Lifting and Carrying

- a. Design the workplace so workers have enough space to move safely when lifting and carrying.
- b. Provide smaller bus pans and trays
- c. Reduce the need for lifting and carrying.
- d. Provide hand trucks and other lifting devices, and keep them in good condition.
- e. Install a garbage chute.
- f. Provide training in safe lifting methods

Follow Safe Work Practices

1. Plan your lift before you start

Don't try to carry more than you can handle. Make extra trips if necessary or ask for help. Don't overload trays or pans. Use gloves if necessary. Make sure you have a clear path to where you are carrying the load.

2. Lifting

Get as close as possible to the load before lifting. Lift with your legs, not your back.

Keep you

head up, back straight, and bend at your knees. Don't lift with your hands only.

3. Moving the load

Keep the load close to your body. Look where you are going. Don't lift if you can't see over the

load. Move your feet instead of twisting your body

4. Lowering

When setting the load down, let your leg muscles carry it down. Be sure your fingers and toes are clear before setting the load down

Bending, Reaching

Make the Workplace Safer

1. Provide storage for heavy items on lower shelves to avoid reaching.
2. Provide ladders and footstools of the right size, and keep them in good condition.
3. Redesign drive-through windows so workers don't have to stretch to serve guests.

Follow Safe Work Practices

- Don't bend or reach to get a heavy or awkward item
- Ask for help to lift and move it properly
- Don't reach above your shoulders
- Never use a box, cart, or other equipment to reach for objects. Use a ladder or footstool
- Push carts instead of pulling them, where possible

Repetitive Movements

- Install tables and chairs permanently so they don't have to be set up and taken down daily
- Provide floor mats to protect against constant impact with hard surfaces
- Rotate tasks, especially those that require using the same motion over and over Provide mechanical equipment to do repetitive tasks where possible

Follow Safe Work Practices

- Often take a few moments to stretch, especially if you spend a lot of time carrying loads, bending, reaching, or repeating the same motion Use good posture
- When walking or standing for long periods, use floor mats, take breaks, and rotate tasks if possible
- When sitting for long periods, make sure your lower back is supported, take breaks, and rotate tasks if possible

Planning For Emergencies

Every workplace should have a plan for dealing with different kinds of emergencies. All workers should be trained on what's in the plan, and what they should do.

A plan should answer all the questions below.

Exit and escape plans

1. What is the escape plan for fires, floods, earthquakes, and chemical spills?
2. Where are emergency exits located and how do you open them?
3. Where should you go if there is an evacuation?
4. Is there a designated meeting area?
5. Fire extinguishers
6. How does the fire alarm system work, and how should you respond?
7. Where are fire extinguishers located?
8. How do you operate fire extinguishers properly?
9. Everyone who is expected to use a fire extinguisher must be trained.

Other emergency equipment

Where are emergency eye wash stations and safety showers located (if any)?

Where are first aid kits located?

Which workers on each shift are trained in first aid? Unless a hospital is nearby, at least two trained people should be available.

- If someone is injured † Who should be notified of an injury?
- Who is designated to provide first aid?
- What procedures should be followed to get medical care?

Dealing with Injuries

Every workplace should have a plan for handling injuries. The plan should spell out how workers should report injuries, and how to get help promptly. It should designate staff to provide first aid, and explain how to contact medical personnel if needed.

Cuts

- Train designated staff on each shift to provide first aid for cuts
- Make sure everyone knows who is designated to provide first aid
- Know the dangers of contact with another person's blood, and take appropriate precautions. Blood can carry organisms that cause diseases like Hepatitis B or AIDS

Exposure to Blood

- Make sure only designated, trained staff provide first aid
- If trained staff are not available, keep away from blood
- Hand the victim a towel or bandage to apply to the wound
- Make sure workers know how to report an incident where there is exposure to blood
- They should also know how to get a medical evaluation, and how to get a Hepatitis B vaccination if they want one
- Have a system to record and evaluate incidents where there was exposure to blood

Use Protective Clothing and Equipment

- Have first aid kits, gloves, and other protective equipment available for staff designated to provide first aid

Burns

- Train designated staff on each shift to provide first aid for burns
- First aid is the best way to minimize the damage caused by a burn
- Make sure everyone knows who is designated to provide first aid
- Do not apply ointments, sprays, antiseptics, home remedies, butter, or grease to burns
- If over 15% of the body is burned, give appropriate first aid. Follow the restaurant's procedures to get the person to a doctor or hospital immediately. Use Protective Clothing and Equipment
- Have first aid kits, gloves, and other protective equipment available for staff designate to provide first aid

FIRST AID FOR BURNS & SHOCKS

1st Degree Burn:

A burn injuring only the outside layer of skin. Treatment:

1. Apply cold water to the burned area.

2nd Degree Burn:

A burn that injures the layer of skin beneath the surface. Blisters usually form.

Treatment:

1. Immerse the burned area in cold water or apply a clean cloth soaked in ice water until pain subsides.
2. Blot dry and apply a clean dry cloth or bandage. Send to a doctor if necessary.

3rd Degree Burn:

A burn that destroys all layers of skin Treatment:

1. Do not put ice or ice water on the burn
2. Do not remove clothes that are stuck to the burn
3. Maintain an open airway
4. Restore breathing and circulation if necessary
5. Protect the burned area by covering with a clean cloth
6. Treat for shock
7. Follow the restaurant's procedures to get the person to a doctor or hospital immediately

Shock:

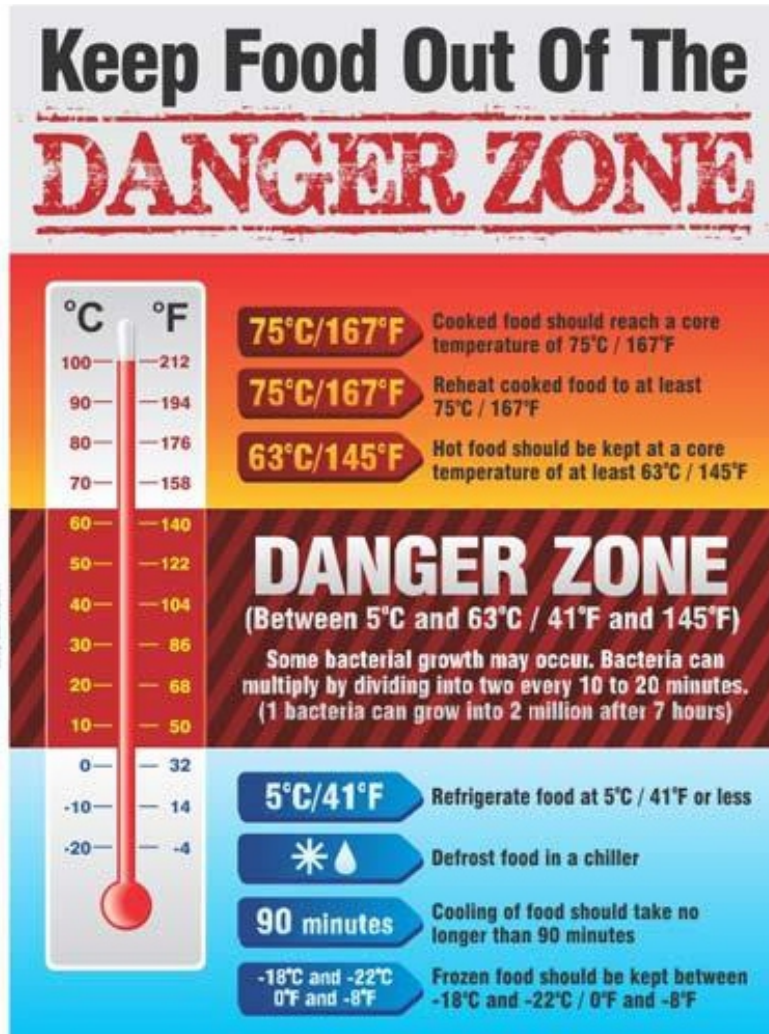
A person in shock will be cold, pale, sweating, and may pass out.

Treatment:

Do not give any fluid or drugs.

Follow the steps below.

1. Maintain an open airway.
2. Restore breathing and circulation if necessary.
3. Follow the restaurant's procedures to get the person to doctor or hospital immediately.
4. Have the victim lie down with feet elevated, unless this would hurt them more.
5. Cover the person to keep them warm



Procedure of handling accidents

The procedure of handling accidents has the following steps:

1. Try to remove an injured party (if a minor injury) to a private area to determine the injuries
2. If the victim is unconscious or clearly debilitated, call 1122
3. Inspect the area where the injury happened and make accident report
4. Obtain numbers of guest who witnessed the accident
5. Have a good first aid kit available to treat minor injuries
6. Restaurants that have video surveillance should secure any corroborating video

Procedure of Treatments for a first-degree burn include

The procedure of Treatments for a first-degree burn has the following steps:

1. Soaking the wound in cool water for five minutes or longer.
2. Take pain killer for relief
3. Apply burn cream for soothing the skin
4. Apply antibiotic and loosen the gauze to protect the affected area

Summary of Module

- In this module the requirements of food business and the service to be provided to the guest have been discussed. There is certain preparation which has to be done before the opening of the food outlet. These preparations begin from the kitchen area which is responsible for all food production. The kitchen in charge has to make sure that all food items displayed in the menu are available
- The kitchen should maintain the consistency in recipe and portion and keenly observe that the portions are as per the standards. If the portion is below or above the locked recipe than the outlet has to bear up the impact it will have on the operation
- The service staff parallel working to the kitchen staff has to make sure that they have all the complete gadgetry with them so that they can give service. The service team should be well aware of the different styles of service, table setup and the specific service and cuisine the outlet is offering with the accurate table setup that goes with the service style
- The food outlet team should have effective communication among themselves so that guest needs are addressed properly and the outlet captures repeat business
- The team should be able to solve a problem that occurs during an operation. To solve the problems the senior team member should motivate the staff and provide continuous training so that maximum performance can be achieved
- The team should equally divide the responsibilities and define their roles so that no member of the team is wandering and clueless during operation. The staff should be trained and hired as per the food outlet requirements. Over staffing is a burden and low staff is alarming for providing anticipatory service
- The team should be able to plan for food production if there are any events or bookings made for any gathering or party
For an upcoming event the team should be able to arrange all the required raw material so that the committed food items can be served to the guest

- To make all the operation a success the team should have set methods of communication which will help the team to be on one agreed platform and no blame games are played at the end of the shift. Furthermore the team should also ensure personal hygiene at all time and understand its importance for smooth operations.
- Team member should be open to ask questions to each other or even assist each other according to the nature of the operation. This practice will help the team in being the brand ambassador for the organization and help in improving team performance. Such practices will help the team in handling complaints and improve with the guests feedback.

Frequently Asked Questions (FAQs)

FAQ 1: What does HACCP stands for?

Answer: Hazard analysis & critical control points

FAQ 2: What are the different types of service?

Answer: Sliver service/Platter to plate/English service, Pre-plated service/American service, Family service/French service, Gueridon service, Russian service

FAQ 3: What is the communication from a captain to his/her staff is called?

Answer: Such communication is called downward communiation

FAQ 4: Why bar codes are often used in inventory management and product tracking?

Answer: Tracing a product's route, increased accuracy and speed of employees, increased accuracy of product availability.

FAQ 5: What is the practice that many restaurants follow when inspecting deliveries of fresh produce?

Answer: Verify quality and tag each item

FAQ 6: Why storing food products in poorly ventilated areas is not recommended?

Answer: They might come into contact with dust and dirt often leads to pesticides and contamination

FAQ 7: What are job hazards?

Answer: Anything at work with the potential to harm a worker either physically or mentally

FAQ 8: What are the most common injury in restaurant?

Answer: The most common injury are sprains and strains

FAQ 9: What are the ways you can make the restaurant safer?

Answer: The best way is to remove the hazard altogether or keep it isolated, away from the workers so it cannot hurt anyone.

FAQ 10: What are the problems in food and beverage operations?

Answer: Problems in food and beverage operation are; impact sequences of labor shortages, service quality, food quality, overloaded staff, negative brand image, workplace conflict.

Test Yourself!

Please mark the correct one from the given options. You can check your answer with the Answer Key at the end of this module.

1. HACCP is:

- a. Food safety practice
- b. Cleaning practice
- c. Janitorial code
- d. Cooking technique

2. When setting objectives restaurant has:

- a. Open policy
- b. No goals
- c. Mission statement and vision
- d. Motivation

3. It is important to set standards:

- a. To achieve consistent quality
- b. To impress the guest
- c. To impress the staff
- d. To show off in the industry

4. Problem arises in food and beverage operations due to:

- a. Illiterate staff
- b. Vast menu choice
- c. Impressive interior
- d. Service quality

5. To handle payment the captain should:

- a. Understand the procedure
- b. Delay the payment
- c. Arrange cash
- d. Move out of the restaurant

6. Electronic point of sale system is used by restaurant as it:

- a. Provides accurate report
- b. Helps in tempering the sales report
- c. Is not reliable
- d. Is outdated

7. Communication skills helps in:

- a. Quick cooking
- b. Delaying the order
- c. Abusing the guest
- d. Improved guest service

8. The restaurant manager should:

- a. Harass the employees
- b. insult the employees
- c. Listen to the employees
- d. Terminate the employees

9. The most common injury in restaurant is:

- a. Abdominal pain
- b. Sprains and strains
- c. Muscle cramps
- d. vomiting

10. Hazard in restaurant should be:

- a. Ignored
- b. Identified and removed
- c. Increased
- d. Always present

Answers Key

MCQ Number	Correct Answer
1	A
2	C
3	A
4	D
5	A
6	A
7	D
8	C
9	C
10	B

Module-4

FOOD & BEVERAGE

Learner guide

National Vocational
Certificate Level 3

Version 1 - July 2013

Module 4: Supervising Food And Beverage Events

Learning Outcomes

After completion of this learning module, you will be able to:

- Explain the health and safety and legislative requirements relevant to F&B events
- Explain the importance of assessing the impact that the event is likely to have on others
- Identify the information required to plan different types of events
- Explain how to deal with additional requirements for different client groups
- Explain the importance of obtaining reliable sources of information
- Up to date knowledge of importance of briefing staff prior to the event and after the event
- Explain how to ensure the products and services available support a variety of events
- Explain how to ensure appropriate management of contractors likely to be employed for events
- Explain how to carry out a risk assessment of the premise
- Explain how to monitor the F&B event
- Explain how to carry out an inspection of equipment used during F&B events
- Explain how information about the event should be communicated to guests and staff
- Explain the importance of communicating with the organizer of the F&B event
- Explain the legislative requirements relevant to the clearing of the venue where the F&B event is being held
- Explain how to deal with problems that may arise during and after an F&B event
- Ensure equipment and materials needed for the event are available to the staff that will need to use them
- Inspect the event venue to ensure that it has been prepared as agreed
- Communicate the legal requirements of the event to guests and staff
- Liaise with relevant people before, during and after the event
- Monitor the event to ensure that it is running to plan
- Record relevant information about the event

Learning Unit 1: Understand The Importance Of Planning F&B Events

Overview

In this learning unit learner will get the knowledge on insight of food and beverage events. By the end of this unit the learner will understand the key factors involved in organizing the event that starts from the purpose of the event till the successful execution are all covered in this unit to broaden the vision of the learner followed by procedural activities.

Strategic Planning

Strategic planning is an official consideration of an organization

Strategic Planning In Hospitality

Strategic planning is an organization frame work of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

Various business analysis techniques can be used in strategic planning, including

- SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats)
- PEST analysis (Political, Economic, Social, and Technological)
- STEER analysis (Socio-cultural, Technological, Economic, Ecological, and Regulatory factors)
- EPISTEL (Environment, Political, Informatics, Social, Technological, Economic and Legal)

Hospitality Industry

Globalisation has also led to development of hospitality industry

Globalisation

Globalisation is the process by which businesses or other organizations develop international influence or start operating on an international scale

Strategic planning is the official consideration of an organization's future course. All strategic planning deals with at least one of three key questions:

- What do we do?
- For whom do we do it?
- How do we excel?

The hospitality industry consists of broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line.



Strategic Planning For The Hospitality Industry

- The increasing popularity of strategic planning in recent times is attributed to accelerating changes in industries and economies and increasing global competition
- The rapid development of strategic-planning that executives find useful. Firms that engage in strategic planning tend to have higher performance
- A recent study of hotels found that business performance was positively associated with the thoroughness, sophistication, participation, and formality of strategic-planning processes
- Strategic analysis the systematic investigation of a firm and its environment is the foundation of the strategic management process

Emergency Management

Any building that is open to the public during events could be crowded with people who have little or no knowledge about what to do in the event of an emergency.

- Staff sufficiently informed to be able to direct visitors to safety in the event of an emergency
- Staff aware of the locations of fire and emergency alarms (including break glass alarms, Rescue Phones, PA systems, police phone)

- Staff know how to initiate an alarm and are aware of the actions to follow in the event of an alarm
- Staff know the locations of fire extinguishers and are they trained in their use
- Staff instructed to ensure that the number of people admitted to enclosed areas does not exceed the number permitted for those spaces. For example, people are **not** permitted to sit or stand in the aisles in any communal gathering/dining area. There can be no exceptions for functions such as corporate and matrimonial events
- Access and egress routes are sufficient, well defined and kept clear at all times

Injury or Illness

A staff member or visitor that becomes ill or is injured during events may require immediate or prompt attention.

- Sufficient first-aiders present in each building as indicated by a first aid assessment
- First aiders are easily identified
- Other first aid services are available on premises (e.g. medical assistance) and method of contact made known
- Staff are aware that all accidents, incidents, near misses and hazards must be reported according to procedures using the Hazard and incident report

Demonstrations In Laboratories Or Workshops, Including Hands-On, Public Involvement

The highest possible level of care must be exercised to protect members of the public who attend practical demonstrations. Special care must be taken where members of the public are invited to participate in a demonstration and further care must be taken if children are involved.

When planning demonstrations, is the likelihood of the following adverse outcomes taken into account such as:

- Chemical/gas escapes/exposures
- Burns (chemical/thermal)
- Noise, especially within the confines of a lab or workshop and most especially where children may be present
- Poisoning from contact with materials used in a demonstration or otherwise accessible within the lab or workshop
- Broken glass and the risk of lacerations or infection
- Fire/explosion, as part of the demonstration or as a consequence of it
- A risk assessment for the proposed demonstration completed
- Appropriate measures in place to eliminate or control the listed (and any other) adverse outcomes
- Demonstrations abandoned or modified if the appropriate measures cannot be implemented or maintained in the presence of members of the public
- Members of the public who are invited to take part in a demonstration are instructed in the procedures to be followed

- Personal protection equipment issued where deemed necessary to members of the public taking part in a demonstration and people instructed in its correct use

Demonstrations/Displays Involving Operating Mechanical Equipment

This includes any unattended working exhibits and the use of equipment and machinery with an operator/demonstrator in attendance.

When planning demonstrations/displays, is the likelihood of the following adverse outcomes taken into account:

- Entanglement in working machinery
- Lacerations due to sharp or protruding components
- Crushing due to body parts being caught between moving objects
- Electrocutation, as a result of temporary electrical wiring, entanglement in power leads/cables
- Burns due to contact with hot surfaces or materials
- Noise that could be injurious, whether continuous or impact
- A risk assessment for the proposed demonstration/display completed
- Appropriate measures in place to eliminate or control the listed (and any other) adverse outcomes
- Demonstrations abandoned or modified if the appropriate measures cannot be implemented or maintained in the presence of members of the public

Static Displays Within Buildings

Inappropriately placed displays may impede egress in the event of an emergency. Falling displays may cause injury.

- Static displays inherently stable or, if necessary, fixed securely to avoid them falling over.
- Displays clear of egress routes and fire and emergency equipment?
- Precautions taken to eliminate or control the dangers presented by displays that comprise items that could present a danger to unwary members of the public
- A risk assessment of the locations, construction and stability of the proposed displays been completed
- Displays removed or relocated if appropriate measures cannot be implemented or maintained in the presence of members of the public

Outdoor Pursuits, Displays And Other Activities

This section includes any outdoor activities, such as erecting/dismantling tents, displays or information kiosks.

- Tents, kiosks and outdoor displays that will be used are in sound condition and suitable for the purpose for which they will be used
- Measures been taken to ensure the stability of tents, kiosks and outdoor displays (This could include inherent stability based on appropriate design and construction, the use of suitable lashings, sand-filled bags and similar control measures)
- Tents, displays and kiosks erected and dismantled only by trained/skilled persons
- Contingencies made for extreme weather conditions, eg. hot, cold, windy, storms

If electrical power is supplied to tents, displays and kiosks:

- Suitably qualified persons are engaged to lay out and connect leads and cables
- The layout of leads and cables are checked by the local safety officer (or other appropriate person) to ensure:
 - There is no risk of staff or visitors becoming entangled in the leads or cables (power cable traps should be used wherever practicable)
 - There are no tripping hazards
 - Appropriate physical protection has been provided to avoid damage to leads and cables
 - The leads and cables are connected to a residual current device, (safety switch) which is either part of the overall power circuit or a separate plug-in device

Manual Handling

Much of the setting-up and dismantling of displays and facilities will involve some people performing manual handling tasks. Consequent lifting, carrying or using unfamiliar hand tools may therefore lead to strain injuries.

- A risk assessment of the manual handling tasks required to set up the displays has been completed
- Mechanical aids provided where possible to reduce the need for manual handling
- Staff instructed in the use of the mechanical aids
- Staff instructed in the techniques of manual handling as the techniques apply to their tasks
- Staff instructed in the correct and safe use of any hand tools or Kitchen/Housekeeping Equipments (e.g. Blenders, Coffee machine, Bean Grinders) that they may need to use as part of their tasks

Unauthorized Access To Non-Public Areas

Whether inadvertent, mere curiosity or with malicious intent such as theft, sabotage, damage or harassment.

- Public access areas clearly and unambiguously defined
- Emergency escape routes readily available, especially where barriers or locked doors are used to limit public access

Food.

- Will you serve it?
- How much?
- What kind?
- Hot or Cold?
- Appetizers or full meal?

The answer to this question is often dictated by two things — the number of people you are inviting and your budget. Catered food can be pricey on a per person basis and the last thing you want is to run out of food at your event. Then again, caterers have the equipment and know-how to handle food safely and satisfy the tastes of a crowd. Always plan for more than enough food, but it may be better to go for more snack type foods than entrees to ensure you don't run out and can stay within your budget.

5. Engaging your attendees at your event

You have your guests, food, signs, event purpose — but now what? How do you keep your people engaged at your event? Depending on the objective of your event you have many options. Here are a few:

- Arrange for a high-profile speaker: This could be a well-known personality, government or community leader, or a brand ambassador of your brand or organization
- Offer tours of your facility if it has special features such as art, energy efficiency, or sustainability
- Organize games for kids and adults
- Supplemental online events via social media: Twitter chat, Instagram stream, Facebook contest

6. Giveaways

- Providing your event attendees with some kind of giveaway is a nice way to thank them for supporting you at your event.
- Depending on your company or organization, you might be able to give away an existing product you already have or seek sponsors for giveaways so you don't have to spend additional funds on promotional items for one-time use

Values & Principle

It's better for mission-driven businesses to give away nothing than to use promotional items in conflict with your values and principles

7. Be prepared for tough questions and the media

- At any event you may receive questions from your attendees and even the media if they show up at your event
- It's best to try to anticipate what some of these questions might be and prepare answers in advance so you're not caught off guard
- These usually include subjects such as budgets and funding, why certain people have or have not been invited to your event and the history of your company or organization (and any bumps or brouhahas that have affected it along the way). If the media does attend your event, always consider what story you would like to see as a result of your event and answer questions accordingly

8. Staffing for the event

- Any event needs to be properly staffed so it's imperative that you have your staff on board for the occasion
- Make a schedule that everyone is comfortable with and accommodates your team members' personal lives (particularly if your event is on a weekend)
- The worst way to start is to have an event staffed by unhappy employees

9. Document your event

- Keeping a history of your events is great for many reasons
- Sharing your event via your website is a great way to show community interaction and another side to your company or organization..
- Also, capturing quotes from attendees is another great way to document the success of an event. These quotes can be used, again with permission, on your website and in future marketing materials, if applicable

10. Debrief and review

- Always debrief and review with your team after the event. Find out what worked and what didn't in your event planning so you can improve for your next event!

Procedure of Event Management

The procedure of event management has the following steps:

1. Draft a banquet contract form with all the basic details of the booking guest as party A and the event management company as party B Plan and write down goal and objectives
2. As per the banquet contract, create a very detailed event order sheet. Detailing and delegating:
 - Who
 - What
 - Where
 - When
 - How
1. Establish accordingly an appropriate banquet action plan.
2. Prepare a team and assign duties.
3. Set the venue whether indoor or an outside catering.
4. Share the professional details with the host and take his consent.

5. Execute the event professionally as per the official contract and event order details
6. Get feedbacks from the host and few of his invited guests. Debrief the team accordingly.

Procedure of emergency response

The procedure of emergency response has the following steps:

1. Conduct a risk assessment.
2. Revise regulatory obligations.
3. Identify ways to mitigate risk.
4. Plan evacuation procedures.
5. Identify business continuity priorities.
6. Train staff for emergencies.
7. Be prepared with all the fire fighting and other hardware required for quick response and appropriate action.

Learning Unit 2: Understand How To Supervise F&B Events

Overview

Event List

It is mandatory to create a pre event check list to avoid hassle

This learning unit will enable the learner to monitor the event before, during and after the execution. By the end of this module the learner will learn how the event starts from inspection of the kitchen and the venue, briefing the staff, handling complaints, closing down the venue and managing the disposal of waste. Such interesting information will make the learner confident to organize an event of any scale followed by procedural activities

How to Supervise an Event

Captain

A person who performs **supervision** is a "Captain", but does not always have the formal title of Captain

Running an event starts long before the first guest arrives.

Most captains will have a checklist which they run through on the day of the event before guests arrive. A typical list might include the following.

Kitchen:

- Check progress of each area against function sheet
- Final staff briefing – all staff present and correct
- Any specialist equipment present and in working order; staff know how to use it
- Any cold preparation has been temperature checked and stored correctly
- All staff briefed on presentation of each menu item and any accompaniments including service equipment and any special dietary requirements
- Temperature checks are taken before service
- Hot cupboards and any service equipment is in good working order and switched on in good time

Event

Event is a thing that happens or takes place, especially one of importance.

Restaurant:

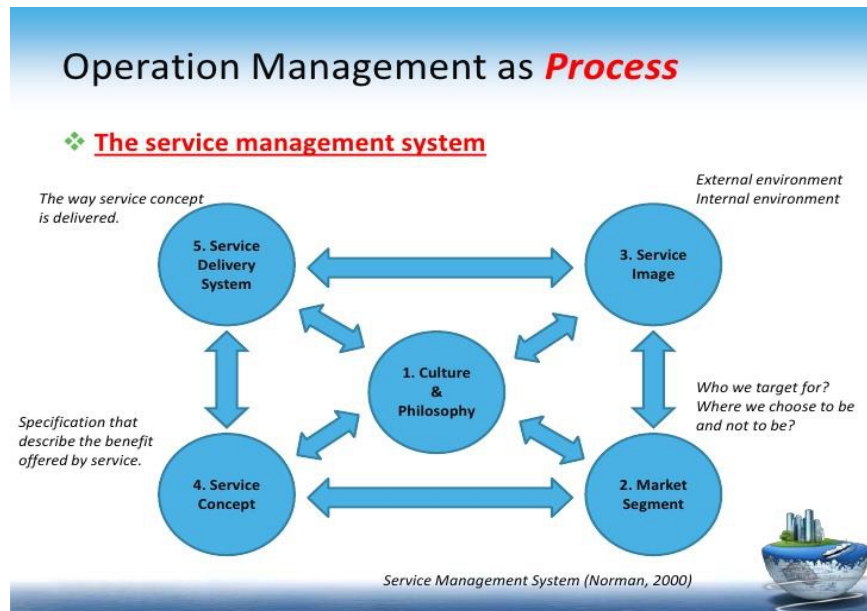
- Table plan is checked against seating and place cards if used
- All crockery and glasses present, clean and unbroken
- Final table checks to cutlery, glasses, decorations and condiments
- All staff present, and in correct uniform; name badges and hair checks
- All staff briefing on roles and responsibilities: -

- a. Table allocations
 - b. Menu and accompaniments
 - c. Service etiquette - special service requirements
 - d. Special dietary requirements
 - e. Timeline for service
- Sideboards prepared ready for use containing all appropriate service equipment and accompaniments
 - Cocktails reception staff allocated duties: - set up drinks areas - topping up drinks – what happens if they run out? - serving canapés
 - Ambience: - temperature - lighting - music/sound system set at right level – decorations

Monitor the function to make sure that it is running to plan

It is the responsibility of the captain to supervise the function by maintaining a 'helicopter' view of the whole event and what is happening. Much of this is down to planning and briefing beforehand, so staff knows what they should be doing.

- The captain needs to watch carefully in order to ensure that things go according to plan
- They must be quick to intervene if necessary to redirect staff as required by the moving situation
- A good captain watches people's body language and uses all the senses in order to ensure that expectations of the guests are fulfilled
- They will keep a careful eye on guests' behaviour and reactions in order to judge whether they are happy



Dealing with complaints

Part of your planning and staff briefing for the function will include:

- Clear procedures for dealing with guest complaints
- Ensure that staff is adequately trained in handling guest complaints
- Staff should know when to escalate this to you as the Captain
- An important aspect of your skills as a Captain is to know how to handle guest complaints in a subtle and responsive way
- A complaint happens when a guest's expectation has not been fulfilled

It is important to recognize guests' complaints quickly, to make judgements based upon both the spoken language by careful listening and, more importantly, body language. The body language of the guest will help you to judge their likely response to any suggestions you may make to remedy the situation.

Learn Model

Complaints can be resolved using learn model technique:

L:

Listen the complaint

E:

Empathize with the guest

A:

Apologize the guest

R:

Rectify the problem

N:

Notify the complaint

Closing the function & Returning the venue to its normal state

Part of the essential planning of any function is planning the close-down in as much detail and with as much care as you planned the function itself.

- You must have allocated time and resources to ensure efficient close-down of the venue
- For example: waste removal, collection of all hired resources and returning the venue in its agreed format.

Requirements for closing down a venue

It is normally expected that a venue will be left as it was found, or in a state ready for the next user. Your organisation may have standards for this. As Captain you will need to ensure that:

- All people have left the venue
- The venue is left secure
- Any licensing requirements regarding clearing the venue have been adhered to

- Any food has been removed and disposed in an appropriate manner
- All equipment and any electrical items have been safely dismantled and disconnected
- Access areas are left clear
- All waste is correctly disposed off

Waste removal

All businesses have an impact on the environment, including the production of waste. As part of the operation of your business, you should:

- Reduce waste production as much as possible
- Where you cannot avoid creating waste, you need to make sure it is managed well
- A waste-management policy will help you do this
- As part of an Environmental Management System (EMS), it will also contribute to the sustainability of your business



Good waste management is not just about complying with legislation – your business can benefit too. You will see specific benefits, such as saving money, and, as part of an EMS, your waste-management policy could attract business opportunities.

Hazardous waste is waste that might be harmful to human health or the environment. Almost all businesses create waste through their normal everyday activities, and some of this waste is hazardous.

Accounting for resources

A main part of your close-down plan will focus on the accounting and returning of resources or completing reports if the resources are found to be missing or faulty. You also need to know procedures for collection and storage of equipment such as tables and chairs

Debriefing staff

This is probably as important as briefing staff before the event. You need to discuss

- What went well,
- What didn't go so well,
- Any problems that staff had to deal with,
- Any complaints and how they were dealt with.

This information should be recorded and used to inform future events, and discussed in the management meetings so the whole team can work together more effectively.

An important part of the debriefing session is for staff to let you know if they felt that aspects of the plan didn't work as well as others. It can be very motivating if you encourage them to suggest ways of improving the plan next time

Gain feedback from the guest, your manager and colleagues

- Guest feedback can provide you with detailed information about how your business is seen by others.
- It is a chance for guests to voice objections, suggest changes or show support for your existing processes and for you to listen to what they say and act upon it.

Feedback is most often gathered using questionnaires, in person, over the telephone

Procedure of supervising events

The procedure of supervising an event has the following steps:

1. A professionally trained banquet team with the right man for the right job to be designated to perform the event
2. The team mentor or incharge need to be a Banquet Manager or a Banquet Captain
3. Employees should be well informed about the SOP's
4. Check staffing level and go through the banquet checklist appropriately
5. Supervise and monitor the team for efficient service delivery
6. Brief and guide the team on their respective performance individually
7. Train the underperforming staff
8. Observe training outcomes

Procedure of Waste Disposal

The procedure of Waste Disposal has the following steps:

1. Monitor the waste
2. Collect the waste
3. Segregate the waste
4. Dispose off the waste
5. Transport the waste
6. Process the waste

Learning Unit 3: Planning And Supervising F & B Events

Overview

In this learning unit the learner will understand as how the hospitality events are planned and supervised effectively. By the end of this unit learner will learn how the requirements of an event is identified which include

- The size of the venue
- The promised venue
- Plan of action for execution
- Equipments required along with resources and plan for emergency situations

Venue

It is important to assess the venue prior to the event

IDENTIFYING REQUIREMENTS FOR THE EVENT

To plan your function effectively, you must first gather all the relevant information from your guests. Then discuss and confirm details with your line manager and colleagues. Some examples of the types of information that you may require are described below:

Venue

- The venue may be a place you are familiar with or it may be directed by the guest and therefore unknown to you
- If you are familiar with the venue, you can discuss various options with your guest and set plans in motion almost immediately
- If the venue is unknown to you, you should aim to inspect it for suitability before a final agreement is made
- You may need to consider access to the venue with your vehicles or suppliers
- You will also need to consider utilities such as a portable water source and equipment
- Most importantly, you must make sure that the venue meets current health, safety and hygiene legislation requirements

Risks potential

Event has potential risks that may be involved in a projected activity or undertaking

Risk

Risk is a situation involving exposure to danger

Numbers

- You need to discuss with your guest how many people are expected to attend
- If the event is a regular occurrence you may have records of how many people have attended in previous years
- If not, you should ask the guest
- If you have an estimated attendance, the guest must be made aware of the cost implications
- Some organisations provide a fixed number of additional meals within the quoted price, to cover unexpected changes to numbers at a late stage. Agreement with the guest on a suitable date to confirm numbers is advisable

- You should record this on your booking form or set guidelines during the discussions
- You must also consider the legal capacity of the venue

Theme

Creating the right atmosphere is very important to ensure that guests have a really enjoyable experience at the function such as

- Lighting,
- Décor,
- Music,
- Service style and
- Menu choices

This all can contribute to creating a great atmosphere.. It will help your planning and discussions with your guests if you already have examples of themed events that have taken place previously.

An outdoor function will require you to consider additional factors that may affect your planning and costs:

- What will happen in wet weather – do you need to consider marquees or tarpaulins?
- Will power sources be available?
- What are the safety issues, for example, surrounding wiring?
- Refrigeration costs to keep food at safe temperatures outdoors
- Fire regulations – where will you situate a barbeque, so that it does not block any evacuation routes?
- Will the outdoor event have an impact on local residents or businesses, for example, by noise of music, increased traffic, access and parking? If so, you need to plan how to minimise any disruption
- You may need to arrange to have a temporary one-way system in a small country lane to avoid traffic jams, or provide overflow parking areas with clear signage
- As always, communication is the key to success. In this case local residents and businesses need to be kept informed of what is happening by, for example, sending out flyers in advance.

Time of year

- The seasonal availability of food is not as much of a problem as it was some years ago but foods that are out of season are usually more expensive, so this must be considered.
- The function's theme and the time of year will hopefully fit together, for example, in winter you can have more outside functions.
- However, for outside functions to be a success you must plan contingencies accordingly, for example, wet or chilly conditions will not help an outside function to be a success.

Menu

- The menu is the primary selling tool of any establishment that offers food and beverages for sale.
- For your guests it identifies the possible selection of dishes or set menus.
- It can allow items to be selected to fit with the theme of the function. It can also be tailored to the needs of any guests with special requirements

As a Captain, you should make sure that the choices available are within your operational capabilities which includes considering:

- The size and location of the kitchen to cope with the selected menu
- Sufficient equipment of the type required for the proposed menu
- The required number of service staff with the necessary skills to provide silver service if required

Budget

- Early on in conversations with the guest, you need to establish some idea of what their budget is.
- You should ask questions in order to establish broadly what their expectations are
- The available budget and menu pricing policy must satisfy the guests' requirements for the menu selection and the standard and style of service

Special requirements

Guests will always have some special requirements.

- These can range from guest activities or the colour of the linen to special dietary requirements
- it is not just about planning for a few vegetarian guests

In a multicultural society people make ethical choices about

- What, where and when they eat
- You have to cater for a variety of needs
- Allergies are a particular concern that you should be familiar with

You may also need to make special arrangements for:

- Children – perhaps a special table, special food, a play area or even a crèche
- Older people – easy access to facilities, a quiet room with seating
- Those with disabilities – wheelchair access, for example, for outdoor functions, a hearing loop if there will be speeches, sufficient space around the table for walkers or crutches, Braille notices

Recording requirements

The booking form is used to record all the guest requirements for the function including:

- Menu choices & drinks

- Style of service
- Special requirements
- Additional equipment requirements
- Notes on theme
- Agreed timeframes for confirmation of numbers, order and timetable for service at the function, any other special notes, contact details

Depending on the size of your organisation, the booking form may be completed by someone from another department, such as a conference and banqueting coordinator. The information on the booking form is used to create a function sheet. This provides the details required by the staff that are producing and serving the food, such as the number of covers, the detail of :

- The food in the chosen menu, any drinks, and so on

All activities such as ordering supplies, briefing staff, planning table layout, organising staff rotas, booking additional staff and so on are all driven by the information on the function sheet.

Planning the function

Once you have agreed the requirements you need to make a detailed plan for how these are to be delivered. The starting point is the function sheet.

Staffing

Staffing is one of the most important areas of function planning.

- As Captain you need to ensure that there are enough staff available to adequately deliver the number of covers booked
- Staffing needs to be within the constraints of the budget
- In order to configure the rotas
- You need to look at the blend of staff, their skills and experience, and the requirements of the event. You also need to consider when the staff will be needed
- Sometimes you will need to hire extra staff. In this case a clear brief should be provided to the agency of the skills and knowledge that are required

Equipment and resources

When planning the function a major consideration is:

- The equipment required for the particular type of function
- If you are working in a large establishment there may be several events on at the same time, so careful planning will be necessary to ensure adequate equipment is available for all functions
- If equipment is infrequently used it should be checked to make sure it is in full working order well before the event, so that if it needs repairing or replacing this can be done before the event
- Some of the equipment you require may be held in storage and will need to be requisitioned in good time before the event so that it can be checked for cleanliness and damage

Hiring equipment

- You may need to hire some equipment such as large portable barbeques for a party function, or because you require additional refrigeration units for an outdoor event.
- If you are hiring equipment it is always worth getting several quotes and checking like for like against your specifications

Purchasing equipment

- Sometimes it may be necessary or more economical to purchase equipment, but this would be a business management decision
- It may fall to you to identify equipment that needs to be purchased. For example, in designing a new dessert you may decide on a particular style of presentation that requires new service dishes or the function theme may dictate a certain style of service which requires specialist equipment
- The decision whether to hire or purchase will depend on the cost and whether the equipment is likely to be reused
- Sometimes disposable equipment can be the cheapest option depending on whether it is suitable for the particular function and whether it is likely to be used again

Suppliers

Most organizations have approved suppliers from whom they purchase all required commodities.

- Special requirements and large orders may require additional liaison or increased lead times to ensure deliveries are met
- If you are changing supplier or trying out a new one, you need to allow enough time to see samples or even give it a trial use
- If you work for a large organization or group, you may be able to borrow equipment or transfer staff and food resources from a sister hotel
- You may have some flexibility on purchases of smaller items. Some companies give Captains a small budget
- If you do need to make a choice of supplier, you may want to consider a number of factors including: cost locality – could mean quicker delivery, or on-demand delivery supporting local producers

Managing contractors and suppliers

For some functions, particularly if they are out of doors or in a venue other than your normal place of work, you may need to hire contractors to provide additional service such as: lighting/sound systems, marquees, portable toilets, dance floors, tables and chairs, entertainment, e.g. DJs, magicians, musicians, bands, soloists, a master of ceremonies.

As a Captain it is important that you understand the terms and conditions that apply to the contract which includes:

- The specification of goods or services to be supplied

- The cost
- The time of delivery
- Anything you need to arrange or provide such as access to the building at the right time
- Security for any goods on loan
- Health and safety of any individuals working on the site

Venue inspection and risk assessment

Part of the planning for the event should include

- An inspection of the venue unless the function is being held in your normal workplace
- A full risk assessment of the venue and all equipment should be carried out

This is an important part of ensuring the safety of staff and guests at the function. It is unlikely that you will be totally responsible for this, but you will probably be asked to carry out risk assessments in the areas for which you are responsible. Part of your inspection of the venue might also include:

- Identifying any points at which there is a risk of disruption to other guests
- You should aim to minimise any disruption

In order to do this, you may need to liaise with other departments such as reception in order to book

function guests into rooms closest to the function suite so that other guests are further away from any potential noise and disruption.

Procedures relating to fire safety

If you are on-site you will have procedures for normal evacuation of the venue. Staff training will have taken place with permanent staff. However, you need to ensure that any agency staff have an induction that includes orientation of site and fire evacuation procedures.

- For off-site functions, a fire evacuation process is needed. You will not be involved in developing this, but you will need to ensure that your staff are fully briefed
- For due diligence purposes you need to ensure that there are records that this training has taken place

There should be signage indicating exit routes and extinguishers, but it may also be necessary to have fire marshals allocated to specific areas in order to speed up any evacuation.



Source: National Fire Protection Association, "Structure Fires in Eating and Drinking Establishments"

Planning for the unexpected

The most difficult thing about planning for the unexpected is that it's unexpected! So how do you go about tackling this important part of supervising a function? The first step is to think through all the things that could go wrong and work out what you would do. This is called contingency planning.

You may need a contingency plan when:

- You identify a risk that you think has a high chance of occurring and will have a high impact
- You are trying to find ways of reducing the likelihood of the event, but you cannot reduce the risk to an acceptable level
- The risk that is left is still so large that you need to take a structured approach to reduce its likely impact

When contingency planning, you should consider areas such as:

- Staffing – shortages of staff caused by illness or staff being unexpectedly late
- Resources – equipment failure, commodities not being available or not being delivered, for example, fresh fish on the day

- Problems with utilities – water, gas, electricity
- Bad weather
- Last-minute change in numbers of guests
- Delays in service caused by guests

The main considerations that you should address in a contingency plan are:

- Scope: this includes the particular risk the contingency plan is designed for
- Initiation: how you will know when to put the plan into action
- Actions: the sequence of actions you will take to control the problem and minimise its impact
- Roles and Responsibilities: who will do what and when
- How could you ensure that any potential interruptions to power are avoided?
- How would you ensure that you could deal with any equipment failure during the function?
- What wet weather contingencies could you plan in advance of the function?
- How could you minimise the impact of the unavailability of requested products from your suppliers?
- How do you ensure that any outsourced activities such as Discos and DJs meet with your establishment's standards?
- How could you minimise the impact of staff sickness or absence on the day of the function?
- How would you minimise the chances of an outbreak of fire at your function?
- What are your current company's evacuation procedures in the event of a fire?

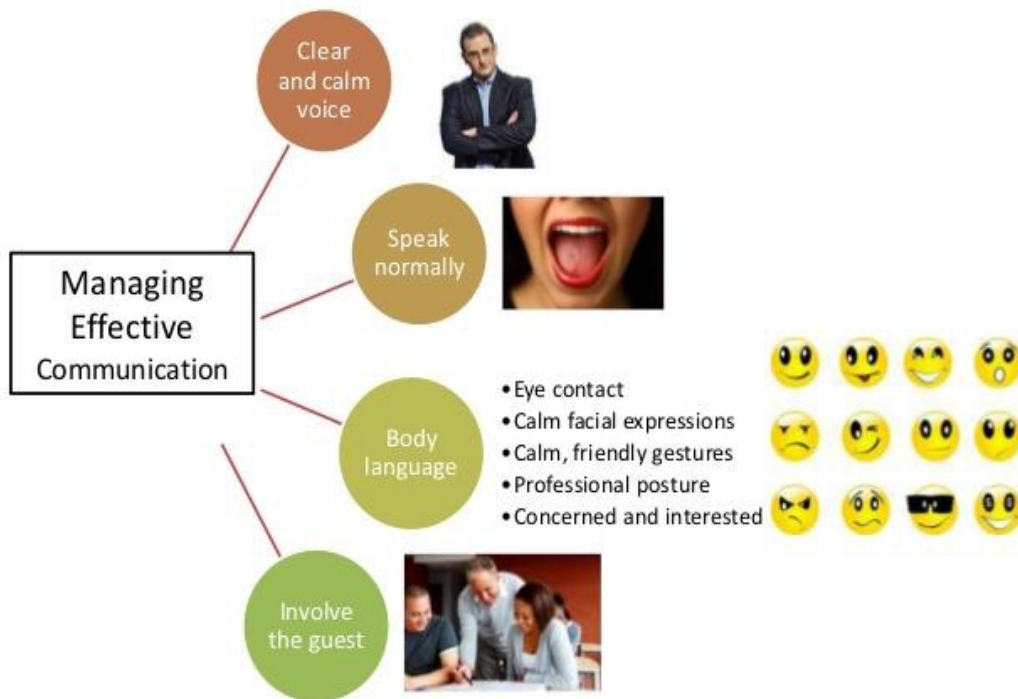
Communication

During the planning phase of a function, regular communication with the guest is essential to ensure that decisions being made are meeting their needs. This can be done by:

- Telephone,
- Email
- Face-to-face meetings, but you need to keep a record of all important decisions

If contact with the guest is being handled by another department, then as Captain, you must make sure that you have all the necessary information to carry out your job role and to brief your staff. This may mean you need to attend meetings with other departments or receive notes from meetings or emails.

Managing Effective Communication



Internal staff

For the event to run smoothly, communication is critical between all departments. This starts with the manager and is often cascaded via management briefing sessions to Captains who are then left to brief their staff on the aspects which are relevant to their area.

- Staff briefings take place prior to the event. They detail the event timeline (including things such as speeches or prize draws which may intersperse the food service), order of service, menu, accompaniments and style of service
- The Captain will also often go through the floor plan, identifying who is serving which tables
- Staff need to be aware of which is the top table and where the hosts and VIP guests will be seated
- If dealing with VIP guests, staff may also need to know the etiquette for addressing that person

It is important that as a Captain you encourage staff to ask questions and clarify anything they are unsure of. This is also an opportunity to identify particular issues of which staff need to be aware, for example, a workaround procedure if a piece of equipment is out of order.

Procedure of booking an event

The procedure of booking an event has the following steps:

1. Note time and date
2. Write the requirements of guest
3. Show guest the venue
4. Decide menu and price
5. Request advance payment
6. Coordinate with the service and production team

Procedure of Closing the function

The procedure of closing the function has the following steps:

1. The tables are cleared
2. The soiled service mis' en place are sent for washing
3. A/C is switched off
4. Food containers on the buffet tables are sent back to the kitchen
5. Buffet counters are dismantled and tables are stacked
6. Banquet chairs are arranged properly or stacked and kept aside
7. Soiled linen are sorted, counted, and kept aside for laundry
8. Bar counter is closed and the closing stock of the bar is taken back
9. Returning the empty, full, and partly used bottles to the bar
10. Giving feedback to the service staff
11. Switching off the lights and other electric gadgets
12. Closing the banquet bridal suite and locking
13. Preparing the bill for settlement
14. Entering the bill amount in the banquet sales record

Summary of Module

- In this module strategic planning for events in hospitality have been discussed. The key factors that move around in planning the events and what legal and organizational requirements has to be followed in the planning phase
- The team should have on hands training for emergency situation. To be able to do that a complete visit of the venue should be done so that if there are any risks attached to it, necessary precaution can be made
- The team should be able to understand the type of the event and the requirement of the guest so that accordingly the event can be arranged. For example if an event has to be arranged in an outdoor area then arrangements should be made which suits the outdoor event
- The team should be able to make a food production demand and make all raw materials and equipments available. To make the event a success adequate staffing level should be made so that there are no shortages of staff to provide service during an event
- The team should make sure that everything goes as planned and once the event is over, the venue should be closed down as per the organizational standard and waste to be managed properly leaving no inconvenience for the community
- When booking an event the team should highlight the legal obligations that are to be fulfilled and inform the guests of the legislation that applies so that there are no interruptions during an event
- The team should record all the activity of the event in the log book. If there are any complaints from the guests then the complaint has to be resolved with attention and promise the guest the best of services in future
- By recording and observing the complaints and feedback the team and organization will have a chance to review team performance and provide the team training where their performance lacked
- The team should have well prepared fire safety plans for the event as to remove any threat that can sabotage the event, venue or result any casualty. For this the team has to develop strong communication among themselves and the involved departments which will ensure that there are no surprises coming up before or during the event

Frequently Asked Questions (FAQs)

FAQ 1: What is SWOT & PEST analysis?

Answer: SWOT: strength, weakness, opportunities, threat PEST: political, economic, social, technological

FAQ 2: What is STEER & EPISTEL analysis?

Answer: STEER: socio-cultural, technological, economic, ecological, regulatory factors
EPISTEL: environment, political, informatics, social, technological, economic, legal

FAQ 3: What should the staff do in case of emergency during an event?

Answer: The staff should direct the visitors to safe area

FAQ 4: How do you record the requirement of an event?

Answer: The booking form is used to record all the events requirement.

FAQ 5: What is a menu?

Answer: Menu is the primary selling tool of any organization that offers food and beverage for sale.

FAQ 6: What are the main requirements to organize a function?

Answer: A venue, theme, menu, staffing

FAQ 7: What is contingency planning?

Answer: To think through all the things that could go wrong and work out.

FAQ 8: What is the main consideration in a contingency plan?

Answer: Scope, initiation, actions, roles and responsibilities.

FAQ 9: How can guests feedback be helpful in an event?

Answer: The feedback can help in highlighting the short comings that occurs before, during & after the event.

FAQ 10: What is hazardous waste?

Answer: Hazardous waste is waste that might be harmful to human health or the environment.

Test Yourself!

Please mark the correct one from the given options. You can check your answer with the Answer Key at the end of this module.

1. Strategic planning in hospitality:

- a. Plays an important role
- b. Is useless
- c. Is waste of time
- d. Is obsolete pattern

2. The hospitality events offer:

- a. Outdoor sports
- b. Medical services
- c. Food service
- d. Social services

3. During an emergency situation the staff should:

- a. Direct the visitors to safe area
- b. Run away from the situation
- c. Hold the visitors where they are
- d. Call police

4. An ill staff or visitor should be:

- a. Left alone
- b. Put down to death
- c. Tortured
- d. Given medical assistance

5. When planning an event the captain should:

- a. Assess the risk
- b. Ignore the risk
- c. Take long rest
- d. Have medical check up

6. When planning an event for a guest a captain should take all information from:

- a. Guest
- b. Security guards
- c. Guest relation office
- d. Bell boy

7. When booking an event all requirements should be recorded in:

- a. Mobile phone
- b. Note pad
- c. Calendar
- d. Booking form

8. Important area of event planning is:

- a. Venue
- b. Menu
- c. Staffing
- d. Theme

9. When planning an event the captain should thoroughly inspect:

- a. Production area
- b. Venue
- c. Parking lot
- d. Waiting area

10. The captain should convey all legal obligations to the:

- a. Team
- b. Guests
- c. Chef
- d. Manager

Answers Key

MCQ Number	Correct Answer
1	A
2	C
3	A
4	D
5	A
6	A
7	D
8	C
9	B
10	B

Module-5

FOOD & BEVERAGE

Learner guide

National Vocational
Certificate Level 3

Version 1 - July 2013

Module 5: Supporting Development Of Food & Beverage Team

Learning Outcomes

After completion of this learning module, you will be able to:

- Contribute to the identification of development needs for food outlet individuals and teams accurately
- Ensure that the development needs identified are consistent with food outlet team objectives and organizational values
- Ensure that contributions to the planning process reflect the identified development needs of all those food outlet associates under own responsibility
- Agree ideas with individual food outlet team members
- Contribute to the development activities to support food outlet team objectives and plans
- Take into account the work activities, learning abilities and personal circumstances of individual food outlet team members
- Encourage and use feedback from those taking part in the activities to improve own future contributions to development activities
- Contribute to the assessment of food outlet associates against development objectives
- Provide information about assessments to authorized people only, in the required format and to agreed deadlines
- Use methods to assess and select food outlet associates that meet organisational requirements
- Provide information that is complete, accurate and supports the fair assessment of food outlet associates
- Make suggestions for the selection of food outlet associates that are based on objective assessments of the information against agreed selection criteria
- Make suggestions for selection that are clear and accurate
- Make suggestions available only to authorised people

- Handle communications with food outlet associates in a manner and at a level and pace appropriate to their needs
- Make sure records of own contribution to the selection process are complete, accurate, clear and meet organisational requirements
- Plan the work of food outlet teams and individuals
- Involve the food outlet team and individuals when planning their work
- Present work plans in a way that gains the support and commitment of those involved
- Assess the work of food outlet teams and individuals
- Provide both positive and negative feedback to food outlet teams and individuals on their work
- Review the work of the food outlet team and individuals on a regular basis
- Provide support for continuous improvement for food outlet teams and individuals
- Prepare appropriate food outlet training plans and materials
- Produce specific aims and objectives for the session
- Identify the resources needed to deliver the session
- Select appropriate methods to deliver training
- Ensure all learning materials are available
- Deliver food outlet training to individuals or groups
- Use a range of appropriate techniques and activities throughout the session, including technology-based learning
- Carry out assessments at appropriate points to ensure that learning has taken place
- Evaluate the effectiveness of training

Learning Unit 1: Contributing To The Development Of Food Outlet Teams & Individuals

Overview

In this learning unit learner will learn how to create an understanding on what is team. By the end of this unit the learner will learn how teams are developed to support the food outlets followed by team performances and the importance of team work followed by procedural activities

Retaining Employee

Restaurant can retain employee with teamwork environment

Career Planning for the Team

An effective management always strive for developing an progressive team and gain maximum outcome from it. Outcomes are not only gained by developing a team instead the outlets team goes through vigorous training which enables to perform and bring results as desired by the management.

Understanding Team Development

“It’s not just how we serve the guest, but how we service each other. Guests really notice that,”

By creating an environment where teamwork is one of the top priorities, restaurants can retain valued employees, increase guest satisfaction, and exceed sales goals. Most importantly, employees will feel like they’re part of something and be excited to come to work.

“Having the right leader really is the key to a great team,” The manager should be willing to work shoulder to shoulder with the employees to understand the employees’ jobs and show that they are willing to do the work.”

Once the right personnel is in place to lead the team, hiring the proper crewmembers is the next step toward ensuring the staff works well together.

“You are looking for the individual to show a situation where a task was involved, how they worked together with others to complete it, and what the result was.”

Additionally, it’s important to recruit employees who fit with the culture and environment of a brand so they can integrate easily with the existing team.

Since a large part of team building is organic and not something that can be mandated, operators should provide opportunities for employees to connect with one another. For example, a company has an internal social network system that allows employees to share

Guest Satisfaction

Guest satisfaction measures of how products and services delivered by a restaurant meet or surpass guest expectation

important:

- Rewards/Awards
- Feedback collectively
- Face the challenge, observe clearly and think for a solution
- Revise employee pay according to performance
- Goodwill struggle

Procedure of Team Building

The procedure of team building has the following steps:

1. Recognize the power of teamwork
2. Choose the right people
3. Delegate authority
4. Monitor progress
5. Endorse the team's achievement



Procedure of Creating Team environment

The procedure of creating team environment has the following steps:

1. Have a Common Purpose and Goal
2. Caring and sharing
3. Good observation of employees
4. Clear communication
5. Appreciate Diversity
6. Equality among employees

Learning Unit 2: Contributing To The Provision Of Required Food Outlet Associates

Overview

Right resource

Hiring right people makes a business success

In this learning unit learner will learn on how to develop the understanding of hiring process in a restaurant. By the end of this unit learner will learn how hiring the right resource always pay off in meeting organizational targets and contributing as a team. To hire the right resource there are right methods to be adopted which are explained in this unit followed by procedural activities.

Hiring the right resource

Hiring Strategy

Skipping hiring strategy can incur loss for the business

If you don't hire the right people, you won't be successful. It really is that simple. Your people are your biggest asset, and in our industry they're often the scarcest resource, so you need to have a strategy in place for identifying them before you begin the hiring process.

Below are the elements to bringing on the best team for your new restaurant.

Hiring

Hiring is to engage the services of (a person) for a committed amount

1. Define greatness.
2. Post specific and informative job ads.
3. Have at least two managers interview every candidate.
4. Develop a core set of interview questions.
5. Take notes.
6. Attitude is king.
7. Train managers to assess physical cues.
8. Make interviewing a two-way street.
9. Check references without exception.
10. Aim for balance.

Team – Making a Contribution

Most tasks cannot be done in isolation. It takes a number of people, working together, to satisfy internal and external guests. Following are key steps to help your team perform at the highest

1. Develop a team mentality. Think "we," not "me."
2. Be open to the ideas of your teammates.
3. Be respectful of others.
4. Be approachable.
5. Be a role model.
6. Accept others as they are.
7. Void rewarding people for things they do that annoy you.
8. Celebrate your team's achievements.
9. Avoid territorialism.
10. Play a positive role at team meetings.
11. Share information readily.
12. Let people know if you're not happy.
13. When dealing with problems, avoid finger pointing.
14. If you are not sure where the team is leading, create your own vision.
15. Train others.
16. Learn other jobs.



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Procedure of hiring

The procedure of hiring has the following steps:

1. Identifying the need for human resource
2. Screening the human resource as per the company's requirement
3. Interviewing the potential candidates
4. Select the best among the lot with the desired potential
5. Offering job to the selected candidate through an offer letter
6. On boarding the selected candidate by giving thorough orientation with proper job description and specification in writing

Procedure of Answering the interview questions

The procedure of answering the interview questions has the following steps:

1. Research the organization
2. Compare your skills for the job requirement
3. Prepare your interview and practice in front of mirror
4. Plan a formal attire with proper accessories
5. Properly carrying original documents in a pocket file along with the photocopies accompanied with c.v to be presented
6. Pay attention to non verbal communication such as body language, body gesture, eye contact, hand movement etc.
7. Follow up on the result of your interview with the HR department

Learning Unit 3: Leading The Work Of Food Outlet Teams And Individuals To Achieve Objectives

Overview

In this learning unit learner will learn how to work as team and what results can be achieved by a collective team effort. By the end of this unit learner will understand group development, leadership styles and barrier to group performance followed by procedural activities.

Group Work

Groups that work well together can achieve much more than individuals

Working as a part of the team

Teams invariably outperform individuals if they are working effectively. When groups come together to solve a problem, they come up with more creative and flexible solutions than could individuals.

Productivity

Group work results in increased productivity and performance

Characteristics of effective working groups

Groups that work effectively have the following characteristics:

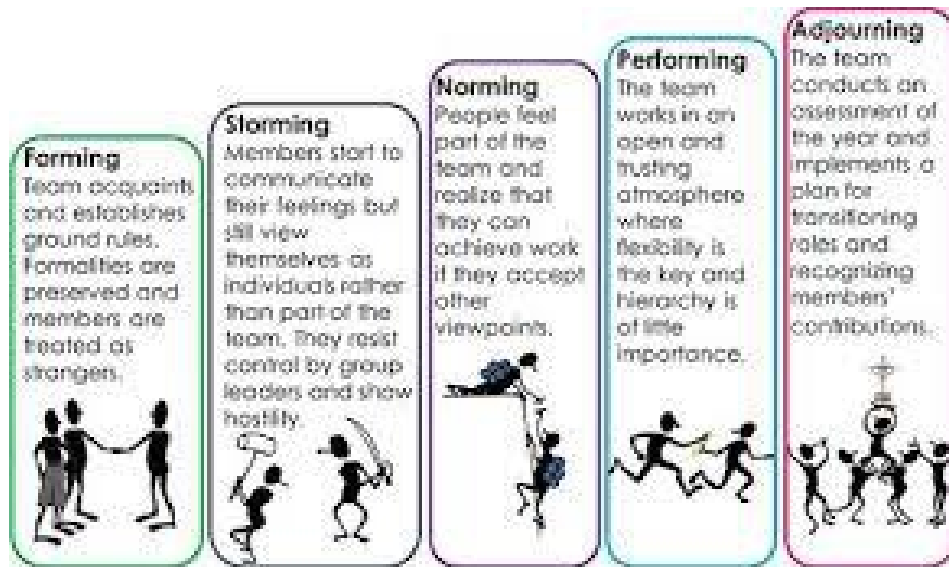
- Group members share a sense of purpose or common goals that each member is willing to work toward.
- The group is concerned not only with the task, but also with its own processes and operating procedures.
- The group members use one another as a resource.
- Communication is clear and direct.
- The group focuses on problem solving rather than expending energy on competitive struggles or interpersonal issues.
- Mistakes are seen as sources of learning rather than reasons for punishment. This encourages creativity and risk taking.
- The group has a clear set of expectations and standards for the behavior of group members.
- Developing a climate of trust underlies all of these elements.

Leadership

Leadership is the action of leading a group of people or an organization, or the ability to do this.

Stages of group development

- **Forming:** When a group is first formed, individuals wait and see what is going on.
- **Storming:** During the confrontation stage, individuals in a group begin to struggle to establish



Roles of group members

Members of a work group fall into two categories. Initiators are the people who speak up first and generate ideas. Responders listen and respond to suggestions they have heard. They evaluate information, criticize proposals, and ask questions.

Barriers to group performance

- Aggressors who want to win or exert power
- Defeatists who feel that the problem is insurmountable, and sometimes, demoralize the group and sabotage the group process
- Clowns who just want to get attention and laughs
- Dominators who want to run things more than they want to solve the problem

Good communication

Good communication always leads to better cooperation. Communication that is honest and assertive tells the listener what you need.

Leadership

Leadership is important in a team. A good supervisor is a leader who can bring the group together. A leader acts as a:

- Representative of management
- Role model
- Problem solver
- Motivator
- Manager of daily operations

If, on the other hand, the supervisor concentrates only on making employees feel comfortable and fostering a pleasant work environment.

Leadership styles

The style of leadership that supervisors use can be categorized into four types:

- Authoritarian
- Passive

LEADERSHIP
IS ABOUT MAKING OTHERS
BETTER AS A
RESULT OF YOUR PRESENCE
AND MAKING SURE
THAT IMPACT LASTS IN YOUR
ABSENCE.

Delegation of tasks provides you with time to meet your responsibilities. You must ensure that you:

- Explain what is to be done
- Set performance standards
- Give a timeline for completion of the task
- Provide adequate training
- Give support and guidance during the initial period
- Provide feedback on completion of the task

For example,

“You will need to prepare the recipe exactly as shown here. You will calculate the food cost and estimate a menu price based on a 35% food cost.

“Do you have any questions about what you will do?”

Procedure of breaking communication barrier

The procedure of breaking communication barrier has the following steps:

1. Use face to face interaction
2. Be more self aware
3. Be transparent
4. Admit, you may not know the best
5. Appreciate individuality
6. Encourage collaboration
7. Eliminate imagined hierarchies

Procedure of Delegating Authority

The procedure of delegating authority has the following steps:

1. Determine whom to delegate authority
2. Provide clear instruction
3. Determine resource and development requirements
4. Agree on a timeline
5. Agree on follow-up plan
6. Provide Feedback
7. Avoid reverse delegation
8. Ensure Accountability

Learning Unit 4: Managing Own Self In A Food Outlet Environment

Overview

Target Guest

Understanding the demographics of your target customers is critical for the success of your business

In this learning unit learner will learn how to develop the instinct to think and create vision, objectives for a food outlet. By the end of this learning unit learner will learn how a vision starts from

- Selecting the restaurant style,
- Targeting the segment,
- Creating the menu
- Hiring the right employees to make and outlet a success.

Starting a Restaurant

Consumer

Consumer needs and wants change with age .

- Shifting demographics and changing lifestyles are driving the surge in food-service businesses.
- Though the future looks bright for the food-service industry overall, there are no guarantees in this business.
- Even the most successful operators will tell you this isn't a "get rich quick" industry. A hard reality is that many restaurants fail during their first year, frequently due to a lack of planning.
- It's a wonderful, great, satisfying and a lucrative business. But there are a thousand moving parts, and you need to be knowledgeable of all of them.

Demographics

Demographics is a statistical view of a population, generally including age, gender, income, schooling occupation and so on

Target Markets

No single food-service operation has universal appeal.

- The reality is that you will never capture 100 percent of the market.
- When you try to please everyone, you end up pleasing no one.
- So focus on the 5 or 10 percent of the market that you can get, and forget about the rest.

Restaurant Service Styles

Restaurants are classified into six primary categories:

- Quick-service,
- midscale
- upscale
- Casual dining
- Ethnic Restaurants

Quick-service restaurants

- They are also known as fast-food restaurants.
- These establishments offer limited menus of items that are prepared quickly and sold for a relatively low price.
- In addition to very casual dining areas, they typically offer drive-thru windows and take-out service.
- When people think of fast-food restaurants, they often think of hamburgers and french fries, but establishments in this category also serve chicken, sandwiches and pizzas

Midscale restaurants

- These restaurants occupy the middle ground between quick-service and upscale restaurants.
- They offer full meals but charge prices that guests perceive as providing good value.
- Midscale restaurants offer a range of limited- and full-service options.
- In a full-service restaurant, patrons place and receive their orders at their tables;
- In a limited-service operation, patrons order their food at a counter and then receive their meals at their tables. Many limited-service restaurants offer salad bars and buffets.

Upscale restaurants

- These restaurants offer full table service and focus on the quality of their cuisine and the ambience of their facilities.
- Fine-dining establishments are at the highest end of the upscale restaurant category and charge the highest prices.

Casual-dining restaurants:

- These establishments appeal to a wide audience and they provide a variety of food items, from appetizers and salads to main dishes and desserts.
- Casual-dining restaurants offer comfortable atmospheres with midrange prices. Many center on a theme that's incorporated into their menus and décor.

Ethnic restaurants

- Ethnic restaurants enjoy a significant share of the our restaurant market.
- They range from quick-service places with limited selections to upscale eateries with a wide variety of menu items.
- Their menus typically include different versions of ethnic dishes, as well as more authentic food.
- The three most popular kinds of ethnic restaurants are Italian, Chinese and Thai.
- An even wider variety of ethnic restaurants can thrive in areas with a culturally diverse population, such as large metropolitan areas.

Pizzeria

- You have two primary choices when entering starting a pizzeria.
- One is a to-go restaurant in a modest facility with a specialized menu highlighted by pizza and pasta, limited seating and a self-service atmosphere.
- The other is a full-service pizza restaurant with a menu that features not only a variety of pizzas and pastas, but side dishes such as salads (or even a salad bar), and a few desserts.

The Foundation Of A Pizzeria Is, Of Course, The Pizza.



Carving Your Niche

- Before you can begin any serious business planning, you must first decide what specific segment of the food-service industry you want to enter.
- While there are many commonalities among the various types of food-service businesses, there are also many differences.
- And while there is much overlap in the knowledge and skills necessary to be successful, your own personality and preferences will dictate whether you choose to open a commercial bakery, a coffee cart, a fine-dining restaurant or another type of operation.
- Then, once you have decided what business best suits you, you must figure out the niche you'll occupy in the marketplace.

Working in a Restaurant

The duties of restaurateur includes,

- Developing menus;
- Ordering inventory and supplies;
- Managing personnel;
- Creating and implementing marketing campaigns;
- Making sure their operation is in compliance with a myriad of local, state and federal regulations;
- Completing a wide range of paperwork;
- Performing other administrative chores.

Certainly the financial opportunities are there--as are the fun aspects of the business--but starting, running and growing a food-service business is also hard work.

Choosing a Location

Depending on how much money you have to invest in your food-service business and the particular type of business you choose.

Not every food-service operation needs to be in a retail location.

Layout

Layout and design are major factors in your restaurant's success.

- You'll need to take into account the size and layout of the dining room, kitchen space, storage space and office.
- Typically, restaurants allot 45 to 65 percent of their space to the dining area, approximately 35 percent to the kitchen and prep area, and the remainder to storage and office space.

Creating a Menu

As you put together a plan for your food-service business, be aware of some of the trends in terms of menu content and design: These factors could--and, in fact, should--influence the type of food-service business you open.

- Be sure to keep the kids in mind as you plan your selections.
- If families are a key part of your target market, you'll want a range of four or five items in smaller portions that youngsters will enjoy.
- If you serve snack items as well as entrees, note that kids are choosing healthier snacks more often than they did a few years ago, thanks to concerned parents. For example, while both sweet and salty snacks remain popular, yogurt is the fastest growing snack food based on consumption frequency among kids ages 2 to 17. While most restaurants still offer fixed kids' meals, you might consider allowing your young diners to choose among a selection of nutritious options.



Safety Regulations

Many aspects of operations are strictly regulated and subject to inspection. Fail to meet regulations, and you could be subject to fines or get shut down by authorities.

- If the violations involve tainted food, you could be responsible for your patrons' illnesses and even death.
- Issues such as sanitation and fire safety are critical.
- You must provide a safe environment in which your employees can work and your guests can dine, follow the laws of your country.

Hiring Employees

One of the biggest challenges businesses in all industries face is a lack of qualified labor. Finding qualified workers and rising labor costs are two key concerns for food-service business owners.

Here are some tips to help you find and keep great people:

- **Hire right.** Take the time to thoroughly screen applicants. Be sure they understand what you expect of them. Do background checks. If you can't do this yourself, contract with a HR consultant to do it for you on an as-needed basis.

- **Create detailed job descriptions.** Don't make your employees guess about their responsibilities.

- **Provide initial and ongoing training.** Even experienced workers need to know how things are done in your restaurant. Well-trained employees are happier, more confident and more effective. Plus, ongoing training builds loyalty and reduces turnover..

- **Manager.** The most important employee in most restaurants is the manager. Your best candidate will have already managed a restaurant or restaurants in your area and will be familiar with local buying sources, suppliers and methods. You'll also want a manager with leadership skills and the ability to supervise personnel while reflecting the style and character of your restaurant.

1. **Chefs and cooks.** Cooking schools can usually provide you with leads to the best in the business, but look around and place newspaper ads before you hire. Guests will become regulars only if they can expect the best every time they dine at your restaurant. To provide that, you'll need top-notch cooks and chefs.

- **Servers.** Your servers will have the most interaction with guests, so they need to make a favorable impression and work well under pressure, meeting the demands of guests at several tables while maintaining a pleasant demeanor. There are two times of day for wait staff: very slow and very busy. Schedule your employees accordingly. The lunch rush, for example, starts around 11:30 a.m. and continues until 1:30 or 2 p.m. Restaurants are often slow again until the dinner crowd arrives around 5:30 to 6 p.m.

Marketing and Promotions

Every business needs a marketing plan, and food-service business is no exception.

2. Word-of-mouth is still the best method of advertising. More than four out of five consumers are likely to choose a table-service restaurant they haven't patronized.
3. So make the foundation of your marketing program an absolutely dazzling dining experience that guests will want to talk about and repeat.
4. Ask every new guest how they found out about you, and make a note of this information so you know how well your various marketing efforts are working. You can then decide to increase certain programs and eliminate those that aren't working.

Creating Market package

- The first step in creating a complete marketing package is to know your market, and it's not enough to gather demographic information once. Markets change, and food-service businesses that don't change their marketing strategies with population shifts are missing out on a lot of opportunities.
- Next, step back and take a look at each element in your facility. Everything from the parking lot to the interior decor to the printed items contributes to your marketing message--and each should be an accurate reflection of what that message is.



Procedure of Promoting a restaurant

The procedure of promoting a restaurant has the following steps:

1. Analyze the market situation
2. Research other restaurants
3. Determine target guest
4. Set a budget
5. Pick marketing strategies
6. Determine objectives and goals
7. Evaluate the success of the business plan
8. Write down and record results
9. Trouble shoot and adjust direction as per the professional observation and guest feedback
10. Do and redo the adjustments till the desired results are achieved

Procedure of Creating a Menu

The procedure of creating a menu has the following steps:

1. Sketch a mock-up of the basic menu layout
2. Choose a color scheme that matches the style of the restaurant
3. Order your menu logically
4. Visually break your menu into sections
5. List the food items and prices
6. Describe each dish
7. Select the final layout
8. Proofread and print the final design

Learning Unit 5: Contributing To Identify And Implement Sales Development Activities

Overview

In this learning unit learner will learn to understand;

14. What are sales plan and why they are developed.
15. How sales plan development helps in setting targets and meeting budget which makes the employees position justified and worthy.
16. Basic of sales development and its stages followed by procedural activities.

Choosing a perfect location, serving world class food and not establishing the outlets presence will lead the outlet nowhere. Identifying the need for sales plan is equally important as food and service is.

- For an outlet the management should set targets as what revenues should be achieved only which will enable the team to perform and prove the set targets.
- The targets are not made with a wild thought instead complete demographics are studied of the market and accordingly gaps and opportunities are identified to attract the guest in a outlet.
- The importance of setting target helps both the service and production team to show the best of their skills and a very healthy competition environment is created in which all team members attempt to perform the best by producing quality work.

Sales Target

Define a set of sales targets for your business.

Planning

Product planning, advertising and sales are based on marketing research

Sales

Sale is the exchange of a commodity for money; the action of selling something

Developing Sales Plan

The planning and time you put into developing your sales plan is as important as the final written plan.

The steps involved in developing sales plan are as follows. Each step is important - from looking at past sales performance to evaluating your business against the competition to allocating resources and measuring effectiveness.

1. The past - sales history
2. The present - market analysis
3. The competition - competitor analysis
4. The future - sales and revenue goals
5. The sales plan - positioning and actions

1. The past - sales history

- a. Revenue
 - Use internal systems and reports to analyse revenue - rooms, activities, food, tickets, etc.
- b. Sales mix
 - Which areas of the business perform best? Does the 80:20 rule apply? If you are too reliant on a small number of guests it can have a big impact if they contract.
- c. Key performance indicators
 - Work out average spend per guest
 - average room rate (ARR)
 - occupancy levels
- d. Business mix breakdown
 - Which areas of the business mix generate the most and least revenue?
 - Overseas leisure markets: GB, US, Germany, France
 - Domestic leisure market
- e. Cost of Sales
 - Do you understand the true cost of sale for? Direct bookings:
 - What costs does your business incur, for example costs for managing and updating your website including design, hosting costs, commission to booking sites, managing email, channel manager, PPC and SEO? OTAs:
- f. Seasonal nature of revenue
 - Determine weak and strong periods:
 - Are there trends?
 - What is forecast?
- g. New/renewal/ existing business New/repeat/existing business:
 - What new business is there and what is it worth?
 - Who are the business' top 100 guests?
 - What is the retention/renewal rate?

1. The present - market analysis

- a. Guest groups
 - Who are my guests?
 - Overseas or domestic? Culturally Curious, Great Escapers or Social Energisers?
 - Where are they from?
- b. Market size and share .
 - Is the market growing? Analyse industry trends.
 - What share of the market am I getting?
 - Changes and trends
 - What trends can be foreseen?
 - Where is the business now against where it is was?
 - What's happening to my guests that will influence sales?
 - What's happening in the market that will influence sales?

- c. The competition - competitor analysis
 - Competitive advantages
 - What makes my business different?
 - How do competitors' offerings and rates compare with my business?
 - Do I have a competitive edge?
 - SWOT
 - Ø Strength: What does your business do well, that is beyond what your competition does?
 - Ø Weakness: What does your competition do better than you?
 - Ø Opportunity: Something outside your business that can be turned into a strength e.g. new infrastructure, a change in consumer behaviour
 - Ø Threat: An external influence that poses a threat to your business beyond your control e.g. reduced air access from a key market 4.
 - d. The future - sales and revenue goals
 - Set sales targets by segment and by market:
 - overseas leisure business
 - domestic leisure business
 - New/repeat/ existing. It's cheaper to sell more to existing guests than acquire
 - new ones:
 - My top guests and type of business they generate
 - New business from new guests
 - New business from existing guests
2. The sales plan - actions
 - a. Acquiring new business
 - How will new business be acquired?
 - Digital sales strategy and own website
 - Tour operators
 - Online presence
 - Growing existing business
 - Review what you have done in the past - learn from mistakes and repeat what
 - worked well
 - Sales Action Plan Template
 - Set out all your sales activities by Month
 - Detail of the sales action
 - Target
 - Resources (budget and staff)
 - Responsibility



Procedure of Market analysis

The procedure of market analysis has the following steps:

1. Identifying problem area
2. Developing an Approach to the Problem
3. Research Design Formulation
4. Perform Field Work or Data Collection
5. Data Preparation for Analysis
6. Report Preparation and Presentation

Procedure of effective sales plan

The procedure of effective sales plan has the following steps:

1. Define your objective.
2. Evaluate the current situation.
3. List barriers to success
4. Assess your strengths and assets
5. Create your sales call strategy
6. Identify your needs
7. Perform a swot analysis
8. Outline an action plan

Learning Unit 6: Understanding Training Needs for Food Outlet Associates And Teams

Overview

Employees Training

Training employees correctly is essential for any successful restaurant

In this learning unit learner will learn;

- How to assess and organize training needs and evaluate the trainees.
- Different types of training methods,
- The time of training methods and
- The pattern of training methods to cater all sort of staff
- Provide training as per the staff requirement
- Not delivering which is not understandable or is above the I.Q level of the staff followed by procedural activities.

Training methods for Employees

Employees

Employees are a face of the business, they're interaction with guest can make or break restaurant

Training employees correctly is essential for any successful restaurant. Food service is a guest-contact-intensive business. Your staff needs to be attentive to guest demands while displaying the personality of your establishment.

Following are the training methods used by the employers for their employees:

Demonstrating

- Demonstration involves a trainer performing the tasks that trainees must learn.
- Trainees observe proper techniques to replicate later.
- Demonstration can be done in person or through training videos.

Training

Training is the action of teaching a person a particular skill or type of behaviour.

Shadowing

- Shadowing is an interpersonal form of demonstration.
- The method involves trainees following around a mentor while the mentor performs his regular job duties.
- This gives the trainee a feel for the job before she attempts to perform her responsibilities.

- They also can observe how seasoned employees handle a variety of real-life scenarios.

Instructing

- This is a passive form of training, in which trainees are given verbal or written directions for how to accomplish a task, with no demonstration.
- This type of training is good for reinforcing a portion of training that is hands-on.
- Written instruction is useful, in that it can be referred to later.
- It can also be used as a training record to ensure training is consistent and that the same information is being relayed to every new trainee.

Supervised Performance

- Trainees receive hands-on experience by performing work tasks while being actively supervised by a trainer.
- The method allows the trainer to observe the trainee's progress and proficiency with the tasks.
- Also, the trainee can receive directed instruction and tips for performing steps that prove challenging.
- Supervised performance involves active participation on the part of the trainee, which increases information retention.

Role-Playing

- In role-playing, trainees perform job responsibilities with the trainer playing the role of a guest.
- The technique gives the trainee an opportunity to experience the pressure and potential behaviors he will encounter on the job.
- Use of this technique builds up confidence and experience prior to having the employee work on his own.



Types of Learning

Training involves three types of learning, each essential for food service employees to master:

- Knowledge or intellectual
- Attitude or emotional
- Manipulative or hands-on skill development

Knowledge Learning

Most food service employees need to know more than basic facts about food preparation and safety.

- Employees need to understand the reason(s) they are doing something. For example, a food safety fact is that employees should not cut up raw meat and then ready-to-eat food, such as raw vegetables for a salad, on the same cutting board without properly cleaning and sanitizing the cutting board first. Employees also need to know how to use facts to make decisions and solve problems. For instance, they must be able to use food safety and food preparation facts to determine what food can or cannot be served safely to older people.

Attitudinal Learning

Attitudinal learning defines employee feelings or attitudes in a work situation. The adult day care center may designate as a job requirement that employees have a certain attitude toward participants, staff, and family members.

Manipulative Learning or Hands-On Skill Development

Manipulative learning emphasizes the skilled use of hands.

- In food service, manipulative skills include tasks such as cutting, chopping, and garnishing foods.
- If food service employees assist participants at meals, feeding techniques also require manipulative skills.

The Cone of Learning



Developing a Training Plan

The steps in developing a training plan are:

Step 1: Identify training needs.

- How would you like employees to perform their jobs differently than they do now?
- What educational topics are required by either your center or regulatory authorities?
- Do employee job descriptions define specific job skills and attitudes?
- Do you want to change employee attitudes?
- Are employees expected to know a lot of facts or are they expected to solve problems?
- What changes are needed in the food service operation?
- Do employees work in more than one area such as personal care, housekeeping, and food service?
- What are employees expected to be able to do after training?

Step 2:

Set up an educational calendar.

- Schedule training at the same time each month.
- Plan time to prepare for the in-service training programs.
- Start with all required training topics.
- Look at problems that have occurred in the last year or complaints by families.
- These may be good topics to include in the training calendar.

Step 3:

Identify educational resources.

- Many training tools are available from food service distributors, professional organizations, government agencies, and nutrition communication businesses.
- Invest some time to review these products in print or on the Internet.

Step 4:

Evaluate the usefulness of these training tools.

- Read the objectives carefully to determine if the program is suitable.
- Look for fun and creative learning activities to reinforce learning.
- enjoy and learn from the use of humor in training programs.

Step 5:

Develop a system to evaluate employee skills gained from training.

- Hold employees accountable to perform at the level expected.
- Skills checklists are helpful to document that employees have been trained to meet the standards set by the adult day care center.

Step 6:

Schedule training programs and be sure employees know they are expected to attend.

- Document attendance at training programs according to the policy at the center and CACFP regulations.

Step 7:

Keep records of training.

- Keep copies of training objectives, handouts, and evaluation tools used.
- Keep documentation of employee attendance at training programs.

Step 8:

Evaluate the success of the training program. Ask yourself:

- Are employees performing as expected after the training?
- Have you documented participation in training programs and new skills demonstrated?
- Do employees demonstrate different attitudes at work?
- What areas require additional training and follow-up?

Importance of Training

A well-trained workforce saves your restaurant time and money, and it also increases your profitability. Therefore, ensure that every member of your team from the wait and kitchen staff to the managers receives solid and continuous training to remain outstanding in the highly competitive industry. Factors which link with importance of training are as follows;

Food Handling

- Restaurant employees must know proper food-handling practices to ensure food safety. For example, a well-trained staff would know how to store certain foods at their required temperatures or the need to wash their hands before engaging in the cooking process.
- Employees who understand food safety practices can avoid cases of food poisoning and prevent food spoilage or waste due to contamination.
- They also will make sure your restaurant meets all food-safety codes.

Guest Service

- Your employees need to master the art of service to ensure your guests return, as well as recommend you to friends and families.
- According to Tourism-Review.com, most guests go to restaurants because they want to enjoy dining in a pleasant atmosphere.
- Proper guest service, therefore, is a core factor of guest satisfaction.
- A well-trained waiter, for instance, speaks to guests courteously or goes out of his way to provide them with a special service.
- Such guests retain fond memories of your establishment and are likely to make repeat visits.

Smooth Operations

- Well-coordinated operations, from buying food to serving it, are an asset to your restaurant.
- Training programs provide your workers with accurate specifications of their responsibilities and facilitate a harmonious relationship between employees, which breeds a team spirit.
- They gel well with each other and fulfill their duties, which often are interrelated.
- In a smoothly running restaurants, guests receive their food on time, chefs cook food as required and waiters treat guests courteously.

Consistent Quality

- A good training program in a restaurant covers quality standards among other aspects of business.
- Training reminds employees of your restaurants about principles, procedures and policies to ensure that they consistently fulfill their duties in accordance with these standards.
- For instance, well-trained cooks should always be able to handle food safely and prepare it well whereas waiters will always serve guests courteously on a consistent basis.
- Guests will return when they see that your restaurant has sustained its quality standards.

Importance of Training & Development in Hospitality

The chief function of businesses in the hospitality industry is to serve people -- whether it's food, lodging or a combination of these and other services. The importance of employee training and development in hospitality ultimately aims for guest satisfaction. Without proper training, employee-guest encounters can go off track, affecting your bottom line.

Different types of trainings at different stages in an organization are described as follows;

Needs Assessment

- You can get the best results from a training program by targeting specific areas that need improvement. For example, if you've noticed an increase in complaints from guests about food quality and service, your training efforts might concentrate on these two areas.
- You might compel your cooks to enroll in company-paid culinary classes or bring in servers from notable established restaurants to provide instruction for your wait staff.
- The importance of these efforts will be apparent when guest complaints turn to praises and you begin to notice an increase in repeat business.

New Recruits

- It's important to begin training your new recruits soon after hire, instructing them on your standard operating procedures and the specifics of their jobs.
- Doing so places them on the right path from the beginning of their employment and thwarts the development of bad habits.
- Job training for new hires should go well beyond the initial orientation, which typically focuses on your company policies and employee benefits; consistent training can contribute considerably to the advancement of your organization.
- When you invest in new employees by providing learning opportunities, they may be inspired to do more than the minimum required of them.
- Adequate and appropriate training furthers your ability to determine the potential superstars who might be shaped into leaders.
- Focused training has a trickle-down effect: New employees learn from well-trained workers optimum ways to advance guest satisfaction.
- Human resources professionals, seasoned employees or consultants can train new workers.

Development

Developing your employees is essential to providing a consistent level of guest satisfaction over time

- After you've built a reputation for excellent service, you might select your top performers to take part in advanced training that may be associated with promotions.
- The importance of progressive employee advancement is not lost on your workers.
- Your investment in fostering new supervisors and managers demonstrates your confidence in the people who work for you.
- The hospitality industry, with its high turnover rates, can benefit from grooming outstanding individuals.
- Doing so retains consistency within the business as well as enhancing your future work force.

Additional Benefits

Providing ongoing attention to training and development affects your business's ability to remain competitive.

- Hospitality is fast paced and constantly evolving.
- The best way to beat your competitors may be through ensuring your employees' expertise in performing the day-to-day necessities, such as maintaining exceptionally high levels of housekeeping or making sure front desk employees are adept with computers and other technological tools required in their jobs.
- Frequently revisiting guest service training, such as how to address visitors in both positive and negative situations, can ensure your guests enjoy their stay and depart with plans to return.

Procedure of training cycle

The procedure of training cycle has the following steps:

1. Analyze needs and assessment for training team members
2. Design training methods according to the needs of the team member
3. Develop training pattern for the team members which deem fits as per their understanding and I.Q level
4. Implement training in such a way which is easily understandable for all team members
5. Evaluate training to observe if the purpose of providing has been fulfilled and that all team members are on the same page

Procedure of creating a training program

The procedure of creating a training program has the following steps:

1. Perform a Training Needs Assessment by reviewing staff performance and errors made by the
team members in delivering service to the guests.
2. Keep Adult Learning Principles in Mind.
3. Develop Learning Objectives to understand what is to be derived. The learning objectives are to
be in line to the requirement of the team members.
4. Design Training Materials i.e. print put material and conducting workshops on different gray areas
for example maintaining hygiene standards. Other than these team member can be assisted by
portraying role playing on the job.
5. Develop Your Training Materials.
6. Implement the Training in different methodology for example cross training the team members in
different department and rotational training by moving the staff in new situation as a live

Summary of Module

- In this module an overview of team development has been discussed. The effectiveness of team development and its role for an outlet is an unseen driving force usually ignored
- There are certain criteria upon which staff hiring should be done for a food outlet. To fulfill this criteria different ways of assessing the candidate can be carried out so that right man for the right job is recruited
- When effective hiring is completed the team should go through to orientation and training period following to which a plan should be created for the food outlet and the team working for it.
- The suggestion of the team shall also be given importance so that there is two way understanding between the team and the higher management.
- Team performance should be reviewed on daily basis so that similar training patterns and methods can be developed to enhance team performance
- Apart from a team and organization, an individual should also be able to identify and develop objectives for a self owned outlet. The individual should have workable concept by benchmarking the latest trends and understanding the psyche of the guest and accordingly develop an idea which is appealing for the masses.
- Being an entrepreneur the individual should be able to take feedback and closely monitor the activities of the guest how they react. Using the latest technological advancement entrepreneur can easily assess a self owned outlet both for operations and brand positioning.
- When working as a team, the team should be able to create sales plan. The sales plan can include a SWOT & PEST analysis. With the help of these analyses, penetrating sales strategies can be developed. The management can give the outlet team the sales target and likewise monitor the team to see how effectively the team achieves the sales target. Similarly the team can be asked what they require to achieve the given target and arrange for them.
- To make all this practical and workable, the management needs to hold regular training session and activities in which they can create interest for the team to achieve the target.

Frequently Asked Questions (FAQs)

FAQ 1: How can restaurant retain employees?

Answer By creating an environment where teamwork is one of the top priorities.

FAQ 2: How can management solve team issues?

Answer By clearly defining roles and providing adequate trainings to the team.

FAQ 3: How can teamwork be encouraged?

Answer By highlighting the example of employees who shows positive team behavior.

FAQ 4: How can team meeting play a positive role?

Answer Team meeting plays a positive role as that is opportunity to communicate, solve problems, develop plans and make decisions

FAQ 5: What are the key steps to improve team performance?

Answer Develop team mentality, be respectful to others, be approachable, be a role model, celebrate team achievements

FAQ 6: What is the basic goal of a restaurant?

Answer Basic goal of a restaurant is to provide high quality meals and excellent service to guests while staying within food and labour costs so that the operations can make profit.

FAQ 7: What are the stages of group development?

Answer Forming, storming, norming, performing

FAQ 8: What are the different styles of leadership?

Answer Authoritarian, passive, bureaucratic, participative

FAQ 9: Why servers are paid low wages?

Answer Because servers earn a good portion of their income from tips.

FAQ 10: What are the steps to develop sales plan?

Answer Sales history, market analysis, competitor analysis, sales and revenue goal, positioning and actions

Test Yourself!

Please mark the correct one from the given options. You can check your answer with the Answer Key at the end of this module.

1. When team issues arises the manager should
 - a. Understand the exact issue
 - b. Fire all the team
 - c. Detain all the team
 - d. File a case on the team

2. All team members should:
 - a. Work separately
 - b. Work discretely
 - c. Work collectively
 - d. Work one by one

3. When hiring team member the manager should:
 - a. Hire the right resource
 - b. Hire illiterate resource
 - c. Fresh resource
 - d. Experienced resource

4. Communication among the departments should:
 - a. Be written
 - b. Be indistinct
 - c. Be verbal
 - d. Clear and direct

5. Stages of group development has:
 - a. Four stages
 - b. Several stages
 - c. Numerous stages
 - d. Negative effect on ogranization

6. Quick service restaurant is an example of:
 - a. Fast food restaurant
 - b. Casual dining restaurant
 - c. Fine dining restaurant
 - d. Mid scale restaurant

7. When starting a restaurant plan you should have:
 - a. Execution plan
 - b. Sales plan
 - c. Backup plan
 - d. Marketing plan

8. Developing a sales plan is:
 - a. abortive
 - b. ineffective
 - c. Very important
 - d. bungled

9. Shadowing is which form of demonstration:
 - a. Intra personal
 - b. Interpersonal
 - c. Inter department
 - d. None of the above


10. Training session for employees should:
 - a. Arranged when needed
 - b. Be arrange regulary
 - c. Be randomly arrange
 - d. Include entertainment time


Answers Key

MCQ Number	Correct Answer
1	A
2	C
3	A
4	D
5	A
6	A
7	D
8	C
9	B
10	B


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